

United Nations Development Programme

**PROJECT DOCUMENT****Country: INDIA****bProject Title: Boosting Female Labor Force Participation through Strengthened Urban Care Ecosystem****Project Number: 01001526****Implementing Partner: UNDP India****Start Date: 1<sup>st</sup> January 2024<sup>1</sup>****End Date: 31<sup>st</sup> December 2026****LPAC Meeting date: 12<sup>th</sup> August 2024****Brief Description**

The care economy entails a diversified range of productive work with both paid and unpaid work activities for providing direct and indirect care for children, the elderly, disabled and ill, as well as for prime age working adults. A substantial amount of this care work is performed on an unpaid basis in the domestic sphere.

Across the world, women perform three-quarters of unpaid care work, or 76.2 per cent of the total hours provided. Even with many gains in education, India's Female Labour Force Participation Rate (FLFPR) is one of the lowest in the world, ranking 165 among the 176 countries, and it has been falling in the recent decades. The ability of women to participate in the labour force and other productive economic activities is dictated by various economic and social factors, unpaid care work being one of the primary ones. Amongst care related chores, childcare arguably takes a large part of women's time. Additionally, gendered work division and norms fuel the perceptions of care being a woman's job. The impact of the burden of unpaid care work, specifically childcare, on a women's ability to actively participate in the paid workforce holds particular significance in India. A study conducted by the National Sample Survey Organization (NSSO) in India found that in urban areas, 44% of women who were not in the labour force cited domestic responsibilities, as the reason for their limited or non-participation in economic activities.

The care industry in India has grown significantly in recent years. However, these services, mainly operated by private companies, primarily in urban areas, are typically used by middle-income and higher-income households. While there are a few public programmes and policies which support the provision of care services, these remain concentrated in rural areas, leaving little to no attention on India's urban care (particularly childcare) needs. This is especially critical given the vast informal economy that exists in the urban sector, of which poor urban women with no social or economic protection make up a majority. Apart from the lack of sufficient government-run care services, some of the other main challenges in urban areas include little or no public financial provision to support or subsidize private care services, trust issues of parents concerning small-scale privately run childcare centers, lack of trained care professionals, high cost of providing quality care, etc.

In this context, Nurturing Neighbourhoods (NN) initiative piloted under the Smart Cities Mission, Ministry of Housing and Urban Affairs (MoHUA) with support from the Bernard van Leer Foundation and WRI India in 10 cities. Pilot initiatives provides some insights and learnings for developing scalable and replicable models for improving cities for infants, toddlers, and their caregivers. G20 New Delhi Leader's declaration also put special emphasis on strengthening care infrastructure, increased public investing in the provision of care services, with childcare services serving as the initial building block along with commitment to high quality services and regulations in the care sector.

However, collaborative action and working together between public and private sectors actors is required for developing models and alternative financing models, building evidence, and working at various levels for creating an efficient care economy for urban India.

Through this project, UNDP India proposes to find an effective way of strengthening the urban care system including engaging with men and boys to break the stereotypical gendered division of unpaid care work.

<sup>1</sup> Dates including pre-project activities

**UNDP in partnership with National Urban Livelihood Mission** will work with various stakeholders, including the government (such as **Smart Cities Mission**, Ministry of Women and Child Development, Ministry of Skill Development and Entrepreneurship, Ministry of Health and Family Welfare, Urban Local Bodies), the private sector (including industry associations) to reduce the unpaid care work burden and time poverty faced by women.

While the care ecosystem encompasses different forms of unpaid care, keeping in view the criticality of childcare, UNDP plans to start with a specific focus on piloting of childcare services models targeting urban poor households and establish the critical need for an increased investment in care services in general from the government, private sector, and development partners to enable women to join and/or re-enter the paid workforce. In the medium term, efforts will be made to mobilise additional resources to start engagement on other aspects of care economy such as elder care. This would be done through three main strategies:

- Assessment of the current care service landscape with focus on childcare in India and various models targeting urban lower income households including feasibility and scale potential, synthesis of the existing research and key partners and enablers in India. To achieve this, a landscape assessment including feasibility and scalability potential analysis of existing services models for urban lower income households will be undertaken. Based on the results of the landscaping study, models targeting urban lower income households will be identified for piloting along with potential partners and enablers. Along with this, a comprehensive plan including impact measurement framework and feasibility analysis of financing options including blended instruments will also be undertaken. A challenge call to identify and accelerate innovative care service provisioning solutions including childcare targeting urban poor will also be designed and launched.
- Increased availability and uptake of accessible, affordable, and quality childcare services, alleviating the unpaid care burden on urban poor women and unlocking their economic potential. To achieve this, adapted and customized training content will be developed and used to train childcare workers and carepreneurs along with piloting of childcare service models partnership with existing and new service providers.
- Enhanced awareness and capacity of public and private sector key stakeholders and enablers to increase investment for care service facilities and support measures for redistributing the burden of unpaid care work specifically targeting urban lower income household. A Care Coalition/Network will be established which will enable the sharing of documented best practices, lessons learnt, and policy briefs; policy dialogues, roundtable convenings and capacity building workshops at state and national level will be conducted; and convergence with and leveraging of investments under public funded initiatives such as NULM, Smart City Missions, national creche scheme (Palna), etc. will be prioritized. Awareness and nudge campaigns aimed at changing perception and promoting shared responsibilities related to unpaid care work will also be undertaken.

Establishing partnerships will be crucial for the success of this project, and the aim will be to bring together the entire gamut of ecosystem actors who have a direct or indirect impact on taking up the agenda of childcare services for urban poor. This will include partners in the government, private sector, civil society, research, media and communications as well as other UN agencies.

While the landscaping and policy advocacy pieces of the project will focus on the entire country, the pilots will be rolled out in 5-6 cities (a combination of metro and non-metro cities).

<b>Contributing Outcome (UNSDCF, CPD, RPD):</b>
<b>UNSDCF Outcome 4:</b> By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in

<b>Total resources required:</b>	<b>USD 2,558,996<sup>3</sup></b>	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	<b>USD 2,558,996</b>
	<b>Government:</b>	

<sup>3</sup> Resources allocated towards the Project Initiation Plan (PIP) is included.

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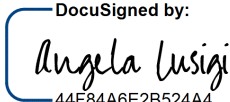
economic activities that create decent work, livelihoods and income particularly for youth and women.

**CPD Output 2.2:** Women, youth and other vulnerable groups transition into gainful employment and productive economic activities

**Indicative Output(s) with gender marker<sup>2</sup>: Gen 3** (detailed output-wise gender markers can be found in [this](#) section.)

	In-Kind:	
<b>Unfunded:</b>		NA

Agreed by (signatures):

UNDP	
<p><b>Name:</b></p> <p><b>Designation:</b></p>	<p>DocuSigned by:</p>  <p>44F84A6E2B524A4...</p> <p>Angela Lusigi</p> <p>Resident Representative, UNDP, India</p>
<p><b>Date:</b></p>	<p>28-Sep-2024</p>

<sup>2</sup> 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 principle objective); GEN2 (Gender equality as a significant objective); GEN1 (Limited contribution to gender equality); GEN0 (No contribution to gender quality)

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## I. **DEVELOPMENT CHALLENGE**

In the 2030 Development Agenda and the Sustainable Development Goals (SDGs), UN Member States have committed to “a world in which every woman and every girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed”.

The **UN Secretary General’s special edition report “Progress towards the Sustainable Development Goals: Towards a Rescue Plan for People and Planet”** mentions that the “world is not on track to achieve gender equality by 2030. At the global level, none of the 18 indicators met or almost met the targets and only one is close to the target”. It further states that the current rates of progress toward gender equality are set to leave half of the world’s population and the world’s workforce behind. UNDP’s latest **Gender Social Norms Index (GSNI) 2023 report** emphasizes that “Biased gender social norms—the undervaluation of women’s capabilities and rights in society—constrain women’s choices and opportunities by regulating behaviour and setting the boundaries of what women are expected to do and be”. The report also revealed no improvement in biases against women in a decade, **with almost 9 out of 10 men and women worldwide still holding such biases today.**<sup>4</sup>

The United Nations Gender Inequality Index 2022-23 ranks India 122<sup>nd</sup> out of 190 countries, with women being subjected to disadvantages that manifest from birth and continue throughout their lives resulting in reduced economic opportunities for them.<sup>5</sup>

### **Unpaid Care Work and Women’s Participation in Paid Work in India**

The care economy entails a diversified range of productive work with both paid and unpaid work activities for providing direct and indirect care necessary for the physical, psychological, social wellbeing of primarily care dependent groups such as children, the elderly, disabled and ill, as well as for prime age working adults. A substantial amount of this care work is performed on an unpaid basis in the domestic sphere.<sup>6</sup>

Across the world, women perform three-quarters of unpaid care work, or 76.2 per cent of the total of hours provided.<sup>7</sup> In India, an analysis of the gender-disaggregated data from the National Statistical Organization’s Time-Use Survey 2019 by the Observer Research Foundation finds that Indian women spend eight times more hours on unpaid care work than men.<sup>8</sup> The patterns are similar across educational qualification and employment or marital status.

Amongst care related chores, childcare arguably takes a large part of women’s time. Additionally, gendered work division and norms fuel the perceptions of childcare being a woman’s job. Hence, even with many gains in education, India’s Female Labour Force Participation Rate (FLFPR) is one of the lowest in the world, ranking 165 among the 176 countries for which data is available. Moreover, the FLFPR in India has declined over the past few decades— from 34.1% in 1990–00 to 27.2% in 2011–12 and further to 23.97% in 2022.<sup>9</sup> According to the estimates of the World Inequality Report 2022, Indian female labour income share is 18%, lower than Asia’s average of 21% (excluding China). Additionally, 81.8% of women’s employment is concentrated in the informal economy. This is a matter of great concern for India’s stated policy intent of moving towards women-led development.<sup>10</sup>

The ability of women to participate in the labour force is dictated by various economic and social factors such as safety and mobility constraints, societal norms, and biases that interplay at many levels. However, the impact of the burden of unpaid care work, specifically childcare, on a women’s ability to actively participate in the paid workforce holds particular significance. Disproportionate share of unpaid care work is a key factor in determining the ability of caregivers

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<sup>4</sup> [GENDER SOCIAL NORMS INDEX \(GSNI\)](#): Breaking down gender biases, UNDP, 2023

<sup>5</sup> [Gender Inequality Index \(GII\)](#), UNDP, 2022-23

<sup>6</sup> [Care Work and Care Jobs for the Future of Decent Work](#), ILO, 2018

<sup>7</sup> [Time to Care: Unpaid and underpaid care work and the global inequality crisis](#), Oxfam, 2020

<sup>8</sup> [Building India’s Economy on the Backs of Women’s Unpaid Work: A Gendered Analysis of Time-Use Data](#), ORF, 2022

<sup>9</sup> [Gender Data Portal](#), The World Bank

<sup>10</sup> [World Inequality Report](#), World Inequality Database, 2022

– predominantly women – to acquire skills, whether women enter and stay in employment and the quality of jobs they perform, and leads to overall loss to GDP and economic growth.<sup>11</sup> It is estimated that just expanding the childcare economy will create employment opportunities (**43 million workforce globally**), with women having an edge over men in terms of accessing these opportunities. Expanding quality childcare also yields multi-generational impacts by promoting equity and improving women’s employment and productivity, child outcomes, family welfare, business productivity, and overall economic development.<sup>12</sup>

Across all countries, shortages in childcare services are a major impediment affecting parents’ work quality and productivity, especially post-pandemic. While high-income countries face affordability of childcare as a major barrier in low and middle-income countries, even access to childcare services is almost non-existent. Nearly **40% of children (nearly 350 million)** in low and middle-income countries need childcare and do not have access to it.

In India, a study conducted by the National Sample Survey Organization (NSSO) found that in urban areas, 44% of women who were not in the labour force cited domestic responsibilities, including childcare, as the reason for their limited or non-participation in economic activities. Childcare, or lack of it, is an important unmet need, particularly in urban areas.<sup>13</sup>

Therefore, in this decade of action, there is a need to **recognize the economic value of unpaid care work, find an effective way of challenging gender/patriarchal norms around how care work is viewed, strengthen social protection and address the critical need for an increased investment in urban care services** from the government, private sector and development partners, thereby **reducing the burden of caregiving on women and enabling them to join or re-enter the labour force**.

#### Care Services in Urban India: Existing Models and Challenges

The childcare industry in India has grown significantly in recent years. In 2017, there were an estimated 1.5 million creches in India (including Anganwadis), providing childcare services for over 20 million children. In the forecast period of 2023-2028, the India pre-school/childcare market is projected to grow at a Compound Annual Growth Rate (CAGR) of nearly 19.2%.<sup>14</sup> As for elder care, the India Senior Living Market size is estimated at USD 11.16 billion in 2024, and is expected to reach USD 17.99 billion by 2029, growing at a CAGR of 10% during the forecast period (2024-2029).

However, when it comes to childcare, services are mainly operated by large companies, primarily in urban areas, and are typically used by middle-income and higher-income households.

India has a **few public programmes and policies which support the provision of childcare/creches**. For example, creches at Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) work sites, the provision of 5% Anganwadi centers to be converted to creches, the Maternity Benefits Act which mandates creches at workplaces with more than 50 workers, the National Creche Scheme. However, many of these public programmes are concentrated primarily in the rural ecosystem, and a wide gap exists when it comes to addressing urban India’s childcare needs. This is especially critical given the increasing rate of urbanisation, vast informal economy that exists in urban areas, of which poor urban women with no social or economic protection make up a majority. In this context, MoHUA’s Nurturing Neighbourhoods (NN) Initiative under the Smart Cities Mission, supported by the Bernard van Leer Foundation and WRI India, aims to develop scalable and replicable models for improving cities for infants, toddlers, and their caregivers through accessible, inclusive, and safer infrastructure with pilot implementation in 10 cities. In Phase I (November 2020 - January 2021), 60+ cities conceptualized neighborhood-level pilot projects centered around young children. Over a period of 7 months, 25 (from February 2021) shortlisted cities implemented 70+ complementary and integrated

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<sup>11</sup> [Care Work and Care Jobs for the Future of Decent Work, ILO, 2018](#)

<sup>12</sup> [Better Jobs and Brighter Futures: Investing in Childcare to Build Human Capital](#), The World Bank (2020)

<sup>13</sup> [NSS report: Time use in India-2019](#), Ministry of Statistics and Program Implementation (2019)

<sup>14</sup> [India Preschool and Daycare Services Market Outlook to 2022, KEN Research \(May 2018\)](#)

projects improving public spaces, mobility, and access to services for infants, toddlers, and their caregivers. 10 winning cities (September 2021) are being supported to scale up interventions in Phase 2.

### ***Key Challenges in the Urban Care Ecosystem***

UNDP India conducted a consultation workshop in April 2023 with leading organizations and sector experts in the country.. Basis the learning from the consultation, it can be said that care services in urban areas are broadly provided through two types of models:

- (a) an online marketplace model where trained childcare workers are matched with consumers through tech platforms. Examples include Broomees, Sulekha, JobNukkad, portea etc. This model usually caters to households from middle to high-income backgrounds.
- (b) community based creche or childcare center model run by private sector service providers/ women from the community/CSOs such as Mobile Creches and SEWA. Some centers are also established by CSOs through convergence with government schemes such as the Building and Other Constructions Workers Act or support from the private sector.

The **key challenges** discussed in the consultation included **lack of government-run childcare services, little or no public financial provision to support or subsidize private models making it harder for small entrepreneurs to establish childcare centers, trust issues** of parents concerning small-scale privately run childcare centers, **lack of trained childcare professionals, high cost** of providing quality care, frequent dropouts, high rents leading to financially unviable business models and lack of clarity on regulation and standards in the childcare economy. The consultation also captured that there is **an opportunity to promote women's employment and entrepreneurship** through training and promoting individual or group-owned childcare enterprises at the community level.

### ***Need for Investing in Care Economy to Alleviate Urban Poverty: Physical Infrastructure, Skilling and Affordable Care Services***

Enhancing households' (specifically poor and marginalised) access to care services has the potential to unlock pathways out of poverty, build human capital and increase equity – all of which are cornerstones of a country's economic growth and productivity.

One of the crucial recommendations in the G20 New Delhi Leader's declaration is that to strengthen the care pillar in G20 countries, governments should work towards placing care as a core pillar of their lifecycle social protection system and economic growth trajectories, investing in the provision of care services as a public good provided by the state, with childcare services serving as the initial building block along with commitment to high quality services and regulations in the care sector. Examples from across the globe where the State's interventions have been crucial in developing an inclusive care policy particularly for childcare include Care Blocks in Bogota, Columbia, Norway's customized daycare centres as per the need of parents' working hours, equal parental leaves in Sweden, high quality of childcare workers in Iceland, the Kibera Public Space Project in Nairobi, Kenya, to name a few.

The current landscape of care economy in the urban context is a matter of concern and India's stated policy intent of moving towards women-led development requires significant investment in creating accessible, affordable, and quality care provisioning system.<sup>15</sup> This calls for collaborative action and working together between public and private sectors actors, developing models and alternative financing models, building evidence, and working at various levels for creating an efficient care economy for urban India. In particular, it requires a focus on creating physical care infrastructure, creation of a skilled care workforce and development of affordable care models. While the first is being spearheaded by MoHUA's Smart Cities Mission, the second and third priority areas of skilling and care services will be addressed by this project with the approach to create models for eventual scale-up in the country. The project will undertake an initial deep dive into the childcare economy for low income households in urban areas of India.

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<sup>15</sup> [World Inequality Report](#), World Inequality Database, 2022

## II. STRATEGY

**UNDP in partnership with National Urban Livelihood Mission** will work with various stakeholders, including the government (such as **Smart Cities Mission**, Ministry of Women and Child Development, Ministry of Skill Development and Entrepreneurship, Ministry of Health and Family Welfare, Urban Local Bodies), the private sector (including industry associations), and existing care service providers (such as Mobile Creches, SEWA and individual women at the community level) to

- Establish robust models for a) community-based care provision b) industry associations led workplace-based childcare services.
- Build a strong measurement and learning component into the intervention for generating data and evidence for policy action.
- Facilitate policy dialogue through sharing evidence and learnings in relevant forums.

The project will also pilot test childcare models in urban areas catering to low-income households in order to develop economically viable and scalable childcare models and financing mechanisms for further adoption and replication. The project will also work towards creating economic opportunities for **women to run community-centered care facilities, leverage public resources at scale, build public-private partnerships, and accelerate the provision for safe and secure childcare in the workforce**. This will include research, feasibility analysis, and evidence generation around how the provision of childcare can enable and accelerate women's participation in India's urban workforce.

**The main objective is to increase access of women from poor communities living in urban slums and other low income urban pockets (including women urban SHGs) to participate in paid workforce as well as have enhance access to livelihood opportunities.**

This is planned to be achieved through focused interventions at **three interrelated levels**:

- **Macro** – Establish data and evidence and support creation of a more enabling environment, including effective monitoring of existing legal provisions enforcement and understanding feasibility of different investment models as well as supporting cities in strengthening care infrastructure specifically r targeting urban poor.
- **Meso** – Support and strengthen the institutional infrastructure and networks for capacity development of potential individual and institutional “*carepreneurs*” and care workers.
- **Micro** – Identify existing and innovative childcare service solutions, test and support pilot childcare facility models targeting urban poor women in different settings in partnership with existing and new service providers.

The project will be anchored within UNDP India's outcome area of Sustainable and Inclusive Growth, contributing towards the outcome of “By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.”

Extensive **secondary research** will be undertaken to identify existing care models and care service providers. It will explore designing and piloting models at two levels – a) Community-based models b) industry association led workplace-based models. **15-18 childcare facility pilots** are planned to be rolled out across the selected project geographies, including existing models and new models designed under the project. These pilots will take place in 5-6 cities. However, specific cities, number of pilots for different models and the age group of the children they would cater to are planned to be finalized in consultation with the National and State Urban Livelihood Missions, other ecosystem partners and the Bill and Melinda Gates Foundation (BMGF) during the research and preparatory phase. Selection of cities for the pilots would also be aligned with cities selected through the challenge call by the Ministry of Housing and Urban affairs.

**Childcare providers and carepreneurs will be developed** by identifying, mobilizing and building capacities of individuals, particularly women, from urban low-income communities. A standardized training curriculum, skills quality

framework, national occupation standard norms will be developed in collaboration with the National Skill Development Cooperation, Domestic Workers Sector Skill Council, the Ministry of Skills Development and Entrepreneurship, and training will be imparted on professional childcare services, entrepreneurial skills, business management, and operations to equip them in running creches. Urban SHG women will also be trained to run creches as collective enterprises. Training of Trainers programme will also conducted to build Master Trainers for these customised courses.

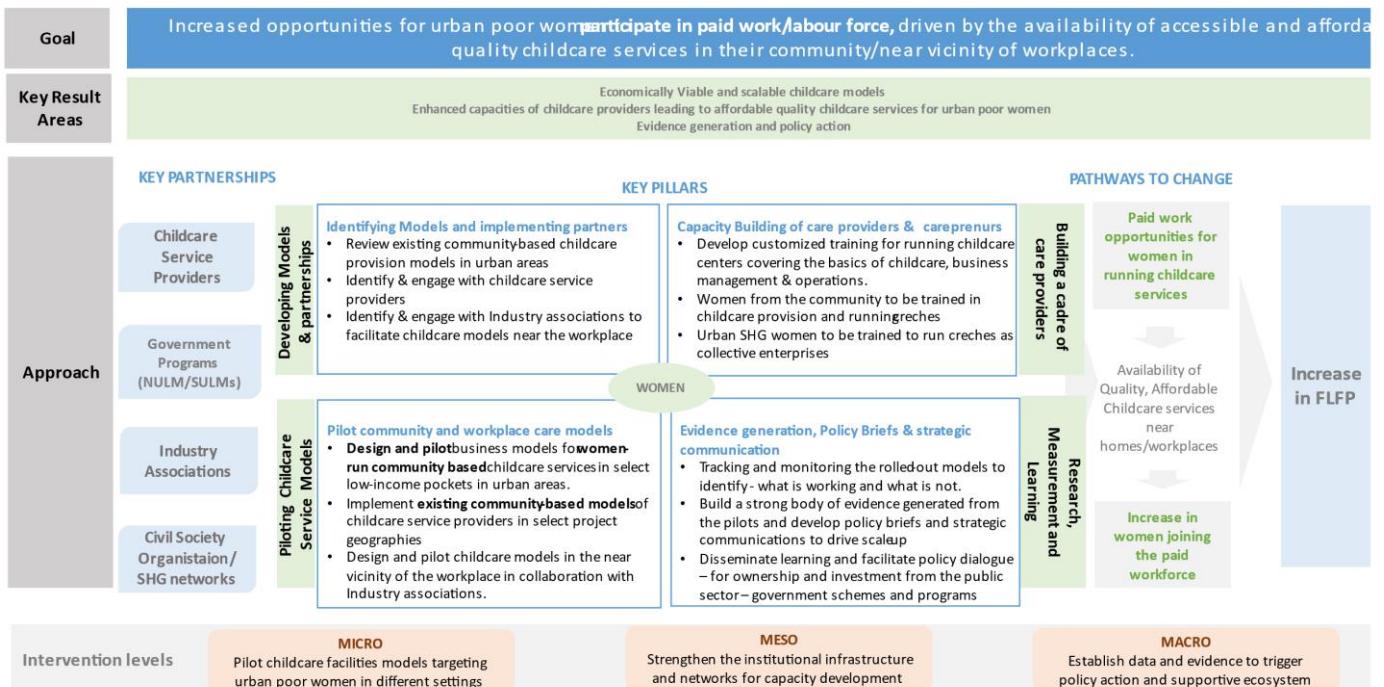
The project will have a strong **formative research, measurement and learning** component supported by a Monitoring, Learning and Evaluation partner to generate evidence and synthesize learning. Monitoring indicators would specifically focus on measuring the impact of these interventions on women’s participation in paid work as well as on children’s health and overall wellbeing. Project also plans to develop health indicators during preparatory phase in consultation with relevant subject matter (childcare/ health) experts as well as with the MLE agency.

The project will facilitate the **translation of the generated evidence into policy advocacy and programmatic action** through creating a **Care Coalition/Network** for disseminating learning, organizing stakeholder consultations for policy dialogue and sensitizing decision-makers for policy and programme action, including financial support for scaling up the care service models and creation of strengthened urban care infrastructure.

Along with engaging with policy makers and ecosystem enablers, strategic communication and awareness activities and nudge campaign will be rolled out to engage with men and change their perception and promote shared responsibilities on unpaid care work.

The **theory of change** guiding this project is detailed below.

### Theory Of Change



The following table captures the key **outcomes and outputs** that is planned to be achieved during this phase.

Activity/ Sub Outputs	Outputs	GOAL
1.1 Care landscape assessment including scalability and potential analysis of existing childcare services models for urban lower income households.	1. Assessment of the current care service landscape and various models targeting urban lower income	Increased opportunities for urban poor women



1.2 Care (Child and Elder Care) service models targeting urban lower income households identified for piloting along with potential partners and enablers	households including feasibility and scale potential, synthesis of the existing research and key partners and enablers in India	to participate in paid workforce, driven by the availability of accessible and affordable quality care services in their community/vicinity of workplaces.
1.3 Comprehensive plan including impact measurement framework and toolkit for accessible, affordable, and quality service pilot test formulated with partners and enablers.		
1.4 Feasibility analysis of financing options including blended instruments for strengthened urban care provisioning and infrastructure		
2.1 Adapted and customized training content for childcare workers and care entrepreneurs	2. Increased availability and uptake of accessible, affordable, and quality childcare services, alleviating the unpaid care burden on urban poor women and unlocking their economic potential.	
2.2 skilled childcare workers and entrepreneurs		
2.3 Pilot childcare facilities rolled out in partnership with existing and new service providers.		
3.1 Documented good practices, lessons learnt, and policy briefs based on data and evidence	3. Enhanced awareness and capacity of public and private sector key stakeholders and enablers to increase investment for care service and infrastructure facilities and support measures for redistributing the burden of unpaid care work specifically targeting urban lower income household.	
3.2 Care Coalition established and regularly convened.		
3.3 Policy dialogue, roundtable, convenings and training workshops at state and national level		
3.4 Convergence with and leveraging of investments under public funded initiatives such as NULM – Smart City Mission Urban Care Challenge, national creche Palna schemes, smart cities etc.		
3.5 Awareness and nudge campaigns aimed at changing perception and promoting shared responsibilities on unpaid care work.		

### III. RESULTS AND PARTNERSHIPS

#### EXPECTED RESULTS

Overall aim is **to find an effective way of improving urban care infrastructure including provisioning of childcare services targeting women from urban poor households and establish the critical need for an increased investment for care services from the government, private sector, and development partners to enable women to join and/or re-enter the paid workforce.** This would be achieved by working on the dual agenda of **building evidence and identifying and supporting existing and innovative scalable models** for urban India in partnership with both the public and private sector.

Key results expected during the current phase (2024-2026) are as follows:

**Output 1: Assessment of the current care service landscape and various models targeting urban lower income households including feasibility and scale potential, synthesis of the existing research and key partners and enablers in India.**

It is critical to develop a detailed and complete understanding of the magnitude of unpaid care work, develop improved measurement tools and generate evidence regarding the significant adverse impact of lack of affordable, accessible, and quality childcare services on women’s time and economic wellbeing. Identification, assessment, analysis and toolkit development activities will be undertaken during the first 6 months :

#### 1.1 Landscape assessment and feasibility analysis

The focus of the research and evidence generation would be to explore and investigate questions such as the following, including synthesis of existing research on these topics.

- What are the various existing care models targeting urban lower income households and who are the key players providing these services?
- What is the potential and feasibility of these models to be scaled up to cater to urban poor households?
- How are urban poor women coping with childcare now when they do not have access to or cannot afford childcare?
- How can women's labour force participation be facilitated if care services were available and/or if unpaid work specifically childcare responsibilities are shared within the household?
- Map and review the current childcare models – public and private – including details of key players, business models, profile of current users, willingness to pay, ability of these models to cater to the demands of users, etc.
- Current care policies and social protection measures (national, select states and international), assess institutional context and compliance/enforcement status of the prevailing policies.
- What policies and investments should the government make to lessen women's care burden?

### **1.2 Identification and selection of childcare service models and providers**

As most of the existing childcare service models in urban areas cater to middle or higher-income groups, it would be important to not only try out existing models targeting urban lower income households but also to design and identify alternative models for piloting. It would also be important to analyze economic viability and sustainability of these models with or without public finance support. As mentioned in the approach section, **partnerships with ecosystem actors** such as childcare service providers, government institutions/programmes and the private sector including industry associations are essential elements, and efforts to identify and establish engagement with these actors will begin early on.

Specific activities would include:

- Engaging with existing childcare service providers (such as Mobile Creches, SEWA, Meraki Foundation) for piloting in project geographies targeting lower income households in urban areas.
- Design of alternative models (private, PPP) of affordable and accessible quality childcare provisioning basis the results and findings from the landscape analysis and selection of partners for initial pilot roll-out.
- Identifying and engaging with industry associations for roll out of childcare facilities for its member industries.
- Challenge Call for Innovative Childcare Service Provisioning Solutions to identify and accelerate innovative childcare solutions targeting urban poor.
- A comprehensive plan for pilot testing of accessible, affordable, and quality childcare services would be formulated, including impact measurement framework, related indicators and toolkit to measure the impact of these pilots on women's participation in paid work.

### **1.3 Financing/investment options**

In parallel, a **feasibility study/analysis of financial instruments** is also planned to be undertaken to outline the financing options that are available and are relevant for the care sector as a whole with specific focus on childcare, including case studies from an international lens and recommendations of instruments that can potentially be designed in the context of India that can cater to the outcomes in the child-care economy<sup>16</sup>. With reference to investment models, there may be different types of instruments that can lend themselves to the care service investment requirements, which may vary from pay for success to a concessionary loan. For example, for capital cost pertaining to a childcare center, a concessionary or interest-free loan might be more suited, whereas a pay for success might be more feasible for training of carepreneurs.

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<sup>16</sup> There may be different types of instruments that can lend themselves to the investment requirements, which may vary from pay for success to a concessionary loan. For example, for capital cost pertaining to a childcare center, a concessionary or interest-free loan might be more suited, whereas a pay for success model might be more feasible for training of carepreneurs.

As part of the study, a stakeholder convening will be organized to bring together market participants who can provide inputs on the characteristics and structure of required financing. The feasibility study shall be complemented by a **position paper** that can provide recommendations on regulatory frameworks as well as policy changes that can incentivize mobilization of private capital in this sector.

**Results:**

- Two childcare service models' blueprint including design, financing, and implementation roadmap.
- White paper on current care service ecosystem with focus on childcare targeting urban lower income households.
- 3-5 childcare models identified for pilot
- Position paper on financing options
- Cohort of 8-10 innovative solutions identified and selected for bootcamp and springboard support

**Output 2: Increased availability and uptake of accessible, affordable, and quality childcare services, alleviating the unpaid care burden on urban poor women and unlocking their economic potential.**

Investment is planned in two areas here: (i) training and certifying interested entrepreneurs or carepreneurs and training of trainers; (ii) setting up childcare centers with initial capital cost; and supporting the operational expenditure of the childcare centers on a tapering basis for 2 years to ensure their sustainability<sup>17</sup>. These pilots will help in understanding the economic viability of accessible, affordable, and quality childcare services models, in addition to generating data and evidence to measure the impact of availability of quality childcare services on women's economic empowerment.

Under this workstream, the project will undertake development of training curricula for potential childcare workers and entrepreneurs, delivery of training to childcare workers and entrepreneurs, as well as rolling out of 12-15 pilots in 5-6 project locations. **Piloting of childcare service provisioning models for urban lower income households is planned to be supported for 18 - 24 months.**

**2.1 Capacity building of care workers, carepreneurs and trainers**

Gaining the trust of households heavily depends on the quality of childcare workers in the pilot facilities and therefore it is critical to invest in **development of customized and standardized training and certification mechanism** in partnership with key stakeholders. A Child Caretaker (non-clinical) job role certified by National Skills Development Corporation (NSDC) currently exists with 240 hours of training. This is often considered too long by women to invest in training and thus the uptake of this certification is relatively low. A more succinct **training curriculum** that focuses on the basics of childcare along with business management and operations related to running childcare centers will be developed to ensure that availability of trained childcare professionals is created for early childhood care in urban areas.

Along with the curricula, the project will undertake identification and mobilization of individuals, particularly women, from the target communities who can be trained as potential childcare entrepreneurs and workers. This will be followed by **training of 100 individuals on the developed curricula** in partnership with Sector Skills Councils and training providers. The potential childcare workers to be trained will be mobilized from around the project locations so that they can eventually find employment in the childcare centers set-up under the project. Training of trainers to create master trainers will also be carried out.

**2.2 Rollout of pilots in urban areas**

It is planned to roll out the identified and selected childcare pilots in partnership with private and public institutions **at 12-15 locations in 5-6 cities** (both metro and non-metro locations). These will be piloted in **low-income pockets in urban areas** to enable women's enhanced participation in paid work and income generating economic activities. The pilots will fall under four broad categories:

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<sup>17</sup> The cost economics of running such a center is available with UNDP based on models shared by organizations which are currently running such centers.

- **Community-based childcare models (9-10):** These will include piloting of existing childcare models based on the experience and learning of sector leaders such as Mobile Creches and SEWA (9 pilots).
- **Women-run childcare service enterprises (Carepreneurs – 2-3):** In addition to pilots directly run by existing service providers, women-run community based childcare service models or carepreneur models (2) will be piloted under the overall guidance and mentoring of existing childcare providers.
- **Workplace model (3-4):** Under this, UNDP plans to establish partnerships with local industrial estates/cluster level industry associations and establish childcare centres in an industrial area which caters to employees of industries in the vicinity/members of the industry association partnered with.
- **Innovative childcare service provisioning solutions (1-2):** As mentioned above, a Challenge Call for Innovative Childcare Service Provisioning Solutions will be designed and launched within the first 6 months of the project. A cohort of 8-10 solutions selected from this challenge call will go on to be a part of a bootcamp which will provide mentorship for further refinement of the selected business models and up to 2 feasible models emerging from this Challenge Call are planned to be supported for piloting.

**Results:**

- Training modules and toolkit developed in Hindi and two regional languages.
- 100 persons from target communities mobilized and skilled for childcare entrepreneurship and childcare works.
- 100 Master Trainers through TOT
- 15 childcare service facilities pilots rolled out in the project locations.
- 1500 women accessing childcare services from the pilot facilities

**Output 3: Enhanced awareness and capacity of public and private sector key stakeholders and enablers to increase investment for childcare service facilities and support measures for redistributing the burden of unpaid care work specifically targeting urban lower income household.**

Awareness generation and capacity building of public and private sector key stakeholders and enablers is essential to increase investment and collective action for care for lower income urban households. To this end, the project will establish and regularly convene **Care Coalition** to enable sharing of best practices, intelligence, and better understanding of innovative financing mechanisms (such as impact bonds, blended financing) to attract private sector capital for childcare. Awareness raising workshops and nudge campaigns, communicating to public and engaging with men are also planned to nudge positive change in societal norms, particularly men's acceptance of unpaid care work including childcare as a shared responsibility.

The project will undertake the following main activities under this workstream:

- Convene a Care Coalition of public and private stakeholders at regular intervals to disseminate learnings and to deliberate upon sustainable pathways to enhance access to care services for urban poor households.
- Organize policy dialogues, roundtables, convenings, training workshops at the state and national levels with the Government, industry bodies, NGOs and development actors including women's organizations on policy and enforcement measures and investments needed to address the gap in care infrastructure specifically targeting urban poor.
- Wide dissemination of documented best practices, learning and policy briefs regarding different models widely for further scaling up and replication by other stakeholders.
- Build capacity and expertise among central and state policy makers and other key stakeholders on the need to invest in care facilities and its positive impact on women's participation in productive economic activities.
- Awareness and nudge campaigns aimed at changing perception and promoting shared responsibilities between women and girls, and men and boys for reducing and redistributing unpaid care work in general.
- Convergence with and leveraging of investments under public funded initiatives such as NULM, national creche schemes, smart cities will be a priority under this workstream.

A comprehensive report on policy recommendations basis landscaping study findings, learning from pilots, action points from convenings and financing feasibility study will be developed. This report will aim to answer the below-mentioned

main learning questions (which may be revised post the completion of the landscaping study) under this learning and testing investment.

- Opportunities: What models show promising return on investment and sustainable approaches to addressing care services?
- Scalability and effectiveness: Which models and policies are the most cost-effective, high quality, and scalable for WEE outcomes?
- Economic impact: What is the extent of women’s employment and entrepreneurship opportunities created by investments in care economy?

**Results:**

- 100+ key stakeholders and enablers (govt. officials and policymakers, private sector, industry associations, media, etc.) sensitized on childcare importance, financing mechanisms and implementation roadmap of adoption, replication, and financing of tried and tested models.
- 5 publications (best practices, policy briefs, learning reports, position paper, impact assessment report) developed and disseminated.
- 25 stakeholders regularly engaged (06 monthly online /offline deliberations) in the Care Coalition.
- 10 convenings/workshops/policy dialogues held with key stakeholders.
- 100 awareness and sensitization sessions held in the target locations

**RESOURCES REQUIRED TO ACHIEVE THE EXPECTED RESULTS**

The total financial resources required for the programme will be USD 2.58 million. The project will be entirely funded by UNDP with support from the Bill and Melinda Gates Foundation (BMGF). UNDP will provide steering, oversight and quality assurance for ensuring the achievement of the envisaged results. The partnership framework will also aim to leverage government programme funding and, in the process, ensure effective implementation of the government programmes with desired programme results. The details of budget are in annexure.

**PARTNERSHIPS**

Establishing partnerships will be crucial for the success of this project, and the aim will be to bring together the entire gamut of ecosystem actors who have a direct or indirect impact on taking up the agenda of childcare services for urban poor. The project will also employ a proactive and synergistic approach to partnerships for consultation, feedback, learning, and build a strong network of partners. These partnerships will create a platform for open access of information for improved decision making, transparency, clarity about project activities across several related areas and activities impacting the availability and uptake of childcare services.

Key potential partners and their expected roles are listed below:

Type	Role of Partners
Research and MLE Partner	Undertake the landscape analysis of the childcare economy, develop impact measurement framework and toolkits, collect, analyze and report data from project pilots, provide insights and learnings, etc.
Implementing partners	Pilot childcare centers in project locations using their knowledge and experience of the domain. Potential partners can be Mobile Creches, SEWA, Meraki Foundation.
Private Sector	Partnership with industry associations will be critical to roll-out the workplace based pilots. Examples include district and cluster level Industry Associations such as Karnataka Small Industries Association, Faridabad Small Industries Association, Chamber of Marathwada Industries and Agriculture (CMIA), etc. Partnerships with startups and social enterprises (particularly through the Innovation Challenge) will be key to experiment with innovations in the childcare domain.

UN Agencies	Other UN agencies such as ILO, UN Women also do seminal work in the unpaid care/childcare area. Learning from their work and collaborating on select interventions will ensure optimal utilization of resources.
Government Partners	Partnership with the Government is essential for leveraging existing schemes/infrastructure/resources to bring down the costs of running childcare centres. For example, NULM has over the years promoted several urban SHGs which can be trained to run creches as collective enterprises. Moreover, at both the Central and State levels, creches run by women SHGs can be opened in government establishments such as administrative buildings. In addition to the existing partnership with NULM, some other key partnerships that the project will try to forge will be with the Ministry of Women and Child Development, Ministry of Skills Development and Entrepreneurship, NITI Aayog, NSDC, Domestic Workers Sector Skills Council, State Government Departments in focus states, Kudumbashree National Resource Organisation, etc.
Communication and Media Partners	Communication and media partners will be critical to not only ensure visibility for the project but for the larger agenda of spreading awareness about unpaid care work, sharing of household responsibilities, successful pilots, need for investment in childcare by public and private actors, and so on. For example, organizations such as Youth ki Awaaz, Better India and digital platforms that are invested in improving women workforce participation and challenging gender norms can support the project in amplifying its impact.

### RISKS AND ASSUMPTIONS

No.	Assumption	Risk description	Risk likelihood	Risk impact	Mitigation strategy
1	The target community accepts and trusts the pilot childcare centers rolled-out as a part of the project, and are willing to send their children to these centers.	Lack of community acceptance and lower uptake of childcare services	Low	High	Stakeholder consultation and validation before pilot roll out combined with regular community sensitization and awareness to educate and engage with the target communities is planned to create awareness and demand. This will help promote understanding, acceptance, and adoption of new childcare practices, and will also help the programme to course correct based on evidence, if needed.
2	The project will partner with several implementation partners that have experience in the domain of care and they all work together in a coordinated manner to ensure optimal results.	Lack of coordination among different agencies	Low	Medium	Follow well defined and agreed structured coordination mechanism.
3	The pilot childcare centres adhere to quality standards such as safety,	Childcare quality concerns	Moderate	High	Proper due diligence at the time of partner engagement along with regular monitoring will ensure that this risk is identified and mitigated in time. Development of SOP and capacity

	hygiene, food safety, etc.				building of care workers and carepreneurs is planned to ensure quality care services.
4	Partner organizations collect, maintain and report data as specified by the project.	Issues with data and monitoring accuracy with partner organizations	Moderate	High	Robust MLE system and onboarding of dedicated MLE partner from the inception of the project.
5	The govt and private sector recognize the effectiveness of the childcare service provisioning models piloted under the project and agree to scale them up.	Low interest from the government and other private sector partners to adopt and scale up the piloted models	Medium	High	A focused strategy will be put in place to ensure continuous engagement with the government and other key stakeholders, keeping them abreast of the pilots being implemented and highlighting key learning on a continuous basis.

### STAKEHOLDER ENGAGEMENT

A range of strategic communication and advocacy activities catering to different groups of stakeholders is planned to be rolled out during the lifecycle of the project to ensure effective engagement of stakeholders with the project and develop mechanisms for collaborative engagement.

Through documentation, media engagements and content amplification, positive stories of change will be documented to portray trends or systemic changes in reduction of unpaid care work among women and its long-term effects on boosting women’s economic participation, financial independence, and gender equality. The data collected during the duration of this project will be converted into infographics. These, along with data stories, are planned to be disseminated through social media campaigns to unpack the issue further, to create awareness and to spark informed discussion.

Field-level focus group discussions that engage with social norms and myths, high-level round table discussions involving policy makers, industry heads, think tanks and government officials will take place at multiple levels to define an actionable roadmap. This will be followed by publishing white papers, policy briefs and op-eds based on the project findings and results.

Moreover, through activities parked under Outcome 3 (policy advocacy) of the project, a Care Coalition/Network will be established under which engagement with public and private stakeholders at regular intervals will be organized to disseminate learnings and to deliberate upon sustainable pathways to enhance access to childcare services for urban poor households. In particular, the focus will be on policy dialogues, roundtables, convenings, training workshops at the state and national levels with the Government, industry bodies, NGOs and development actors including women’s organizations as well as wide dissemination of documented best practices, learning and policy briefs regarding childcare models.

### SOUTH-SOUTH AND TRIANGULAR COOPERATION (SSC/TRC)

The project will draw learning from the significant work already done in the A-PAC region on childcare, particularly in countries such as Indonesia, Thailand, Vietnam, Laos, and others. In the research phase, the project will draw heavily from studies done in the region, in other LMICs and globally to understand the nuances of childcare needs and existing

models (both successes as well as failures). Studies such as the joint ILO-UNDP-ADB-UNRISD 'Investments in childcare for gender equality in Asia and the Pacific' in particular will be leveraged to avoid reinventing the wheel in the pilot phase. In terms of policy advocacy, the focus will be to learn from practitioners across the globe, particularly from the Global South, who have experience of working on the childcare issue. In policy dialogues and other workshops, the project will ensure that it gets in global expertise, particularly from countries similar in size and development stage as India, to bring a rich and comprehensive outlook on the need for childcare services as well as insights from existing interventions in other countries.

## DIGITAL SOLUTIONS

Establishment of a digital data management system is planned to ensure efficient and secure storage, analysis, and reporting of collected data within the overall framework of UNDP's data privacy policy.

Employing data visualization techniques, a range of strategic communication and advocacy activities catering to different target groups is planned to be rolled out through digital media to portray trends or systemic changes in reduction of unpaid care work among women and its long-term effects on boosting women's economic participation, financial independence, and gender equality. The data collected during the duration of this project will be converted into infographics. These, along with data stories, are planned to be disseminated through social media campaigns to unpack the issue further, to create awareness and to spark informed discussion.

The project also plans to conceptualise and develop a digital knowledge platform on care to enable sharing of knowledge, experiences and learnings amongst key stakeholders.

## KNOWLEDGE

The following knowledge products will be developed during the lifecycle of the project:

- White paper on current care service ecosystem targeting urban lower income households
- Feasibility analysis of financing options including blended instruments
- Adapted and customized training content for potential 'carepreneurs' and childcare workers
- Documented best practices, lessons learnt, and policy briefs based on data and evidence

Through the Care Coalition/Network that will be established under the project, widespread dissemination of these knowledge products will be undertaken for the benefit of the entire ecosystem. The purpose is not only to share learning from the project but to also encourage investment from the public and private sector in childcare and advocate for scaling up of successful models.

## SUSTAINABILITY AND SCALING UP

Project activities include development of models, consultations with key stakeholders, M&E tools, policy framework, knowledge platforms, training and capacity building activities, pilot implementation, etc., all of which are essential components to ensure sustainability and scalability. Under the component related to capacity building, training modules will be developed which will be rolled out in partnership with NULM and other national and state level organizations such as State Urban Livelihood Missions. Pooling of resources (technical and financial)/ promoting co-finance for key programmes and other financing mechanisms will be jointly arrived upon. The pilot models will support in demonstrating and defining best practices and policy measures to implement childcare services for urban poor thus establishing pathways for scaling up and adoption by other national level partners.

Development of training curriculum and availability trained childcare professionals from local communities will help in taking forward the interventions beyond the project duration. 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.

Effective partnership through the establishment and convening of the Care Coalition/Network will enable us to develop ownership and encourage investment from the public and private sector, thereby achieving impact at a far greater scale than would be possible by working in silos.



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## IV. PROJECT MANAGEMENT

### COST EFFICIENCY AND EFFECTIVENESS

The project will use the theory of change analysis to explore different options to achieve maximum results with available resources and to ensure effective delivery. A robust portfolio management approach and fundraising with strategic partners like the private sector will enable cost sharing and effectiveness in implementation. The project will fully cover all direct project costs attributable to achieving the project results. The budget covers significant direct project costs that are directly attributable to the project based on prevailing UNDP policies, as relevant.

### PROJECT MANAGEMENT

The project will be managed by a dedicated team based out of the UNDP India Country Office in New Delhi. This team will consist of a Project Lead, MLE Officer, Communication Expert, Gender Analyst, Finance Analyst and 2 Project Analysts. 15-18 childcare facility pilots are planned to be rolled out across 5-6 cities such as Delhi, Gurgaon, Faridabad, Mumbai, Hyderabad, Pune, Bengaluru, Aurangabad, Kanpur. However, specific cities are planned to be finalized in consultation with the donor and other key stakeholders during the research and preparatory phase.

The project will be directly implemented by UNDP in cooperation with the National Urban Livelihood Mission, Ministry of Housing and Urban Affairs. UNDP will further partner with local institutions (such as CSOs/NGOs, industry associations, research organizations, think tanks, media agencies, etc.) to implement the project's activities. UNDP will be responsible for the effective 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.

**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. 1% coordination levy will be also levied on the overall project budget.

The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

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

**Project closure:** The project would be closed as per UNDP rules and regulations.

**V. RESULTS FRAMEWORK**

**Intended Outcome as stated in the UNSDCF/Country [or Regional] Programme Results and Resource Framework: Outcome 4:** By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.

**Outcome indicators as stated in the Country Programme [or Regional] Results and Resources Framework, including baseline and targets:**  
 Ratio of female to male labour force participation rate  
 Baseline (Year): 0.40  
 Target: 1 (2027) Indicator: Proportion of regular wage/salaried employees in non-agriculture sector with social security benefits  
 Baseline 2020: 46.8% Target (2027): 56.80%

- Applicable Output(s) from the UNDP Strategic Plan:**
- Poverty and Inequality – Tackling inequality of opportunities by investing in the enhanced capabilities people need to move above the poverty line and keep moving forwards.
  - Gender Equality – Confronting the structural obstacles to gender equality and strengthening women’s economic empowerment and leadership

**Project title and Quantum Project Number:** Boosting Female Labor Force Participation through Strengthened Urban Care Ecosystem - 01001526

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	FINAL	
#1. Assessment of the current care service landscape and various models targeting urban lower income households including feasibility and scale potential, synthesis of the existing research and key partners and enablers in India	Number of viable and scalable childcare models available for adoption by the public and private sector institutional actors	Project document	0	2024	0	2	0	2	Surveys and interviews
#2. Increased availability and uptake of accessible, affordable, and quality childcare services, alleviating the unpaid care burden on urban poor women and	% of parents using childcare services in pilot locations who confirm at least two out of the following three statements: • Fully satisfied with the quality of childcare services (staff, food and supplements, safety, and hygiene)	Project MIS	0	2024	0	75%	85%	85%	Survey and interviews

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
			Value	Year	2024	2025	2026	FINAL	
<i>unlocking their economic potential.</i>	<ul style="list-style-type: none"> <li>• Fully satisfied with the wellbeing and earning outcomes of their child</li> <li>• Willingness to pay increased full amount for childcare services</li> </ul>								
	<i>% of women accessing childcare services in pilot locations who confirm change in time spent on paid work or in search of paid work</i>	Project MIS	0	2024	0	60%	75%	75%	Survey and interviews
	<i>% of childcare workers or carepreneurs trained under the project who report an income change</i>	Project MIS	0	2024	-	-	-	50%	Survey and interviews
<b>#3</b> <i>Enhanced awareness and capacity of public and private sector key stakeholders and enablers to increase investment for care service facilities and support measures for redistributing the burden of unpaid care work specifically targeting urban lower income household.</i>	<i>Number of stakeholders and enablers sensitized on childcare importance, financing mechanisms and implementation roadmap of adoption, replication, and financing</i>	Project MIS	0	2024	40	75	100	100	Survey and interviews
	<i>% of stakeholders confirming their interest and willingness to incorporate recommended measures and allocate increased investment on creation of affordable and accessible urban care infrastructure targeted at urban poor.</i>	Project MIS	0	2024	-	-	25%	25%	Key informant interviews

**VI. MONITORING AND EVALUATION**

In accordance with UNDP’s programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

**Monitoring Plan**

<b>Monitoring Activity</b>	<b>Purpose</b>	<b>Frequency</b>	<b>Expected Action</b>	<b>Partners (if joint)</b>	<b>Cost* (if any)</b>
<b>Track results progress</b>	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management.	Project partners	Budgeted
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been 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	Risks will be identified by project management and actions will be taken to manage risk. The risk log will be actively maintained to keep track of identified risks and actions taken.	Project partners	Budgeted
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Half Yearly	Relevant lessons will be captured by the project team and used to inform management decisions.	Project partners	Budgeted
<b>Annual Project Quality Assurance</b>	The quality of the project will be assessed against UNDP’s quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	Project partners	Budgeted
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Project partners	None
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annual progress report, and end-of-project report	The progress report will be reviewed by the PSC and necessary decisions will be taken to improve project performance.	Project partners	Budgeted

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost* (if any)
<b>Project Review (Project Board)</b>	The project’s governance mechanism (i.e., Project Steering Committee – PSC) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project’s final year, the PSC shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Bi-annually	Any quality concerns or slower than expected progress will be discussed by the PSC and management actions agreed to address the issues identified.	Project partners	None

\*Keeping in view the criticality of research and MLE for this investment, it is proposed to onboard an MLE partner (TBD) for the entire duration of the project. Budget of USD 200000 is budgeted for continuous monitoring

**Evaluation Plan**

NA

**VII. MULTI-YEAR WORK PLAN**

Expected Outputs	Planned Activities and SubOutputs	Planned Budget by Year			Responsible Party	Planned Budget		
		2024	2025	2026		Funding Source	Budget Description	Amount
<b>Output 1</b> Assessment of the current childcare service landscape and various models targeting urban lower income households including feasibility and scale potential, synthesis of the existing research and key partners and enablers in India <b>Gender Marker 3</b>	1.1 Care landscape assessment including feasibility and scalability potential analysis of existing childcare services models for urban lower income households	195,000	75,000	90,000	UNDP	Donor	70000/72100/71300	360,000
	1.2 Childcare service models targeting urban lower income households - <b>Identification and selection of childcare service models and providers</b> - Development of a comprehensive plan for pilot testing , impact measurement framework, related indicators and toolkit	33,000	8,400	8,400	UNDP	Donor	70000/72100/71300	49,800
	1.3 Feasibility analysis of financing options including blended instruments	100,000	8,000	-	UNDP	Donor	70000/72100/71300	108,000
	1.4 Challenge call for innovative care service provisioning solutions designed and launched	50,000	-	-	UNDP	Donor	70000/72100/71300	50,000
<b>Sub-Total Output 1</b>		<b>378,000</b>	<b>91,400</b>	<b>98,400</b>				<b>567,800</b>

Expected Outputs	Planned Activities and SubOutputs	Planned Budget by Year			Responsible Party	Planned Budget		
		2024	2025	2026		Funding Source	Budget Description	Amount
<b>Outcome 2</b> Increased availability and uptake of accessible,	2.1 Adapted and customized training content for childcare workers and entrepreneurs	25,000	-	-	UNDP	Donor	70000/72100/71300	25,000

affordable, and quality childcare services, alleviating the unpaid care burden on urban poor women and unlocking their economic potential. <b>Gender Marker 3</b>	<b>Output 2.2</b> Training and <b>building capacity of skilled</b> childcare workers and entrepreneurs (100 potential childcare workers and entrepreneurs plus 100 master trainers)	60,452	-	-	UNDP	Donor	70000/72100/71300 /74100	60,452
	<b>Output 2.3</b> Pilot childcare facilities rolled out in partnership with existing and new service providers (12-15 pilots in urban low-income pockets across 5-6 cities - both metro and non-metro locations).	360,900	384,960	72,180	UNDP	Donor	70000/72100/71300	818,040
<b>Sub-Total Outcome 2</b>		<b>446,352</b>	<b>384,960</b>	<b>72,180</b>				<b>903,492</b>
<b>Outcome 3</b> Enhanced awareness and capacity of public and private sector key stakeholders and enablers to increase investment for childcare service facilities and support measures for redistributing the burden of unpaid care work specifically targeting urban lower	<b>3.1</b> Documentation and Dissemination of good practices, lessons learnt, and policy briefs based on data and evidence	8,000	18,000	36,000	UNDP	Donor	72100/74200/72500	62,000
	<b>3.2</b> Care Coalition/Network Established and regularly convened	5,000	2,000	3,000	UNDP	Donor	72100/74200/72500	10,000
	<b>3.3</b> Policy dialogues, roundtables, convenings and training workshops at state and national level	10,000	4,000	6,000	UNDP	Donor	72100/74200/72500	20,000
	<b>3.4</b> Awareness and Sensistisation Workshop - Community Level	10,000	6,000	4,000	UNDP	Donor	72100/74200/72500	20,000



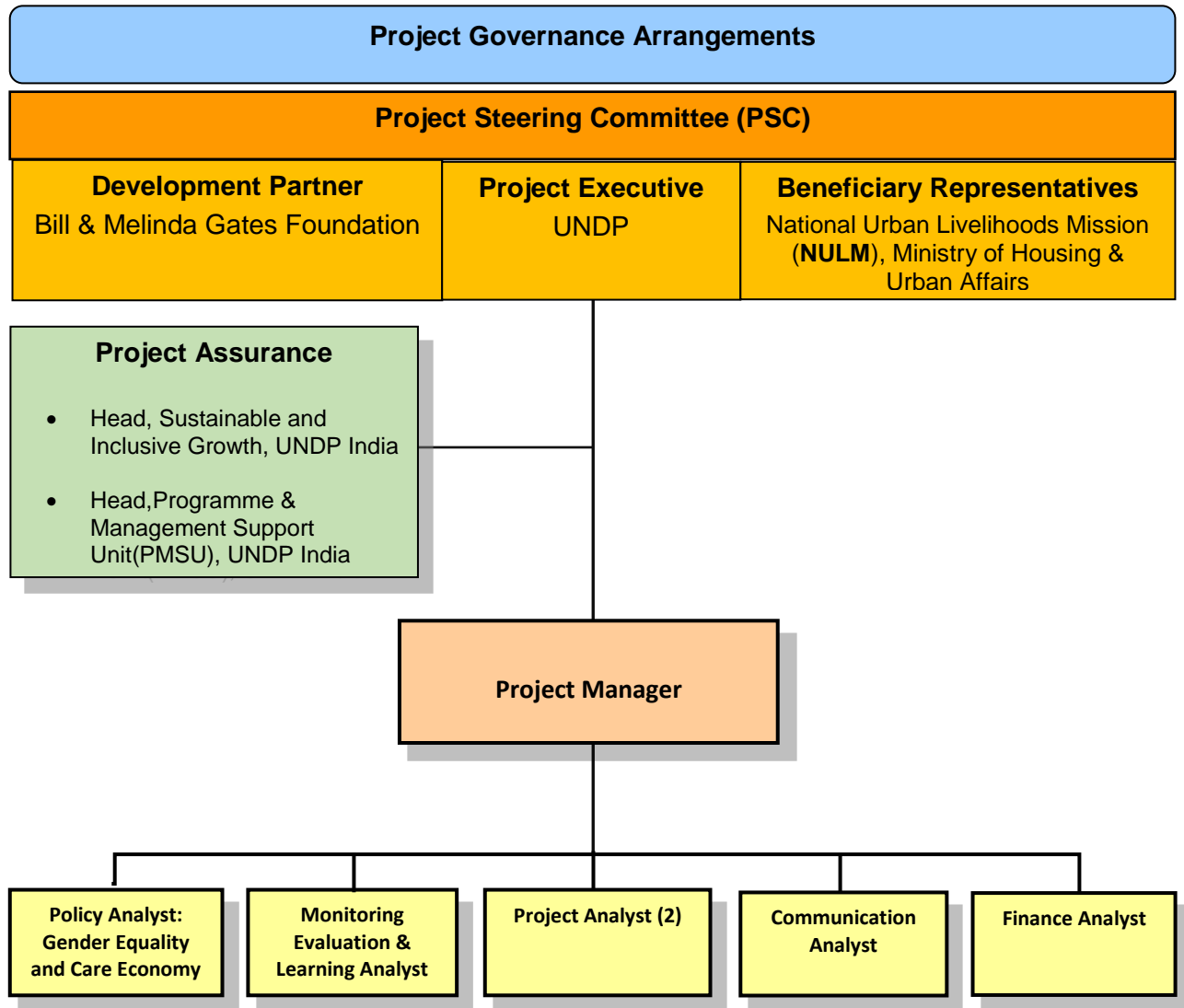
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income household. <b>Gender Marker 3</b>	<b>3.5</b> Awareness and nudge campaigns aimed at changing perception and promoting shared responsibilities between women and girls, and men and boys for reducing and redistributing unpaid care work in general.		15,000	15,000	UNDP			30,000
<b>Sub-Total Outcome 3</b>		<b>33,000</b>	<b>45,000</b>	<b>64,000</b>				<b>142,000</b>
<b>Communications</b>		-	-	-	UNDP	Donor	72100/74200/72500	-
<b>Project Management</b>	<b>Project HR</b>	1,84,968	1,93,572	1,73,426	UNDP	Donor	71400	5,51,966
	<b>Other HR Support</b> (Procurement / Travel/ HR/ IT/Admin/Risk Mgmt Support Team)	24,427	24,447	30,431	UNDP	Donor	64300/74500	79,283
	<b>Travel</b>	30,946	25,946	27,206	UNDP	Donor	72500/72100	84,098
	<b>Laptops, Misc etc.</b>	19,800	12,000	9,000	UNDP	Donor	72100/74200/72500	40,800
<b>Total</b>		<b>1,117,493</b>	<b>777,305</b>	<b>474,643</b>			-	<b>2,369,441</b>
<b>GMS @ 8%</b>		<b>89,399</b>	<b>62,184</b>	<b>37,971</b>			75100	<b>189,555</b>
<b>Total with GMS</b>		<b>1,206,892</b>	<b>839,489</b>	<b>512,614</b>				<b>2,558,996*</b>

\*The cost is exclusive of the 1% levy charge.

**VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS**

The project will be executed under the Direct Implementation Modality (DIM) with UNDP acting as the Implementing Partner. UNDP will further partner (grant/contract) with local institutions to implement specific project activities. UNDP will be responsible for the effective use of resources and the achievement of the project’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.



**Project Steering Committee/Board:** A Project Steering Committee (PSC), would be set up to review and monitor implementation of the project, will review the effectiveness and efficiency of the support towards strengthening the institutional, implementation and capacity building of the state governments and ensure the project objectives are achieved in a timely manner. The PSC would be co-chaired by the Resident Representative or Deputy Resident Representative, UNDP India and BMGF Representative. The PSC will meet on annual basis and consist of representatives from: UNDP, Government, relevant stakeholders. State government and subject matter experts would be co-opted as members of the steering committee, as agreed with the MOHUA and BMGF.

**Project Assurance:**

The project assurance will be the responsibility of UNDP. The Assurance will be performed by an official other than the UNDP Project Manager. The project assurance role will support the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. Portfolio Head will hold the Project Assurance role on behalf of UNDP.

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**IX. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its financial regulations, rules, practices and 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 an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

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**X. RISK MANAGEMENT**

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 are used to provide support to individuals or entities associated with terrorism, that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via <https://www.un.org/securitycouncil/content/un-sc-consolidated-list>. 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.

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 Article III of the SBAA [*or 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. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
- (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
- d. In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:
- i. Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
  - ii. Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
  - iii. Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
  - iv. Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
  - v. Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

- e. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- f. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.
- g. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, 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, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.
- h. 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 (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) 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](http://www.undp.org).
- i. 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.
- j. 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, corruption other financial irregularities 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.

- k. Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud corruption or other financial irregularities or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used

inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the 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.

- i. 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.
  - m. 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.
  - n. 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.
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