

United Nations Development Programme



Country: India

Initiation Plan

Project Title: Skill Development and Enterprise Promotion for Inclusive Development

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

Expected CPD Output(s):

Output 2.2: Poor and vulnerable have the capacity, options and opportunities to move out of deprivation.

Initiation Plan Start/End Dates: 01 July 2020 – 31 December 2021 (18 months)

Implementing Partner: UNDP

Brief Description

Through this Project Initiation Plan (PIP), UNDP India wants to build on the experience and lessons learned from “Creating Employment and Entrepreneurship Opportunities for Women in India” (Disha), including established networks, partnerships, and intellectual assets. UNDP wants to ensure the continuation of some of the key activities as identified in requests from national and local counterparts, and recommendations in external evaluations conducted by Dalberg Consulting for the Disha project.

This PIP will further continue to strengthen capacities of key stakeholders, structures, and networks, previously supported by Disha project, to build on the foundation for a robust skilling and entrepreneurship ecosystem across the country. These individuals, institutions, and networks will also support other UNDP programme initiatives, specially emerging from the COVID 19 pandemic response, and will enhance UNDP’s efforts to promote skill development, employability and enterprise promotion.

Focus will remain on consolidating best practices and learnings supported in Disha to ensure their sustainability, through scale and replication, and also build a new programme that helps bridge economic, social and environmental gaps for sustainable growth and development.

Programme Period: **2018 -2022**

CPD Programme Component:

Atlas Project ID: 00128824

Atlas Output ID: 00122693

Gender Marker: **G2** (Gender equality as a significant objective);

Total resources required USD 1,332,772

Total allocated resources: USD 1,057,215

Regular USD

• Other:

- Donor Impact Foundation
- Donor CTSI(SAP)
- Government
- Unfunded budget: _____

In-kind Contributions _____

Agreed by UNDP:

I. PURPOSE AND EXPECTED OUTPUT

With this Project Initiation Plan, UNDP India wants to build on the experience and lessons learned from “Creating Employment and Entrepreneurship Opportunities for Women in India” (Disha), including established networks, partnerships, and intellectual assets. UNDP wants to ensure the continuation of some of the key activities as identified in requests from national and local counterparts, and recommendations in external evaluations conducted by Dalberg Consulting for the Disha project. **The key activities are identified with a view to expand, scale up, and strengthen the inclusive growth portfolio in India**

The purpose of PIP is to build on the learnings, advocacy and partnerships developed under project Disha, and push towards scale and replication; and at the same time, development of more holistic inclusive growth programme and resources mobilisation.

By the end of 2019, the Disha initiative of UNDP, in partnership with IDF and IKEA Foundation, supported economic empowerment of 1,023,020 women from marginalized communities across 5 partner states, thereby surpassing its target of 1 million women. The cumulative understanding on economic empowerment of women led to a number of new generation initiatives during 2019. These include a Mini MBA programme for women in agri- value change in Telangana and Maharashtra; the development of the Biz Sakhi curriculum based on the systematic analysis of the psycho-social support requirements; a coalition approach between demand and supply sources for promotion of apprenticeship and jobs. In Karnataka, under a quick firing pilot with GIZ support, a considerable progress was made to understand the role of career guidance and Counselling in attracting skilled workforce to SSI (small scaled Industrial clusters).

A robust partnership base including government agencies and institutions (e.g. Ministry of Skill Development and Entrepreneurship, NITI Aayog, National and State Rural Livelihood Missions, National Urban Livelihood Mission, NABARD), industry bodies (FICCI, CII, in Karnataka - KASSIA and ELISIA), private sectors including large corporates (e.g. Hero Motors, L&T, HSBC, etc.) and CSOs (Tata Trusts, Child Fund India) in the domain of skill development, employment & entrepreneurship, particularly for women has been created. **New Government and private sector partners like SAP, NABARD, NAYARA, LTI, MUJI are coming forward to implement innovative and scalable solutions emerging from Disha**

As mentioned above, UNDP has extensively engaged with Ministry of Skill Development and Entrepreneurship, NITI Aayog, National Rural Livelihood Mission, National Urban Livelihood Mission, NABARD and has generated strong interest and willingness to adopt, scale up and institutionalise some of the Disha solutions under different flagship national level programmes such as Sankalp, NAPS, Aspirational District Initiatives, SHREYAS. In addition to its strong linkages with the departments of skills, education, rural development in Disha focus states of Karnataka, Maharashtra, Telangana and Haryana, relationship has also been built with the state government of Tamil Nadu, Assam, Uttarakhand, Odisha, Puducherry, Uttar Pradesh, Madhya Pradesh. Multiple state government’s team has already visited Disha pilot interventions and have confirmed interest in future collaboration and partnerships.

As part of the PIP solutions-driven- innovative programme on emerging new areas like Future of Work & 21st Century Skills, Unpaid care-work, Green jobs, Migration and social protection, Circular economy (farm and non-farm value chain/ waste management) and

entrepreneurships, Apprenticeships and employment will be developed in partnership with key actors like Government (national and State), private sector, industry bodies, organisations and communities.

Expected Outputs:

Through the PIP phase (July 2020- December 2021), while focussing on developing country level agenda and compel actions to catalyse the models on employment and entrepreneurship (models tested and evaluated), develop a holistic inclusive growth programme encompassing –

- **Scale-up/replication** of Disha models across select states developed in partnerships with Government and private sector;
- **New programme/ pilots/ projects** related to decent jobs, removing barriers in access to labour market opportunities; improving working conditions and scaling up redistributive programmes to address poverty, inequality and exclusion (specially to support social protection systems) developed;
- **Studies** in the skilling sector conducted to support evidence-based analysis for national plans, promoting economic diversification and sustainable growth;
- **Monitoring Evaluation and Learning systems** strengthened to track inclusion and empowerment across programmes;
- **Strategic Communication** for dissemination of policy learnings emanating from Disha and other projects prepared;

In the above context, UNDP's programme is guided by Country Programme Document (2018-22) takes note of the challenges in the skill development sector that includes skills gap and mismatch between demands of the private sector and supply of skilled labour for the job market. Further, lack of systematic analysis on value-chains and producer-cooperative opportunities leaves a gap in understanding on how to effectively include those at the bottom of the pyramid. Inadequate policy frameworks and capacities often miss the opportunity to link natural resources management for sustainable livelihoods opportunities. The CPD also notes that to tackle unemployment, jobless growth and harness the demographic dividend, the Government has launched a series of national programmes, legislation and financing promoting enterprise and skilling under the banner "together with all, development for all". These include Skill India (400 million people skilled by 2022), as well as initiatives to achieve greater financial inclusion, resilient agricultural productivity, rural employment, the construction of 10 million houses for the poor by 2019, and innovation through the Start Up India programme.

II. MANAGEMENT ARRANGEMENTS

The activities under the PIP would be implemented by UNDP India through Inclusive Growth Unit for achievement of above-mentioned outputs. The Chief of the Unit would be responsible for effective delivery of resources as per UNDP rules and regulations. The Chief of the Unit will be supported by the Project Analyst and Advisor. The project management will be overseen by the Project Steering Committee (PSC) chaired by the Resident Representative or Deputy Resident Representative to ensure UNDP's accountability for activities, results and the use of resources, while at the same time fostering national ownership and linkages with the national and sub-national priorities. The PSC will meet on bi-annual basis. The overall reporting of deliverables and achievements would be made to UNDP Resident Representative or Deputy Resident Representative.

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

The project will be implemented at two levels – national and state. The programme will follow a hub-and-spoke model with a PMU set up in the New Delhi office of UNDP and operational in the states of Delhi NCR, Haryana, Maharashtra, Karnataka, Telangana, Uttar Pradesh, Odisha and Madhya Pradesh, North East region. Partnership with additional states will be based on programmatic needs and resources available/leveraged.

The project will be directly implemented by UNDP in cooperation with the Ministry of Skills and Entrepreneurship and/or other relevant Ministries or programmes at Central or State Levels. UNDP will further partner with a number of local institutions (such as NGOs, skilling institutes, business development service organizations) to implement the project activities. UNDP will be responsible for the effective use of use of resources and the achievement of project outcomes and outputs as set forth in the document.

Standards of Performance

UNDP will implement the PIP with all due diligence efficiency and economy in line with UNDP rules and procedures, UNDP will observe sound management practices in line with its programme policy and guidelines.

Project Audit

The audit would be conducted as per UNDP rules and regulations

Project Closure

The PIP would be closed as per UNDP rules and regulations.

III. MONITORING

UNDP will ensure monitoring by (a) tracking performance through the collection of appropriate and credible data and other evidence; (b) analysing evidence to inform management decision-making, improve effectiveness and efficiency; and (c) reporting on performance and lessons to facilitate learning and support accountability. In a crisis situation, data will be collected through remote monitoring, from third-party monitoring agencies. Sufficient evidence will be collected by remote monitors to enable UNDP to verify credibility of the monitoring data, such as through photographs, videos, satellite images.

The PIP result framework will be monitored on a quarterly basis with standard UNDP project quality assurance criteria to record progress towards the completion of activities and results achievement. The report will monitor and update risks and issues to manage changes during the implementation. An end project (PIP) results report will be prepared along with the lessons learnt for sustainability and to inform future programming of the UNDP. The end project report will be shared with the relevant stakeholders.

Monitoring Activity	Purpose	Frequency	Expected Action
Track results progress	Ensure timely implementation of all actions	Monthly	Pending actions expedited
Monitor and Manage Risk	Ensure timely adjustment of actions to any change in risks	Quarterly	Adjustment of actions based on negotiation
Learn	Knowledge, good practices and lessons captured regularly	Quarterly	Feedback into partnership and actions taken
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	As above
Progress Report	A progress report will be presented to the PSC and key stakeholders, consisting of progress data showing the results achieved against targets at the output level, quality rating summary, any risks identified with mitigation measures, and any review reports prepared over the period.	Bi-annual and Annual	
Project Steering Committee	The project's governance mechanism (i.e., PSC) will hold regular reviews to assess the performance of the PIP and review the Work Plan to ensure realistic budgeting over the life of the PIP. At the end of the PIP period, the PSC shall hold an end of the PIP review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Six Monthly	The project review committee should happen at least once in six months

IV. WORK PLAN

Period¹: 01 July 2020- 31st December 2021

Expected Annual Project Outputs	Planned Activities	Timeframe						Responsible Party	Planned Budget		
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Account code	Amount USD
Output 1: Models with large-scale replicability, integrating employability, skilling, employment and entrepreneurship targeting women and poor people are developed Indicator: Number of states providing career counselling in state run educational and vocational establishments targeting women and poor Baseline: 4 States Target: 1 State Gender Marker 3	1.1 Youths are better equipped to make informed career choices and capable to access income generation (including internship, apprenticeship, jobs and entrepreneurship) opportunities	-	13,333	25,000	25,000	25,000	25,000	UNDP	SAP	72100/ 71300	113,333
	1.2 Improved institutional ecosystem - IT Platform Creation/Customization /Maintenance - Advanced Youth Engagement & Industry-Youth Connect	-	20,000	17,333	17,333	17,333	17,333	17,333	UNDP	SAP	72100/ 71300/ 75700
	Total Output 1	-	33,333	42,333	42,333	42,333	42,333				202,667

¹ Maximum 18 months

Expected Annual Project Outputs	Planned Activities	Timeframe						Responsible Party	Planned Budget			
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Account code	Amount USD	
<p>Output 2: Increase in the number of households benefitting from livelihoods and entrepreneurship opportunities</p> <p>Indicator: 2.1: Number of households benefit from livelihoods and entrepreneurship trainings Baseline: 0 Target: 250 families</p> <p>Indicator: 2.2: Number of social entrepreneurs trained to manage, grow and scale business Baseline: 0 Target: 25</p> <p>Gender Marker 3</p>	<p>2.1 Strengthened ability of 25 social entrepreneurs to manage, grow and scale up their business</p> <ul style="list-style-type: none"> -Improved quality of raw materials being supplied to social enterprises in the region -Curriculum of broad handholding of social entrepreneurs mainstreamed with government programs and schemes -Training of 25 social entrepreneur for six month course -Certification of social entrepreneurs -Handholding support to social entrepreneur -Market linkage development -Mobilisation of 1200 families -Exposure Visits for social entrepreneur and producer -Government scheme Convergence (meetings & workshops) 	28,031		-				UNDP	Impact Foundation	72100	28,031	
		-	1,402	-				UNDP	Impact Foundation	72100	1,402	
		-	1,402	5,000	5,000			UNDP	Impact Foundation	72100	11,402	
						19,400	19,400		UNDP	Impact Foundation	72100	38,800
							8,333	8,333	UNDP	Impact Foundation	72100	16,667
							8,000	8,000	UNDP	Impact Foundation	72100	16,000
							2,000	2,000	UNDP	Impact Foundation	72100	4,000
							4,000	4,000	UNDP	Impact Foundation	72100	8,000
						2,222	2,222	2,222	UNDP	Impact Foundation	71600	6,667

Expected Annual Project Outputs	Planned Activities	Timeframe						Responsible Party	Planned Budget		
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Account code	Amount USD
		-	-			2,000	2,000	UNDP	Impact Foundation	75700	4,000
	2.2 Rural Women-Owned Micro Entrepreneurship Promotion - Stakeholder Awareness & Mobilisation - Adaptation/ Customization/ Development of Training content (EAP, EDP, Unnati Sakhi, Master Trainer) - Capacity Building / Training Programmes - Mentorship, Handholding and Psycho Social Support to women	2,667	6,667	38,417	38,417	38,417	38,417	UNDP	SAP	75700	163,000
	Total Output 2	30,698	9,470	43,417	65,039	84,372	64,972				297,968
	Monitoring and Evaluation										
	- Hiring of M&E agency for Baseline, Annual and EOP Assessments	6,667	6,667					UNDP	SAP	71300	13,333
	SUBTOTAL	6,667	6,667	-	-	-	-				13,333
	Knowledge Management and Communication										

Expected Annual Project Outputs	Planned Activities	Timeframe						Responsible Party	Planned Budget		
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Account code	Amount USD
	Formal Launch and Communication campaigns		6,667	8,000	8,000	8,000	8,000	UNDP	SAP	75700/ 71300	38,667
	Communication			2,000	2,000	2,000	2,000	undp	Impact Foundati on	74200	8,000
	SUBTOTAL	-	6,667	10,000	10,000	10,000	10,000				46,667
	Project Management Expenses										
	Operational cost & Strategic Support Services	2,803	2,804	1,000	1,000	1,000	1,000	UNDP	Impact Foundati on	72700/ 71610	9,607
		15,000	1,000	1,000	1,000	1,000	1,000	UNDP	SAP	72800	20,000
	Manpower cost	11,563	11,563	20,313	20,313	20,313	20,313	UNDP	Impact Foundati on	71400	104,379
		27,001	34,667	34,667	34,667	34,667	34,667	UNDP	SAP	71400	200,334
	Travel	1,333	1,333	5000	5000	5,000	5,000	UNDP	SAP	71600	22,667
					3,667	3,667	3,667	3,667	UNDP	Impact Foundati on	71610
	Subtotal	57,700	51,367	65,647	65,647	65,647	65,647				371,654

Expected Annual Project Outputs	Planned Activities	Timeframe						Responsible Party	Planned Budget		
		Q1	Q2	Q3	Q4	Q5	Q6		Funding Source	Account code	Amount USD
	DPC (Impact Foundation &SAP)	-	10,128	-	-	-	36,486		64300/ 74500	46,614	
	SUBTOTAL	-	10,128	-	-	-	36,486			46,614	
	General Management Services (Impact Foundation, SAP)	7,605	9,411	12,912	14,642	16,188	17,555		75100	78,312	
	Total	7,605	9,411	12,912	14,642	16,188	17,555			78,312	
	Grand Total	102,669	127,043	174,308	197,661	218,541	236,994			1,057,215	