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Format F
End of the project –
Final report

Project title	Integrated Approach towards Women's Empowerment – Sustaining Change for generations - Scaling Up of Ikea Foundation Supported Women's Empowerment Project in Jaunpur, Mirzapur and Sant Ravidas Nagar of Uttar Pradesh. Agreement name: SWAAYAM Expansion Carpet 2011.071/UND/IN		
Applicant organisation	United Nations Development Programme, India		
Geographic scope	6284 villages in Jaunpur, Mirzapur, Sant Ravidas Nagar and Sonbhadra Districts of Uttar Pradesh		
Total contribution	€ 1,973,459	Funds used to date	€ 944,021
Unspent balance¹	€ 1,029, 438		
Duration of Grant	5 years		
Project period	1 January 2012 to 31 December 2017		
Programme partners	United Nations Development Programme, India		
Contact person(s)	Jaco Cilliers, Country Director, UNDP India		
Phone and e-mail	jaco.cilliers@undp.org		

Dec 4 2014

Date

Person responsible (signature)

New Delhi

Place

Person responsible and position (block letters)

¹ Unspent balance is the "Total contribution" minus "Funds used to date"

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1. Background

1. **SWAAYAM Expansion Carpet** (2012 – 2017) project **intent** was to **expand the integrated social – economic – legal - political design** (as piloted under “the SWAAYAM pilot”) to the additional 6,200 villages across the four Uttar Pradesh districts: Jaunpur, Mirzapur, Sant Ravidas Nagar (SWAAYAM pilot districts) and Sonbhadra (a new district).
2. The **outputs** of the **SWAAYAM Expansion Carpet** project were to:
 - **Socially empower** women by organizing, mobilizing and capacitating **250,000 women** for collective action through women owned and led institutions (Output 1);
 - **Economically empower** capabilities of 200,000 women by enhancing, initiating or strengthening enterprises for enhanced household incomes (Output 2), and;
 - **Politically and Legally Empower** women by supporting **10,000 Elected Women Representatives** to participate effectively in local decision making and by supporting **100,000 women** to demand rights, entitlements and access quality public services (Output 3).
3. The **measures of the programme** successes (KPIs) were:
 - 250,000 women and their families supported by the Project access rights and entitlements under laws and government programmes for themselves and their family members;
 - Sustainable increase of income (by 20-30% in average) of 150,000 women supported by the Project, and;
 - 12,500 women and men change agents lead collective action at village, block and district levels.
4. In light of the above, UNDP has in 2013 and 2014 focused on two major elements of work:
 1. **Completion of outstanding SWAAYAM Expansion Carpet activities** vis-à-vis the Outputs of the SWAAYAM Expansion Carpet, and;
 2. **Re-design** of the SWAAYAM expansion approach.
5. This report, therefore **documents UNDP’s end of the project achievements** vis-a-vis SWAAYAM Expansion carpet agreement² for 2013 and 2014. In addition, for ease of reference SWAAYAM’s activities in 2014 related to expansion design were presented in this report.

2. Project Implementation

2.1. Completion of Outstanding SWAAYAM Expansion Carpet activities

Note: In the course of the implementation of the SWAAYAM UP pilot, UNDP discovered problems within the project implementation. UNDP has discussed the project implementation issues and results with the Foundation extensively through a regular Strategic Meetings with the Foundation. As a result of these discussions it was agreed to close down SWAAYAM Expansion carpet activities and redesign the programme. A third party evaluation was undertaken for SWAAYAM project to understand lessons learnt and the way forward. The insights and recommendations of the study lead to a new project design and contributed to a decision to close the project.

² Refer to 6May2013 submission of 2012 Annual Report for the expansion phase project “*Integrated approach towards women’s empowerment – sustaining change for generations: Scaling Up IKEEA Foundation supported Women’s empowerment project in Janupur, Mirzapur, Sant Ravidas Nagar AND Sonbharda of Uttar Pradesh*”.

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This section reports on the **results achieved** vis-à-vis the **SWAAYAM Expansion Carpet project**, the section highlights key achievements vis-à-vis the SWAAYAM Expansion Carpet outputs and informs of the current status.

6. **Output 1: Social Empowerment: 250,000 women and their families supported by the Project access rights and entitlements under laws and government programmes for themselves and their family members**

To meet the objectives of the Output 1 UNDP achieved the following results:

- **Undertook a preliminary study** and designed quantitative tools in early 2013, and commissioned the baseline study to set the programme indicators.
- **Established 32 Women Empowerment Centers (WEC)** in Sant Ravidas Nagar and Jaunpur District in line with the SWAAYAM Expansion Carpet proposal.

7. **Output 2: Economic Empowerment: Capabilities of 200,000 women enhanced and economic enterprises for women established and/or strengthened for enhanced household incomes.**

To meet the objectives of the Output 2 UNDP achieved the following results:

- **Undertook one – off financial literacy awareness campaign** in late 2012 to improve understanding of financial literacy and financial products. The Indian School of Micro Finance for Women ran the campaign.
- **Assessed the scope for scaling-up the five SWAAYAM Pilot project pre-identified value chains** in early 2013 to identify and finalize business plans in ten new sub sectors. NR Management undertook the study.

8. **Output 3: Political and Legal Empowerment: Empower women by supporting 10,000 Elected Women Representatives to participate effectively in local decision making and by supporting 100,000 women to demand rights, entitlements and access quality public services.**

Nothing to report

Refer to Annex A: The SWAAYAM Expansion Carpet Key Performance Indicators results (KPIs)

2.2. Re-design of the SWAAYAM expansion approach

9. This section reports on the **results achieved** vis-à-vis the **redesign of the SWAAYAM Expansion approach**. UNDP and the IKEA Foundation mutually agreed to close all SWAAYAM pilot related activities and re-design the expansion approach to better reflect market realities.

10. To redesign the programme UNDP and the IKEA Foundation firstly **reviewed the SWAAYAM Pilots and Expansion approaches**, then **UNDP re-conceptualize the approach and shared programme design documents for consultations with IKEA** and **finalized the new Programme Design based on a consultative process**.

11. UNDP achieved the following results³:

- **Reassessed the programme with the experts from the United Nations Capital Development Fund.** Mr. Feisal Hussain, UNCDF's Asia Regional Technical Advisor undertook a technical mission to India and suggested a few alternatives for greater integration with the financial markets. *As a result* of this mission, UNDP India has started to consider a more market – driven approach to its new programme activities. (PPT presentation available upon request)
- **Held consultative strategic meetings on the programme approach** with the IKEA Foundation (November 2013, February 2013, May, July, and November 2014). During these meetings UNDP presented evolution of the programme approach with the final submission in October 2014. The programme approach was developed in a consultative manner with the Foundation, where UNDP responded to all suggestions by the Foundation. These suggestions included: a) inclusion of the private sector partner; b) sequential and pilot approach to the new SWAAYAM expansion design; c) partnership with the Government of India; d) inclusion of more market based thinking in the design; e) inclusion of potential programme partners in the design, f) state wise analysis of programme states. (PPT presentation shared with the IKEA Foundation at each meeting).
- **Evaluated the old approaches and participated** in the evaluation study commissioned by the IKEA Foundation. The evaluation findings PPT was shared with UNDP in June 2014, while the final report UNDP received in August 2014. Programme Officer was involved in the evaluation exercise. *As a result*, UNDP programme design, monitoring and implementation approach included recommendations of the evaluation. (Inclusion of suggestions through documentation and project documents submitted to IKEA is available upon request).
- **Hired two international experts to support UNDP India in programme redesign:** one from UNCDF, and the other from Coady International Institute. These experts examined the programme and all its documentation, and recommended a more focused and a more market – driven approach with a greater emphasize on economic empowerment of women. These experts produced: Programme Documents and Market Assessment approaches for the future programme. The experts provided support from November 2013 until March 2014. (Documents produced by the consultants available upon request).
- **Undertook internal consultations** and sought expert advice within UNDP India Poverty Unit both with the Senior Management and Heads of Units: especially the Finance Unit and Management Support Services Unit on the programme approach, office locations, budget preparation and financial planning.
- **Completed Market and Needs Assessment Secondary Research** to highlight key issues and inform the programme design. The assessments were completed by SWAAYAM team most notably: Programme Officers and State Project Managers for UP, Maharashtra and Rajasthan. These assessment included: Analysis of the Skilling Market in India, Analysis of Skilling Approaches in India, comparative analysis of GOI programmes (NSDC and Aajeevika) (Documents available on the request), Analysis of donor funded programmes in the areas of potential interest (such as World Bank engagement), Review of NRLM approach to poverty reduction, Data mining and understanding of poverty levels in the districts. This information

³ Given the magnitude of the documents, UNDP is not attaching all the documents to these report, however should IKEA Foundation require any of the documents below UNDP will provide.

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was used to understand positioning of the programme and see how the programme can add value to the women.

- **Conducted Interviews and Discussions with Industry Leaders** to understand opinions of market actors – private sector.
- **Prepared State Profiles** for Maharashtra, Uttar Pradesh, Rajasthan and Gujarat to understand socio – economic conditions in each state. The research and state profile analysis was completed by State Project Managers. (Documents available upon request).
- **Analyzed NGOs and INGOs working on skilling in India** and also the four programme states to understand who are the key players and inform Stakeholder analysis in the programme design. This work was undertaken by a State Project Manager. (Document is available upon request).
- **Analyzed government initiatives in skilling and overall skilling landscape** in India to understand which skilling programmes operate in the programme states. Analysis involved review of all government programmes and schemes in four states and preparation of a consolidated table, and regular updates of the information. This information was used to understand skilling landscape, understand GOI focus and understand aspirations of current government programmes. This work was undertaken by Programme Associate. (Document is available upon request).
- **Examined attitudes of women and girls towards skilling and job placement** by reviewing secondary research and **consulted women/girls national skilling experts**. This understanding helped define and conceptualize a need for Job Centre and support services to young women who look for jobs. This work was conducted by the State Project Manager. (Document is available upon request).
- **Reviewed** multiple documents: government briefings, international best practices in women empowerment, skilling approaches and other relevant documents. (List of all documents reviewed available on the request).
- **Conducted** primary research with private sector employers in New Delhi to assess the private sector attitudes towards skilling and job placement for young women. (Document available upon request).
- **Conducted** a week long scoping and learning visit to SWAAYAM Pilot and SWAAYAM Cotton Expansion villages in the Uttar Pradesh.
- **Explored** partnerships with multiple stakeholders and tested the suggested new programme programme focus. Given this background, UNDP held discussions with the following institutions:
 - Ministry of Rural Development, National Rural Livelihoods Mission (NRLM)
 - Ministry of Rural Development, Aajeevika Skills
 - Xynteo
 - Confederation of Indian Industries
 - Federations of Chamber of Indian Chambers of Industries
 - National Skill Development Corporation
 - TeamLease

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- Government of Gujarat
 - Accenture
 - EduSports
 - UNHCR
 - EcoWorldwide
 - Centre for Social Research
 - Intellectap
 - IL&FS Education & Technology Services Limited
 - Youth4Jobs
 - TATA Consultancy
 - Matrix Clothing
 - The Financial Services Academy
 - MicroSave
 - Inspire Youth Development
 - Multiple Skilling Institutes
- **Initiated** project preparatory activities⁴:
 - Monitoring and Evaluation Guidelines for the Project, including M&E framework, Theory of Change for the new programme by the M&E Officer;
 - Knowledge Management Strategy for the Project with the reporting formats by M&E Officer;
 - Filing System and Process for the new Project, and other systems by Programme Associate;
 - Report templates: Back to Office, Event Participation, Annual Reports, Monitoring Reports, Budgets, Implementation plans and so forth by Programme Associate;
 - Board of Directors Terms of Reference, Minutes of Meeting template, Analysis of best options for the board by Programme Associate;
 - Terms of Reference for: Communication Associate, State Project Office Finance and Admin Assistants, Baseline Survey, Web based MIS, Longitudinal Impact Study, Energy Needs Assessment and Private Sector Needs Assessment by Programme Officers, Programme Associate and State Project Managers;
 - Implementation Plan and Roll out plan for the four states with Critical Path by Programme Officers;
 - Government Engagement Strategy by Programme Officer and Project Officer - Gender;
 - Technical Execution notes for some elements of the programme by all staff;
 - New project branding: new name, logo, color schemes, power point template, and factsheets by State Project Manager and by M&E Officer;
 - UNDP reporting and planning tools: Annual Work Plans, Critical Paths and other documents by Programme Officer.
 - Risk Management Plans, Stakeholder Analysis and other similar tools by Programme Associate, and Programme Officer.
 - **Participated in knowledge management activities related to Skilling, Poverty Reduction and Job placement** organized by Government, civil society and private organizations as a way to increase the future programme profile and test the interest. SWAAYAM team has participated in the following events:
 - 7th Annual Partner Meeting by National Skills Development Corporation;

⁴ All documents are available upon request

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- National Convention on Skills for the Rural and Urban Poor organized by Ministry of Rural Development and Ministry of Housing and Urban Poverty Alleviation;
- Advancing Women, Changing Lives: Evidence from the Gap Inc. P.A.C.E. Program;
- Manufacturing Skills Gaps in the Indian and Global Contexts organized by Indian Council for Research on International Economic Relations (ICRIER).
- Global Skill Summit by Federations of Indian Chamber of Commerce and Industries, Inaugural Panel Session panelist Mr. Jaco Cilliers;
- Global Skills Summit by Federations of Indian Chamber of Commerce and Industries, Women Empowerment and Skilling Session, Moderator Dr. Ana Klincic Andrews; "Skill Development – Mobility Channels" organized by the Directorate of Employment & Training, Gandhinagar, Government of Gujarat, and Skilling: Current Reform, Challenges and the Way Forward session, Session panelist Dr. Ana Klincic Andrews.

2.3. Management and Coordination

12. SWAAYAM expansion team included a Programme Officer, an M&E Officer, a Programme Associate, and three International United Nations Volunteers and a Programme Coordinator, structure shared in 2013 with the Foundation. These team has worked endlessly to complete the work related to the expansion programme re-design.

3. Problems and Achievements

13. In the course of the implementation of the SWAAYAM UP pilot, UNDP discovered problems within the project implementation. This in turn had implications for implementation of SWAAYAM Expansion carpet activities⁵ which as a result significantly slowed down and were very limited in scale and scope. A third party evaluation recommendations suggested that a project needed a major restructuring in terms of design, strategy and staff (to add the right competencies). Ergo, UNDP redesigned the project to address these recommendations.
14. The programme redesign tool longer than expected because UNDP undertook a consultative approach to redesign the programme. This approach and all actions undertaken are presented above. Numerous suggestions were made over time such as a: a) inclusion of the private sector partner; b) sequential and pilot approach to the new SWAAYAM expansion design; c) partnership with the Government of India; d) inclusion of more market based thinking in the design; e) inclusion of potential programme partners in the design. All these suggestions required multiple rounds of discussions, and re-alignment of the programme.

4. Lessons Learnt

15. Key lessons emerging from UNDP experiences are to:
- **Form** partnerships with relevant government projects or bodies to enhance chances of success and facilitate ownership.
 - **Be** demand driven yet base the design on an indepth understanding of the poverty issues (such as economic and social vulnerability).
 - **Involve** private sector partners to tap into market opportunities and leverage the private sector for development aims.

⁵ UNDP and IKEA Foundation held regular Strategic Meetings where UNDP shared programme implementation problems.

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- **Support** decision making by research and feasibility studies.
- **Consult** widely and test your ideas with multiple types of stakeholders.
- **Invest** in knowledge and skills of women.
- **Focus** to enhance chances of successes.

5. Sustainability

Nothing to report

6. Next Steps

16. With a new approach agreed between UNDP and IKEA Foundation for the expansion phase, the next steps would be to make a joint decision of a new programme proposal submitted to the IKEA Foundation.

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Annex A: The SWAAYAM Expansion Carpet agreement – key performance indicators

Output	Key Performance Indicators	Final Result
A. Social Empowerment: Women organized, mobilized and capacitated for collective action through women owned and led Institutions.	No of Women Empowerment Centers setup to provide training, advisory and facilitation services to women across project villages. Target 200	32 WECs have been setup extending services to project villages
	No of women and their family members reached out through activities of Women Empowerment Centers. Target 385,000	19,272 women and their family members reached out through WECs.
	No of Community Resource Persons(CRP) linked to women's empowerment centers delivering relevant social mobilization and empowerment services to women in project districts. Target 400	64 CRPs and 16 coordinators trained and linked with WECs.
B. Economic Empowerment Women capabilities enhanced and economic enterprises initiated and/ or strengthen for increased income and improved livelihood.	No of women specific livelihood sub-sectors identified.	10 livelihood subsectors identified.
	No. women trained on skills, enterprise management, financial literacy. Target :60000	Around 5000 women trained on financial literacy.
	No. of Business Development Service Providers (BDSP) supplying technical and business services to women entrepreneurs. Target:200	32 BDSPs providing services