

Aide-Memoire
INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)

Implementation Support Mission | April 17- 28, 2023

I. Introduction

1. A World Bank Implementation Support Mission (ISM)¹ took place for the Skills Strengthening for Industrial Value Enhancement (STRIVE) Operation from April 17 to 28, 2023. The objective of the mission was to assess key achievements, challenges, risks and respective mitigation measures, the likelihood of achieving the Project Development Objectives (PDOs) over the course of the final year of implementation, whether the project had been able to sufficiently demonstrate progress in (a) the systems and process set-up to manage fiduciary aspects including fiduciary management and reporting, and (b) the environmental and social systems management and reporting.

2. Discussions were held with key government counterparts from the Ministry of Skills Development and Entrepreneurship (MSDE), the Directorate General of Training (DGT), the National Project Implementation Unit (NPIU), the National Instructional Media Institute (NIMI), the State Project Implementation Units (SPIUs), and the Project Management Consultants (PMC). Detailed discussions were held with State government officials during the field visits to Chennai, Guwahati, and Ahmedabad. Representatives from the following States attended the field visits: Tamil Nadu, Kerala, Karnataka, Andhra Pradesh, Telangana, Odisha, Arunachal Pradesh, Assam, Manipur, Meghalaya, Mizoram, Nagaland, Sikkim, Tripura, Gujarat, Maharashtra, Uttar Pradesh, Rajasthan, Madhya Pradesh, Himachal Pradesh, Haryana, and Punjab. The list of stakeholders consulted is provided in **Annex 1** and a summary of key issues discussed and progress indicators captured are provided in Annex 7. The mission members are grateful to the government counterparts including the National and State Project Implementation Units (NPIU and SPIUs) for the comprehensive discussions. The mission extends its gratitude to Mr. Atul Kumar Tiwari (Secretary, MSDE), Ms. Trishaljit Sethi [Director General of Training (DG)], Ms. Hena Usman (Joint Secretary - Sankalp, MSDE), Ms. Sonal Mishra (Joint Secretary, MSDE), Mr. Nilambuj Sharan (Senior Economic Advisor, MSDE), Mr. Hemant D. Ganjare (Joint Director, Project), Mr. Rajesh Meena (Deputy Director, Project), Mr. Shridhar (Assistant Director, Project), Mr. Himanshu (Assistant Director, Project) and the entire NPIU team for their cooperation during the mission. The mission also extends its gratitude to the officials of the State government departments dealing with ITIs and Apprenticeships.

3. The key findings of the mission were discussed at the wrap-up meeting on May 1, 2023 with Mr. Atul Kumar Tiwari (Secretary, MSDE) as the Chair. A wrap-up meeting also took place with Mr. Rajesh Kumar, Department of Economic Affairs (DEA), Ministry of Finance on April 26, 2023. The discussion points and agreements in the Aide-Memoire have also been endorsed by World Bank Management. As agreed with the MSDE, the Aide-Memoire will be classified as “For Official Use Only” under the World Bank Access to Information Policy and will not be publicly disclosed.

¹ The mission comprised Shobhana Sosale (Task Team Leader), Pradyumna Bhattacharjee (Co-Task Team Leader), Arushi Sood (Financial Management Specialist), Geeta Shivdasani (Procurement Specialist), Deepa Balakrishnan (Senior Environmental Specialist), Surbhi Dhingra (Consultant, Social Development Specialist), Kunal Datt (Consultant, Education and Implementation Specialist), and Ritu Sharma (Program Assistant). The mission was conducted on a hybrid mode with four mission members including two co-TTLs participating physically, while another co-TTL, Monica Yanez Pagans (Senior Economist), and other mission members responsible for environment management and social safeguards aspects participated via video-conferencing.

II. Summary of Key Findings

4. Project implementation has accelerated significantly during the past six months, and all of the project development outcomes and intermediate results indicators are expected to be achieved by the project closing date of May 31, 2024. About US\$77.12 million, of the total US\$104 million IDA financing, has been disbursed from the World Bank to the Government of India Treasury. The undisbursed funds equal US\$26.88 million. At the government's request, two cancellations were processed: the exchange rate depreciation saving of US\$1 million from the technical assistance (TA) Component of the IDA financing in May 2021, and US\$20 million from the Program for Results (P4R) component resulting from a recalculation of disbursement linked indicator (DLI) costing in November 2022. The PMU will assess if additional IDA funds need to be cancelled, based on implementation progress and funds released from the Treasury within the next six-months. Of note is that despite the cancellation, the Project Development Objective (PDO) will likely be achieved by the closing date of May 31, 2024. Keeping in mind the project closure date of May 2024 and the spending capacity of participating states/Central Institutes, a decision has been taken by MSDE not to release funds beyond December 2023, thereby allowing recipients the time to wholly/substantially expend the tranches released to them until December 2023.

5. Project management has picked up considerable pace with respect to financial management and procurement since August 2022. However, environmental, and social management aspects require concerted efforts with respect to tracking and reporting. The NPIU has been tracking utilization certificates (UCs) from States to assess the efficiency of the funds flow mechanism under the newly instituted Single Nodal Agency (SNA) and to ensure that the required 75 percent expenditure is achieved before the central Treasury can disburse funds to the States. UCs' submission has increased by 58 percent since August 2022. The MSDE's strategy has been to draw down on the US\$30 million advance received.

III. Project Data and Ratings

Table 1: Key Project Data and Ratings

Project Data	Dimension	Project Performance Ratings	
		Previous (August 2022)	Current (April 2023)
Board Approval: March 2, 2017 Effectiveness Date: February 8, 2018 Closing Date: May 31, 2024	Progress towards achievement of PDO	MS	S
Original IDA Credit Amount: IDA Financing: \$125 Million [\$119M (PforR Program) + \$6M (IPF project)]	Implementation Progress	MS	S
Restructured IDA Credit II:* \$1M cancellation: May 2021 Total after cancellation: \$124 Million [\$119M (PforR Program) + \$5M (IPF Project)]	Technical	S	S
	Project Management	MS	MS
Restructured IDA Credit III: \$20M cancellation: November 2022 Total after cancellation: \$104 Million [\$99M (PforR Program) + \$5M (IPF Project)]	Fiduciary Systems	MS	MS
Disbursement as on April 28, 2023: US\$77.12 million	Environmental and Social Aspects	MS	MS
Disbursement percentage: 74.15%	Disbursement Linked Indicators (DLIs)	MS	S
Undisbursed balance: US\$26.88 Million	Monitoring & Evaluation	MS	MS

HS=Highly Satisfactory; S=Satisfactory; MS= Moderately Satisfactory; MU=Moderately Unsatisfactory; U=Unsatisfactory; HU=Highly Unsatisfactory; NA=Not Applicable; NR=Not Rated; PDO= Project Development Objectives.

Note: * Restructuring I in June 2020 to adjust the scope and results of the Project.

IV. Implementation Progress and Key Findings

6. The STRIVE operation became effective on February 8, 2018. Originally, the IDA Credit financing was US\$125 million, and Government of India (GoI) financing was US\$193 million for a total Project cost of US\$318 million. The operation had a delayed start, and the first restructuring was completed in June 2020 to adjust the scope and results of the Project, and a second restructuring was completed in May 2021 to cancel the saving of US\$1 million from the TA component based on a projection of TA activities and GoI's assessment of expenditures expected to be incurred in the remaining project period. A third restructuring was completed in November 2022 to extend the operation by 18 months, make necessary changes to DLI descriptions and PDO definitions to allow for targets to be achieved during the extended period, and cancel the saving of US\$20 million from the P4R component based on a recalculation of DLI costing.² The IDA financing for the project is now US\$104 million.

7. Disbursements currently stand at US\$77.12 million. Disbursements against the project DLIs is currently at US\$57.2 million. The total disbursements also include the amount of US\$16.7 million unadjusted advance, and US\$3.2 million expenditure towards TA. The amount of US\$15.6 million is projected to be claimed against DLIs achievements by the end of June 2023, and an additional US\$26.1 million is projected to be disbursed by December 2023.

Achievement of Project Development Objective (PDO)

8. Overall, progress towards achievement of the PDO is now **Satisfactory**. The PDO for the STRIVE operation is to *improve access to quality and market-driven vocational training provided in ITIs and apprenticeships*. An assessment of the Results Framework, outcome and output indicators, and disbursements achieved in April 2023 indicate good progress towards the achievement of the PDO. Out of seven PDO level indicators, the final targets for five indicators have been reported to be surpassed, while the other two are on track. Of the five, one indicator (PDO #1) is currently undergoing internal MSDE verification as a precursor to independent verification agency (IVA) verification, and the second (PDO #2) is being verified by the IVA. Progress on the remaining two PDO indicators pertaining to enrolments in Industrial Training Institutes (ITIs) and apprenticeships had been impacted due to the COVID19 pandemic. ITIs were impacted due to lockdowns and protracted closures for over a one-year period. Also, the implementation of examination reforms further delayed the measurement of the indicator. Apprenticeships were impacted due to reverse migration and the shift in focus of industry to ensuring continuity of business as opposed to maintaining a steady pipeline of trained labour. However, both indicators are now on track for completion during this calendar year, and the targets will be measured in a timely manner. A summary of the PDO status is presented table 2.

² The first restructuring in June 2020 resulted in: (a) multiple DLR level changes, (b) decrease in the value of a DLI by US\$1 million and, (c) increase in the TA component by US\$1 million.

The second restructuring in May 2021 resulted in a decrease in the value of the TA component by US\$1 million based on savings identified by the DGT, MSDE.

The third restructuring in October 2022 resulted: (a) an extension of the project closing date by 18 months, (b) make necessary changes to DLI descriptions and PDO definitions to allow for targets to be achieved during the extended period, and (c) decrease in the value of DLIs by US\$20 million.

Table 2. Progress towards achieving the PDO

	As of April 2023	End-of-Project target (May 31, 2024)
Final targets already met for three indicators		
PDO 4 -Reduction in instructor vacancy	17 States	15 States
PDO 5 -Training of Trainers	26,285 Trainers	20,000 Trainers
PDO 7 -Direct Operation Beneficiaries	559,000 Beneficiaries	400,000 Beneficiaries
Two indicators are on track		
PDO 1 - Increase in number of ITI graduates	22 percent [validation ongoing]	20 percent
PDO 2 -Female enrolment rate	19.1 percent (2021-22)	15 percent
	Two indicators have been impacted due to the closure of ITIs because of the COVID-19 pandemic. This has resulted in measurement delays	
PDO 3 - Increase in gainful employment of ITI graduates	Procurement of agency for data collection underway. Expected to be achieved by Dec 2023.	50 percent
PDO 6 -Apprenticeships	24 [16 claimed, 8 undergoing internal MSDE data validation]	30

Implementation Status

9. Implementation progress has accelerated, and the rating has been upgraded from *Moderately Satisfactory* to *Satisfactory*. The operation is catching up with the restructured implementation schedule at a substantive pace. Implementation structures and arrangements, and monitoring processes are well-defined and established at the NPIU, the SPIUs, ITIs, and the Industry Cluster (IC) levels. The NPIU's implementation monitoring at the National, State, ITI and IC levels is satisfactory. Implementation progress is regularly evaluated, and feedback is now being collected on a regular basis. The problems due to the COVID-19 pandemic, the introduction of the new funds flow SNA guidelines in March 2021, and delays in procurement and reporting of expenditures faced by State-level implementing agencies are now being addressed in a timely manner. Further, regular capacity building and knowledge sharing workshops are also being conducted. Over 150 such workshops have now been conducted. Details are provided in **Annex 2**, and the status of implementation progress and results indicators is presented in **Annex 3**, while those of the DLIs are presented in the **Attachment to Annex 3**. A summary of the DLI specific status is provided in table 3 below.

Table 3. Progress towards achieving DLIs

DLI	Description	Status	Disbursed (US\$ million)	Pending (US\$ million)	Disbursement projected by	
					June 30, 2023	December 31, 2023
		(A)	(B)	(C)	(D)	(E)
DLI-1	Signing PBGAs with 200 ITIs	Achieved, disbursed	2	0		
DLI-1	Increase in graduates	Data Validation ongoing	0	6.8	6.8	
DLI 2	On-Job-Training	Data Validation ongoing	15	3.4		3.4
DLI 2	National Tracer Study	On-Track	0	1.7		1.7
DLI 3	Instructor vacancy reduction	Achieved, disbursed	8	0		
DLI 3	Policy Paper on Instructors	Achieved, disbursed	1	0		
DLI-3	State adoption of instructor policy paper	Partial validation complete	0	1.3	0.5	0.8
DLI-3	Upgradation of 4 CITS trades	On-Track	0	8.5		8.5

DLI-4	State level Tracer Studies	On-Track	2	13.6	5	8.6
DLI 5	Project operations manual	Achieved, disbursed	1.5	0		
DLI-5	Industry Clusters (IC) Apprenticeship training	On-Track	11.2	4.3	1.2	3.1
DLI 6	ITI female enrollment rate	On-Track	7.5	2.1	2.1	
DLI 6	IC female enrollment rate	Achieved, disbursed	9	0	0	
Total			99.0	57.2	41.8	15.6
			A=B+C	B	C=D+E	D
						E

10. **Flow of Funds, Utilization, and Program Expenditure.** The program has demonstrated a steep upswing in downstream fund release since the last mission in early August 2022. Between August 2022 and March 2023 (i.e. in 8 months), the MSDE has disbursed INR 100 crores (about US\$12 million³) to 19 sub-national SPIUs, and onward from SPIUs to ITIs and ICs against a reported disbursement of INR 22.5 crores (about US\$2.73 million) between April-July 2022 (i.e., in 4 months). Annual disbursement for FY22-23 was reported at INR 123 crores (about US\$15 million). Cumulative program disbursement (MSDE to States/CTI) between FY19-23 was INR 545 crores (about US\$66.21 million).

11. **Utilization.** The Project has demonstrated a commendable growth in program expenditures under STRIVE since the previous mission. Program expenditures are reported to be INR 337 crores (about US\$41 million⁴) as on March 31, 2023 against INR 209 crores (about US\$25.4 million) in July 2022, more than a 60 percent increase. Utilization certificates submitted against reported expenditures over the same period went up from INR 159 crores (about US\$19.31 million) to INR 251 crores (about US\$30.5 million), about a 58 percent increase. Himachal Pradesh, Odisha, Maharashtra, Gujarat, Kerala, Tamil Nadu, Madhya Pradesh, and West Bengal are the top performers of FY22-23. Karnataka, Rajasthan, Uttar Pradesh, Assam and NIMI are expected to join these states as frontrunners in FY23-24. Andhra Pradesh, Punjab, and Delhi have not been able to expend any budget under the program so far, due to funds flow challenges resulting from administrative issues.

12. **Financial Management (FM).** Based on the progress achieved with addressing the actions of the previous mission, the FM risk for the program is assessed to be **Substantial** and the FM performance rating is **Moderately Satisfactory**. The substantial stability in program banking and funds flow arrangements has translated into shifting of focus to program operations. This is evidenced by a notable upsurge in downstream disbursement of funds and reported expenditures between August 2022-March 2023. As of March 31, 2023, MSDE has released INR 545 crores (about US\$66 million) to sub-nationals/CTIs. They have spent INR 337 crores (about US\$41 million) and submitted utilization certificates equal to INR 251 crores (about US\$30.5 million) against reported expenditures. In FY22-23 the needle has not moved on program disbursement, except for US\$1 million under technical assistance. Disbursement is now at 74 percent of the restructured IDA credit of US\$104 million, of which US\$16.7 million is an unadjusted advance.

13. The NPIU expects to submit DLI claims in the amount of US\$16.5 million by June 2023. Further disbursement from the World Bank is expected only in the next six-months, going into FY24. The NPIU has requested all participating agencies to submit their monthly expenditure plans for FY23-24, together with an estimate of projected expenditures for the next six-months. The Ministry is likely to request the release of the next tranche of the performance-based grant. However, the relaxation in internal control measures to facilitate funds flow together with the poor quality of internal audit reports submitted by States raises perceived fiduciary risk for the Program. The World Bank team has recommended that the NPIU hire a Chartered Accountant to work on the financial reporting and assurance mechanism at the sub-national level. The NPIU has submitted the interim unaudited financial report (IUFR) for the quarter ended

³ USD 1 = INR 82.31 as per Client Connection on May 16, 2023.

⁴ USD 1 = INR 82.31 as per Client Connection on May 16, 2023.

March 2023, and the Comptroller and Auditor General of India (CAG) audit report for FY21-22, albeit with some delay. The Bank of India (BOI) has operationalized its dashboard at the NPIU recently. However, there are mapping errors and data discrepancies which prevent the NPIU from relying fully on the information disclosed on the dashboard. BOI needs to ramp up support at the sub-national level to ensure that its remaining funds flow and financial reporting commitments are substantially met by June 2023.

14. **Non-adherence to the provisions of the Operations Manual (OM).** The mission has flagged this to the NPIU, and about meeting the conditions for tranche release and the significant lag of 70 percent in audited eligible expenditures *versus* the IDA credit already disbursed. There is improvement in compliance/performance on both fronts, but the deviation has not yet been fully eliminated due to prioritizing operational needs over fiduciary controls. The World Bank task team has granted no exception with respect to either. Further details pertaining to financial management are provided in **Annex 4**. The status of agreed actions following the August 2022 mission are listed in **Annex 5**.

15. **Procurement.** Based on the discussions held during the mission and review of action points, procurement risk continues to be **Substantial** and procurement performance rated as **Moderately Satisfactory**. There is progress with the integration of procurement audit into the Program. The Bank team carefully reviewed the NPIU provided audit reports, and suggested improvements. The Bank team also noted long-pending actions [pending since last two missions] regarding NIMI complying with mandatory procurement disclosure and procurement audit requirements. The Bank team informed that non-compliance with mandatory requirements would impact procurement performance rating and requested immediate action on this matter.

16. The Bank team was informed that no procurement related complaint had been received by the NPIU since the last mission. However, on April 29, 2023 the World Bank received a complaint regarding delay in payment for services rendered by a consultant. Further, the World Bank has also received a press article in the Times of India dated May 8, 2023 with regard to specifications and high prices for the procurement of equipment carried out by ITIs in the state of Maharashtra. The grievances have been shared with the NPIU with the request to ensure that these are addressed in line with the provisions of the Operations Manual and agreed Procurement Complaint Handling Protocol included in the sample for procurement audit. The NPIU has reported that no high value contracts have been signed under the Program supported activities. With respect to the TA portion of the Operation, the PMC and IVA contracts have been extended in tandem with the extended project completion date of May 31, 2024. STEP for the same has been updated. Details of the procurement observations are provided in **Annex 4**.

17. **Key Implementation Challenges and Agreed Actions.** The mission identified and discussed the following key issues concerning project implementation: (a) the need for continued efforts on the fiduciary management side with oversight over funds flow, utilization, and program expenditures, (b) consistent quality in environment and social management aspects, (c) key actions going forward to maintain the moderately satisfactory ratings for the project, and (d) an assessment within six-months of the absorptive capacity of the States to spend the remaining US\$26.88 million, and to decide whether the remaining IDA funds will be fully utilized, or if a partial or full cancellation of the remaining amount would be warranted.

18. **Monitoring and Evaluation.** Taking into consideration that the technical aspects of the Operation are being tracked each month, technical discussions were held during the mission. It was acknowledged that implementation progress has picked up significantly. However, progress is required on funds utilization, timely fiduciary reporting, and environment and social safeguards. The achievements against the results areas are provided in **Annex 3**.

19. **Environmental and Social (E&S) Management Aspects.** The E&S risk rating continues to be **Moderate** and overall rating is **Moderately Satisfactory** based on a review of the status of the Program

Action Plan (PAP) (P4R component), the PAP actions achieved, the agreed actions of the previous mission, and the progress on E&S aspects. However, for the continued effective management of E&S aspects of the program, efforts must be directed to ensuring that the PAP actions include: (a) acceptable and representative data and analysis are available, and the agreed questionnaire for the ITIs focus on social inclusion aspects to promote the participation of scheduled castes (SCs), scheduled tribes (STs), Women, Religious Minority Groups, differently abled, and other poor and vulnerable persons, including on residents of Left-Wing Extremism (LWE) Areas, (b) actions to ensure that Occupational Health and Safety (OHS) actions on Environment are realized at the earliest, (c) periodic NPIU visits to the ITIs/ICs to the States to extend handholding support to realize E&S aspects, including monitoring and supervision of OHS, and good environmental practices with respect to waste management and sanitation, water supply, universal access, greening, and (d) regular reporting and documentation of E&S practices/case studies based on the agreed questionnaire and visits by NPIU/PMC to sample ITIs/ICs. The mission recommends a set of actions for the NPIU; these are outlined in the agreed actions and in **Annex 5**.

20. The reporting on the IPF component (tribal development aspects) needs to be more comprehensive, including on detailed interventions to promote inclusionary parameters such as: gender, caste, disability, social status, location (urban/rural), access to opportunities, and so on, for students and faculty. The mission has requested the latest information (FY22-23) on the number of ITIs in the LWE areas with disaggregated enrolment, pass-out, and placement data, where available. The report on the social action plan for ITIs and environmental and social management plan (ESMP) is awaited from the NPIU/PMC. States are urged to hire additional and dedicated staff/consultant (full-time or on deputation) to manage social development/safeguards.

21. **Grievance Redress Mechanism (GRM).** A robust grievance redress system is in place, with online and offline modes, for project beneficiaries (students, faculty/trainers/vendors, and other stakeholders) to register complaints, queries, and suggestions about implementation. An assessment of the grievance redress ease of access exercise shows that there is good knowledge about the system among the beneficiaries. However, its effectiveness and access are not even across the States. The GRM facilities for workers involved in ongoing civil works renovations needs to be confirmed. Further, the E&S progress report for the period January-June 2022 does not include information on access to the ITIs' GRM systems, the total number of complaints received and redressed, the types of workers' grievances, the time taken to resolve the issues, the complaints escalated to the next tier, and the institutional structure at the State and ITIs levels. The NPIU's validation of the applicability and usefulness of the central grievance redress system is awaited, and the July-December 2022 report needs to include the above details.

22. **Gender.** The Results Framework indicators show that female enrolment rate in ITIs with signed PB Grant Agreements is increasing. The tracer studies in the States have commenced to measure the percentage of female graduates from ITIs who are in gainful employment one year after graduation. Further, the DLI pertaining to female enrolment in ICs is on track to be achieved.

23. **Citizen Engagement.** The NPIU in collaboration with the SPIUs need to ensure that acceptable and representative data and analysis are available, and the agreed questionnaire for the ITIs focus on social inclusion and citizen engagement aspects to promote the participation of SCs, STs, Women, Religious Minority Groups, differently abled, and other poor and vulnerable persons, including on residents of LWE Areas. These are socially sensitive aspects that require attention.

V. NEXT STEPS AND AGREED ACTIONS

24. *Status of agreements during the mission.* The detailed list of actions is provided in the table below, and the progress against the actions agreed during the previous mission are provided in **Annex 5**. As of March 31, 2023, most of the actions set out in the action plans have been completed and many are in

progress. Table 4 specifies the key agreed actions from the mission including the pending/delayed actions from previous mission.

Table 4. List of Agreed Short- and Medium-Term Actions during the April 17 – May 1, 2023 mission

Activity	Agreed Actions	Responsible Agency	Due Date
1.	NIMI to share Steps, Status and Timelines for upgradation of 4 CITS trades to blended mode at the earliest. [We understand that the presentation made/ estimates shared are for CTS trades only]	NPIU	June 16, 2023
2.	NIMI to share the AR/ VR proposal and scheme document	NPIU	June 16, 2023
3.	Updated list of selected ICs, including status of funds disbursed, KPIs and DLI achieved, No. of trainees enrolled and No. of trades commenced to be provided to the World Bank team	NPIU	June 16, 2023
4.	State-level Tracer Study reports, analysis and presentations (for States which are already approved by the SSC) to be shared with the World Bank team	NPIU	June 16, 2023 (And subsequently as they are received)
Financial Management			
5.	a) Furnish status of external audits at the State level as on March 31, 2023 and status of disclosure of audit reports by States online b) Appoint a CA to the NPIU team to review sub-national assurance arrangements and the audit reports submitted	NPIU	June 16, 2023
6.	Ensure adherence to the provisions of the OM with respect to documents required by the NPIU for release of subsequent tranches of disbursement to States.	NPIU	June 16, 2023
7.	NPIU to ensure that 1) errors in NPIU Dashboard are corrected, 2) BOI dashboard is rolled out at the sub-national level, 3) holding accounts for all States in line with NPIU & SNA requirements are opened and, 4) the next review meeting with BOI, NPIU and WB is scheduled	NPIU, BOI and SPIU	July 16, 2023
Procurement			
8.	Share URL on which Procurement Plan and Contract Award Notice for NIMI has been disclosed	NPIU	Immediately and no later than June 16, 2023
9.	Ensure inclusion of newly added procuring entities in quarterly reporting to the Bank	NPIU	June 16, 2023
10.	Ensure complaint on non-payment of dues for services rendered received at the Bank is addressed immediately and resolved in accordance with provisions of Program Operations Manual and Procurement Complaint Handling Protocol	NPIU	June 16, 2023
11.	Update GRM with contact details/emails, etc.	NPIU	Immediately and no later than June 16, 2023
12.	Ensure quality of submission of audit reports by ensuring states that have not included procurement [e.g., Arunachal Pradesh, Meghalaya, etc.] in their coverage amend the audit reports appropriately, prior to submission to the Bank	NPIU	June 16, 2023
13.	Ensure improvement in audit paragraphs of procurement audit	NPIU	June 16, 2023
14.	Ensure submission of audit reports for balance states, and NIMI	NPIU	June 16, 2023
15.	Continue providing quarterly progress reports on procurement and disclose them in public domain	NPIU	July 14, 2023
Environment & Social Aspects			
16.	Ensure submission of the E&S monitoring-cum-compliance report with detailed information on the E&S PAP actions and GRM details (based on questionnaire surveys and sample ITI visits)	NPIU	July 14, 2023

17.	Ensure that PMC deploys additional manpower (full-time or deputation) to support E&S aspects of the program, and information to be shared with the Bank	NPIU	June 16, 2023
18.	Share list of essential Environmental, Social, Health and Safety related equipment / refurbishment works by ITIs, permissible under RA1 and RA2	NPIU	June 16, 2023
19.	Review, analyze and confirm if all aspects of OHS are covered as part of the curriculum and what need to be better covered. <u>Revised as:</u> (i) Update the note submitted to the Bank on OHS as part of curriculum, with details on action to arrange Standard training material developed under IGNITE / any other program - to be sent to ITIs/ICs for refresher, after discussions with IGNITE team (ii) Send the OHS modules to States PIUs - ITIs/ICs with guidance	NPIU	June 16, 2023
20.	Support development of standard awareness material <u>Revised as:</u> Arrange to send standard OHS Awareness material/Posters to all SPIUs (for ITIs/ICs)	NPIU	August 14, 2023
21.	Share report for the LWE areas confirming adherence with the social action plan and ESMP	NPIU	June 16, 2023
22.	NPIU and PMC to collect disaggregated data on inclusion and placements to corroborate inclusion parameters based on the tracer study (<i>other ITIs than in the LWE areas</i>).	NPIU	June 30, 2023

25. **Next Mission.** The next joint review supervision mission will take place in November 2023. The World Bank task team will collaborate with the NPIU/MSDE to assess progress on the transformational changes from a technical perspective up to May 31, 2024 and assess required support together with the NPIU, to facilitate progress on FM, Procurement, and Environment & Social Management aspects.

INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)

Implementation Support Mission

April 17 – April 28, 2023

List of Participants

Sl. No.	Organization/ Ministry/ Department		Name of the Officer	Designation
1	MSDE		Atul Kumar Tiwari	Secretary
2			Hena Usman	Joint Secretary
3			Sonal Mishra	Joint Secretary
4			Nilambuj Sharan	Senior Economic Advisor
5	DGT/ NPIU		Trishaljit Sethi	Director General (Training)
6			Hemant Ganjare	Joint Director (Projects)
7			Rajesh Meena	Deputy Director
8			Sridhar	Assistant Director
9			Himanshu	Assistant Director
10	PMC for STRIVE		Narayan Ramaswamy	Project Lead
11			Garima Singh	Team Lead
12			Mrityunjay Arya	M & E Expert
13			Abhishek Chaturvedi	Apprenticeship Expert
14			Jayant Srivastava	Finance Expert
15			Krishna Singh	Institutional Expert
16			Saanvi Vashisht	Support Consultant
17			Aparna Dass	Support Consultant
18			Sanjay Kumar	Procurement Expert
19			Krishna Prakash Singh	Institutional Expert
20			Nidhi Gautam	Support Consultant
21	World Bank		Shobhana Sosale	Task Team Leader
22			Pradyumna Bhattacharjee	Co-Task Team Leader
23			Monica Yanez Pagans	Co-Task Team Leader
24			Deepa Balakrishnan	Senior Environment Specialist
25			Geeta Shivdasani	Procurement Specialist
26			Arushi Sood	Financial Management Specialist
27			Surbhi Singh Dhingra	Consultant, Social Specialist
28			Kunal Datt	Consultant, Education & Implementation Specialist
29			S. Anukriti	Economist, Impact Evaluation Lead
30			Ritu Sharma	Program Assistant
31	Cluster 1	Andhra Pradesh	S. Satyanarayana	Joint Director (FAC) (Trg)
32			B. Thulasi	Asst. Director (Trg)
33			M. Lakshmi Saroja	A.D/ DLTC Eluru
34		Karnataka	G S Meenakshi	AD Training
35			B L Chandrashekara	JD Training

36		Kerala	D Meneksh Prasad	Additional State Project Director
37			JS Bindu	Joint Director (SAMC)
38		Odisha	Odisha joined briefly as they had a skill conclave and pre-G20 meetings ongoing. Participants list unavailable.	
39		Tamil Nadu	K. Veera Ragava Rao, IAS	Commissioner of Employment and Training Department
40			C. Ravichandran	Additional Director
41			Prabakaran	Joint Director
42			K. Ravindranath	Assistant Director
43			Peer Mohammad	Deputy Director
44		Telangana	S.V.K.Nagesh	Joint Director
45			S. Raja	Deputy Director
46	Cluster 2	Arunachal Pradesh	Shri Subu Tabin	Director, Department of Skill Development and Entrepreneurship
47			Shri Jumbom Riba	Assistant Director, Department of Skill Development and Entrepreneurship
48			R. C. Dutta	Principal, Government ITI , Dirang
49		Assam	Kasturi Bharali, ACS	Director, Employment & Craftsmen Training
50			Mousumi Sen	Joint Director of Craftsmen Training
51		Manipur	P. Geetchandra Meitei	Assistant Director
52			T. Jayanta Kumar Singh	Principal, Govt. ITI, Chandel
53		Meghalaya	H.R. Massar	Inspector of Training, Directorate of Employment & Craftsmen Training
54			A. Nath	Joint Director, Directorate of Employment & Craftsmen Training
55		Mizoram	Angela Zothanpuui	State Project Director, SPIU, Mizoram
56			Joseph Vanlalhraia	M&E Specialist, SPIU Mizoram
57		Nagaland	H. Alongse Sangtam	Deputy Director
58			Menguzelie Suhu	Nodal Officer (Skill Development)
59		Sikkim	Dr. IBS Yadav	State Director
60			Lalit Kumar Kashyap	Superintendent
61		Tripura	Anumoy Deb Barma	Deputy Director
62			Debashish Barman	Deputy Director
63	Cluster 3	Gujarat	Gargi Jain (IAS)	Director
64			Vishal Saxena (GAS)	Additional Director
65			Dhruti Joshi	Deputy Director
66			Kaushik B. Patel	Deputy Director
67			Avinash Palas	Assistant Director
68		Madhya Pradesh	G.N. Agrawal	Additional Director
69			D.S. Thakur	Joint Director
70			Shkati Singh	Jr.SAA
71			Sunil Kumar	Deputy Director (RDSDE)
72		Maharashtra	D.A. Dalvi	Director
73			J.M.Narkhede	Assistant Director

74			D.S.Damodar	Inspector
75		Rajasthan	P.K.Agarwal	Deputy Director
76			Mandalnath Changani	Establishment officer
77		Uttar Pradesh	Neeraj Kumar	Additional Director
78			Gaurav Singh	instructor
79		Himachal Pradesh	Kali Das	Assistant Director
80			Rupender Singh	Consultant, STRIVE
81			Mohindarlal	AD, RDSDE
82		Punjab	Harish Mohan	Principal, Govt ITI Pathankot
83			Shakti Singh	Principal, Govt ITI Phagwara
84			Nirmal Singh	Principal, Govt ITI Faridkot
85		Haryana	Vishal Sodhi	Assistant Director
86			Priyanka	

**INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)**

**Implementation Support Mission
April 17 – May 1, 2023**

Implementation Progress

- **Results Area 1: Improved performance of ITIs.** Project results as of end-April 2023 show that:
 - (1) There is increase in the *number of graduates from project ITIs that have signed PB grant agreements (PDO#1)*. This is currently at 22 percent, thereby surpassing end-of-Project target of 20 percent. This result is currently undergoing internal MSDE data validation prior to its submission to the IVA for verification. The DGT, MSDE has not yet claimed this target as achieved as they wanted to avoid claiming more funds than were necessary to implement activities under the result area. This DLI is now planned to be claimed as achieved by June 2023.
 - (2) There is a substantive increase in enrolment since the previous year. Enrolments have increased from baseline by 9 percent as compared to 1 percent about a year ago. Several activities to increase enrolment under the project had been initiated in 2021. These varied based on the institution but included conducting outreach programs in schools and local catchment areas, initiating short term demand-driven training programs, decreasing drop-out rates through improved counselling, etc. It was also reported that these activities have only born fruit this year as many trades have a 2-year training cycle and most enrolments happen every alternate year.
 - (3) OJT opportunities are being tracked, and with the policy push towards increasing connection with industry, the Project has continued to over-achieve the target throughout the pandemic period. The Year 4 DLI target of 20 percent was over-achieved by 2.8 percent. Year 5 target of 25 percent is estimated to be over-achieved by approximately 10 percent. This is however yet to be verified and claimed as achieved.
 - (4) Female enrolment rates continue to be monitored on a regular basis. The Year 4 DLI target of 14 percent was surpassed by 4.6 percent. The year 5 target of 15 percent is also expected to be surpassed by 4.5 percent. Female enrolment in project ITIs currently stands at 19.1 percent.
 - (5) A national level tracer study to track graduates of ITIs was delayed due to the initial delay in implementation of activities under result area 1 on account of delay in signing of PBGAs, timely disbursement of funds, and COVID-19 related disruptions to the ITI ecosystem. It was agreed with the MSDE that due to these delays, the tracer study could be conducted as early as 6 months after graduation on the cohort graduating in September 2022, instead of one year after graduation. The procurement for an agency to conduct the tracer study is currently underway and the contract is expected to be awarded by June 2023. The DLI is expected to be achieved by December 2023.
- **Results Area 2: Capacity of States to Support ITIs and Apprenticeship.** Project results as of end-March 2023 show that:
 - (1) A trainer recruitment, training and career progression policy paper has been prepared and MSDE has approved the paper. The disbursement against this activity has also been completed. Work towards the development of career progression policies at the State level is completed in 4 States and is ongoing in several other States. The claim for this activity is already verified for 4 States and disbursement is planned to be claimed by June 2023.
 - (2) Seventeen participating States have achieved at least a 20 percent reduction in instructor vacancy. This is against the PDO and DLI target of 15 States and hence marks overachievement of the end-of-project target. An additional 5 States have further maintained zero instructor vacancy. Several other States who participated in the mission cluster visits showcased: a) significant decrease in

- instructor vacancies, and b) plans to decrease instructor vacancies by at least 20 percent. States see significant value in this PDO and are working with fervour towards the spirit of this DLI.
- (3) The NPIU has facilitated one state (Haryana) to conduct a pilot tracer study. The sample Terms of Reference for a Tracer Study, Guidelines, and Frequently Asked Questions documents have now been prepared and disseminated to all States. Several capacity building workshops continue to take place. As a result, four States (excluding Haryana) have now conducted State level tracer studies. Further, tracer studies are ongoing in eight States, and another seven are in the process of procuring an agency to conduct tracer studies. The 2022-23 target of five States conducting tracer studies along with approval from SSC are expected to be achieved by September 2023.
 - (4) The target of 20,000 teachers completing pre-employment or in-service distance learning/blended modules had been achieved in May 2022. The MSDE has, further trained 6,285 teachers towards this result area since then and the targets stands overachieved as on date.
- **Results Area 3: Improved Teaching and Learning.** Project results as of end-April 2023 show that:
 - (1) The DGT has conducted workshops with industry bodies and subject matter experts to inform the revision of the curriculum development process. Feedback has also been provided to the DGT through technical assistance from the World Bank and UK-DFID.
 - (2) Four Crafts Instructor Training Scheme (CITS) trades have been identified.
 - (3) The MSDE has decided to (a) reduce the number of notional training hours from 1,600 to 1,200, (b) include 150 hours of OJT/ project work and 240 hours of any short-term course, and (c) align the ITI National Training Certificate (NTC) with secondary and senior secondary level certifications.
 - (4) The development of textbooks aligned with the trades is already underway. The translation of these text books to regional Indian languages is also underway. These textbooks are also being embedded with QR codes linking to each topic to the online multimedia content.
 - (5) Finally, the focus is on developing the trades to facilitate blended mode of teaching-learning. The MSDE's National Instructional Media Institute (NIMI) will undertake the assignment. NIMI has already completed the procurement process of hiring an agency to develop the trades in a blended mode. The mission is informed that 20 percent of curriculum development activities are now complete and the 4 CITS trades will be ready to be rolled out by December 2023.
 - (6) An additional 6,285 trainers have undergone additional pre-employment or in-service trainings aligned with the PDO5.
 - **Results Area 4: Improved Apprenticeship.** Project results as of end-April 2023 show that:
 - (1) Against the target of thirty ICs, thirty-three have been selected and are currently being provided with intensive capacity development support through the SPIUs, SAMCs, NPIU, and the PMC. 16 ICs have already met their DLI targets, claimed as achieved, and disbursed. Another 4 ICs have now achieved the target and are likely to be claimed by June 2023. A further 4 are planned to be achieved by and claimed by September 2023. The final 6 are expected to be claimed by December 2023, bringing the total to 30 ICs.
 - (2) COVID-19 related disruptions, especially the lockdowns, reverse migration, trainee apprehension with resuming training, the shift in the focus of IC members to resume business activities, and delays in ICs receiving funds from State directorates have progressively caused delays in the achievement of related results.

- (3) Issues related to mobilization and retention of trainees continue to persist. It is, however, encouraging to note that a majority of the courses taken up by the ICs are custom/ tailor made trades (indicating that specific needs of ICs are being attempted to be met through the mechanism).
 - (4) The NPIU and SPIUs have been introducing technical and fiduciary measures to deal with the challenges including those induced by the COVID-19 pandemic. Fiduciary measures include allowing States autonomy and fungibility with regards to funds and spending limit allocation to ICs. Technical measures include relaxation in the definition of an IC, reduction in administrative steps towards approval of IAI plans, divestment of decision-making authority pertaining to changes in batch size, trades, etc. to the SPIU.
- **Facilitating knowledge exchange and learning among States:** The May 2022 mission had recommended that the DGT inspire knowledge exchange and learning and healthy competition among States through the coming together of states in a hub-and-spokes model. The DGT has commenced taking the initiative to facilitate cross-learning among States. From the perspective of funds utilization, well-performing States (Himachal Pradesh, Odisha, Kerala, Telangana) in aspects such as preparation of plans for implementing ITI and State level activities are being paired with lagging States (Andhra Pradesh, Gujarat, Chhattisgarh). The States shared leading practices in monitoring and evaluation, adapting to the new SNA mechanism, and implementing innovations through ICs (Jammu & Kashmir, Karnataka, Uttar Pradesh).

The current mission too endeavoured to further the knowledge exchange, learning and competition among States by conducting meeting in a Hub and Spokes model. The NPIU presented the various activities to be undertaken in each Result Area, and challenges faced by each State were subsequently discussed. Possible solutions / way forward emerged out of discussions. Well performing States in each cluster presented their experiences in implementing specific result areas successfully, including the challenges, the pit falls, and the mitigation measures and the success stories. This helped the States to discover the problems that they may possibly face in the future and be ready for solutions for each possible problem. The success stories shared by well performing States also motivated the laggard States to improve performance. Where needed, the NPIU agreed to further analyse the situation and make suitable recommendations at a later date. An example of this was when several SPIUs claimed that DLI 1/ PDO 1 baseline data was inordinately high as compared to immediately preceding or succeeding years due to enrolment of private candidates in ITIs only in the baseline year.

Implementation Progress by Results Area

Results Area 1: Improved Performance of Industrial Training Institutes

A total of 494 ITIs have now been selected through a nationally competitive selection process under the larger government of India STRIVE operation. Of these, 200 ITIs (188 Government and 12 Private) from 18 States which are receiving World Bank financing were selected by December 2020. The SPIUs regularly monitor (A) implementation of activities towards achievement of Key Performance Indicators (KPIs); (B) setting up of institutional structures to support the implementation of reforms such as Institutional Management Committees (IMCs) and industrial partnerships where possible; (C) availability of funds for activities; and (D) issues that arise from time to time. The NPIU regularly monitors State level results and financial progress. Workshops are also regularly conducted to build capacities towards implementing State, ITIs and IC level plans and implementation of reforms.

Key issues in this Result Area: (a) delays caused by the ITI closure due to COVID-19 pandemic, (b) non-adherence to monitoring processes in certain ITIs, and (c) weak capacities at the State and ITI levels. Implementation progress of this result area was disrupted due to: (a) the initial delay in the flow of funds to ITIs, and (b) widespread and repeated closures of the ITIs due to the COVID-19 pandemic between March-August 2020 and from March-July 2021. The pandemic has caused delays in the ITIs' academic year, including admissions, examinations, and certifications due to the surge/second wave of the pandemic

in April 2021. Despite the challenges, implementation progress at the ITIs-level has improved substantially. For instance, project ITIs are reported to have, in aggregate, overachieved the target for PDO-1. ITIs have also significantly increased the IR Indicator 1.2 target, i.e. - On-the-Job training (OJT) outcomes, for trainees and the end of project target of 25 percent is overachieved by 10 percent.

The status of PDO, Intermediate Result Indicators as well as Disbursement Linked Indicators related to this Result Area are as follows:

- Target of signing 200 ITIs is achieved and disbursed (DLI 1 2019-20 (i) US\$2 million).
- PDO 1 and DLI 1 relating to increase in ITI graduates by 20 percent is impacted due to COVID related disruptions (DLI 1 2019-20 (ii) US\$6.8 million), however the entire scalable target of 20 percent is reported to be overachieved and currently stands at 22 percent. This DLI achievement is expected to be verified and claimed by June 2023.
- IR Indicator 1.2 relating to percentage increase in enrolment as compared to baseline is unlikely to be achieved on account of the impact of COVID. Achievement towards this target had reduced to -2 percent in 2020, however it rose to 0.7 percent when measured in 2021, 1 percent in 2022 and 9 percent in 2023. This indicator has an end-of-project target of 25 percent.
- IR Indicator 1.2 and DLI 2 relating to 25 percent trainees undergoing OJT is reported to be overachieved by 10 percent and currently stands at 35 percent. (DLI 2 2021-22 (i) US\$3.4 million).
- PDO Indicator 2 and DLI 6 relating to female enrolment is on track. Target of 15 percent female enrolment is reported to be overachieved and currently stands at 19.1 percent. This result verified by the IVA and is planned to be claimed as achieved by Jun 2023. (DLI 6 2021-22 (i) US\$2.1 million).
- PDO Indicator 3 and DLI 2 relating to undertaking a tracer study to ascertain employment levels is delayed. The procurement of an agency to conduct the study is currently underway. This agency is expected to be onboarded by June 2023 and the study is expected to be completed by December 2023. (DLI 2 2023-24 (ii) US\$1.7 million).

Results Area 2: Increased Capacities of State Governments to Support Industrial Training Institutes and Apprenticeship Training

34 of 36 Performance Based Funding Agreements (PBFA) have been signed with States/ UTs and advance funds have been released to 32 participating States and 2 UTs⁵. All 32 States have been provided with the first tranche of funds, 20 States have been provided with the second tranche of funds, 4 States have been provided with the third tranche of funds and one state, i.e. Odisha has also received the fourth tranche of funds as per fund release conditions laid down in the Operations Manual. The institutional structures as prescribed in the Operations Manual are in place across all participating States. Significant efforts have been made by NPIU towards building State level capacities as well and States have participated in more than 150 workshops (including 30 in-person workshops). A pilot of tracer study tools has been completed by the NPIU in the State of Haryana to test effectiveness of tech-enabled tools and the NPIU has further shared the toolkit comprising of final report of pilot tracer study along with draft Terms of References and guidance note with all States to help them in carrying out tracer studies. A knowledge dissemination workshop was held for capacity building of States on conducting tracer study. Owing to regular workshops and review meetings, over 20 States are at different stages ranging from floating the tender to conducting the tracer study in their State. The MSDE has prepared the model policy paper on career progression, training, and recruitment of ITI trainers in consultation with stakeholders including States and public suggestions. The same has been shared with States for preparing and adopting the policy at the state level, and capacity building workshops for adoption of the policy paper have also been conducted. 6 States are

⁵ The 2 Union Territories (UTs) do not have their own legislature. They expend funds from separate central government budget allocations.

reported to have completed the process of approval of the policy. The results for 4 States has been verified by the IVA and the results for another 2 States is expected to be submitted for IVA verification shortly.

This component of the STRIVE operation is now able to showcase 2 important reforms. The reduction in trainer vacancy coupled with robust career progression policy at States is expected to be helpful in creating a sustainable environment at the State level to ensure adequate trainers are in place after project completion. A system of conducting tech-enabled tracer studies will also be helpful to States in creating a sustainable way of assessing employment outcomes after completion of the project and will act as a feedback loop to policymakers at all levels to incorporate timely actions.

Status of DLIs related to this result area are presented as follows:

- DLI 3 relating to development of a draft career progression policy has been claimed and disbursed. (DLI 3 2019-20 (i) US\$1 million)
- DLI 3 relating to adoption of career progression policy by States is on track. The achievement of this DLI by 4 States is expected to be claimed by June 2023. The maximum limit of 15 States/ UTs is expected to be claimed by December 2023. (DLI 3 2019-20 (ii) US\$1.3 million).
- PDO 4 and DLI 3 relating to instructor vacancy has been achieved for the maximum target for 15 States, marking achievement of end of project targets. (DLI 3 2019-20 (iii), 2020-21 (i), 2021-22 (i) totalling to US\$8 million)
- DLI relating to conduct of a pilot tracer study in one State has been claimed and disbursed (DLI 4 2019-20 (i) US\$2 million). Further, four States have already completed the Study and have prepared draft reports, and eight States have hired research agencies and are in the process of conducting the studies. A further seven States are in the tendering process and, several States are in the final stages of approval of procurement plans. The 2020-21 DLI of 5 States is expected to be achieved by June 2023. (DLI 4 2021-21 (i) US\$5 million)

Results Area 3: Improved Teaching and Learning

The task of development of the trades in a blended mode was decided to be taken up by the MSDE's National Instructional Media Institute (NIMI) with a view to develop NIMI's capacity to manage the process of developing blended content. The NIMI is implementing the development of blended learning modules through a network of 20 agencies empanelled with it, under the STRIVE operation, for this purpose.

The DGT's curriculum development process was also improved under the STRIVE operation thorough an exhaustive consultative workshop with stakeholders including industry bodies and subject matter experts. Furthermore, feedback has also been provided to the curriculum development process though a specialist agency - Northern Ireland Colleges - recruited through UK-DFID technical assistance for this purpose. Furthermore, technical inputs were also provided through a knowledge sharing workshop conducted with Singapore's Nanyang Polytechnic.

Subsequent to the improvement of its curriculum development process, the DGT embarked on the process of revamping the curriculum and content for the 4 Crafts Instructors Training Scheme (CITS) trades identified in December 2019. The curriculum and text-books for these trades is now updated and acts as the base for development of the blended content development. The mission was informed that 4 empanelled agencies were working towards the completion of blended learning content and 20 percent of the work is now complete. Further, another 16 agencies have been empanelled and have begun working on the process and the remaining 80 percent work is expected to be completed by September 2023.

Status of DLI related to this result area is presented as follows:

- The procurement process for hiring of an agency to upgrade the 4 trades has been completed. The 4 trades are expected to be upgraded and DLI achieved by September 2023 (DLI 3 2020-21 (ii) US\$8.5 million)

Results Area 4: Improved and Broadened Apprenticeship Training

33 ICs have signed tripartite PBGAs. Funds as advance payments to ICs, as per provisions of the operations manual, have been released by the NPIU to state governments for all 33 ICs. However, funds have reached only 24 ICs till date. 16 ICs have already initiated 2 trades each and this achievement has been claimed and disbursed. The mission is informed that another 4 ICs have already launched 4 trades and the data is to be submitted to the IVA for verification shortly. This is expected to be claimed by June 2023. The NPIU expects to claim further achievement of another 4 ICs by September 2023 and the final 6 ICs by December 2023.

Status of DLIs related to this result area are presented as follows:

- DLI relating to enrolment of trainees in IC is achieved and disbursed for 16 ICs (DLI 5 2020-21 (i) US\$11.2 million). A further 4 ICs are expected to achieve the DLI by June 2023 resulting in a claim of US\$1.2 million. 4 more ICs are expected to achieve the result by September 2023, resulting in a claim of US\$ 1.2 million. The final 6 ICs towards the achievement of the end of project target are planned to be achieved by December 2023 resulting in a claim of US\$1.8 million.
- DLI relating to female enrolment in ICs is on-track. End project target 12 percent female enrolment in aggregate across 12 ICs is achieved and disbursed (DLI 6 2021-22 (ii) US\$3 million).

INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)

Implementation Support Mission
April 17 – May 1, 2023

Results Framework: Progress Report

Results Areas Supported by PforR	PDO/Outcome Indicators	Intermediate Results Indicators	DLI Number	Unit of Measurement	Baseline (FY17)	Mid-term Review	May 2022	Actual Current (Aug. 2022)	End Target (FY22)	Actual Current (March 2023)	End Target (FY24) May 31, 2024
Results Area 1: Improved Performance of Industrial Training Institutes	PDO Indicator 1: Increase in the number of graduates from ITIs that have signed PB Grant Agreements		1	Percentage (annual)	0	NA	Result yet to be declared	22 (Internal MSDE data validation ongoing)	20	22 (Internal MSDE data validation ongoing)	20
		IR Indicator 1.1: Percentage increase in enrolment across ITIs with signed PB Grant Agreement		Percentage (annual)	0	-2	1	1	25	9	25
		IR Indicator 1.2: Percentage of trainees undergoing OJT across ITIs with signed PB Grant Agreements	2	Percentage (annual)	2*	12	31	31	25	35	25
	PDO Indicator 2: Female enrolment rate in ITIs with signed PB Grant Agreements		6	Percentage (annual)	9.7*	19.1	18.6	18.6	15	19.1	
	PDO Indicator 3: Percentage of graduates from ITIs that have signed PB Grant Agreements who are in gainful employment one year after graduation		2	Percentage (annual)	50*	NA	NA	NA	50	NA	50
	% female			Percentage (annual)	39.7	NA	NA	NA	42	NA	42
Results Area 2: Increased Capacities of State Governments to Support Industrial Training Institutes	PDO Indicator 4: Number of Participating States that have reduced the vacancies of sanctioned trainers' posts by at least 20% in government ITIs		3	Number (cumulative)	0	10	15	15	15	17	15
		IR Indicator 4.1: Number of Participating States that have conducted tracer studies	4	Number (cumulative)	0	NA	4	4	16	4 (draft report for 3 more	16

Results Areas Supported by PforR	PDO/Outcome Indicators	Intermediate Results Indicators	DLI Number	Unit of Measurement	Baseline (FY17)	Mid-term Review	May 2022	Actual Current (Aug. 2022)	End Target (FY22)	Actual Current (March 2023)	End Target (FY24) May 31, 2024
and Apprenticeship Training										States received) SSC approval awaited	
		IR Indicator 4.2: Percentage of trainees in government ITIs who are from ST populations		Percentage (annual)	1.35	Already achieved and hence removed from the project			4	10.8	4
Results Area 3: Improved Teaching and Learning	PDO Indicator 5: Number of teachers who have completed pre-employment or in-service distance learning/blended modules			Number (Cumulative)	5,000	18,000	20,000	20,000	20,000	26,285	20,000
		IR Indicator 5.1: Number of CTS trades for which ICT-based teaching and learning packages have been developed		Number (cumulative)	0	0	6	6	4	4 (under process)	4
		IR Indicator 5.2: Number of CITS trades upgraded	3	Number (cumulative)	0	0	0	0	4	4 (under process)	4
		IR Indicator 5.3: Impact evaluation of work readiness pilot and girls' incentive pilot completed		Number (cumulative)	0	Indicator Dropped during Restructuring in June 2020			0	Indicator Dropped during Restructuring in June 2020	0
Results Area 4: Improved and Broadened Apprenticeship Training	PDO Indicator 6: Number of ICs that have introduced at least 2 different apprenticeship programs within their participating (member) industries		5	Number (cumulative)	0	4	16	16+Data validation ongoing for 3	30	20 (IVA verification ongoing for 4)	30
		IR Indicator 6.1: Number of ICs receiving IAI Grants that have reached a female enrolment of 12% in their respective apprenticeship programs	6	Number (cumulative)	0	Data gathering under process	10	10	10	10	10
Cross-cutting	PDO Indicator 7: Direct Operation beneficiaries			Number (cumulative)	0	150,000 +	440,521	440,521+	400,000	559,000	400,000
	% female			Percentage (annual)	0	19	19	19	12	19.97	12

Disbursement Linked Indicators

Disbursement Linked Indicators	Total Financing Allocated to DLI (US\$ Million)	As % of Total Financing Amount	DLI Baseline	Disbursement Linked Indicators						
				Results to be achieved in FY2017/ 18 (YEAR 1)	Results to be Achieved in FY2018/19 (YEAR 2)	Results to be Achieved in FY2019/20 (YEAR 3)	Results to be Achieved in FY2020/21 (YEAR 4)	Results to be Achieved in FY2021/22 (YEAR 5)	Results to be Achieved in FY2022/23 (YEAR 6)	Results to be Achieved in FY2023/24 (YEAR 7)
<i>1. Increase in the number of graduates from ITIs that have signed PB Grant Agreements</i>	8.82	8.9	0		-	(i) At least 200 ITIs have signed PB Grant Agreements with MSDE* (ii) The number of graduates in the academic year for ITIs that have signed PB Grant Agreements has increased at least by 5% compared with number of graduates in academic year 2017/18*				
<i>Achievement Status</i>						(i) Achieved, Disbursed (ii) In progress, Likely to be achieved by June 2023.				
<i>2. Improvement in industrial training and employment outcomes for</i>	20.11	20.31				(i) At least 10% of trainees enrolled in academic year 2019/20 across	(i) At least 20% of trainees enrolled in academic year 2020/21 across	(i) At least 25% of trainees enrolled in academic year		(i) A national-level graduate tracer study on

<i>trainees and graduates of ITIs that have signed PB Grant Agreements</i>						ITIs that have signed PB Grant Agreements have undergone OJT (ii) At least 15% of trainees enrolled in academic year 2019/20 across ITIs that have signed PB Grant Agreements have undergone OJT*	ITIs that have signed PB Grant Agreements have undergone OJT*	2021/22 across ITIs that have signed PB Grant Agreements have undergone OJT		trainees graduated from ITIs who have signed PB Grant Agreements is conducted and published to measure job placement outcomes*
<i>Achievement Status</i>						(i) Achieved, Disbursed. (ii) Achieved, Disbursed.	(i) Achieved, Disbursed.	(i) In Progress – Likely to be achieved by September 2023		(i) In Progress – Likely to be achieved by December 2023
<i>3. Reduction in ITIs' trainer vacancies and improvements in training of trainers</i>	18.8	19.02				(i) MSDE has developed a policy paper on sustainability plan for the recruitment, training, and career progression for ITIs trainers* (ii) At least 5 Participating States have reduced the vacancies of sanctioned trainers' posts by at least 20% in government ITIs compared with vacancy numbers as on 3rd January 2019*	(i) At least 7 Participating States have reduced the vacancies of sanctioned trainers' posts by at least 20% in government ITIs compared with vacancy numbers as on 3rd January 2019*	(i) At least 10 Participating States have reduced the vacancies of sanctioned trainers' posts by at least 20% in government ITIs compared with vacancy numbers as on 3rd January 2019*		(i) DGT has upgraded at least 4 CITS trades in blended mode and approved by NCVET/DGT/NSC* (ii) Participating States have developed the career progression policy*

<i>Achievement Status</i>						(i) Achieved, Disbursed. (ii) Achieved, Disbursed.	(i) Achieved, Disbursed.	(i) Achieved, Disbursed.		(i) In Progress – Likely to be achieved by December 2023 (ii) In Progress - Likely to be achieved by December 2023
4. Number of Participating States that have conducted tracer studies	15.64	15.79	0			(i) Pilot tracer study in one state by DGT			(i) At least 5 Participating States have conducted tracer studies*	(i) At least 10 Participating States have conducted tracer studies*
<i>Achievement Status</i>						(i) Achieved, Disbursed.			(i) In Progress – Likely to be achieved by June 2023	(i) In Progress – Likely to be achieved by December 2023
5. Number of ICs that have introduced at least 2 different apprenticeship programs within their participating (member) industries	17	17.17			(i) MSDE has developed and approved/adopted the Operations Manual for the IAI Grant mechanism*		(i) At least 4 ICs, that have enrolled apprentices under the IAI Grant mechanism, have each introduced at least 2 new apprenticeship programs within their participating (member) industries*			
<i>Achievement Status</i>					(i) Achieved, Disbursed		(i) Achieved, Disbursed for 16 ICs, remaining 14			

							likely to be achieved by December 2023			
6. Increase in female enrollment rate in ITIs with PB Grant Agreements and ICs receiving IAI Grants	18.63	18.81	(1) 15.62%* (2) 0			(i) Female enrollment across ITIs with signed PB Grant Agreements during academic year 2019/20 has reached 11% of all enrollees (ii) Female enrollment across ITIs with signed PB Grant Agreements during academic year 2019/20 has reached 12.5% of all enrollees* (iii) At least 4 ICs receiving IAI Grants have reached a female enrollment of 5% in aggregate*	(i) Female enrollment across ITIs with signed PB Grant Agreements during academic year 2020/21 has reached 14% of all enrollees (ii) Female enrollment of 10% in aggregate across 10 industry clusters*	(i) Female enrollment across ITIs with signed PB Grant Agreements during academic year 2021/22 has reached 15% of all enrollees (ii) Female enrollment of 12% in aggregate across 10 industry clusters		
Achievement Status						(i) Achieved, Disbursed (ii) Achieved, Disbursed (iii) Achieved, Disbursed	(i) Achieved, Disbursed (ii) Achieved, Disbursed	(i) In-Process, Likely to be achieved by June 2023. (ii) Achieved, Disbursed		

**INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)**

**Implementation Support Mission
April 17 – May 1, 2023
Procurement and Financial Management**

Procurement

Applicable Procurement Rules: The Program is under PforR with a Technical Assistance (TA) component. For PforR, governments' procurement processes are required to be followed, and for the TA (IPF component), the World Bank's guidelines are required to be followed.

Procurement Capacity: Procurement capacity at the NPIU, MSDE is considered adequate as it has been augmented through the addition of a resource person to support procurement functions under the Program. The identified person is continuing without any proposed replacement by the PMC. This has supported business continuity, capacitated the NPIU to discharge its procurement-related responsibilities as per arrangements outlined in the STRIVE Program Operations Manual, and has also supported the NPIU fulfil its responsibility for reporting back on the Program fiduciary framework.

Procurement Program Action Plan [PAP]: A functional procurement complaint handling and redressal mechanism is available on the project website. NPIU confirmed during the mission that the complaint handling system is available on DGT STRIVE microsite and reported that **no** complaint was received during the period from the last mission. However, a complaint on non-payment of dues for services rendered has been received at the Bank on April 29, 2023. This has been shared immediately with the NPIU with a request to ensure prompt handling of the complainant in accordance with the provisions of the Program Operations Manual and the agreed Procurement Complaint Handling protocol.

PAP related to preparing and publishing the Annual Procurement Plans on the website has been met as 65% compliance has been achieved as of last mission in May 2022, against a target of 60% in 4th year of program effectiveness. NPIU reported this to be constantly maintained above 80 % for the last 3 quarters during the current mission. The Bank noted this progress, and also requested inclusion of newly added procuring entities to comply with the agreed PAP and report back to the Bank in the next round of reporting. The Bank team noted that NIMI [National Instructional Media Institute] of the MSDE has still not yet complied with this requirement and that this is a pending action since the last two missions. *The Bank team requested that this action be complied immediately and no later than end-May 2023 so as to not impact the procurement performance rating.*

Procurement Audit: Audit reports for 19 states have been shared with the Bank during the mission. These states are Arunachal Pradesh, Assam, Chhattisgarh, Goa, Haryana, Himachal Pradesh, Jharkhand, Maharashtra, Meghalaya, Mizoram, Nagaland, Odisha, Puducherry, Rajasthan, Telangana, Tripura, Uttarakhand, West Bengal]. Procurement Audit of 5 states/UTs is yet to be done [Andhra Pradesh, Andaman and Nicobar Islands, Delhi, Kerala and Punjab]. Internal audit in 8 states/UTs is under process [Bihar, Gujarat, Jammu and Kashmir, Karnataka, Madhya Pradesh, Manipur, Sikkim, Uttar Pradesh]. Draft audit report for Gujarat has been shared, and final one is awaited. NIMI's audit report is awaited, and this is also a pending action since the last two missions. NPIU clarified that funds to NIMI were sanctioned on March 31, 2022, and eventually got released to NIMI in Week 1 of April 2022. Hence, procurement audit has not been covered in the Audit report of FY 2021-22 however same

will be covered in the Audit report of FY 2022-23. To ensure the above, Directives had already been issued by the NPIU to NIMI.

A sample review of reports submitted to the Bank by NPIU showed that some audits had no procurement coverage [e.g., Arunachal Pradesh and Meghalaya]. The Bank team requested compliance with the agreed TORs, and for NPIU to ensure that a separate paragraph on procurement be included in all audit reports, complaints received to be included in the sample of contracts for audit, and submission of audit report for the balance states, latest by October 2023, if not earlier. Although some level of standardization of reporting has been noted, some improvements are required to improve the quality of these reports, and Bank's observations on this have been shared with NPIU.

High Value Contracts [HVC]: The NPIU reported that no high value contracts have been signed under the Program supported activities.

Extended Program Closing Date: The current program closing date has been extended from November 30, 2022 to May 31, 2024. The PMC and IVA contracts being funded under the TA component have also been extended in tandem and STEP has been updated for the same. The NPIU was requested to closely monitor contract implementation, and to ensure that replacement of personnel be strictly in accordance with the provisions of the contract.

Financial Management (FM)

Planning & Budgeting: MSDE has been allotted a budget of INR 300 crores (about US\$ 36.44 million⁶) for FY23-24 (April-March), which shall be the last financial year in which budget shall be requested for onward release to participating sub-nationals, given that STRIVE is due to close in May 2024. The allocation has been requested in keeping with the rationalized program expenditure target of INR 890 crores (about US\$108 million) till May 2024. Should the participating agencies be able to request the release of the entire INR 300 crores (about US\$36.44 million) this year, the total budget release till the end of Mar 2024 shall touch INR 850 crores (about US\$103 million) (INR 545 crores or USD66.21 million released as on March 31, 2023). The Ministry has reached out to each of the 32 participating states and NIMI, which is a Central Training Institute also participating in the program, to submit their annual expenditure plan for FY23-24.

Sufficient and timely allocation of budget has been made to MSDE for STRIVE since FY20-21. At the state level, except for Assam, the budget allocation process at the sub-national level (i.e., from the respective Departments of Finance to the Departments of Skills) is without hick-ups.

Fund flow: The process of release of funds by MSDE to State Treasuries and State Treasuries to State Societies is well established. The average time taken to process a tranche release request by a program participant to MSDE is 3 days. Time taken between generation of the Sanction order and receipt of funds by State Treasury is up to 14 days. The time taken for transfer of funds from State Treasury to State Society varies between 2 days and 4 months. The process is most efficient in the states of Gujarat, Telangana, Tamil Nadu and Himachal Pradesh (2 days to 3 weeks), and the least efficient in states of Assam, Arunachal Pradesh and Mizoram (6 weeks to 4 months). It should be noted that no money has been transferred by State Treasury to SNA in Andhra Pradesh, Punjab, and Delhi up to March 31, 2023.

Except in Andhra Pradesh and Delhi, compliance with the Single Nodal Agency Guidelines, which caused material disruption in the program funds flow process between April 2021-March 2022, is materially complete. All states have opened Single Nodal Bank accounts at the societies, the mother-

⁶ USD 1 = INR 82.31 as per Client Connection on May 16, 2023

child account modality has been established between SNA and ITI/IC Bank accounts, overdraft limits have been allocated to the child accounts and centralized fund management at the State Society level has been operationalized. The Bank of India is going to provide dashboard login credentials with viewership rights at the State level starting May 2023, which will allow spending agencies to have a real time view of their SNA bank balance and payment clearance status. The other key remaining matter under SNA is the opening of the Holding Bank account, which has caused delay in deposit of statutory dues in majority of States. This is also a reason for under-reporting of program expenditures against services/contracts fully rendered/completed. States like Telangana and some others, which have opened the Holding account, have highlighted the need to simplify the process of funds transfer from SNA to Holding account.

Some states have highlighted issues in PFMS-SNA integration. In Uttar Pradesh, non-integration of SNA with PFMS at the backend means that reflection of expenditures booked against sanctions doesn't happen automatically, even though actual outflow of payments from the SNA bank account has taken place. Thus, manual passing of accounting entries is required to ensure that both systems reflect the same fund balance and allow the next tranche release to be triggered in PFMS. On the other hand, Himachal Pradesh has reported that there is no visibility on the time taken for credit of amounts deducted from SNA against expired payment advises. This results in low bank balance in SNA, despite non-occurrence of actual expenditure. At the same time, the expired advice is reversed in PFMS, which then reflects a higher fund balance versus SNA. This again prevents the next tranche release to be triggered in PFMS.

States have also raised the issue of non-linkage between SNA and the Consolidated Fund of India (CFI) account, which is causing a delay in deposit of interest earned on SNA bank balance in Bharat Kosh. While states have come up with innovative solutions to comply with this obligation, audit objections are expected to surface with respect to non-deposit, delay in deposit and method of deposit of interest into Bharat Kosh. Intervention of the Department of Expenditure may be necessary to streamline PFMS and CFI related system challenges.

The program has demonstrated a steep upswing in downstream fund release since the last mission in early Aug 2022. The Ministry disbursed INR 100 crores (about US\$12 million) between August 2022-March 2023 to 19 sub-nationals, against a reported disbursal of INR 22.5 crores (about US\$2.73 million) between April-July 2022. Annual disbursal for FY22-23 was reported at INR 123 crores (about US\$15 million). Cumulative program disbursal (MSDE to States/CTI) between FY19-23 was INR 545 crores (about US\$66.21 million).

Keeping in mind the project closure date of May 2024 and the spending capacity of participating states/CTI, a conscious decision has been taken by the Ministry to not release funds beyond December 2023, thereby allowing recipients the time to wholly/substantially expend the tranches released to them till December 2023.

The NPIU has relaxed the criteria for release of subsequent tranches of the performance-based grant to States/CTI in FY22-23, when funds were released against requests not accompanied by (i) unaudited financial reports of the previous quarter and (ii) Minutes of the Meeting of the Audit Committee or audit report (internal and external). There is non-adherence to the OM in this respect.

Expenditure: A commendable growth in program expenditures has been demonstrated under STRIVE since the previous Mission. Program expenditures are reported at INR 337 crores (about US\$41 million) as on March 31, 2023 against INR 209 crores (about US\$25.4 million) in July 2022, more than a 60 percent increase. Utilization certificates submitted against reported expenditures have gone up to INR

251 crores (about US\$30.5 million) from INR 159 crores (about US\$19.31 million) over the same period, about 58 percent increase.

Himachal Pradesh, Odisha, Maharashtra, Gujarat, Kerala, Tamil Nadu, Madhya Pradesh, and West Bengal are the top performers of FY22-23. Karnataka, Rajasthan, UP, Assam and NIMI are expected to join these states as front runners in FY23-24. Andhra Pradesh, Punjab, and Delhi have not been able to expend any budget under the program so far.

As stated earlier, the non-deposit of statutory dues by States due to delay in opening of the Holding account is resulting in under-reporting of expenditures. Bank of India and MSDE need to handhold States in fulfilling this requirement at the earliest.

Further, attention is drawn to the quality of expenditure in the states of Madhya Pradesh and Haryana due to control issues and capacity constraints. MSDE may check with Andhra Pradesh about expenditure of INR 23 lacs (about US\$0.02 million) reflected in their records.

At the current pace of expenditure, the program should be able to expend between INR 550-600 crores (about US\$80 million⁷). It may be useful to supplement online reviews with more field visits, based on feedback that in-person interactions led to more fruitful discussions and cross-learning. No loan cancellation is recommended at this stage.

Accounting and Reporting: There is no change in program accounting arrangements since the previous mission and the original program accounting arrangements remain valid. The NPIU is regular and timely in its submission of IUFRs. All IUFRs till the quarter ended March 2023 have been disbursed.

Internal controls and internal audit: Twenty-nine out of the thirty-two (29/32) States have appointed internal auditors, an increment of 1 from the last mission. Kerala, Punjab and UP are yet to appoint internal auditors. It should be noted that subsequent tranches of funds have been released to Kerala and UP in absence of internal audit reports, which is a non-adherence to the requirements laid down in the OM. Other than Odisha, all states have appointed a Chartered Accountant firm for conduct of internal audit. Of the 29 States which have appointed an internal auditor, internal audit reports have been received from 19 states across FY19-22. Upon examination of a sample of the reports submitted, the observation is that there are severe deficiencies in the quality of reports submitted. Poor templating, missing audit opinion, missing UCs, missing financial or procurement audit paras, inconsistent period of audit (August-June 2022), unsigned audit reports, inconsistency in overall opinion with evidence of sample checks etc. make these reports incomplete/unreliable/severely limit the use of these reports for the purpose of drawing conclusions about the effectiveness of internal controls of financial and procurement systems. Given the several changes in program fiduciary arrangements over the last 2 years versus those documented originally in the OM, as well as the evolving performance of sub-nationals during this period, these reports do not do justice to the intent and purpose of the internal audit function.

Disbursement: Post the second cancellation in November 2022, the total IDA credit is US\$104 million, with US\$99 million earmarked against DLIs and US\$5 million against TA. The program has disbursed US\$77.12 million to date, which is 74 percent of the total credit available. Of the US\$77.12 million, US\$57.2 million represents amount disbursed against DLIs, US\$16.7 million represent outstanding advance and US\$3.22 million is the disbursement against TA. The Ministry has claimed only TA of US\$1 million in FY22-23. The Ministry has taken a conscious decision to adjust DLI claims worth US\$16.5 million against the outstanding advance up until June 2023. Those DLI applications are yet to be

⁷ USD 1 = INR 75 (estimated average dollar INR exchange rate over program life)

received by the Bank. An actual disbursement of US\$5 million can be expected against the balance IDA loan post June 2023.

External audit: The CAG program audit report of FY21-22 has been submitted by the project, with some delay. No audit report is outstanding submission to the World Bank as on date. The CAG has recognized expenditures to the tune of INR 131.65 crores (about US\$ 16 million) as eligible expenditures. These represent about 30 percent of the DLIs disbursed. It is re-iterated that if, at the end of program period, loan disbursement is greater than the audited eligible expenditure, then the Government of India will have to refund the excess (Section V Part B Para 2 of the Financing Agreement).

All States and CTIs participating in the program are required to get their annual project financial statements audited by an independent external auditor. All states have opted for the CAG to act in this capacity. NPIU has been requested to provide an updated status of external audit reports completed till March 2023. Further, NPIU may want to check with NIMI on the appointment of the external auditor in accordance with the ToR given in the OM. NPIU may also confirm the status of disclosure of program and state external audit reports on the STRIVE/State websites.

Staffing: The program is supported by one FM Consultant in the PMC and a Senior Accounts Officer at DGT. Since program operations have picked up pace, this mission discussed the need to avail of the services of a Chartered Accountant to review the program's compliance with meditated FM assurance arrangements, review submitted audit reports and provide suggestions on how to respond to/ systematically resolve outstanding audit paras. NPIU has conveyed its in-principle agreement to this suggestion. The CA needs to be hired in addition to the 2 FM resources already supporting STRIVE, so that program operations are not disrupted.

Others:

- (a) *Activities supported by Bank of India (BOI):* The NPIU dashboard prepared by BOI is functional, though a few data inconsistencies were observed during the dashboard demonstration given in this Mission. BOI needs to add on a few more key functionalities to the dashboard, including mapping of the state holding account on the dashboard, enabling period-based report generation etc to eliminate the practice of generating manual reports at the backend by BOI and the subsequent transmission of those reports to NPIU. We have been informed that State Dashboard Login Access will be rolled out from May 2023 onwards. This activity is substantially delayed and needs to be concluded by June 2023, so that enough time can be accorded to States to familiarize with the dashboard, provide feedback on how useful and well-functioning the dashboard is, and suggest improvements/features that need to be included. Further, the north-eastern states have brought to light that BOI officers in the region are not familiar with SNA and are unable to provide requisite support with banking operations. BOI needs to enhance support in the north-east region and may consider designating experienced officers as North-east Coordinators till operations stabilize. Lastly, expediting the opening of holding accounts in all states by end of June 2023 is necessary. A review with BOI should be scheduled in July 2023 to monitor progress on all these fronts.
- (b) *Updating the OM:* The substantial and continuing change in program funds flow arrangements and relaxation of control mechanisms with a view to facilitate operations warrant an update of the OM. This mission agreed that the NPIU shall collate an appendix documenting changes in program FM arrangements, relaxations extended to participating States/agencies together with the rationale for doing so and update the OM at the time of closure of the project.

**INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)**

Implementation Support Mission

April 17 – May 1, 2023

Agreed Actions from previous missions

Status of Agreed action item as per July 28 and August 03-04, 2022 Implementation Support Missions

Activity	Agreed Actions	Responsible	Due Date	Status as at March 31, 2023
Financial Management				
1	Ensure adherence to the provisions of the OM with respect to documents required for release of subsequent tranches	NPIU	Immediate (from September 30, 2022)	Partly complied with; Carried forward
Procurement				
2	Share URL on which Procurement Plan for NIMI has been disclosed	NPIU	September 30, 2022	Pending
3	Complete procurement audit as per requirements of the Program Operations Manual	NPIU	March 31, 2023	March 2023. Part completed and part ongoing.
3	Ensure a separate paragraph with auditor's opinion on procurement in internal audit, including that of NIMI, and provide information on auditor's opinion in a systematic manner	NPIU	March 31, 2023	March 2023. Part completed and part ongoing.
4	Continue providing quarterly progress reports on procurement and disclose them in public domain	NPIU	On-going until Program end date	On-going until Program end date
Environment & Social Aspects				
5.	Submission of the E&S monitoring-cum-compliance report with detailed information on the E&S PAP actions and GRM details (based on questionnaire surveys and sample ITI visits)	NPIU	September 25, 2022 for the period June-December 2021, and for January-June 2022, the half-yearly report to be submitted by November 15, 2022	Partially Achieved
6.	Capacity augmentation at the NPIU- an additional human resource to manage E&S (the TOR to be verified and approved by the Bank).	NPIU	September 30, 2022	Not achieved; NPIU has rejected the suggestion.
7.	Review, analyse and confirm if all aspects of OHS are covered as part of the curriculum and what need to be better covered	NPIU with inputs from SPIUs/ITIs	September 30, 2022	Not achieved.
8.	Capacity Building: Separate workshops on OHS, ESMP, Waste Management, National Regulations, and Social Safeguards	NPIU	October 31, 2022	Not achieved
9.	Support development of standard awareness material	NPIU	October 31, 2022	Not achieved

Status of Agreed action item as per May 2022 Joint Review Mission

Activity	Agreed Actions	Responsible	Due Date	Status as at March 31, 2023
Financial Management				
8a.	Align the FM arrangements of STRIVE on funds flow and accounting with SNA Guidelines.	All SPIUs	July 31, 2022	Substantially Completed

8b.	Complete institutionalization of internal audit arrangements at State level.	All SPIUs	November 30, 2022	Substantially Completed
8c.	Prepare reconciliation of SNA accounts for each spending agency to track expenditures of field agencies up to June 30, 2022.	All SPIUs		Dropped
9.	Revive the Bank of India Dashboard.	NPIU		Substantially Completed
Environment & Social Aspects				
12.	Submit half-yearly training calendar (June - December 2022) on E&S aspects and initiate refresher/additional focused trainings on E&S aspects for low performing ITIs.	NPIU	June 30, 2022	Partially Complete
13.	Share details of Project ITIs from the LWE/Backward areas with key indicators – enrolment, OJT, apprenticeship, and placements.	NPIU and WB	August 1, 2022	Completed. The disaggregated data has been shared for enrolment. Data on OJT and placement are not collected as part of the existing MIS.
14.	Complete and share the E&S due diligence report(s) of all Government ITIs that have initiated minor civil works (aligned with the advisory on labour and GBV).	NPIU	June 30, 2022	Partially Complete
15.	Compile and share a report on (a) environmental and social aspects (including inclusion indicators) engrained in all relevant Result Areas.	NPIU	Bi-annual reporting. June 30, 2022	Not Achieved
16.	Document and disseminate best practices with regards to E&S in the form of reports, videos, pamphlets, or presentation by States/ ICs/ ITIs.	NPIU	Bi-annual reporting. July 15, 2022	Partially Complete

Status of Agreed action item as per October 2021 Joint Review Mission

#	Agreed Actions	Resp.	Due Date	Comments
Overall				
8	Submit IVA verification reports for the following DLRs: 2019-20 DLI 1 (ii), 2020-21 DLI 2 (I), 2020-21 DLI 5 (I), 2020-21 DLI 6 (I) & (ii)	NPIU	December 31, 2021	Partially Complete. Only DLI 1 is pending
10	Achieve \$60 million utilization of the program fund by the downstream implementing agencies (State, 426 ITIs, and ICs)	NPIU	June 30, 2022	In Progress
Result Area 1: Improved Performance of Industrial Training Institutes				
18	Complete procurement of firm for National level tracer study	NPIU	March 31, 2022	In Progress
20	Achieve 50% utilization of the 1 st tranche fund by 426 ITIs	NPIU	March 31, 2022	In Progress, data is pending.
Result Area 2: Increased capacities of State Governments				
25	Achieve 50% utilization of the 1 st tranche fund by the participating States	NPIU	March 31, 2022	In Progress, data is pending.
Result Area 3: Improved teaching and learning capabilities				
26	Completion of RFP process for final selection of agency and award of contract	NPIU	December 31, 2021	In Process

Project Management and Technical Assistance				
30	Hire more assistants at PMC to support procurement actions	NPIU	November 30, 2021	Ministry's decision is to continue with existing PMU strength & 1 dedicated Deputy Director for oversight of procurement related activities.
Procurement and Financial Management				
33	Firm up TA utilization plan for US\$ 1.40 million	NPIU	November 30, 2021	Pending
35	Report back on requirement of augmenting existing procurement capacity at the NPIU, MSDE to discharge responsibilities in a satisfactory manner	NPIU	November 30, 2021	Ministry's decision is to continue with existing PMU strength & 1 dedicated Deputy Director for oversight of procurement related activities.
36	Complete institutionalization of Internal and External audit arrangements at State level	NPIU	December 15, 2021	Completed for 28 States, rest are under process
39	Align the FM arrangements of STRIVE on budgeting, funds flow, expenditure, and accounting with SNA Guidelines	NPIU	December 31, 2021	Substantially Completed. Pending data from Madhya Pradesh State. However, confirmed on August 30, 2022 that it has been completed. The NPIU to validate and share with the World Bank team.
Environmental and Social Aspects				
41	Develop a TA action/activity for the tribal area (Schedule V and Schedule VI).	NPIU	November 30, 2021	Agreed that a consultant will be hired by the World Bank to conduct the study
42	Conduct an online survey on the ease of access to the GRM system.	NPIU	December 20, 2021	Raw data and report was shared with the Bank
43	Conduct safeguard due diligence of all Government ITIs that have initiated civil works (aligned with the advisory on labour and GBV).	NPIU	October 31, 2021	Incomplete. Action item to be revised based on upcoming E&S visits to ITIs from the Bank's side.
44	Compile the status of (a) environmental and social aspects (including inclusion indicators) engrained in all relevant Result Areas and (b) OHS included in the curricula and provide support to bridge the gaps, if any.	NPIU	December 31, 2021	In Progress
45	Document and disseminate best practices with regards to E&S in the form of reports, videos, pamphlets, or presentation by States/ ICs/ ITIs.	NPIU	December 31, 2021	In Progress

Program Action Plan as on March 31, 2023

S.No.	Action Description	Source	DLI#	Responsibility	Timing		Completion Measurement	Status Update
1	Functional procurement complaint handling and redressal mechanism	Other		MSDE	Due Date	08-Feb-19	Availability on project website and reports generated from the system	Completed
2	Inclusion. All ISPs to include a plan for inclusion of vulnerable groups	Technical		MSDE	Due Date	01-Aug-18	ISPs have been received and contain an inclusion plan.	Completed.
3	MIS. Develop a system to disaggregate data pertaining to SCs, STs, OBCs, women, minorities, and persons with disabilities as part of tracer studies for ITI graduates to be implemented by states under the Program	Technical		MSDE	Recurrent	Yearly	ToRs for tracer studies to include requirement for disaggregation of data pertaining to SCs, STs, OBCs, women, minorities, and persons with disabilities	Ongoing.
4	Robust environmental management system developed and functioning in ITIs	Environmental and Social Systems		MSDE	Recurrent	Continuous	Each ITI should have a designated nodal person on environmental and safety management who would be responsible to undertake following broad environmental management in respective ITI. These include onsite construction management covering the aspects	Completed (and continues till the end of the program)
5	Students aware of and practice good safety norms in ITI	Environmental and Social Systems		MSDE	Recurrent	Continuous	Training to staff and students of each ITI on OHS and environment, including hazardous waste, completed. The PB Grant Agreement to include provisions to ensure that students use safety gear in workshop, are clearly communicated OHS measures, and use	Completed (and continues till the end of the program. Specific actions agreed to ensure appreciation course every 6 months)
6	Apprenticeship enforce good OHS and waste management standards	Environmental and Social Systems		MSDE	Recurrent	Continuous	Grant agreement on IAIs to include provisions to ensure that apprentices are aware of and practice good OHS measures, and proper waste management systems in place and functional	Completed (and continues till the end of the program. Specific actions agreed to ensure appreciation course every 6 months)

S.No.	Action Description	Source	DLI#	Responsibility	Timing		Completion Measurement	Status Update
7	Disclosure of approved Procurement Plans on project website	Other		MSDE	Recurrent	Continuous	Year 2: 20%, Year 4: 40%	Ongoing - Quarterly PAP (for Q2 FY 23) is published and updated on the DGT microsite along with implementing agencies' websites.
8	Renewal of Independent Verification Agency (IVA) for the 18-months of the project extension period from November 30, 2022 to May 31, 2024	Fiduciary Systems		MSDE	Due Date	30-Nov-22	IVA contract signed.	Completed
9	Renewal of PMC contract for the 18-months project extension period from November 30, 2022 to May 31, 2024.	Technical		MSDE	Due Date	30-Nov-22	PMC contract signed.	Completed
10	Procurement of firm to undertake the Graduate Tracer Study	Technical		MSDE	Due Date	30-Dec-22	Contract signed for firm to undertake the Graduate Tracer Study.	Ongoing
11	Preparation and approval of plan for CITS/ CTS trades to operate in a blended mode.	Technical		MSDE/NIMI	Due Date	30-Nov-22	Plan for CITS/ CTS trades to operate in a blended mode reviewed and agreed.	Ongoing
12	Submission of the CAG audit report for FY21-22	Fiduciary Systems		MSDE	Due Date	30-Nov-22	CAG audit report for FY21-22 received.	Completed
13	Revive and operationalize the Bank of India (BOI) dashboard in line with NPIU & SNA requirements.	Fiduciary Systems		MSDE	Due Date	30-Nov-22	Bank of India (BOI) dashboard revived and operationalized in line with NPIU & SNA requirements.	Substantially Completed
14	Complete procurement audit as per requirements of the Program Operations Manual (OM).	Fiduciary Systems		MSDE	Due Date	31-Mar-23	Procurement audit as per requirements of the OM completed.	Ongoing

S.No.	Action Description	Source	DLI#	Responsibility	Timing		Completion Measurement	Status Update
15	Ensure a separate paragraph with auditor's opinion on procurement in internal audit, including that of NIMI, and provide information on auditor's opinion in a systematic manner.	Fiduciary Systems		MSDE	Due Date	31-Mar-23	A separate paragraph with auditor's opinion on procurement in internal audit, including that of NIMI, and information on auditor's opinion provided in a systematic manner.	Ongoing
16	Continue providing quarterly progress reports on procurement and disclose them in public domain	Fiduciary Systems		MSDE	Recurrent	Quarterly	Quarterly reports on procurement received and disclosed in the public domain.	Ongoing. In practice.
17	Submission of the E&S monitoring-cum-compliance report with detailed information on the E&S PAP actions and GRM details (based on questionnaire surveys and sample ITI visits)	Environmental and Social Systems		MSDE	Recurrent	Semi-Annually	The E&S monitoring-cum-compliance report with detailed information on the E&S PAP actions and GRM details (based on questionnaire surveys and sample ITI visits) received regularly on a quarterly basis.	The report for period Jan to Jun 2022 has been submitted on 29 th Nov 2022. Next report for Jul to Dec 2022 is delayed.

**INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)**

**Implementation Support Mission
April 17 – May 1, 2023**

**List of pending improvements and errors
Bank of India Dashboard Demo**

The following is a list of pending improvements and errors which need correction in the Bank of India dashboard:

- Home Page: Duplicate entry of States: Two accounts mapped for some States, for example: Maharashtra and West Bengal. At least 3 States missing – Andaman & Nicobar Islands, Jammu & Kashmir and, Manipur. Holding account needs to be de-mapped from here, but still needs to be shown in the Dashboard elsewhere as taxes paid against invoices of vendors are a part of program expenditure.
- Home Page>State SNA Summary: Implementing Agencies mapping error: summary section of Maharashtra shows only approximate 34 ITIs whereas there are a total of over 70 ITIs selected in Maharashtra.
- The Bank would need to understand from NPIU/PMC what information does the Ministry request outside of the Dashboard/system which BOI furnishes separately. This will give us a sense of functionalities which might need to be built into the Dashboard.
- The Bank would need to understand how the ecosystem (skilling and FM together) is evolving, so that it can advise the Ministry on additional functionalities which may be incorporated into the Dashboard to make it a relevant & sustainable product which the Ministry and States will want to use for at least 3 years post project closure.
- All North Eastern States, Odisha, Telangana, and Karnataka reported that they do not have access to the Bank of India dashboard. This was checked across multiple participating States. BOI to provide access starting May 1, 2023.
- Capacity building at State level and support from BOI at state level be provided within next 1 month to enable States to start using the dashboard and report back on issues.

**INDIA: Skill Strengthening for Industrial Value Enhancement (STRIVE)
(P156867) (Credit No. 5965-IN)**

**Implementation Support Mission
April 17 – May 1, 2023**

**Summary of Field Visits and State level (Hub and Spoke) meetings:
Key issues identified, way forward, and residual risks**

- **Reduction in ITI enrolment on account of withdrawal of the third shift of training:**

Issue: STRIVE ITI run NCVT affiliated trades: The NCVT has defined that for a trade to run one unit, the ITI must possess a certain number and type of machinery, equipment, class room and workshop space, instructors, etc. The maximum size of a unit is also defined. This ranges from 16 to 24 depending on the type of trade. An ITI was previously permitted to run 3 times this capacity by working in 3 shifts. As a policy decision at the central MSDE level, this is now reduced to only 2 shifts. As a result, ITI capacity has decreased to only 66% of what it used to be prior to this policy decision and enrolments have therefore been significantly affected.

Way Forward: During the hub and spoke meetings, it was noted that ITIs were just about recovering from the COVID induced shock and related decrease in enrolments. While this policy decision again caused a significant dip in enrolments, several states were able to increase enrolments by way of securing affiliation to an additional unit of training in a pre-existing trade (by either purchasing additional machinery through RA 2 or hiring additional instructors). In some cases where ITIs were unable to satisfy NCVT criteria for affiliating an additional unit by adding machinery or instructors, a new trade was added. Additionally, regular outreach programs in local catchment areas were also conducted.

Residual Risk: Moderate to Low for PDO 1 and Significant for PDO 2. While this decision has a significant impact on enrolment (PDO 2) and, thereby on number of graduates from project ITIs (PDO 1 and DLI 1), most states agreed that measures could be taken to increase capacity and also to increase utilization of currently unutilized capacity. Moreover, the NPIU and the Bank team analyzed the macro level data and concluded that while PDO 2, which was directly impacted by this decision, was at risk of full achievement in the project period, PDO 1 and DLI 1 would likely be achieved at an aggregate level due to the higher graduation level of already enrolled trainees.

- **COVID related shocks to the training eco-system**

Issue: Shocks to the training ecosystem, already discussed in previous Aide-Memoires, include: reverse migration, high drop outs due to loss of income of the head of family, ITI closure for extended periods, conversion of selected ITIs into COVID quarantine centers, delay in conducting examinations, delay in declaration of results, derailment of well-established processes such as industry demand forecasting, effective trainee counselling and induction, effective outreach programs to increase enrolment, placement support, etc.

Way forward: States agreed that while COVID infections appear to be subsiding, some of the effects of the pandemic, especially the derailment of established procedures had caused long lasting and irreparable shocks. Several ITIs reported to still be coping with the issue of finding Institutional Management Committee (IMC) partners, as industry was still focused on getting back up on its feet.

Residual Risk: Moderate to Low for PDO 1, Significant for PDO 2, and Moderate to Low for PDO 3. While enrolment in ITIs (PDO 2), despite seeing an uptick in the current cohort, remain affected, State level officials reported that enrolment had been impacted more by reduction in the number of shifts of training (from 3 to 2) rather than by COVID. Additionally, the impact on increase in the number of graduates was moderate to low as the NPIU and States had taken significant steps to increase the quality of training and improve outcomes of examinations. The impact on employment (PDO 3 and DLI 2) is expected to be significant due to derailment of standard processes such as conduct of placement drives and job fairs, disproportional increase in the supply of labor, etc., the residual risk is insignificant as the project had foreseen this issue during the re-structuring in 2020 and had reduced the target to a marginal increment over pre-COVID levels.

- **High baseline data for PDO 1 (DLI 1) and PDO 2:**

Issue: The DGT, MSDE uses the NCVT MIS (www.ncvtmis.gov.in) to track enrolment, examination, graduation as well as certification, among other things. States informed the mission team that in 2018-19 (The year in which number of graduates and enrolments data was taken as baseline) was higher than other years. The reason mentioned was that in 2018 the MSDE, GoI enrolled private candidates through ITIs in the NCVT MIS, as there was no other feasible way to track examination and certification of private candidates at that time. Hence although these private candidates were not actually full-time trainees in ITIs, they showed up as enrolled in the ITIs when reports were extracted from the NCVT MIS for the purpose of establishing baseline information. In subsequent years, for administrative purposes, the DGT, MSDE restricted enrolling private candidates (on the NSCT MIS) only upto 20% of the capacity. Hence enrolment for subsequent years was significantly lower than baseline on the NCVT MIS, which is used to capture baseline information as well as PDO/ DLI achievement.

Way forward: The DGT, MSDE acknowledged the issue and mentioned that they will work towards assessing the extent of the problem. They also mentioned that the NCVT MIS now has the capability to segregate private candidates from those actually studying full time in ITIs, on a retrospective basis, and if needed, then can reduce the baseline as well as current information with the private candidate numbers.

Residual Risk: PDO 1 Moderate to Low, PDO 2 Moderate to Low. This issue has now been identified and the DGT is already working on assessing the extent of the problem. The risk caused by the issue can be mitigated by revising the baseline and year-on-year achievement data. Hence the residual risk is considered to be minimal.

- **Instructor Recruitment training and career progression policy (CPP) takes a long time for approval.**

Issue: Instructor recruitment is a sensitive subject and can also be associated with political sensitivities as instructors can form important vote banks. Instructor training is a complex process as it is extremely difficult for ITIs to let instructors go for short or long-term training due to high instructor vacancies in several ITIs. Several States also report unstructured instructor career progression policies due to practical limitations such broad base and narrow top of the pyramid, etc. The reasons together account for the inordinate delay in approval of the policy

Way forward: The NPIU has conducted multiple capacity building exercises to guide stated on combating these issues. Additionally, the DGT leadership has also reached out to leadership at the State department level to ensure that approval of the approval of the CPP is taken up on priority. The NPIU committed to continue to undertake such exercises.

Residual Risk: Moderate for DLI 3. Despite it being a sensitive subject, 6 states are already reported to have approved their career progression policy. The maximum target of this DLI is 15 states. With another 9 states due to achieve this target and the NPIU committing to continue the capacity building exercises, the residual risk is moderate.

The state wise KPI achievement data and financial progress in terms of funds released, expended and Utilization Certificates received (UCs) as collected during the mission meetings is as follows:

Other issues that were reported to affect more than one State

Issues: Other result area wise issues, which the NPIU is currently supporting the States on, included:

- RA 1: Frequent transfer of State level officials and ITI principals, and difficulty in approval of new trades, new units, new shifts from the NCVT and approval of short-term courses from the NSDC/PMKVY. Several STRIVE selected ITIs have a parallel women ITI in the same campus which are preferred by female candidates, which impacts female enrolment in those ITIs/States.
- RA 2: Shortage of staff – Staff salary should be included as eligible expenditure under the STRIVE operation.
- RA 4: States find it difficult to monitor expenditure of ICs as they are outside of the government ecosystem. The NPIU and PMC teams are constantly working towards building State level capacities towards this. The NPIU has also funded State Apprenticeship Monitoring Cells to help improve State capacities.
- Cross-cutting: no access to the BOI dashboard to the State level officials for the purpose of monitoring.

Key Progress Indicators: Data collected during field visits

Cluster 1

Tamil Nadu

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	16	15	1	2	13	Not Achieved	Not Achieved	Not Achieved
2021		5	1	1	16			
2022		2	16	1	13			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	32	2,901	1,398	897
Result Area 2: Increased Capacities of State Governments	-	1,020	3,07	220
Result Area 4: Improved and Broadened Apprenticeship Training	05	5,00	1,20	41
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		4,836	2,153	1,407

List of ITIs

Details of Industrial Training Institutes (ITIs) Participating					(₹ Lakh)
#	Name of ITI	District	Fund Allocated	Fund Released	
1	P A C Ramasamy Raja Private ITI	Ariyalur	179	71.6	
2	Govt. ITI, Chengalpattu	Kancheepuram	205.15	82.06	
3	Govt. ITI, Coimbatore	Coimbatore	247.5	99	
4	Govt. ITI, Cuddalore	Cuddalore	242	96.8	
5	Govt. ITI, Dindigul	Dindigul	161	64.4	
6	Govt. ITI, Madurai	Madurai	230	92	
7	Govt. ITI(W), Namakkal	Namakkal	68	27.2	
8	Govt. ITI, Perambalur	Perambalur	170	68	
9	Govt. ITI, Salem	Salem	235.5	94.2	
10	Govt. ITI, Sivagangai	Sivaganga	99.4	39.76	
11	Govt. ITI, Ambattur	Thiruvallur	234.5	93.8	
12	Govt. ITI, Thoothukudi	Thoothukkudi	180	72	
13	Govt. ITI, Trichy	Tiruchirappalli	204.27	81.708	
14	Don Bosco Private ITI	Tiruchirappalli	90	36	
15	Govt. ITI, Virudhunagar	Virudhunagar	175	70	
16	Ramco Private ITI	Virudhunagar	180	72	
Total			2901.32	1160.53	

List of ICs

Details of Industry Clusters (ICs) Participating					(₹ Lakh)
#	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	Ambattur Industrial Estate Manufacturers' Association -AIEMA	Automobile and Engineering	Chennai	100	40
2	Coimbatore District Small Scale Industries Association - CODESSIA	Engineering	Coimbatore	100	40
3	Madurai Jewellery Manufacturers Consortium Private Limited	Gem & Jeweler Industry	Madurai	100	40
4	Ethamozhy Coir Cluster	Coir	Kanyakumari	100	00
5	The INOSERVE	Tea Plantation and processing	Nilgiri	100	00
Total				500	

Kerala

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	19	19	13	11	10	Not Achieved	Achieved (56%)	Not Achieved
2021		16	10	13	13			
2022		12	19	10	19			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	25	3,673	1,964	1,551
Result Area 2: Increased Capacities of State Governments		1,130	226	135
Result Area 4: Improved and Broadened Apprenticeship Training	04	400	120	120
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		5,618	2,469	1,844

Details of Industrial Training Institutes (ITIs) Participating				
#	Name of ITI	District	Fund Allocated	Fund Released (₹ Lakh)
1	Govt. ITI Chengannur	Alappuzha	225	90
2	Govt. ITI Kalamassery	Ernakulam	214	85.6
3	Govt. ITI for Women Kalamassery	Ernakulam	166	66.4
4	Balanagar Technical Institute Private ITI	Ernakulam	186.95	74.78
5	Govt. ITI Kasaragod	Kasaragod	170	68
6	Govt. ITI Chathannoor	Kollam	190	76
7	Govt. ITI for Women Kollam	Kollam	182	72.8
8	Govt. ITI	Kottayam	225	90
9	Govt. ITI Kozhikode	Kozhikode	242	96.8
10	Govt. ITI for Women Kozhikode	Kozhikode	179	71.6
11	Govt. ITI Areacode	Malappuram	193	77.2
12	Govt. ITI Kuzhalmannam	Palakkad	135.16	54.064
13	Govt. ITI Malampuzha	Palakkad	178.36	71.344
14	Govt. ITI Attingal	Thiruvananthapuram	250	100
15	Govt. ITI Chackai	Thiruvananthapuram	242.26	96.904
16	Govt. ITI Chalakkudy	Thrissur	230	92
17	K. Karunakaran Smaraka Govt. ITI	Thrissur	145	58
18	R Ganesh Memorial Victory Private ITI	Thrissur	179	71.6
19	Krishna Mohan Memorial Govt. ITI	Wayanad	140	56
Total			3673	1469

Details of Industry Clusters (ICs) Participating					
#	Name of IC	Clusters	District	Fund Allocated	Fund Released (₹ Lakh)
1	Malappuram Metals & Engineering Consortium (MECON)	Engineering	Mallapuram	100	40
2	Aluva Consortium Ltd	Plastic	Ernakulam	100	40
3	North Malabar Consortium	Printing	Kannur	100	40
4	Kerala Hotels and Restaurant Association	Hotel and Restaurant	Ernakulam	100	40
Total				400	160

Karnataka

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	22	18	7	6	7	Not Achieved	Not achieved (Maintained 0% vacancy)	Not Achieved
2021		12	4	3	11			
2022		7	22	5	11			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	22	3,257	1,300	133.50
Result Area 2: Increased Capacities of State Governments		1,750	525	00
Result Area 4: Improved and Broadened Apprenticeship Training	04	400	120	46.21
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		6,057	2,025	251.08

Details of Industrial Training Institutes (ITIs) Participating					(₹ Lakh)
#	Name of ITI	District	Fund Allocated	Fund Released	
1	Govt. ITI Bilagi	Bagalkot	147.5	59	
2	Govt. ITI (W) Bagalkot	Bagalkot	150	60	
3	Govt. ITI (Men) Udyambagh, Belgaum	Belgaum	200	80	
4	Govt. ITI for (Women) Belgaum	Belgaum	147.5	59	
5	Govt. Industrail Training Centre for Women Hosur Road	Bangalore	138	55.2	
6	Govt. ITI (W), Gundlupet	Chamarajanagar	147.5	59	
7	Govt. ITI, Beguru	Chamarajanagar	150	60	
8	Govt. ITI, Chikmagalur	Chikmagalur	46.75	18.7	
9	Govt. ITI (W)	Chitradurga	150	60	
10	Govt. ITI (Men), Mangalore	Dakshina Kannada	220	88	
11	Govt. ITI for Women, Mangalore	Dakshina Kannada	147.5	59	
12	Sri Dharmasthala Manjunatheshwara ITI	Dakshina Kannada	200	80	
13	Govt. ITI B.M Road, Hassan	Hassan	150	60	
14	Govt. ITI Kukanoor	Koppal	175	70	
15	Govt. ITI, Maddur	Mandya	149.9	59.96	
16	Govt. ITI, Mandya	Mandya	147.5	59	
17	Govt. ITI, Malavalli	Mandya	150	60	
18	Govt. ITI ,Pandavap	Mandya	110	44	
19	Govt. ITI, H.D.Kote	Mysore	130.5	52.2	
20	Govt. ITI, N R Mohalla Mysore-07	Mysore	196.6	78.64	
21	Govt. ITI for Women Tiptur	Tumkur	85	34	
22	Govt. ITI Manipal, Udupi	Udupi	118	47.2	
Total			3257.25	1302.9	

Details of Industry Clusters (ICs) Participating					(₹ Lakh)
#	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	Kanara Industries Association	Manufacturing	Dakshina Kannada	100	40
2	Electronics City Industries Association	Electronics	Bengaluru	100	40
3	Auto Cluster Bidar	Automotive Manu., Repair and Service	Bidar	100	40
4	Simha Shakti Okkuta Food Cluster	Food Processing	Uttar Karnataka	100	00
Total				400	120

Andhra Pradesh

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	15	12	2	4	13	Not Achieved	Not achieved	Not Achieved
2021		2	1	5	13			
2022		2	15	4	13			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	15	3,067	1,227	00
Result Area 2: Increased Capacities of State Governments	-	1,080	324	00
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	00	NA
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		4,722	1,588	00

Details of Participating Industrial Training Institutes (ITIs)			(₹Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI	Chittoor	225	90
2	Govt. ITI	Chittoor	250	100
3	Govt. ITI,	Cuddapah	200	80
4	Govt. ITI	East Godavari	240	96
5	Govt. ITI Tenali	Guntur	200	80
6	Govt. ITI	Krishna	247	98.8
7	Govt. ITI	Kurnool	200	80
8	Govt. ITI,Boys Nellore	Nellore	240	96
9	Govt. ITI for Girls,Nellore	Nellore	150	60
10	Govt. ITI,Tada	Nellore	150	60
11	Govt. ITI Boys, Ongole	Prakasam	200	80
12	Govt. ITI, Rajam	Srikakulam	150	60
13	Govt. ITI (Old) Visakhapatnam	Visakhapatnam	247.5	99
14	Govt. ITI, Bobbili	Vizianagaram	185	74
15	Govt. ITI	West Godavari	182.5	73
Total			3067	1226.8

Telangana

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	10	7	6	1	8	Achieved	Not achieved	Not Achieved
2021		1	4	4	8			
2022		1	10	1	7			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	17	1,385	679.12	403
Result Area 2: Increased Capacities of State Governments	-	970	391	225

Result Area 4: Improved and Broadened Apprenticeship Training	03	300	120	87
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		3,070	1,270.12	752.61

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Musheerabad	Hyderabad	145	58
2	Govt. ITI for Girls, Karimnagar	Karimnagar	130	52
3	Govt. ITI for Girls	Khammam	145	58
4	Govt. ITI	Adilabad	162	64.8
5	Govt. ITI	Rangareddy	165	66
6	Govt. ITI for Girls	Mahbubnagar	128	51.2
7	Govt. ITI for Girls	Nizamabad	128	51.2
8	Govt. ITI	Medak	120	48
9	Govt. District Level Training Centre / ITI	Rangareddy	145.75	58.3
10	Govt. ITI	Nalgonda	116	46.4
Total			1384.75	553.9

Details of Industry Clusters (ICs) Participating (₹ Lakh)					
#	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	Association of Lady Entrepreneurs of India - ALEAP	Mix, Pharma, Solar	Hyderabad	100	40
2	Confederation of Women Entrepreneurs of India Telangana Chapter Begampet - COWE	Mix	Hyderabad	100	40
3	Mallapur Industrial Units Welfare Association	Engineering	Hyderabad	100	40
Total				300	120

Odisha

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	10	10	8	2	5	Not Achieved	Achieved (100%)	Not Achieved
2021		10	7	6	10			
2022		9	10	2	9			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	27	1,828	1,036.10	1,544.16
Result Area 2: Increased Capacities of State Governments	-	940	594.20	
Result Area 4: Improved and Broadened Apprenticeship Training	03	300	120	
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		3,483	1,976.18	

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Balasore	Balasore	190	76
2	Madhusudan ITI, Cuttack	Cuttack	182	72.8
3	Govt. ITI, Hinjlicut	Ganjam	190	76
4	Govt. ITI, Berhampur	Ganjam	225	90
5	Govt. ITI, Bhawanipatna	Kalahandi	135	54
6	Govt. ITI, Phulbani	Kandhamal	200	80
7	Govt. ITI, Barbil	Kendujhar	169.25	67.7
8	Govt. ITI, Bhubaneswar	Khordha	250	100
9	Gopa Bandhu Govt. ITI	Koraput	250	100

10	Govt. ITI, Rourkela	Sundargarh	36.85	14.74
Total			1828.1	731.24

Details of Industry Clusters (ICs) Participating				(₹ Lakh)	
#	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	North Odisha Chamber of Commerce and Industry (NOCCI)	Fish processing	Balasore	100	40
2	Photographic Association of Odisha	Photography	Khurda	100	40
3	Pipli Applique Cluster	Ornamental needlework and handicraft	Puri	100	40
Total				300	120

Himachal Pradesh

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	19	15	16	5	18	Achieved	Achieved (175%)	Achieved
2021		9	14	5	19			
2022		6	19	3	19			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	32	3,071	1,836	1,478
Result Area 2: Increased Capacities of State Governments	-	1,180	771	635
Result Area 4: Improved and Broadened Apprenticeship Training	01	100	51	36
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		4,766	2,794	2,201

Details of Participating Industrial Training Institutes (ITIs)			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Bilaspur	Bilaspur	200	80
2	Govt. ITI Naduan at Rail	Hamirpur	200	80
3	Govt. ITI, Palampur	Kangra	200	80
4	Govt. ITI, Shahpur	Kangra	169.5	67.8
5	Shaheed Surinder Singh Govt. ITI, Jawali	Kangra	141	56.4
6	Govt. ITI, Baijnath	Kangra	173	69.2
77	Govt. ITI, Shamshi	Kullu	170.5	68.2
8	Govt. ITI, Sainj	Kullu	150	60
9	Govt. ITI, Kullu	Kullu	124.25	49.7
10	Govt. ITI, Mandi	Mandi	215	86
11	Govt. ITI, Jogindernagar	Mandi	109	43.6
12	Govt. ITI for Persons with Disabilities, Sunder Nagar	Mandi	200	80
13	Govt. ITI, Jubbal	Shimla	71.4	28.56
14	Govt. ITI, Paonta Sahib	Sirmaur	155	62
15	Govt. ITI, Rajgarh	Sirmaur	150	60
16	Govt. ITI for Women, Nalagarh	Solan	150	60
17	Govt. Model ITI, Nalagarh Dist Solan	Solan	130	52
18	Govt. ITI, Solan	Solan	250	100
19	Govt. ITI, Bangana	Una	112	44.8
Total			3070.65	1228.26

Details of Participating Industry Clusters (ICs)			(₹ Lakh)		
#	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	Baddi Barotiwala Nalagarh Industries Association Jharmajri Baddi	Mix (Largely Pharma)	Solan	100	40
Total				100	40

Arunachal Pradesh

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	1	1	1	0	0	Not Achieved	Not Achieved (0% Maintained)	Not Achieved
2021		0	1	0	1			
2022		0	1	0	1			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	01	151	79.30	60
Result Area 2: Increased Capacities of State Governments	-	330	184	122
Result Area 4: Improved and Broadened Apprenticeship Training	00	00	00	00
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		741	346.67	234

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Dirang	West Kameng	151.2	60.48
Total			151.2	60.48

Cluster 2
Assam

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	5	5	4	3	2	Not Achieved	Not Achieved	Not Achieved
2021		4	4	3	3			
2022		4	5	4	5			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	08	717	372	274.52
Result Area 2: Increased Capacities of State Governments	-	780	234	115.86
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	0	00
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		1,912	712.54	431.38

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released (₹ Lakh)

1	Govt. ITI Jorhat	Jorhat	164	65.6
2	Govt. ITI for Women, Guwahati	Kamrup Metropolitan	147.5	59
3	Govt. ITI-Nagaon	Nagaon	164	65.6
4	Ajmal Rural Technolgy & Demonstration Centre	Nagaon	129.1	51.64
5	Govt. ITI, Tinsukia	Tinsukia	111.9	44.76
Total			552.5	221

Manipur

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	1	1	1	0	0	Not Achieved	Achieved (20%)	Not Achieved
2021		0	1	0	0			
2022		0	1	0	0			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	01	150	72	00
Result Area 2: Increased Capacities of State Governments	-	225	68	66.51
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	0	NA
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		635	192	66.51

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Imphal (Takyel)	Imphal West	150	60
Total			150	60

Meghalaya

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	1	1	1	0	1	Not Achieved	Achieved (50%)	Not Achieved
2021		0	1	0	1			
2022		0	1	0	0			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	01	80	39.17	32
Result Area 2: Increased Capacities of State Governments	-	330	135.95	99
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	00	00
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		670	304.75	183

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Shillong	East Khasi Hills	80	32
Total			80	32

Mizoram

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	1	0	1	0	0	Not Achieved	Achieved (50%)	Not Achieved
2021		0	1	0	0			
2022		0	1	0	0			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	01	200	104	28
Result Area 2: Increased Capacities of State Governments	-	260	99.85	68
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	0	0
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		720	295.85	168.93

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Aizawl	Aizawl	200	80
Total			200	80

Nagaland

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	1	1	1	1	0	Not Achieved	Not Achieved (0%) Maintained	Not Achieved
2021		1	1	1	1			
2022		1	1	1	0			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	01	150	113	60
Result Area 2: Increased Capacities of State Governments	-	230	128	123
Result Area 4: Improved and Broadened Apprenticeship Training	00	100	0	NA
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		740	366.50	256

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Mokokchung	Mokokchung	150	60
Total			150	60

Sikkim

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	1	1	1	0	0	Not Achieved	Not Achieved (0% Maintained)	Not Achieved
2021		0	1	0	0			
2022		0	1	0	0			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	01	150	82.50	60
Result Area 2: Increased Capacities of State Governments	-	260	123	68
Result Area 4: Improved and Broadened Apprenticeship Training	0	00	00	00
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		670	262.50	150

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Rangpo, East Sikkim	East District	150	60
Total			150	60

Tripura

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	3	1	3	0	1	Not Achieved	Achieved (54%)	Achieved
2021		1	1	3	3			
2022		1	3	2	3			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	08	403	218	142
Result Area 2: Increased Capacities of State Governments	-	610	321	177
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	00	NA
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		1,273	615.20	340.80

Details of Industrial Training Institutes (ITIs) Participating (₹ Lakh)				
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, (Mission Tilla) Dharma Nagar	North Tripura	102.5	41
	Govt. ITI, Belonia	South Tripura	150	60
	Govt. ITI for Women	West Tripura	150	60
Total			402.5	161

Cluster 3

Gujarat

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	38	25	22	15	19	Not Achieved	Not Achieved	Not Achieved
2021		20	23	22	17			
2022		20	38	21	32			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	38	5,911	3,008.30	2396.19
Result Area 2: Increased Capacities of State Governments	-	1,870	561	
Result Area 4: Improved and Broadened Apprenticeship Training	03	300	190	
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		8,731	3,810.34	

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
Sl. No	Name of ITI	District	Fund Allocated	Fund Released
1	ITI, Saraspur (Government)	Ahmadabad	206	82.4
2	C.K. Patel Technical Institute Private ITI, GIA NAR (Grant In Aid)	Anand	166.2	66.48
3	Shri Ramkrishna Seva Mandal Sanchalit Anand Priva	Anand	173.5	69.4
4	ITI, DEESA (Government)	Banas Kantha	150	60
5	ITI, Jamnagar (Government)	Jamnagar	210	84
6	ITI Jamnagar City (Mahila)	Jamnagar	96.85	38.74
7	ITI, Gandhidham (Government)	Kutch	166	66.4
8	ITI, Bhuj (Government)	Kutch	165	66
9	C.V.T.S.S.T. ITI, Palana (Government)	Kheda	150.8	60.32
10	Smt. M.C. Patel ITI, Uttarsanda (Government)	Kheda	179.23	71.692
11	ITI, BalasinoR (Government)	Kheda	130	52
12	ITI, Vijapur (Government)	Mahesana	53.09	21.236
13	ITI, Vadnagar (Government)	Mahesana	180	72
14	Mehsana Government I T I	Mahesana	148	59.2
15	Government ITI Kadi	Mahesana	132.8	53.12
16	Sheth Shri R.V. Raval Private ITI, GIA Gozaria (Grant in Aid)	Mahesana	142.8	57.12
17	ITI, Chikhli (Government)	Navsari	179	71.6
18	ITI, Shahera (Government)	Panch Mahals	54.2	21.68
19	ITI, Balisana (Government)	Patan	165	66
20	ITI, Harij (Government)	Patan	149	59.6
21	ITI, Patan (Government)	Patan	173	69.2
22	Shri K.V. Patel Industrial Training Chansma Private (Now Dropped out from STRIVE)	Patan	114.9	45.96
23	ITI, Dhoraji (Government)	Rajkot	122	48.8
24	ITI, Khedbrahma (Government)	Sabar Kantha	78	31.2
25	ITI, Himatnagar (Government)	Sabar Kantha	170	68
26	ITI (W), Idar (Women) (Government)	Sabar Kantha	107	42.8
27	Rajkrupa Education Trusht Private ITI, GIA Bhiloda (Grant In Aid) (Now Dropped out from STRIVE)	Sabar Kantha	91	36.4
28	ITI, Zankhvav (Government)	Surat	126.79	50.716
29	ITI, Bardoli (Government)	Surat	156	62.4
30	ITI, Olpad (Government)	Surat	160	64
31	ITI, Mandvi (Surat) (Government)	Surat	188	75.2
32	Women ITI, Sachin (Women) (Government)	Surat	110.95	44.38
33	Smt. B.H. Shah (Karjanwala) I.T.I.(P)	Surat	185.2	74.08
34	ITI, Valod (Government)	Tapi	187.75	75.1
35	ITI, Padra (Government)	Vadodara	146.1	58.44
36	ITI, Vaghodiya (Government)	Vadodara	146.45	58.58
37	ITI (Women), Gorwa (Women) (Government)	Vadodara	150	60
38	ITI, Dharampur (Government)	Valsad	200	80

39	ITI, Kaparada (Government)	Valsad	150	60
40	ITI (Women), Valsad (Women)	Valsad	150	60
Total			5910.61	2364.24

Details of Industry Clusters (ICs) Participating				(₹ Lakh)	
Sl. No	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	Ankleswar Industry Association	Mix largely Chemical	Bharuch	100	40
2	Surat Jewellery Manufacturers' Association	Gem & Jewellery Industry	Surat	100	40
3	GIDC Lodhika Industrial Association	Engineering	Rajkot	100	40
Total				300	120

Maharashtra

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	76	60	48	5	41	Achieved	Achieved (31%)	Not Achieved
2021		18	45	6	65			
2022		8	76	2	76			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	76	15,109	6,945	4943
Result Area 2: Increased Capacities of State Governments	-	2,900	1,170	282
Result Area 4: Improved and Broadened Apprenticeship Training	03	300	120	88
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		18,959	8,293.30	5,319.09

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Ahmednagar, Dist: Ahmednagar	Ahmadnagar	226	90.4
2	Govt. ITI, Shevgaon, Dist: Ahmednagar	Ahmednagar	191	76.4
3	Govt. ITI, Jamkhed, Dist: Ahmednagar	Ahmednagar	200	80
4	Govt. ITI, Shrigonda, Dist: Ahmednagar	Ahmednagar	150	60
5	Govt. ITI, Sangamner, Dist: Ahmednagar	Ahmednagar	196	78.4
6	Govt. ITI, Rahuri, Dist: Ahmednagar	Ahmednagar	150	60
7	Shirdi Sai Rural Institute'S ITI,Rahata	Ahmadnagar	200	80
8	Govt. ITI, Akola, Dist: Akola	Akola	250	100
9	Govt. ITI, Murtijapur, Dist: Akola	Akola	181	72.4
10	Govt. ITI (Woman), Akola, Dist: Akola	Akola	200	80
11	Govt. ITI, Amravati, Dist: Amravati	Amravati	237	94.8
12	Govt. ITI, Nandgaon Khandeshwar, Dist: Amravati	Amravati	180	72
13	Govt. ITI, Aurangabad, Dist: Aurangabad	Aurangabad	222	88.8
14	Govt. ITI, Beed, Dist: Beed	Bid	247	98.8
15	Govt. ITI, Khamgaon, Dist: Buldhana	Buldhana	246	98.4
16	Govt. ITI, Buldana, Dist: Buldhana	Buldana	179.5	71.8
17	Govt. ITI (Adivasi)	Chandrapur	200	80
18	Govt. ITI, Dhule, Dist: Dhule	Dhule	250	100
19	Govt. ITI (Adivasi), Gadchiroli, Dist: Gadchiroli	Gadchiroli	250	100
20	Govt. ITI, Gondia, Dist: Gondia	Gondia	200	80
21	Govt. ITI, Bhusawal, Dist: Jalgaon	Jalgaon	200	80
22	Govt. ITI, Jalgaon, Dist: Jalgaon	Jalgaon	241	96.4
23	Late, G. S. Varade Private ITI, Muktainagar, Dist- Jalgaon	Jalgaon	200	80

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
24	Hindi Seva Mandalache, Shri Sant Gadge Baba Private ITI, Bhusawal.	Jalgaon	134	53.6
25	Govt. ITI, Jalna, Dist: Jalna	Jalna	249.8	99.92
26	Govt. ITI, Ghansavangi, Dist: Jalna	Jalna	150	60
27	Govt. ITI, Gadhinglaj, Dist: Kolhapur	Kolhapur	200	80
28	Govt. ITI, Radhanagari, Dist: Kolhapur	Kolhapur	150	60
29	Govt. ITI, Kolhapur, Dist: Kolhapur	Kolhapur	250	100
30	Govt. ITI, Latur, Dist: Latur	Latur	234	93.6
31	Govt. ITI, Nilanga, Dist: Latur	Latur	184	73.6
32	Govt. ITI, Mumbai-11, Dist: Mumbai Sahar	Mumbai	201	80.4
33	Govt. ITI, Mulund, Dist: Mumbai Sahar	Mumbai	226	90.4
34	Govt. ITI, Nagpur,	Nagpur	250	100
35	Govt. ITI, Kalmeshwar, Dist: Nagpur	Nagpur	150	60
36	Govt. ITI, Butibori, Dist: Nagpur	Nagpur	197	78.8
37	Govt. ITI (Woman), Nagpur, Dist: Nagpur	Nagpur	195	78
38	Govt. ITI, Nanded, Dist: Nanded	Nanded	205.5	82.2
39	Govt. ITI (Adivasi), Nandurbar, Dist: Nandurbar	Nandurbar	200	80
40	Govt. ITI (Adivasi), Navapur, Dist: Nandurbar	Nandurbar	200	80
41	Jamia Private ITI	Nandurbar	140	56
42	Govt. ITI, Nashik, Dist: Nashik	Nashik	238.99	95.596
43	Govt. ITI (Adivasi), Dindori, Dist: Nashik	Nashik	187.1	74.84
44	Govt. ITI (Adivasi), Kalwan, Dist: Nashik	Nashik	200	80
45	Govt. ITI, Sinnar, Dist: Nashik	Nashik	200	80
46	Govt. ITI (Adivasi), Igatpuri, Dist: Nashik	Nashik	126.9	50.76
47	Govt. ITI (Adivasi), Deola, Dist: Nashik	Nashik	143.3	57.32
48	Govt. ITI (Woman), Nashik, Dist: Nashik	Nashik	200	80
49	Govt. ITI (Adivasi), Wangaon, Dist: Thane	Thane	200	80
50	Govt. ITI, Parbhani, Dist: Parbhani	Parbhani	241	96.4
51	Govt. ITI, Pune, Dist: Pune	Pune	250	100
52	Govt. ITI, Pimpri Chinchwad, Dist: Pune	Pune	250	100
53	Govt. ITI (Woman), Pune, Dist: Pune	Pune	197	78.8
54	Govt. ITI (Woman), Ratnagiri, Dist: Ratnagiri	Ratnagiri	150	60
55	Govt. ITI, Tasgaon, Dist: Sangli	Sangli	150	60
56	Govt. ITI, Sangli, Dist: Sangli	Sangli	238	95.2
57	Govt. ITI, Karad, Dist: Satara	Satara	250	100
58	Govt. ITI, Satara, Dist: Satara	Satara	250	100
59	Govt. ITI, Solapur, Dist: Solapur	Solapur	250	100
60	Govt. ITI, Bhiwandi, Dist: Thane	Thane	150	60
61	Govt. ITI, Thane, Dist: Thane	Thane	250	100
62	Govt. ITI, Ambernath	Thane	245	98
63	Govt. ITI (Woman), Thane, Dist: Thane	Thane	189	75.6
64	Govt. ITI, Pulgaon, Dist: Wardha	Wardha	195	78
65	Govt. ITI, Hinganghat, Dist: Wardha	Wardha	139.8	55.92
66	Govt. ITI, Wardha, Dist: Wardha	Wardha	195	78
67	Govt. ITI, Karanja Lad, Dist: Washim	Washim	193	77.2
68	Govt. ITI, Manora, Dist: Washim	Washim	133	53.2
69	Govt. ITI, Washim, Dist: Washim	Washim	191	76.4
70	Govt. ITI (Adivasi), Pandharkawada, Dist: Yavatmal	Yavatmal	189	75.6
71	Govt. ITI, Ghatanji, Dist: Yavatmal	Yavatmal	189	75.6
72	Govt. ITI (Adivasi), Ralegaon, Dist: Yavatmal	Yavatmal	150	60
73	Govt. ITI (Adivasi)	Yavatmal	150	60
74	Govt. ITI (Adivasi), Kalamb, Dist: Yavatmal	Yavatmal	150	60
75	Govt. ITI, Ner, Dist: Yavatmal	Yavatmal	150	60
76	Govt. ITI, Yavatmal, Dist: Yavatmal	Yavatmal	215	86
Total			15108.89	6043.56

Details of Industry Clusters (ICs) Participating			(₹ Lakh)		
#	Name of IC	Clusters	District	Fund Allocated	Fund Released
1	Chamber of Marathwada Industries and Agriculture - CMIA	Engineering	Aurangabad	100	40
2	Ahmednagar Auto & Engineering Association	Automobile and Engineering	Ahmednagar	100	40
3	Deogiri Electronics Cluster Pvt Ltd	Electronics	Aurangabad	100	40

Total	300	120
--------------	------------	------------

Uttar Pradesh

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	29	29	26	19	12	Not Achieved	Not Achieved	Not Achieved
2021		26	26	16	27			
2022		24	29	16	18			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	29	4,829	1,977	
Result Area 2: Increased Capacities of State Governments	-	1,680	504	
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	00	
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		7,159	2,520.93	1,949

Details of Industrial Training Institutes (ITIs) Participating				(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released	
1	Govt. ITI, Naini, Allahabad	Allahabad	221	88.4	
2	Govt. ITI, Barabanki	Barabanki	150	60	
3	Govt. ITI, Collectorganj, Bareilly	Bareilly	203	81.2	
4	Govt. ITI, Bijnor	Bijnor	227.5	91	
5	Govt. ITI, Chandauli	Chandauli	77	30.8	
6	Govt. ITI, Fatehpur	Fatehpur	148	59.2	
7	Govt. ITI, Jewar, Gautam Buddh Nagar	Gautam Buddha Nagar	150	60	
8	Govt. ITI, Gonda	Gonda	180	72	
9	Govt. ITI, Chargawan, Distt- Gorakhpur	Gorakhpur	166	66.4	
10	Govt. ITI, Jhansi	Jhansi	182	72.8	
11	Maa Pitambra Pvt ITI	Jhansi	107	42.8	
12	Govt. ITI, (Mahila), Lal Bangla, Kanpur, Kanpur Nagar	Kanpur Nagar	150	60	
13	A.P.V. ITC - Kanpur Nagar	Kanpur Nagar	138	55.2	
14	J.K. Center Technician Training Private ITI , Doda Nagar, Kanpur	Kanpur Nagar	150	60	
15	Govt. ITI, Lakhimpur Kheri	Lakshmipur Kheri	175	70	
16	Govt. ITI, Lalitpur	Lalitpur	150	60	
17	Govt. ITI, Aliganj, Lucknow	Lucknow	207.5	83	
18	Govt. ITI, World Bank Mahila, Lucknow	Lucknow	123.15	49.26	
19	Govt. ITI, Bachcha Park, Meerut	Meerut	200	80	
20	Govt. ITI, World Bank Mahila, Meerut	Meerut	150	60	
21	Govt. ITI, Saket, Meerut	Meerut	227.5	91	
22	Govt. ITI, Chhanbey, Mirzapur	Mirzapur	150	60	
23	Balaji Private ITI , Tanakpur Road Saidpur, Pilibhit	Pilibhit	122.5	49	
24	Govt. ITI, Raebareli	Rae Bareli	185	74	
25	Govt. ITI, Mahila, Raebareli	Rae Bareli	150	60	
26	Govt. ITI, Mehdawal, Sant Kabir Nagar	Sant Kabir Nagar	160	64	
27	Govt. ITI, Shahjahanpur	Shahjahanpur	215	86	
28	Govt. ITI, Sitapur	Sitapur	180	72	
29	Govt. ITI, Karaundi, Varanasi	Varanasi	184	73.6	
Total			4829.15	1931.66	

Rajasthan

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	14	13	10	10	0	Not Achieved	Achieved (29%)	Not Achieved
2021		8	9	9	2			
2022		8	14	5	7			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	14	2,379	944	144
Result Area 2: Increased Capacities of State Governments	-	1,680	504	27
Result Area 4: Improved and Broadened Apprenticeship Training	-	00	0	0
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		4,709	1,571	171

Details of Industrial Training Institutes (ITIs) Participating			(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released
1	Govt. ITI, Beawar	Ajmer	151	60.4
2	Govt. Women ITI	Ajmer	150	60
3	Govt. ITI, Parasia Kishangarh	Ajmer	150	60
4	Govt. ITI, Sri Ganganagar	Ganganagar	176	70.4
5	Govt. ITI, Jaipur	Jaipur	200	80
6	Govt. Women ITI	Jaipur	152	60.8
7	Govt. ITI, Jhalawar	Jhalawar	150	60
8	Govt. Women ITI	Jodhpur	150	60
9	Govt. ITI, Jodhpur	Jodhpur	200	80
0	Govt. ITI, Sangod	Kota	150	60
11	Govt. ITI, Kota	Kota	200	80
12	Govt. ITI	Pali	200	80
13	Govt. ITI, Jaitaran	Pali	150	60
14	Govt. ITI, Udaipur	Udaipur	200	80
Total			2379	951.6

Madhya Pradesh

Year	Results Area 1: Improved Performance of Industrial Training Institutes					RA 2: Increased capacities of State Governments		
	Total No. of ITIs selected	KPI 1: Increase in no. of graduates*	KPI 2: Increase in female enrollments*	KPI 3: Increase in total enrollments	KPI 4: Increase in On-job-training*	KPI 1: Tracer study conducted	KPI 2: Instructors vacancy reduced	KPI 3: Instructor policy approved
2020	20	18	19	14	1	Not Achieved	Not Achieved	Not Achieved
2021		15	15	18	5			
2022		16	20	15	10			

* No. of ITIs that have achieved the KPI targets

Description	No. of ITIs/ ICs	Financial Status (₹ Lakh)		
		Allocated	Released	UC Received
Result Area 1: Improving Performance of ITIs	21	3,177	1,697.30	434
Result Area 2: Increased Capacities of State Governments	-	1,650	495	1,032

Result Area 4: Improved and Broadened Apprenticeship Training	03	300	120	61
Total Fund Allocation, Release and Utilization (including SPIU and SAMC)		5,777	2,609.18	1,615

Details of Industrial Training Institutes (ITIs) Participating					(₹ Lakh)	
#	Name of ITI	District	Fund Allocated	Fund Released		
1	Govt. ITI, Anuppur	Anuppur	150	60		
2	Govt. ITI, Balaghat	Balaghat	194	77.6		
3	Govt. ITI for Women, Betul	Betul	150	60		
4	Govt. ITI, Chhatarpur	Chhatarpur	150	60		
5	Govt. ITI, Chhindwara	Chhindwara	200	80		
6	Govt. ITI, Dewas	Dewas	149	59.6		
7	Govt. ITI, Harda	Harda	133	53.2		
8	Govt. ITI, Rajwada, Jabua	Jhabua	150	60		
9	Govt. ITI, Katni	Katni	150	60		
10	Govt. ITI, Khandwa	Khandwa	190	76		
11	Govt. ITI, Khargon	Khargon	150	60		
12	Govt. ITI, Mandideep	Raisen	150	60		
13	Govt. ITI, Ratlam	Ratlam	194	77.6		
14	Govt. ITI, Chhapara	Seoni	105.5	42.2		
15	Govt. ITI, Seoni	Seoni	150	60		
16	Govt. ITI, Shajapur	Shajapur	142	56.8		
17	Govt. ITI, Shivpuri	Shivpuri	188	75.2		
18	Govt. ITI, Singrauli	Sidhi	194	77.6		
19	Govt. ITI, Tikamgarh	Tikamgarh	137	54.8		
20	Govt. ITI, Umaria	Umaria	150	60		
Total			3176.5	1270.6		

Details of Industry Clusters (ICs) Participating					(₹ Lakh)	
#	Name of IC	Clusters	District	Fund Allocated	Fund Released	
1	AIMP, Indore	Mix - Engineering, Printing, Pharma, Textile/Garments	Indore	100	40	
2	Association of Industries	Mix largely engineering	Dewas	100	40	
3	Security and Social Welfare Association	Security Management	Bhopal	100	40	
Total				300	120	