

GENEVA CHALLENGE 2026
Challenges to the Future of Work



Direction for Inclusive Skills, Horizons, and Aspirations



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THE UNIVERSITY OF CHICAGO
**HARRIS SCHOOL
OF PUBLIC POLICY**

Abstract

India's labor market is being reshaped by three converging forces: artificial intelligence, climate change, and demographic transition. AI is automating routine service jobs that provided millions with their first foothold in the formal economy, while the green transition is creating demand for workers in renewable energy, restoration, and green construction. At the same time, millions of young people are entering the labor force each year. Yet workers displaced from declining sectors are not systematically connected to emerging opportunities. Three structural barriers prevent transition:

- **Skills mismatch:** Workers displaced from routine service occupations often lack the skills required for emerging green jobs.
- **Geographic mismatch:** New green jobs are frequently created far from where displaced workers live.
- **Unpaid care burden:** Caregiving responsibilities disproportionately limit many women's ability to retrain, relocate, and participate in the labor market.

Underlying these barriers is a deeper failure: unequal access to information about the future of work. DISHA (Direction for Inclusive Skills, Horizons, and Aspirations) is an integrated workforce intelligence platform that combines real-time labor market forecasting with hyperlocal job matching to close that gap.

Workers displaced by automation are matched to skills-adjacent hybrid green-service roles that can be performed remotely. Lower-skilled and informal workers—particularly women—are connected to local green jobs and supported by modular childcare infrastructure that simultaneously removes a barrier to employment and creates a new source of formal work. Delivered in twelve Indian languages, DISHA's intelligence engine transforms fragmented labor market signals into actionable guidance for workers, employers, and policymakers.

The platform integrates labor economics, climate policy, finance, gender policy, and data science into a single system. Rather than treating workforce transition as disconnected training, employment, and social protection programs, DISHA brings them together into one coordinated architecture.



Meet the Team

Our team members each come from very different professional backgrounds in public administration, climate research, development finance, and field economics who arrived at the same conviction: India's workforce transition demands a serious, implementable solution. Two of us are prepared to relocate to India after completing our master's degrees to help build this initiative on the ground.



Rachna

PUBLIC ADMINISTRATION

Rachna is an engineer turned civil servant, with degrees spanning environmental engineering, economics, business law, and public policy, and work experience across consulting, startups, academia, and civil services. Rachna is a strong advocate for women's empowerment, with a grounded understanding of both climate transition challenges and policy implementation through large government systems.



Prerna Panda

DEVELOPMENT FINANCE

Prerna brings expertise in development economics and inclusive finance, shaped by her work at the World Bank and Women's World Banking. Now pursuing an MBA at Chicago Booth, she focuses on connecting evidence, strategy, and investment to drive social impact.



Sindhuja Reddy

FIELD RESEARCH & POLICY

Sindhuja pairs a grounding in economics with experience alongside a Member of Parliament and at NITI Aayog (India's apex policy body). A committed field researcher, she is currently on the ground in India studying gender sensitivity in public institutions.



Ayan Sarkar

CLIMATE ECONOMICS

Ayan contributes the team's climate economics expertise as a Bartlett Fellow at EPIC, The University of Chicago. Through his work at the Brookings Institution and his background in Environmental Economics from UC Berkeley, he combines energy market analysis with climate policy to design practical workforce transition solutions.

Institutional Guidance



Our team has received positive engagement from Gunjan Jhunjunwala, Program Lead, Renewables at the Council for Energy, Environment and Water (CEEW), and Sangeeta Patra, Sr Senior Vice President and Head of Marketing and Partnerships of the Skill Council for Green Jobs (SCGJ) to provide much appreciated policy anchoring, research validation, and support for implementation (Appendix 1).



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List of Abbreviations

Abbreviation	Full form
ADB	Asian Development Bank
AI	Artificial Intelligence
API	Application Programming Interface
B	Billion
BPO	Business Process Outsourcing
CAD	Computer-Aided Design
CEEW	Council on Energy, Environment and Water
CII	Confederation of Indian Industry
CNG	Compressed Natural Gas
Cr	Crore (10 million)
CSC	Common Service Centre
CTPS	Carteira de Trabalho e Previdência Social (Work and Social Security Card, Brazil)
DiD	Difference-in-Differences (estimation design)
DISHA	Direction for Inclusive Skills, Horizons, and Aspirations
DPDP Act	Digital Personal Data Protection Act
DPR	Detailed Project Report
DUI	Displacement Urgency Index
Dukcapil	Directorate General of Population and Civil Registration (Indonesia)
EAC-PM	Economic Advisory Council to the Prime Minister
EPC	Engineering, Procurement and Construction
EPFO	Employees' Provident Fund Organisation
ESG	Environmental, Social and Governance
EV	Electric Vehicle
EY	Ernst & Young
GDP	Gross Domestic Product
GenAI	Generative Artificial Intelligence
GIS	Geographic Information System



Abbreviation	Full form
GST	Goods and Services Tax
GW	Gigawatt
IHD	Institute for Human Development
ILO	International Labor Organization
IMD	India Meteorological Department
IMF	International Monetary Fund
INR	Indian Rupee
IPCC	Intergovernmental Panel on Climate Change
IPP	Independent Power Producer
IRENA	International Renewable Energy Agency
IT/BPM	Information Technology / Business Process Management
ITI	Industrial Training Institute
J-PAL	Abdul Latif Jameel Poverty Action Lab
MeitY	Ministry of Electronics and Information Technology
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
M	Million
MNRE	Ministry of New and Renewable Energy
MoEFCC	Ministry of Environment, Forest and Climate Change
MoF	Ministry of Finance
MoLE	Ministry of Labor and Employment
MoSDE / MSDE	Ministry of Skill Development and Entrepreneurship
MRV	Measurement, Reporting and Verification
MSME	Micro, Small and Medium Enterprises
MUDRA	Micro Units Development and Refinance Agency
MVP	Minimum Viable Product
MW	Megawatt
NASSCOM	National Association of Software and Service Companies
NCS	National Career Service



Abbreviation	Full form
NDAP	National Data and Analytics Platform
NGEL	NTPC Green Energy Limited
NGST	National Green Skills Taxonomy
NITI Aayog	National Institution for Transforming India
NRDC	Natural Resources Defense Council
NSDC	National Skill Development Corporation
NSSO	National Sample Survey Office
OECD	Organisation for Economic Co-operation and Development
OEM	Original Equipment Manufacturer
OII	Opportunity Intensity Index
PLFS	Periodic Labor Force Survey
PMKVY	Pradhan Mantri Kaushal Vikas Yojana
PM-SETU	Pradhan Mantri Skilling and Employability Transformation Through Upgraded ITIs
PMU	Program Management Unit
PM-VBRY	Pradhan Mantri Viksit Bharat Rozgar Yojana
PSU	Public Sector Undertaking
PV	Photovoltaic
RCT	Randomised Controlled Trial
RPL	Recognition of Prior Learning
RUVNL	Rajasthan Urja Vikas Nigam Limited
SCGJ	Skill Council for Green Jobs
SDG	Sustainable Development Goal
SHG	Self-Help Group
SINE	Sistema Nacional de Emprego (National Employment System, Brazil)
SMS	Short Message Service
TVET	Technical and Vocational Education and Training
UNICEF	United Nations Children's Fund
WEF	World Economic Forum



1. The Future of Work in India: What the Evidence shows

Work is how people secure income, build identity, and participate in economic life. When the nature of work changes faster than the systems designed to support workers, the cost falls hardest on those with the least ability to adapt: the informally employed, the care-constrained, and those whose skills were built for an economy that is rapidly shifting beneath them. India's labor market is experiencing three major shifts at the same time:

The Technological Transition. Automation and generative AI are reshaping the sectors that built India's first large formal workforce, including data processing, back-office services, basic financial operations, and entry-level customer support. These occupations are also among the most exposed to automation. Women's jobs are nearly twice as exposed to the impacts of generative AI as men's and several times more likely to fall into the highest-risk category (*SDG 5*). The World Economic Forum estimates that 39% of core skills will change by 2030 and identifies clerical and data-entry work, the backbone of India's service economy, among the occupations most at risk. The Economic Survey 2024-25 reaffirms that automation will disproportionately affect the routine service jobs that have driven India's recent gains in formal employment. NITI Aayog projects that more than 60% of formal jobs are susceptible to automation by 2030, even as up to four million AI economy jobs could emerge. The transition is already underway. Entry-level IT hiring fell by 20-25% in 2025.

The Ecological Transition. India's commitments to renewable energy, climate adaptation, and decarbonization are creating substantial new demand for workers – in solar installation and maintenance, ecosystem restoration, green construction, electric mobility, sustainable agriculture, and the digital infrastructure of the carbon economy. Conservative bottom-up estimates from CEEW-NRDC project 4.4 million clean-energy jobs by 2030, with rooftop solar as the largest single source. Broader definitions spanning construction, mobility, agriculture, and circular sectors reach 30-35 million by the early 2030s (*SDG 13*). Yet climate change is simultaneously destroying livelihoods: the ILO projects heat stress will cost India the equivalent of 34 million jobs and 5.8% of working hours by 2030, with labor-income losses already estimated at USD 141 B in 2023. And despite its scale, the transition is reproducing the exclusions it could close – women hold only 11% of the solar and wind workforce.

The Demographic Transition. India's labor force is becoming larger, more diverse, and increasingly female. Female labor force participation rose from 23.3% to 41.7% between 2017-18 and 2023-24, yet these gains remain constrained by unpaid care responsibilities.



More than half of rural women and nearly two-thirds of urban women outside the labor force cite domestic and care work as the primary reason, while women perform 11.5 times more unpaid care work than men. Addressing this constraint is also an economic opportunity. The ILO estimates that investing 2% of GDP in the care economy could create 11 million jobs, nearly 70% of them for women. At the same time, the gig economy, projected to employ 23.5 million workers by 2029–30, is increasingly absorbing displaced workers and new labor market entrants, often without adequate social protection.

The expert consensus has shifted from how many jobs will vanish to whether workers can move into complementary work in time. As the WEF's Future of Jobs Report 2025 concludes, the world faces not a jobs crisis but a transition crisis. The opportunity exists, but no system connects displaced workers to it. Additionally, NITI Aayog, along with NASSCOM, now treats reskilling as a national-mission problem rather than a firm-by-firm one. Three trends follow:

- (i) Task augmentation, with roles being redesigned around human – machine collaboration
- (ii) Skills-first Hiring, as a majority of firms weigh demonstrated skills over formal degrees
- (iii) Higher frequency Labor Data, with PLFS now reporting monthly, calendar-year estimates

With these transitions, the problem is that the worker being displaced is not being channeled into the job being created. Three barriers explain why:

- (i) **Skills barrier:** A displaced call-center worker does not automatically become a solar technician. The distance between many service-sector occupations and many green-economy occupations is real, and workforce programs lose credibility.
- (ii) **Geographic barrier:** Much of the emerging green economy is located far from the urban centres where many automation-exposed workers live. Renewable-energy projects, restoration activities, and climate-adaptation investments often occur in entirely different labor markets. Relocation is costly for many workers, especially women.
- (iii) **Care barrier:** A large share of women remain outside the labor force because unpaid domestic and caregiving responsibilities constrain their ability to participate. In India, nearly half of working-age women outside the labor force report domestic and care responsibilities as the primary reason. Existing job matching or training programs do not address this constraint.

These changes impact different stakeholders differently. For youth, the risk is preparing for occupations that are already being automated. This underscores the need for exposure,



beginning in school, to which sectors are growing and which are in decline. For women, participation gains will not hold without care provision and targeted outreach; without both, the green transition will widen the gender gap it has the potential to close. For workers in technology and service sectors, whose routine tasks are the most automatable, there is a need for targeted reskilling into AI-adjacent and green back-office roles. For agricultural workers, the dominant threat is heat, which argues for climate-resilient skilling and adaptation work close to home. DISHA is built around these implications, addressing the barriers described above.

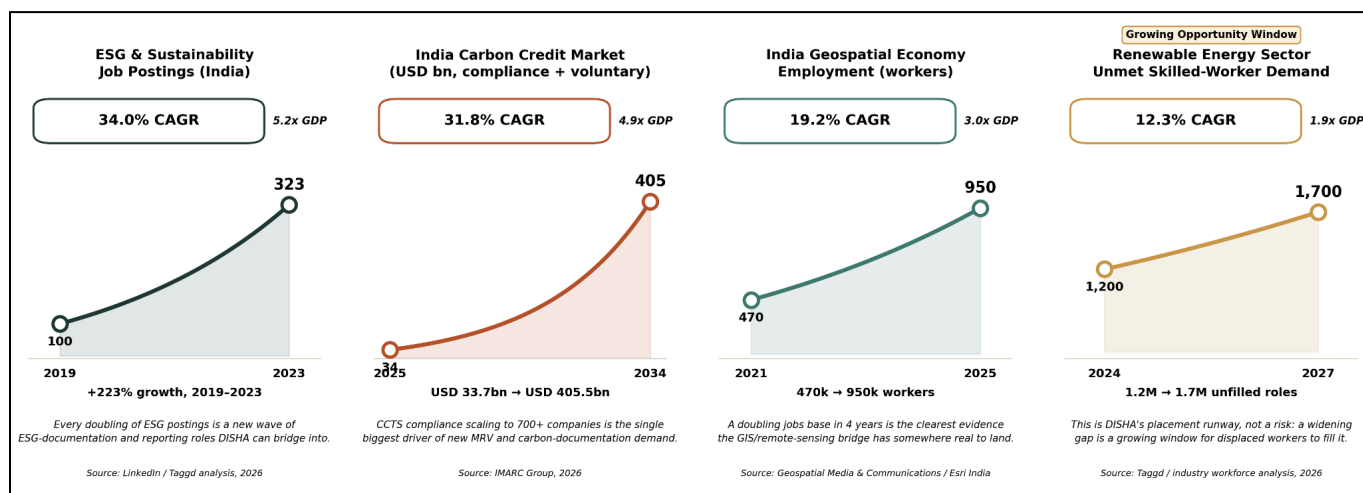


Figure 1: Green Job Areas are growing 2-5x faster than the Indian Economy



2. The Gendered Future Information Gap Problem

Beneath the visible barriers to workforce transition lies a deeper inequality: unequal access to information about the future of work. Before workers can decide whether to acquire new skills, relocate, or pursue a different occupation, they must first know that an opportunity exists. Yet information about emerging jobs is not distributed equally.

In India's changing labor market, knowledge of where future opportunities are emerging continues to flow disproportionately through professional networks, mentors, alumni communities, and other social connections.

Decades of research show that labor-market information travels through social networks. Granovetter's theory of *weak ties* demonstrated that new employment opportunities are most often discovered through acquaintances rather than close friends or family because they connect otherwise separate social groups. More recently, a natural experiment involving over 20 million LinkedIn users confirmed that weak ties generate the largest gains in job mobility, particularly in rapidly evolving sectors. Workers without access to these networks are disadvantaged not only in competing for jobs, but also in learning where new opportunities are emerging in the first place.

This information gap is also gendered. Women generally have smaller and less occupationally diverse professional networks than men, reducing access to the bridging connections that transmit information about emerging industries and careers. Consequently, they are less likely to learn about new opportunities early enough to adapt, reinforcing existing inequalities in labor-market participation.

We define this as the **Gendered Future Information Gap**: unequal access to information about emerging employment opportunities that shapes economic decisions before traditional labor-market barriers arise. By the time new industries become visible through conventional programs, the most connected workers have often already moved into them.

The consequences are severe. Women are simultaneously more exposed to AI-driven disruption and underrepresented in sectors expected to expand through the green transition. The IMF estimates that only 5% of women's jobs in emerging-market economies are green, compared with 17% of men's, while women are disproportionately exposed to generative AI. The workers most vulnerable to displacement are therefore often the least connected to the networks through which future opportunities become visible.

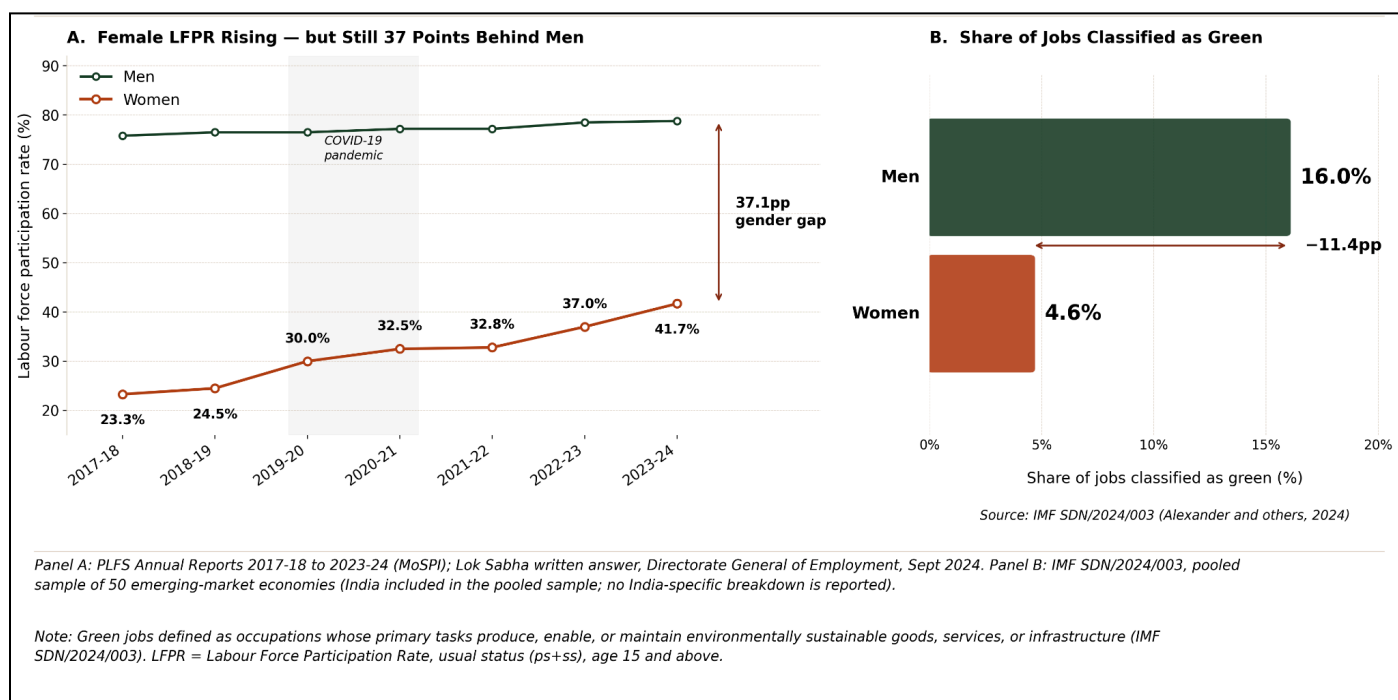


Figure 2: Evidence for the Gendered Information Gap

This is the transition trap. India is not short of jobs, workers, or training programs. What is missing is a public system that identifies where future opportunities are emerging, communicates that information to those least likely to receive it, and guides workers from declining occupations into expanding ones. DISHA is designed to provide that missing infrastructure by making labor-market foresight a public good.

DISHA is designed to be the 'Connective Tissue'.



3. Why Existing Solutions Fail

India does not lack workforce initiatives. Programs such as the Pradhan Mantri Kaushal Vikas Yojana (PMKVY) have trained more than 14M workers, Skill India operates over 10,000 training centres, and the National Career Service (NCS) Portal aggregates opportunities from more than 1.5 Cr employers. Most recently, the Pradhan Mantri Viksit Bharat Rozgar Yojana (PMVBRY), launched in August 2025 with an outlay of INR 99,446 Cr (~USD 10.5 B), aims to incentivize formal employment by creating 3.5 Cr jobs over two years, including 1.92 crore for first time entrants. Although these initiatives have significantly expanded training and employment services, they remain largely siloed and are not designed to anticipate labor market disruptions.

Table 1: Why Existing Workforce Solutions Fail to Support Timely and Inclusive Job Transitions

Deficiency	Consequence
Direction Blind	Programs train for today's jobs. No foresight mechanism identifies where opportunities are forming before labor markets shift. By the time programs respond, the most connected workers have already moved.
Demand Blind	<u>Training is provided but employer demand is not committed. PMKVY formal-sector placement rate within 6 months of training: 15–20%.</u> As an example, PMKVY certifications are not recognized across states. 96% of informally trained workers have no recognized credential at all.
Location Blind	They treat the labor market as a national pool, when the binding constraint for most displaced workers is whether the opportunity is within reach of where they already live.
Care Blind	Not one of them addresses the single largest reason women stay out of the workforce. A program that ignores the care barrier will keep producing trained women who still cannot take the job.

DISHA addresses these four critical gaps. It is forward looking, demand driven, hyperlocal, and care enabled. Solutions resembling DISHA already exist. This is a crowded field, but the gap it targets has persisted regardless.



- **CEEW's SMART** maps skill adjacencies across 2,500+ occupations and 10,000+ skills – but it's an analytical tool for planners, not a worker-facing, real-time, district-level system.
- **Apna** connects 5+ Cr job seekers to employers at speed – but it matches workers to jobs that exist *today*, and requires a smartphone and the confidence to use it.
- **LinkedIn's data** shows green hiring rising sharply – but it flows through the professional networks the least-connected workers, and most women, cannot reach.
- **JustJobs Network** produces rigorous research on green jobs, gender, and youth transitions – but research is not delivery.

These solutions address siloed aspects of our proposed design but none of these combines them effectively. DISHA can adopt CEEW SMART's ADB-backed skills-adjacency methodology as a direct input to its intelligence engine; plug into Apna's five Cr reach as a distribution and matching channel for digitally-capable displaced workers; use LinkedIn's green-hiring data as one of the engine's employer-demand signals. DISHA's contribution is to connect these platforms' functionality to deliver a forward-looking, equity adjusted opportunity intelligence; wired to portable credentials, employer demand, and care; to reach the workers currently missed while providing future access guarantee.



Figure 3: Pradhan Mantri Skilling and Employability Transformation Through Upgraded ITIs (PM-SETU) Program



Case Study: The Rajasthan Green Energy Corridor (2024)

The Market Failure DISHA Is Built to Fix



Figure 4: Bhadla Solar Park in Jodhpur district, Rajasthan

In May 2024, RUVNL issued a tender for 8,000 MW of utility-scale solar in Rajasthan with a 30-month commissioning window. This resulted in peak construction labor demand in Jodhpur, Barmer, and Jaisalmer at roughly 12–18 months after the award.

The workers most available for redeployment were not in Rajasthan. They were concentrated in Bihar, Jharkhand, eastern Uttar Pradesh, and Odisha – while Jaipur's own BPO corridor was absorbing a 20–25% contraction in entry-level IT roles. Solar developers struggled to recruit locally. Contractors filled the gap through informal brokers with no credential verification and no wage protections. Training systems produced certificates disconnected from employer demand – PMKVY's six-month placement rate ran at 15–20%. Many migrants returned home, the transition incomplete. This case illustrates the failure DISHA is designed to prevent.

Had DISHA been live, the RUVNL pipeline signal, combined with PLFS data showing Jaipur's service corridor concentrating automation-exposed workers, and NASSCOM and EY data flagging the BPO contraction, would have activated a high-intensity Future Opportunity Corridor ~6 months before peak demand. Renewable energy roles now offer starting salaries matching stagnant IT levels at INR 4–4.5L, making the transition economically rational, but only if workers know the opportunity is forming before the window closes. DISHA's credential module would have made a Bihar ITI-certified technician instantly verifiable to a Rajasthan employer. Its employer compact would have required verified hiring commitments before cohorts mobilized, eliminating the delayed-wage dynamic that sent migrants home.

The signal existed in the data. The workers existed. The jobs existed. But the system to connect them didn't.



4. DISHA: The Platform Architecture

DISHA functions as a system with a shared data backbone and four user-facing components: a worker app, an administrator console, an employer portal, and a credentials module.

Table 2: DISHA Platform Components, Users, and Core Functions

DISHA view	Who uses it	Core function
Intelligence Engine	Program Admin/ NITI Aayog	Ingests 8 data streams; generates Future Opportunity Corridors; triggers activation.
Worker Interface + Physical Hubs	Any registered worker	Future Work Profile, opportunity matching, skills tracking, applications, Climate Corps enrollment.
Admin Console	MoSDE, state skill missions	Live corridor map, equity watch, activation management, Climate Corps roster.
Employer Portal	Green-sector employers	Credential verification, vacancy posting, DISHA pipeline hiring commitment.
Certifications Module	Workers, employers, NSDC	Portable, Aadhaar-linked, DigiLocker-based credential record including informal competencies.

At the core of the platform is an intelligence engine that integrates eight real-time data streams which generate Future Opportunity Corridors. These are publicly available, district-level forecasts identifying where climate and economic investments are likely to create employment opportunities over the next 6–18 months. When a corridor reaches a predefined activation threshold, DISHA automatically triggers targeted support for workers in that district. This corridor appears simultaneously on administrators' district maps, updates opportunity matches in the worker app, informs skill requirements in the certification framework, and surfaces relevant vacancies in the employer portal. This ensures that all stakeholders operate from the same information rather than fragmented datasets and disconnected programs.

Workers access opportunities through the app. Administrators monitor corridor activation, equity indicators, and program delivery through the console. Employers verify credentials



and recruit through the employer portal. Workers retain ownership of their credentials through a portable, DigiLocker-linked certification system that records both formal qualifications and recognized informal competencies.

By combining labor-market foresight, targeted matching, portable credentials, and care infrastructure, DISHA addresses the absence of a system capable of connecting the right worker to the right opportunity at the right time.

	INPUTS	ACTIVITIES	OUTPUTS →	OUTCOMES	IMPACTS
A DIGITALLY SKILLED WORKERS	DISPLACED WORKERS › BPO · financial services › 20–25k IT job losses (2025) › Skills: data, ops, customer service › → transferable	MATCH TO GREEN-TECH OFFICE › Engine flags corridor via MNRE bids › Workers matched to remote/hybrid role › Skills: GIS · ESG · EPC · MIS roles › Weeks-long module via existing provider › Completion credential auto-generated	PLACEMENT › Placed in remote green role › Geography barrier gone by design	OUTCOME › Wage parity with prior IT role › Climate employer pipeline filled › Worker career-resilient	INDIA'S GREEN TRANSITION happens for everyone 4.4M clean-energy jobs by 2030 (CEEW-NRDC, 2025)
B INFORMAL & WOMEN WORKERS Care = #1 reason out of workforce PLFS 2023-24 Low mobility, informal employment	INFORMAL & WOMEN WORKERS › Construction, domestic work, agriculture › Sporadic income, no formal record › Care = #1 exit reason (PLFS 2023-24)	LOCAL GREEN JOB + CARE UNIT › Engine flags role: restoration · build › Modular care co-located at job site › Care worker itself is active enrollment › Care worker paid + wage floored › Triple dividend: labour · care · build jobs	TRIPLE DIVIDEND › Women in local green job › Care unit: 5–10 formal jobs created › Wage floor & credential maintained	OUTCOME › Female LFPR rises sustainably › Unpaid care formalised › Green transition inclusive	Female LFPR rises sustainably, not case-constrained Climate adaptation built by most-exposed communities
C LMI / YOUTH ~2M new entrants monthly No experience, no credential record Risk: trained for automating roles	LMI / YOUTH ENTRANTS › School/ITI dropout or first-time jobseeker › No prior formal work record › Vulnerable to automation displacement	TRAINING HUB → CLIMATE CORPS › Hub activated in ITI/school when High › Future-skills: green in 3 months › Micro-skills: green build, NFGI, digital › Past Climate Corps deployment › NOST credential auto-mapped	EXPERIENCE & CREDENTIAL › Hub activated in ITI/school when High › Climate inclusion work built › Portable credential for employer portal	OUTCOME › Work experience map tracker › Credential verifiable across states › Career-ready before displacement	Gendered Info Gap halved from the baseline by Year 2

Figure 5: DISHAs Theory of Change: Three Worker Pathways from Displacement to Green Employment



4.1 The Intelligence Engine

DISHA's foundational intelligence engine is built on NDAP, which aggregates cross-ministry data under established governance frameworks, and sits institutionally under NITI Aayog for cross-ministry access authority. With PLFS producing monthly, calendar-year estimates, the labor-market signals are available at the frequency the matching task requires. It ingests eight continuous district-level signals:

1. **Climate and heat-stress projections** (IMD, heat-action-plan and water-mission data) where productivity loss and livelihood disruption will intensify.
2. **Renewable deployment and bid pipelines** (MNRE installation data) where solar, wind, and green-manufacturing capacity is being built.
3. **Infrastructure and green-construction investment** (project-tracking and DPR databases) where physical green capital is being committed.
4. **AI exposure by occupation** (NASSCOM data) – which occupations face the highest routine-task automation risk.
5. **Employer hiring signals** (NCS Portal trends, the DISHA employer portal, vacancy data) where green employers are actively recruiting and which skills they need.
6. **Migration and mobility patterns** (PLFS, Census) pre-displacement movement signals.
7. **Regional economic trends** (state GDP, MSME registration, credit flows) which districts are expanding or contracting.
8. **Demographic and gender-disaggregated labor data** (PLFS) – where female participation is rising or falling relative to demand.

Integrated across these inputs, the engine produces, for each district, ranked and skill-annotated forecasts of where green-sector employment is likely to emerge within 6–18 months called the **Future Opportunity Corridors**. Corridors are scored on intensity (how strong the signal) and urgency (how soon the window opens), and graded cold, forming, high, or critical. When a corridor crosses an activation threshold, DISHA automatically flags it on the admin console's equity watch for district-level outreach and updates opportunity matches in the worker app for users in that geography. The engine is framed as a hyperlocal matching layer that happens to forecast.



A walkthrough of the corridor scoring is illustrated through the example below.

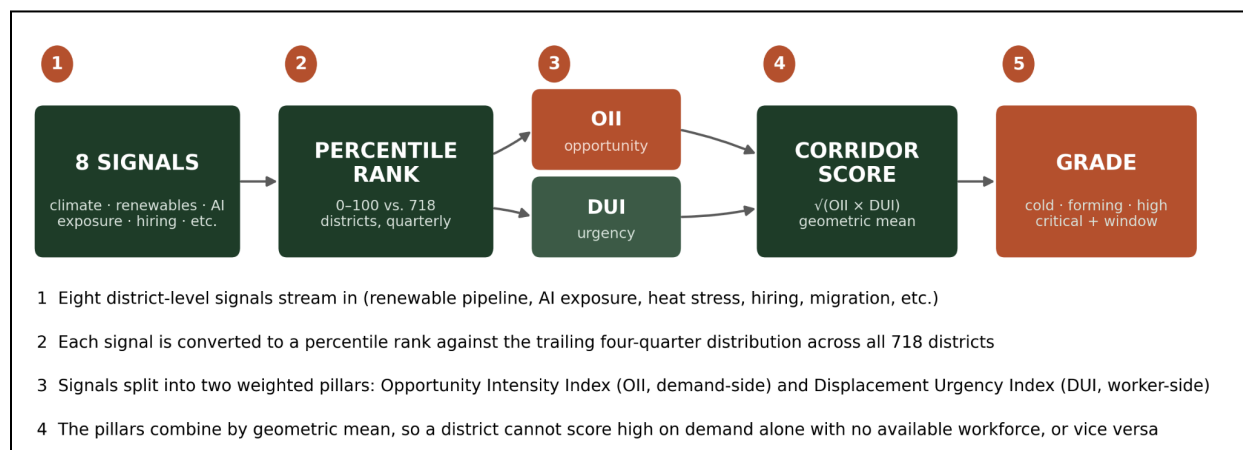


Figure 6: Future Opportunity Corridor Scoring Methodology

For the proposed pilot district, Jaipur, the percentiles scores for OII and DUI are are illustrative, consistent with the Rajasthan case (§3: the RUVNL 8,000 MW tender, the Jaipur BPO contraction) but not computed from live data, which requires the engine to be live. They demonstrate how the five steps resolve to a grade.

Table 3: Illustrative DISHA Corridor Score for Jaipur, Rajasthan

Jaipur, Rajasthan	OII	DUI	Corridor Score
<i>Illustrative (based on case study)</i>	87	76	81 → Critical

Both pillars clear the Critical thresholds, and the case’s 12–18-month commissioning window matches the Critical band. That is the activation point Section 3 argues DISHA needed to reach before the labor gap set in. Weights for both pillars are versioned starting parameters, published on the administrative console and recalibrated each pilot phase against realized outcomes. Program evaluation tracks the share of Critical- and High-graded districts that convert to verified placements, and revises weights when they don’t. The scoring function is **falsifiable by design**. A low hit rate is indicative of the need to change the weights.

The key innovation is directionality: DISHA tells workers not just what exists today, but where opportunity is forming tomorrow. A young woman in a drought-affected district of Bihar receives the same quality of labor market intelligence as a student with elite network access in Bengaluru. Foresight is a public good.



4.2 For Workers: The App and The Transition Hubs

DISHA is available for registered workers as an app and via an SMS-based lite interface for feature phones, in multiple Indian languages. For workers without reliable digital access, disproportionately women in peri-urban and rural areas, DISHA operates through a network of physical access points. Each worker builds a profile (current skills, location, care responsibilities, mobility constraints, language) that drives their matches.

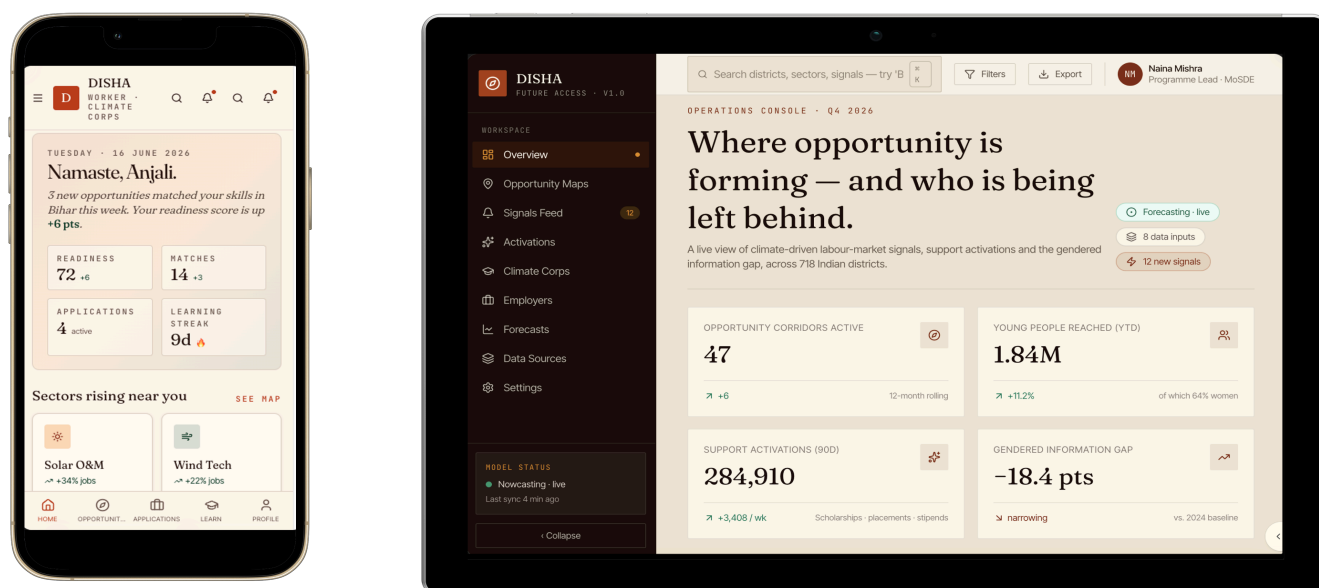


Figure 7: The Applicant Dashboard View (R) & Administrative Console View (L)

4.2.1 Future Work Profile

Future Work Profile includes current education and occupation, constraints, preferences and displacement risk (auto-populated from AI exposure data). This functions as the worker's permanent record, designed to persist across interactions with employers, training providers and government schemes. It also feeds the certifications module: as workers complete training/ have informal competencies assessed, credentials are added to their profile.

4.2.2 Opportunity Matching

Using the profile alongside the intelligence engine's active corridors, DISHA matches workers to opportunities that are both automation-resilient and climate-resilient, calibrated to the



worker's location, constraints, and current skill level. DISHA Climate Corps placements, apprenticeships and internships through the employer compact, and micro-skilling tracks improve future match quality. Opportunities surface in order of distance and readiness.

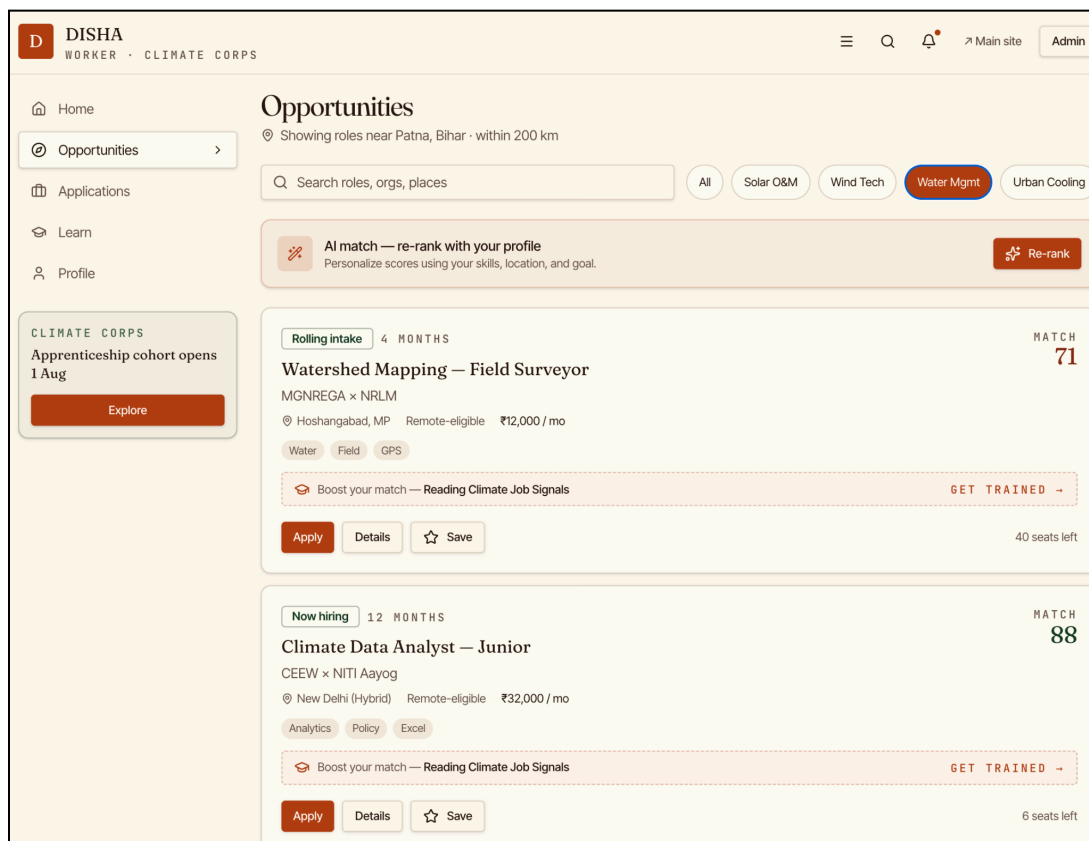


Figure 8: The Applicant's Personalized Opportunities Dashboard

a) Digitally Skilled Workers Displaced by Technology

Workers leaving BPO/customer-support and similar occupations possess transferable digital skills. For this group, DISHA prioritizes remote-capable and hybrid green-economy roles:

- Carbon-market data processing and measurement, reporting and verification (MRV)
- Remote-sensing and GIS analysis for restoration and solar siting
- Energy and grid-data analytics
- ESG and carbon-credit documentation
- Renewable-energy customer support and tele-sales
- CAD and drafting for green buildings
- Digital coordination of field data-collection teams



Because these roles are remote or hybrid, the geographic barrier disappears by construction. A classification of remote-capable green-services roles is maintained alongside the short reskilling modules that bridge a displaced worker into these roles. These week-long modules are delivered through existing providers and recorded in the worker's credentials. Placement retention is tracked so the reskilling claim stays honest.

b) Low-Skilled and Unskilled Workers in Green Jobs

Workers who cannot easily relocate or transition into remote knowledge work are matched to local, place-based opportunities, including:

- Rooftop solar installation and maintenance
- Ecosystem and watershed restoration
- Climate adaptation projects
- Green construction

For many women in this group, matching alone is insufficient. Women are often constrained by their care duties. We propose to tackle that using modular care centres described ahead.

c) Modular Care

DISHA innovatively integrates care infrastructure by co-locating standardized modular childcare and eldercare facilities near identified green-job clusters. These facilities are relocatable, solar-powered, passively cooled (Appendix 2). They can move as job clusters shift and double as a working demonstration of green construction. The design builds in a quality floor: certification for care and nursing staff and a wage floor for care employment, plus a childcare supplement for women in training. Access to a care place is tied directly to a woman's active enrollment in a green job or in DISHA-linked training, which makes the support conditional, legible, and self-targeting. The design can be specified and replicated. These centers generate a triple dividend.

1. **Unlock female labor supply.** Domestic and care duties are the single largest reason women are out of India's labor force, so care provision targets the one constraint that skilling and matching do not touch. The causal evidence is modest on its own: a daycare RCT in rural Rajasthan raised women's paid work by a few percentage points; and, tellingly, childcare raises participation only where jobs are also available. That is why DISHA pairs care with matching and committed employer demand rather than offering care in isolation.



2. **Creates care-sector jobs.** Childcare workers, eldercare aides, and nursing staff are needed to run the units. These along with facility management roles absorb the lower-skilled workers the platform serves. Unpaid care work, invisible at home, becomes paid and formalized. Care workers receive recognized credentials and wage protections, ensuring that care itself becomes a pathway to decent work rather than another form of informal labor.
3. **Enables construction and design jobs.** The modular units must be designed and built as green construction.

4.2.3 Climate Corps

The Climate Corps component of DISHA addresses the work-experience trap for students entering the workforce by providing paid deployment on climate-adaptation projects through internships/ apprenticeships in targeted districts (high on climate vulnerability and youth unemployment). Corps activity is mapped to NGST competencies, recorded automatically in the worker's credential module, so it simultaneously builds climate adaptation assets, generates transition income, and produces the credential record needed for later placement.

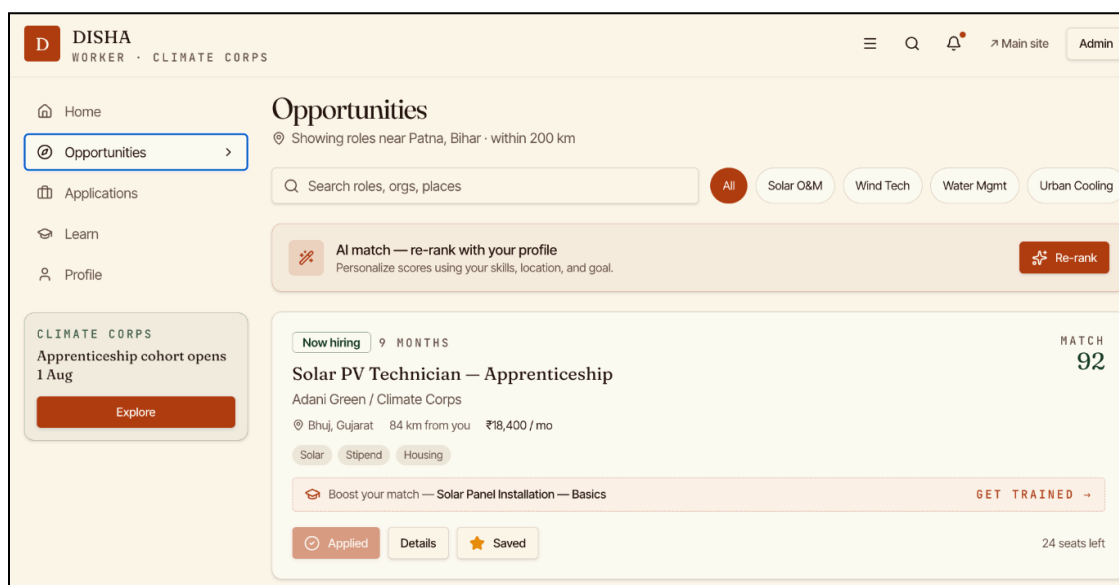


Figure 9: Climate Corps Apprenticeship Dashboard

4.2.4 Skills Tracking and Applications

Workers track all training, assessments, and certifications in one place. Credentials from the certifications module auto-populate job applications submitted through DISHA, so workers



don't need to assemble documentation from different sources. Workers control which employers can access their records. Application status, from submission through interview to placement, is tracked in the app. For Climate Corps enrollees, the app shows placement progress, assigned activities, and the credentials being generated through the work.

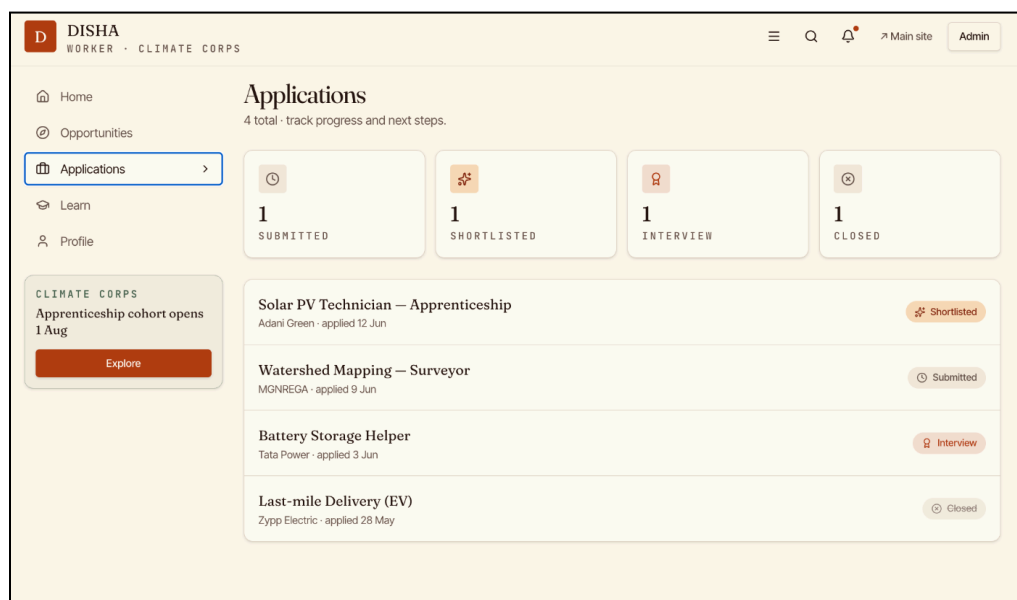


Figure 10: Applications Dashboard of the user

4.2.5 Transition Hubs: Schools/ ITIs as Local Future-Work Infrastructure

The most exposed workers, including young women, informal workers, first-generation job seekers, and workers in smaller towns and rural districts, are also the least likely to have access to professional networks, trusted career guidance, or private reskilling options. To close the Gendered Future Information Gap in practice, DISHA's intelligence engine must connect to physical spaces where workers can receive training, guidance, credentials, and employer linkages. Therefore, we propose DISHA Transition Hubs, established within existing schools, colleges, Industrial Training Institutes (ITIs), polytechnics, and Common Service Centres (CSCs). Rather than creating new infrastructure, they translate DISHA's district-level forecasts into local action by providing assisted access to the platform, short reskilling programs aligned with Future Opportunity Corridors, portable credential verification, and direct connections to employers participating in the DISHA Employer Compact. By embedding workforce transition within trusted community institutions, the hubs ensure that workers without professional networks or reliable digital access can benefit



from the same labor-market intelligence and employment opportunities as more connected workers (Appendix 3).

*All worker data is governed under the Digital Personal Data Protection Act (2023).
Workers own their credential profiles and control employer access to data.*



4.3 For Administrators: The Console

The admin console is the government's operational view of DISHA: a live, AI-powered dashboard available to program managers. It is the instrument through which India's **Future Access Guarantee**, every worker's right to receive timely localized information about where opportunity is forming, is administered at scale.

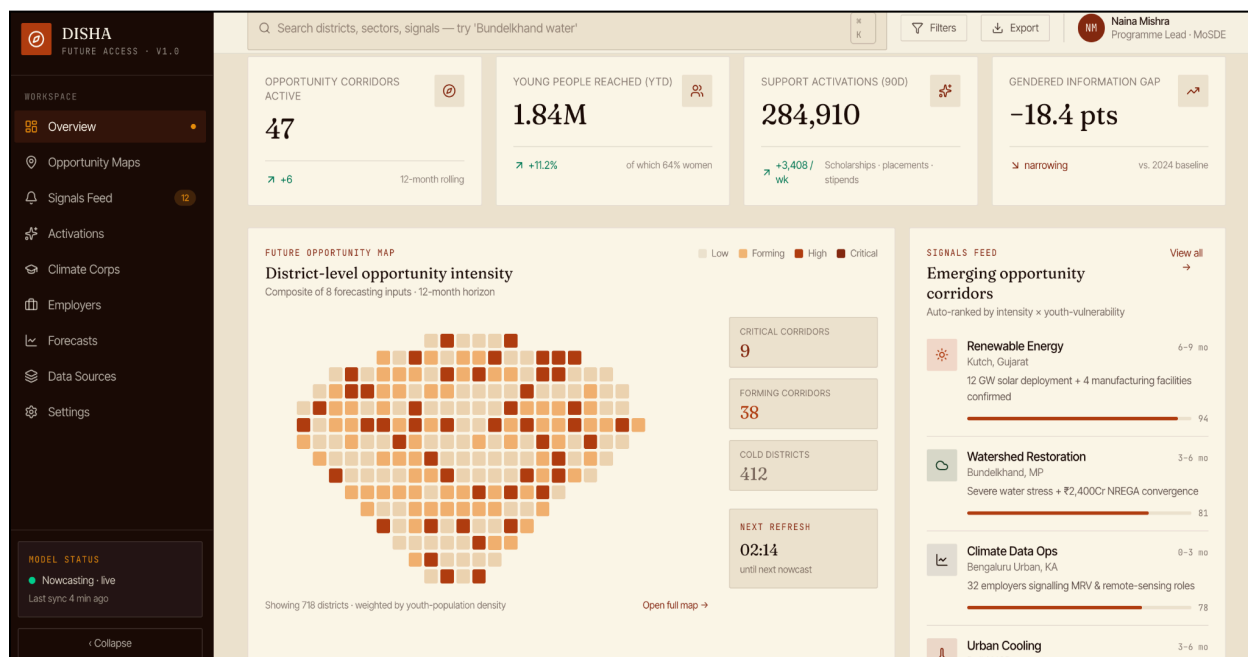


Figure 11: Administrative Overview of Dynamic Opportunity Environment

4.3.1 Future Opportunity Map

The map displays all 718 Indian districts, coloured by corridor intensity:

- (i) cold - no active signal
- (ii) forming - emerging signal
- (iii) high - activation ready and
- (iv) critical - immediate action required.

Administrators can drill into any district to see which sectors are signalling, which data inputs are driving the score, when the opportunity window opens, and how many at-risk workers are registered in the district's DISHA user base.



4.3.2 Equity Watch

The equity watch module auto-flags districts where the Gendered Information Gap is widening. For example, where renewable hiring is accelerating but female outreach is declining, or where no women are registered as mentors in active green sectors, or where climate stress indicators suggest imminent migration pressure. Flags are ranked by severity and carry a direct “Activate support” action that triggers outreach through local Hubs and targeted push notifications through the worker app.

4.3.3 Climate Corps Roster

Administrators manage all DISHA Climate Corps participants from the console: cohort assignments, district placements, activity streams, progress toward credential milestones, and transitions to employer placement. The roster is disaggregated by gender, district, sector, and weeks enrolled. Participants nearing credential completion trigger automatic employer-matching through the employer portal.

Gender-disaggregated target: women as 50% of Climate Corps cohorts, deployment prioritizes districts where the Gendered Information Gap index score is highest.

Gender-Disaggregated Target: Baseline Gendered Information Gap (ratio of women's to men's conversion to active DISHA Opportunity Corridors) will be measured at launch. Once corridors are live and workers registered, we track the ratio of women's to men's conversion of active-corridor matches into placements. Whatever gap this baseline reveals, the target is to halve it by the end of the pilot, tracked quarterly.



4.4 For Employers: The Portal

The employer side effectively extends the National Career Service Portal, it lets green-sector employers verify credentials instantly, post local vacancies, and commit to filling a share of new roles from the DISHA pipeline. Portal vacancies feed back into the intelligence engine's hiring-signal input in real time, closing the loop between forecast and committed demand. An employer-facing API allows registered green employers to verify any worker's credentials instantly through [Shram Suvidha](#), replacing a 2–4-week manual process.

4.4.1 Employer Slate

Potential anchor employers are seeded into the DISHA employer portal at launch, mapped to the pilot states. A sample four employer list is shared below and details follow in Appendix 4.

Table 4: Potential Anchor Employers for DISHA's Green-Sector Hiring Pipeline

Employer	Sector	Pilot-state relevance
Adani Green Energy	Utility-scale solar & wind (IPP)	Major Rajasthan solar build-out; installation & O&M
ReNew	Solar, wind & hybrid (IPP)	Operates in Rajasthan and Tamil Nadu; O&M roles
Tata Power Renewable Energy	Utility & rooftop solar; EPC	Large planned Rajasthan investment; rooftop install; runs a green-skilling institute
NTPC Green Energy (NGEL)	Renewables (public-sector)	PSU anchor; volume hiring; easiest to bind to the 20% compact

4.4.2 Employer Demand Commitments

The matching loop depends on employers following through on hiring commitments. If employers sign the compact and do not hire from it, the demand signal that drives the entire system is false. Demand commitments are secured and verified before each cohort is onboarded. Compliance is tracked through EPFO contribution records, which are digitized and cross-referenceable against the DISHA employer portal. Non-compliant employers lose their DISHA Employer designation, which carries procurement preference in [MNRE](#) tender evaluation, and are deprioritized for [MUDRA](#) financing access. A public compliance scorecard, updated quarterly on the admin console, makes non-compliance visible. The incentive structure is therefore two-sided: carrots are meaningful enough to attract sign-up, and the cost of defection is reputational and financial.



4.5 Enabling Policy & Incentive Infrastructure

DISHA delivers outcomes through three policy mechanisms:

4.5.1 Portable Credentials: The Certifications Module

The certifications module is built on Aadhaar-linked DigiLocker infrastructure (150 million+ active DigiLocker accounts). It recognizes three credential sources: (i) formal certifications (PMKVY, ITI, state programs); (ii) informal competencies assessed through a Recognition of Prior Learning (RPL) framework administered at NSDC-accredited centres; and (iii) employer attestations (digital confirmation of competencies from past employers). All credentials are mapped to National Green Skills Taxonomy (NGST), a standardized, employer co-designed classification of competencies, updated quarterly based on employer portal hiring data.

4.5.2 Employer Demand: The Employer Portal and Compact

The employer portal extends the National Career Service (NCS) Portal, which already aggregates listings from 1.5+ Cr employers, with a green sector filter aligned to NGST and DISHA credential integration (credentials auto-populate applications). Employers registering on DISHA commit to filling a minimum 20% of new positions from the DISHA pipeline over three years. In exchange, they get priority MUDRA financing access for green infrastructure projects; and a “DISHA Employer” designation recognized in MNRE tender evaluation criteria. This creates a demand-side pull that purely supply-side training programs cannot generate.

4.5.3 DISHA Climate Corps: National Civilian Climate Service

DISHA Climate Corps provides paid deployment on climate adaptation projects in districts that score high on both climate vulnerability and youth unemployment. Participants are enrolled in six-month cohorts administered under MoEFCC with MNRE partnership for renewable placements. Climate Corps participation generates DISHA certifications through a work-based learning recognition framework: activities performed in the Corps are mapped to NGST competencies and recorded automatically in the worker's certifications module. The Corps simultaneously creates climate adaptation assets and builds the credential record needed for employer portal placement afterward. The local Hub Facilitators & Care-Unit Staff group can also be considered for this service.



4.5.4 Incentive Structure

The policy infrastructure creates incentive for all stakeholders concerned.

Workers: Signing up for workers is easy and in return, they get a portable credential followed by a job match backed by real employer demand. Specifically for women, DISHA provides care support that removes a barrier no other skilling program addresses.

Employers: They have an incentive in the form of preferential consideration for Mudra finance and Govt. tenders. Paid formal employment from day one with internship experience for students, wage-floor honorarium for care staff and salaried roles for facilitators, are active incentives for *Climate Corps participants*.

Implementing agencies : While coordinating across ministries takes effort, implementing agencies have an incentive as it is a low-cost effort. DISHA runs on systems they already operate (NDAP, DigiLocker, NCS) rather than requiring new infrastructure. In return, implementers get a working, auditable program they can point to. In every group, the people doing the work are also the people who benefit from it. This makes the system self-sustaining, rather than having to be enforced from outside.

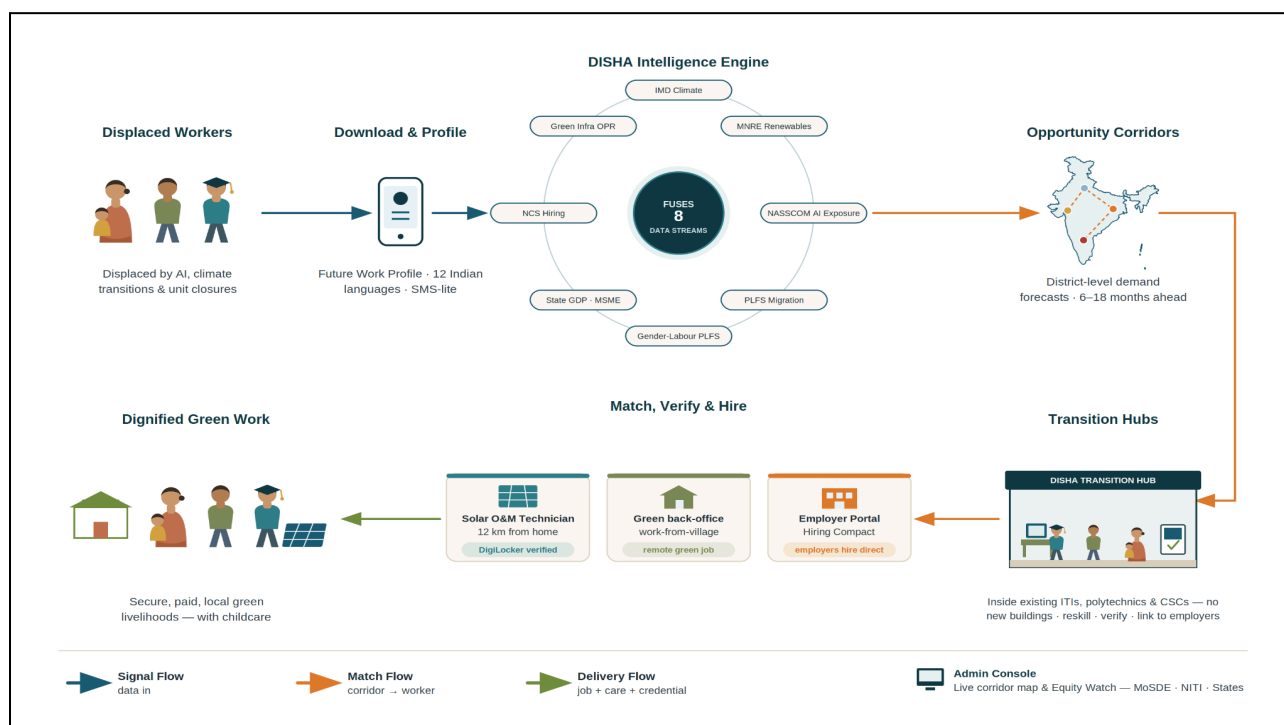


Figure 12: Project Workflow



5. Pilot Design & Implementation Pathway

The pilot is scoped - one district, a defined cohort, two care units and three things measured. We propose **Jaipur, Rajasthan** for our pilot implementation, because it contains a substantial BPO and clerical workforce facing automation alongside a large and growing solar-construction labor demand on the city's periphery, in India's largest solar-producing state (~36 GW installed), while its Jaipur BPO corridor concentrates the semi-skilled, first-generation formal workers most exposed to service-sector automation. Pilot selection and implementation is also supported by a survey our team ran in Jaipur (through Quest). Details of the survey can be seen in Appendix 5.



Figure 13: Jaipur field survey respondents; Survey locations: BPO office (top), Computer Class (bottom)

The cohort: Roughly 500 displaced service workers routed to remote green-services roles, and roughly 500 informal and women workers routed to local green-physical jobs, supported by two modular care units built to serve the second cohort. Cohort size is limited by care units and is discussed in Appendix 6.

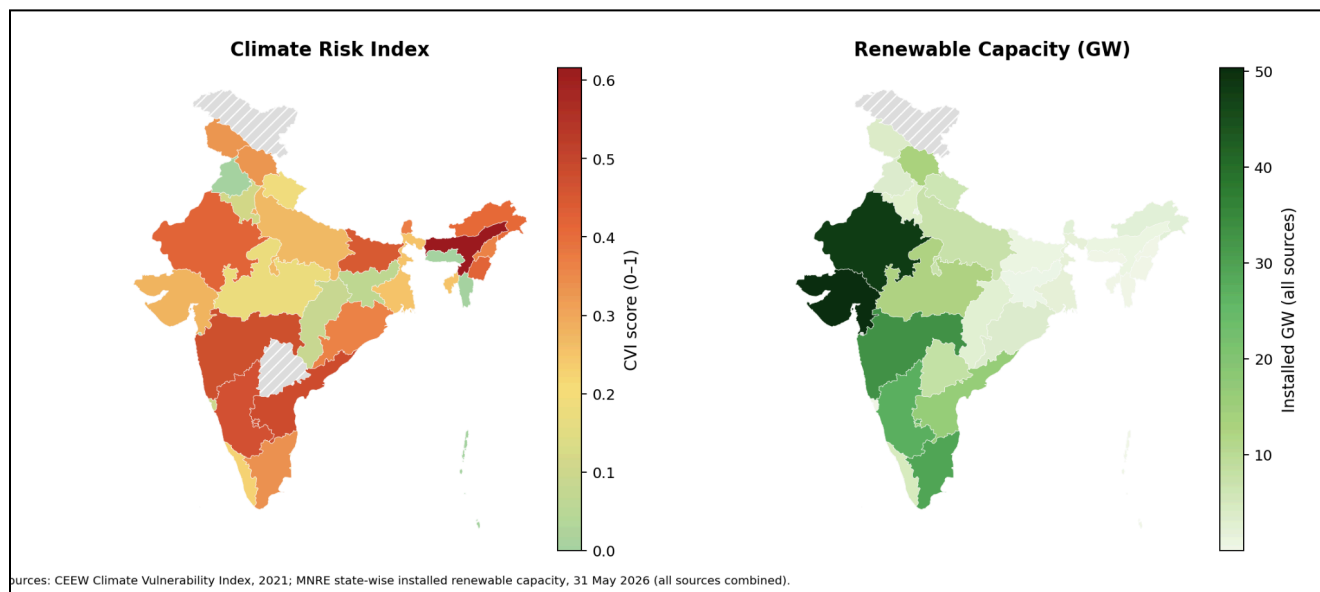


Figure 14: Spatial Distributions of Climate Risk & Potential Emerging Green Opportunities

The second proposed replicating state is **Tamil Nadu**. The southern state holds India's largest wind and green-manufacturing base, over 20 GW of renewables, and anchors the country's green-manufacturing base in solar cells and modules, wind components, and a fast-growing EV ecosystem.

Rajasthan and Tamil Nadu differ deliberately on state capacity and sector mix: Rajasthan tests DISHA where vocational training infrastructure is thinner, and demand sits in power generation; Tamil Nadu tests it where TVET is well-established and demand sits in manufacturing. A result that holds in both is more likely to transfer elsewhere. The contrast is also an evaluation asset. We measure three primary outcomes :

- **Placement rate:** share of each cohort placed into a green-sector role within the pilot window.
- **Female labor-force entry attributable to the care units:** measured against a waitlisted comparison group.
- **Care units' own job count:** the construction, care, and nursing jobs created by building and running the units, reported with their wage levels to confirm the quality floor holds.

The phased rollout creates a natural comparison: the first cohort and district are treated; waitlisted workers and the second district serve as the not-yet-treated comparison, allowing a credible before-and-after estimate of impact. Wider variation in baseline district



characteristics strengthens the staggered difference-in-differences (DiD) design. Both states run functioning skill missions and carry the digital infrastructure to anchor the certifications module from day one. Together they straddle India's north-south linguistic divide, testing the 12-language app (languages detailed in Appendix 7) and the Local Hub model under conditions different enough to matter.

The institutional home for the pilot is the state skill mission, working with the district administration, existing CSCs for delivery, and green-sector employers for demand commitments. At national scale it extends to Ministry of Skill Development and Entrepreneurship (MoSDE), Program Management Unit staffed by NSDC, Cross-ministry coordination: NITI Aayog (intelligence engine), MoLE (NCS Portal), MNRE (employer network and NGST), MeitY (DigiLocker and app infrastructure), and MoEFCC (Climate Corps).

Table 5: DISHA Pilot Rollout Phases, Milestones, and Scale Targets

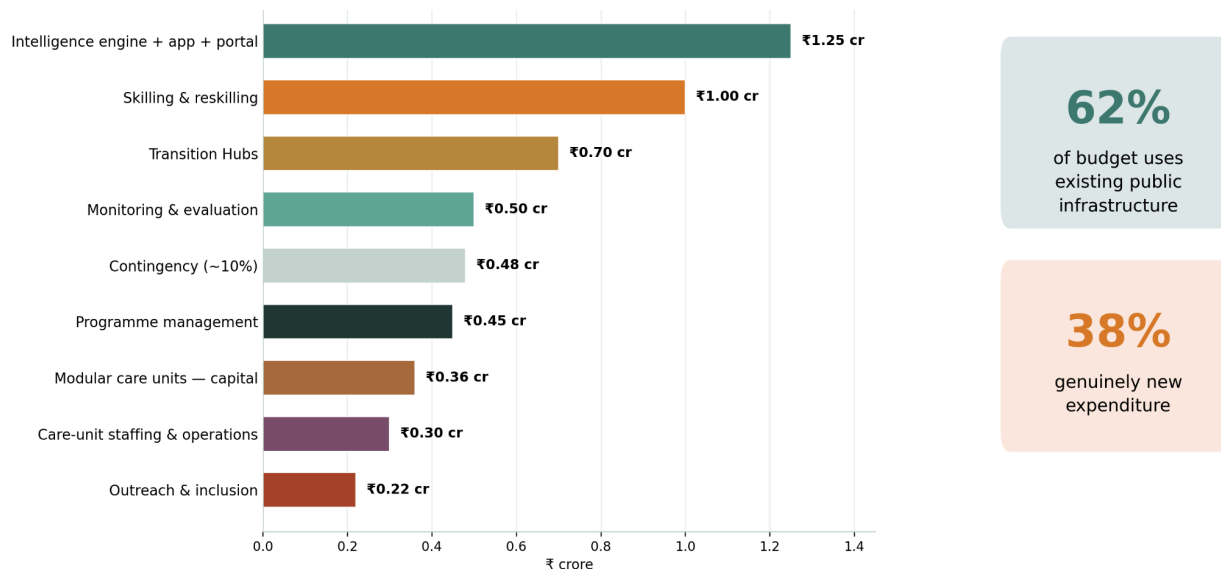
Phase	Key milestones	Scale
Phase 1 · Year 1 Foundation + Pilot	DISHA intelligence engine live on NDAP; first quarterly corridors published. Worker app launched. Certifications module integrated with DigiLocker and NSDC. Employer portal launched; first employer commitments. First NGST taxonomy update from employer portal demand data. Climate Corps first cohort deployed.	1000 workers; 50% women target; One pilot district - Jaipur.
Phase 2 · Year 2 Scale + Evidence	DISHA expanded to Tamil Nadu. Independent mid-term evaluation (quasi-experimental: Phase 1 district vs. waitlisted control). Equity Watch auto-flagging operational across full pilot geography.	2000 workers; 50% women; employer commitments; 1000 Climate Corps placements.
Phase 3 · Year 3 National Integration	DISHA integrated into the PMKVY cycle. Certifications module adopted as national green skills standard. Employer portal becomes public procurement requirement for MNRE-funded projects. DISHA corridors published for all 718 districts.	10000 workers; 50% women; national employer network.



6. Financing

DISHA's Pilot Financing is designed to be cheap by leveraging infrastructure that already exists: NDAP for data, DigiLocker for credentials, the NCS Portal for the employer side, and educational institutions for physical delivery. The new expenditure covers four items: short reskilling modules; the capital and first-year operating cost of two modular care units; platform operation; and facilitator staffing at hubs.

The itemized one-district MVP lands at approximately INR 5.3 Cr (~USD 0.55 M), with a range of INR 4.5–6 Cr depending on hub density and care-unit procurement timing.



Basis: PMKVY 4.0 = ₹10,000/candidate; Anganwadi-cum-crèche = ₹12 lakh; Palna honorarium + wage floor; NDAP/DigiLocker integration estimate.

Figure 15: DISHA Jaipur Pilot Budget: estimated one-district cost by component.

DISHA's long-run financing is proposed to be through existing budget convergence. At average annual earnings near ₹4.25 lakh, many workers may owe little or no income tax. So there are no fiscal returns to begin with. However, DISHA increases formalisation returns: EPFO-linked contributions, documented earnings, credential portability and future taxable capacity. There are other broader benefits such as GST from higher consumption, lower unemployment or welfare pressure, increased female labor-force participation, better employer productivity, and avoided costs of failed training programs.

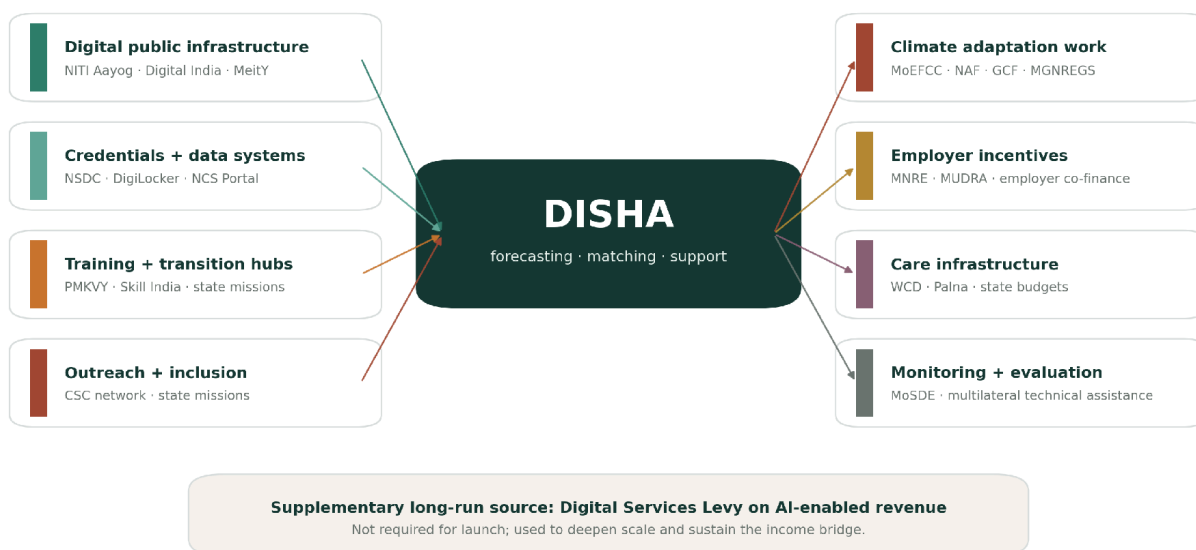


Figure 16: DISHA Long-Run Financing Architecture: existing public funding streams converge into one platform.

Proposed optional new levy for self financing: A small Digital Services levy on AI-enabled revenue is a plausible proportionate, self-sustaining financing source at national scale – the firms capturing the automation dividend funding the transition it creates. India’s own Equalization Levy (2016–25) demonstrates such a charge is administratively feasible, and France (3%) and the UK (2%) show it is politically achievable.

DISHA increases formalisation returns: EPFO-linked contributions, documented earnings, credential portability and future taxable capacity. The pilot cost breakdown and long run financing architecture are detailed in Appendix 8.



7. Monitoring, Evaluation, & Learning

Identification strategy

We propose a staggered **difference-in-differences (DiD)** estimation design arising from DISHA's phased rollout. Districts receive treatment at two different points: Phase 1 in Year 1, Phase 2 in Year 2, generating a two-by-two panel of treatment and timing variation. The estimator compares within-district changes in outcomes before and after DISHA activation against the contemporaneous trajectory of not-yet-treated districts, controlling for time-invariant district characteristics (industrial composition, baseline informality rate, climate vulnerability score) and common time shocks (national labour market conditions, macroeconomic cycles) through fixed effects. The parallel trends assumption, that Phase 1 and Phase 2 districts would have followed similar outcome trajectories absent the intervention, will be tested using pre-registration of the evaluation protocol and event-study plots of lead coefficients in the pre-period. District selection criteria are observable, quantifiable, and orthogonal to the individual worker outcomes being measured which mitigates the selection-on-unobservables concern that would undermine a simple cross-sectional comparison.

Primary outcomes

- Placement rate into green roles
- Female labor-force entry
- Care units' own job count

An independent monitoring agency may look at secondary outcomes such as green-sector employment at six months, certification completion rate, women's share of employer portal placements and corridor forecast accuracy.

Potential Threats to Validity

The principal threat to internal validity is differential selection into registration: workers who enroll in DISHA may be positively selected on motivation relative to the control group. Spillover contamination (Phase 2 workers accessing Phase 1 Local Hubs across district boundaries) is highly improbable given the geography of pilot districts.

A detailed technical note on monitoring and evaluation can be found in Appendix 8.



8. Scalability & Transposability

Three structural conditions define the context: a large informal workforce in AI-exposed sectors; an active green transition outpacing training supply; and demographic barriers keeping people and jobs unmatched. These conditions are not India-specific and hold across much of Asia and beyond. The Gendered Future Information Gap is equally portable, as women's exclusion from informal information networks that shape economic decisions is a structural feature of most labor markets. DISHA's modular architecture allows countries to adopt components sequentially rather than the entire system.

Scaling within India

The intelligence engine covers all 718 districts from day one; DigiLocker, Aadhaar, the NCS Portal, and the CSC network exist in every state. New states can be onboarded by enabling corridor generation, integrating their skill missions with the admin console, and mapping training providers into the certifications module. DISHA also supports phased implementation before national integration with PMKVY and Skill India.

Scaling in other geographies

DISHA is readily adaptable to other countries. **Indonesia**, with 57.8% of its 146 million workers in informal employment and 3.2 million projected green jobs by 2050, faces a similar mismatch. Dukcapil provides the digital identity foundation, while DISHA's corridor methodology can build on the Labor Market Information System under development. In **Brazil**, DISHA's employer compact and intelligence engine can be layered over SINE and CTPS Digital for portable credentials. Since 86% of Brazil's green jobs are already formal (versus 63% overall), the employer commitment mechanism can be operationalized quickly.

DISHA overlays existing infrastructure with a foresight mechanism most countries lack, supported by a proportional, bounded financing model. India's pilot can serve as the proof of concept.



9. Risks & Assumptions

DISHA rests on five key assumptions:

- 1. Remote green-services demand.** The platform assumes sufficient demand for remote-capable green roles. If demand proves smaller than expected, placements will be limited.
Mitigation: the remote-role taxonomy is updated continuously using live employer demand, and placements are constrained to demonstrated market capacity.
- 2. Effective reskilling.** Transitioning displaced service workers into green-service roles depends on short, employer-relevant training.
Mitigation: modules are co-designed with employers, and success is evaluated using placement retention rather than completion alone.
- 3. Care converts into employment.** The model assumes that reducing unpaid care constraints increases female labor-force participation. Where other barriers—such as safety, mobility, or social norms—remain binding, impacts may be smaller.
Mitigation: care workers receive certified training and a wage floor, while the pilot directly measures female labor-force entry attributable to the care units, allowing the model to be refined.
- 4. Employer participation.** DISHA relies on employers honouring hiring commitments.
Mitigation: hiring commitments are secured before training cohorts begin and validated against realized hiring outcomes.
- 5. Cross-ministerial coordination.** Implementation depends on coordination across multiple ministries.
Mitigation: DISHA is designed as a federated integration layer rather than a new institution. Existing systems remain under their current owners (NDAP, DigiLocker, NCS, NGST and Climate Corps), while MoSDE serves as the single accountable implementation agency supported by NSDC under a formal inter-ministerial MoU defining data-sharing, responsibilities, and governance.

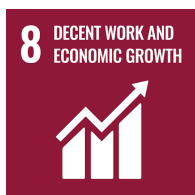


10. Contribution to the SDGs

DISHA directly contributes to the following SDGs:



DISHA expands women's access to future employment opportunities through labor market intelligence, childcare support, Local Hubs, and the Equity Watch system.



DISHA connects workers to automation resilient jobs through labor market forecasting, employer partnerships and the Climate Corps.



DISHA strengthens workforce readiness by integrating labor market forecasting, digital credentials, and employment services into a single national platform.



DISHA reduces inequality by opening labour-market intelligence, once locked inside professional networks, to women, informal workers, and rural and climate-vulnerable communities.



DISHA supports climate adaptation by directing workers into resilience work such as watershed restoration, urban cooling, climate-data collection, which also builds lasting skills.



11. The Road Ahead

India's labor transitions are already underway: automation will keep displacing service workers, and the climate economy will keep creating new ones. The question is whether anything connects the two — and whether women and informal workers, who face displacement first and opportunity last, are connected at all.

Previous generations built roads because mobility determined opportunity, and schools because literacy determined opportunity. Today's defining infrastructure challenge is different: as climate change, AI, and demographic change reshape economies, the ability to anticipate change determines opportunity. DISHA is that system; it gives workers early signals on where opportunity is forming, matches them to reachable climate jobs in their own district, routes the white-collar displaced to the green back-office and the lower-skilled to local green work, and removes the care barrier that no skilling program touches, turning it instead into a second engine of paid, formal employment built and staffed by the same workers it frees. Its certifications are portable, its employer portal ties training to real demand rather than hoped-for placement, its Climate Corps breaks the experience trap, and its equity watch names and narrows the Gendered Information Gap.

The central contribution of DISHA is not a platform, an application, or a workforce program. It is the creation of a new category of public infrastructure. DISHA is not the first system to forecast the future of work. It is the first designed to deliver that foresight directly and automatically to the workers least likely to encounter it otherwise; and to wire it to portable credentials, committed employer demand, and co-located care in a single integrated architecture.

The transition is no longer a question of if. It's a question of who we bring with us.



12. AI Usage Statement

In accordance with Geneva Challenge 2026 Rules (Section 3.7), Claude (Anthropic, claude-sonnet-4.6) was used for research synthesis, structural organization, graphic generation and language refinement. The team originally conceptualized the DISHA model, policy design, and core arguments, and verified all data, citations, and empirical claims against primary sources. All AI-assisted content was reviewed and edited by team members before final inclusion.



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