### Country: **India**

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: **2013 - 2017**

### **I. EXECUTIVE SUMMARY (1/2 page maximum)**

The central theme of the CPD 2013 – 2017 was **inclusivity**. Regarding **Outcome One**, UNDP made a significant contribution to: ‘Inclusive and equitable growth policies and poverty reduction strategies’ through embedding strategic advisors within national ministries and programmes, (such as the flagship MGNREGA programme). This led to vulnerable and marginalized groups gaining greater access to the national programmes through improved management, targeting and final mile impact. For **Outcome Two**, UNDP strengthened capacities within NITI Aayog (the national planning agency) and state authorities at the decentralized level to ‘improve policies, planning, coordination, capacities and systems’ to enhance national, state and district planning bodies implement development results. Notable progress was recorded in ‘access to justice and entitlements under government programmes for marginalized groups’, with courts and judicial processes becoming more women-friendly and the appropriate release of under-trials. UNDP’s e-VIN project brought a transformative innovation to the vaccine management system, which was subsequently rolled out across several states. In **Outcome Three**, UNDP’s energy efficiency interventions were extremely well received by Government and commercial operators, demonstrating measurable impact in the steel and railways sectors. Success was achieved in Nagaland and Maharashtra in ‘enhancing the sustainable management of biodiversity and land resources’ through the GEF financed portfolio, the ‘phasing out the ozone depleting substances’, as well as successfully ‘promoting climate change adaptation and community resilience to disasters’. For **Outcome Four**, breakthroughs were recorded from a human rights perspective through advocacy work undertaken by UNDP allied to an effective partnership with civil society. This led to transgenders being recognized as the third sex and a landmark legal ruling helped realize livelihoods opportunities among the tribal communities granted forest rights. A ‘single window’ model of service delivery provided for more effective ‘joined-up’ social protection for people living with HIV/AIDS. **Strong partnerships** underpinned all results, especially with national and state Governments. The partnership with civil society contributed enormously to the attainment of human rights. The partnership with the private sector proved to be both an effective and promising area in the areas of training and enterprise, climate change, disaster risk management and energy efficiency.

### **II: Country Programme Performance Summary**

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| **Country information** | |  | | |
| **Country name: India** | | | | |
| **Current country programme period: 2013 – 2017** | | | | |
| **Outcomes** | | **Total Expenditure** | **Key Indicators of outcome (1-4 per outcome)** | **Progress made against key indicators[[2]](#footnote-2)** |
| **Outcome 1. “Inclusive and equitable growth policies and poverty reduction strategies of the Government are strengthened to ensure that most vulnerable and marginalized people in rural and urban areas have greater access to productive assets, decent employment, skills development, social protection and sustainable livelihoods.”** | | USD 42,857,637 | 1. ***Outcome 1: Indicator 1:***   *“The gaps between HDI for SC (0.328) and HDI for ST (0.270) and the National HDI (0.422) each reduced by 15% in the UNDAF focus states. Baseline: Gap between HDI (SC) and national HDI is 0.094. Gap between HDI (ST) and national HDI is 0.1523. Target: 15% reduction in each gap”*   1. ***Outcome 1: Indicator 2:***   *“Percentage increase in the number of households from persistently excluded groups’ in rural and urban areas accessing national flagship livelihood and employment schemes and missions: MGNREGP, NRLM, NULM. Baseline: TBE in 2012. Target: 20%”* | Technically, the CPAP evaluation met with a methodological problem, in that a small number of the outcome indicators set for the determination of progress had not been well devised or articulated within the CPAP. In those cases the evaluation sought a more penetrating assessment against outcomes as a proxy using an output by output assessment. The CPAP evaluation concluded, citing some examples as evidence. See assessment against outputs immediately below. |
| **UNDP Contribution:**  CP Outputs:  To achieve outcome 1, a number of outputs had been devised:  **Output 1**. “Effective policy options for inclusive growth, poverty eradication and human development are provided to national partners.”  **Output 2**. “Scalable solutions for inclusion of marginalized groups are designed and implemented.”  Progress and Achievements:   1. *UNDP projects led to making the poverty-reduction programmes more effective and inclusive by influencing policies and guidelines, building capacities and demonstrating innovative models on the ground. The projects also forged important new innovative partnerships with training providers and the private sector (e.g. IKEA) for creating scalable and sustainable employment opportunities for women in rural and peri-urban areas.* 2. *UNDP projects augmented the government’s considerable efforts at poverty reduction and inclusive growth by demonstrating the ways and means to improve their implementation. UNDP projects focused on approaches to social mobilization, skills transfer and financial inclusion. Efforts were made within national programmes to make them more beneficial to targeted populations, and thereby contribute to making poverty reduction programmes more effective (final mile impact) and sustainable. A number of projects demonstrated scalable solutions to poverty reduction, promoted women’s empowerment and worked towards more diversified, greener, more resilient livelihoods.* 3. *UNDP’s contribution and interventions specifically strengthened planning and implementation capacities of institutions at the national and local governance levels. These interventions were deliberatively targeted at the marginalized populations (tribals, women, HIV affected, disabled) and geographic areas most affected by poverty (rural, tribal, left-wing extremism affected).* 4. *UNDP also provided a strong platform for stakeholder policy dialogue to forge convergence on inclusive growth and poverty reduction. National consultations on manual scavengers, a round table on social inclusion, national consultation on bonded labour, consultations on PVTGs are a few prominent examples by way of concrete evidence.* 5. *UNDP’s response was significant in supporting the flagship MGNREGA programme. UNDP developed the capacities of facilitators in participatory planning, by rolling out an electronic fund management system to reduce delays in payments, supporting the startup entrepreneurship programme with women and unemployed youth under the National Rural Livelihoods Mission as well as demonstrating scalable public-private partnership models of livelihoods for aspiring women.*   *In summary, a new model of public/private partnership for skills development of women was emerging, significant human rights gains had been secured for people most marginalized through a dynamic partnership with civil society, policy frameworks for inclusion had been strengthened and improvements in the performance of national programmes had taken place as a result of UNDPs interventions and close working partnership with Government.* | | | | |
| **Outcome 2:**  **“Governance systems are more inclusive, accountable, decentralized and programme implementation more effective for realization of rights of marginalized groups, especially women and children.”** | USD 96,331,353 | | 1. ***Outcome 2 Indicator 1:***   *“Number of UNDAF states which have increased the percentage of funds devolved to panchayats within the state budget by 5% points. Baseline: TBE. Target: 4”*   1. ***Outcome 2 Indicator 2:***   *Number of Government schemes and missions in UNDAF focus states that have instituted concurrent monitoring systems. Baseline: 1. Target: 5* | 1. ***Outcome 2 Indicator 1:***   Target exceeded through the decision of the national Government of India to devolve considerable additional funds to the level of the District.   1. ***Outcome 2 Indicator 2:***   Target Achieved. UNDAF focus states had strengthened their monitoring systems. |
| **UNDP Contribution:**  CP Outputs:  The following outputs were intended to contribute to outcome 2:  **Output 1.** Decentralized local governance frameworks, processes, and capacities are strengthened.  **Output 2.** Access to justice and entitlements under government programmes is enhanced for marginalized groups.  **Output 3.** Service delivery of government schemes is strengthened.  **Output 4.** South-South cooperation and partnerships are strengthened.  Progress and Achievements:   1. The CP made significant provision for strengthening the capacity of NITI Aayog (planning directorate) and the Ministry of Panchayati Raj, including to strengthen District Planning Committees to formulate, coordinate and implement local development plans. For example, UNDP support led to clear guidelines on district planning being formulated and issued. Gender equality was mainstreamed at the district level and the social audit methodology promoting participatory approaches integrated. UNDP interventions also highlighted issues specific to areas under the PESA (Panchayats Extension to Scheduled Areas) Act such as access to forests and other natural resources (linked to important human rights gains below). 2. In direct support of the ‘National Mission on Justice Delivery and Legal Reforms' for policy and legislative changes, UNDP strengthened the capacities of legal aid actors (law school clinics, paralegals, legal aid authorities and CSOs) to provide legal aid to vulnerable people. Projects also used innovative means (like ICT-based kiosks) to reach out to marginalized groups for legal awareness and empowerment. Important outcomes were achieved with UNDP support ‘Towards Victim Friendly Responses and Procedures for Prosecuting Rape’. Recommendations if accepted, will help make courts and judicial processes more women-friendly and represents a substantive gender equality gain. UNDP also developed computer software to track undertrials and facilitate their appropriate release. This is a significant foundation for the protection of basic human rights and the software thereby devised proved an important step towards lessening the burden on already overcrowded prisons. 3. In terms of human development, UNDP forged partnerships with state governments including related research and training institutions. States have accepted with considerable enthusiasm and ownership the concept of human development for informing their development plans and for monitoring progress on human development at various levels. A number of states have adopted the HDR methodologies and HDRs have been efficiently prepared at state and sub-state levels. These have provided a potent advocacy tool through which state governments have been encouraged to increase the allocation of resources for human capital development through the social sectors. 4. Under an innovative project to strengthen service delivery, “Improving Efficiency of Vaccination Systems in Multiple States” (GAVI financed e-Vin project), UNDP established and implemented a real time Vaccine Logistic and Cold Chain Web and Mobile-based Management Information System. The project was initially piloted in 21 districts across three of the most populated states of India (Uttar Pradesh, Madhya Pradesh and Rajasthan) and later extended to 370 districts in 12 states with over 11,000 cold chain points. A key component of this support is the integration of a technological system to support and overcome a ‘systems challenge’ in service delivery for last mile impact. The project involved the design and implementation of an electronic Vaccine Intelligence Network (eVIN) that digitalizes the entire vaccine stocks and tracks their movement to all the cold chain points in the country, along with their storage temperature. Training of over 8,000 government stakeholders in using information technology to handle vaccines took place. The project enabled a decrease in the stock-outs of vaccines from 10% to 1% and considerable savings in terms of substantially reducing the number of ‘out of date’ vaccines subsequently wasted.   In summary, local governance frameworks, processes, and capacities for SDG co-ordination and planning have been strengthened and made more gender fair in their methodology. Important access to justice gains have been achieved for women and marginalized groups. Service strengthening interventions have been transformative (through the Gavi e-Vin initiative). Further work is needed to fully leverage South-South cooperation, although partnerships between UNDP, the Government at all levels, civil society and the private sector is robust. | | | | |
| **Outcome 3:**  **“Government, industry and other relevant stakeholders actively promote environmental sustainability and enhanced resilience of communities in the face of challenges of climate change, disaster risk and natural resource depletion.”** | USD 100,844,976 | | 1. ***Outcome 3 Indicator 1:***   *“Number of government’s schemes and missions which incorporate climate resilience measures.*  *Baseline: 3.*  *Target: 25”* | UNDP has assisted a change at the level of culture within Indian Government authorities, institutions, industry and communities in seeking to integrate and institutionalize climate change resilience and DRR measures. The outcome target has been exceeded and all relevant stakeholders better appreciate the importance of planning and building capacity for more resilience approaches moving forward. |
| **UNDP Contribution:**  CP Outputs:  Outputs planned to contribute towards the attainment of that outcome (and indicator) are listed as follows:  **Output 1.** Expansion of access to clean energy to under-served communities and small scale industries.  **Output 2.** Achieve adoption of energy efficiency measures in Indian Railways, commercial buildings and urban transportation.  **Output 3.** Enhance the sustainable management of biodiversity and land resources.  **Output 4.** Phase out the ozone depleting substances.  **Output 5.** Promote climate change adaptation and community resilience to disasters.  Progress and Achievements:   1. Expansion of access to clean energy to under-served communities and small scale industries has occurred through a number of projects. These have included:  * providing technical assistance for the formulation of guidelines and policies for the provision of clean energy for productive uses; * formulating policy frameworks to address barriers in the expansion and scaling up energy access in rural areas for meeting household energy needs as well as for strengthening of livelihoods; * facilitating increased adoption of Solar Heating systems by industrial units; * demonstrating solutions to reduce barriers for investment into biomass projects; * enhancing availability of clean energy for domestic cooking and lighting for poor rural families.  1. UNDP’s efforts to achieve the adoption of energy efficiency measures within Indian Railways, commercial buildings and urban transportation, was executed by targeting institutional strengthening measures at various levels. Successful results were achieved through:  * implementing energy efficiency programmes for commercial buildings, railways and urban transportation; * demonstrating model buildings using energy efficient/clean technologies in five climatic zones; * developing energy efficient non-traction and traction systems for the Indian Railways; * enhancing capacities of railway personnel, elected officials from urban local bodies, professionals in urban transport and building construction.  1. UNDP has played a catalyzing role in promoting a new culture of energy efficiency across the Indian railways network and infra-structure. The example is worthy of south-south cooperation and knowledge dissemination. Institutional capacities have been strengthened through developing two centres of excellence on energy efficiency within the Indian Railways system. The carrying out of 44 training sessions across India, reaching a total of 824 Railway officials was deemed a success. This resulted in fourteen separate technological solutions being introduced in traction and non-traction operations for improved energy efficiency. Web based applications for data integration of energy consumption data across all 16 Railway Zones were developed and sector-wide energy audit guidelines are being devised for non-traction operations. Long-term clean energy purchasing agreements are also in prospect. 2. Important insights into ‘integrated development solutions’ (see lessons learned section below) were generated through the management of biodiversity for social and economic development in a number of locations. The combination of community-based approaches and the strengthened capacities of key biodiversity governance institutions has helped to build more sustainable bio-diversity solutions with important economic empowerment opportunities for women. Specific projects in this output area include:  * “Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in the Sindhudurg Coast, Maharashtra”. * “Sustainable Land Use and Ecosystem Management in Shifting Cultivation Areas of Nagaland for Ecological and Livelihood Security”. * “Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in the East Godavari River Estuarine Ecosystem, Andhra Pradesh”.  1. UNDPs assistance for the phasing out of ozone depleting substances was carried out by notifying industry partners of the amendment to the Ozone Depleting Substances (Regulation and Control) Rules 2000, and for alignment with the accelerated phase-out schedule of HCFCs under the Montreal Protocol. Targets and measures are in accordance with the accelerated phase out schedule of HCFCs as per the HCFC Phase-out Management Plan (HPMP) Stage-I. UNDP has constructively helped the Ozone Cell of the MoEFCC in conducting and publishing Ozone Depleting Substances (Regulation and Control) Amendment Rules 2014. Furthermore, in conducting inspection and verification to ensure the implementation of conversion projects from HCFCs to non-ODS technologies in systems houses as per approved guidelines by the Ex-Com of the MLF. 2. In promoting climate change adaptation and community resilience to disasters a number of projects have made a tangible impact through:  * Supporting the preparation of national communications and biannual update reports to UNFCCC (United Nations Framework Convention on Climate Change); * Developing and implementing state level action plans on climate change in select states; * Integrating disaster risk reduction and climate change adaptation in key national schemes and programmes; * Designing and implementing scalable community disaster risk reduction (DRR) and climate change adaptation (CCA) models in 10,000 villages and 15 cities; * Providing technical support to state and local governments in select cities and districts to adopt disaster and climate risk reduction measures and prepare holistic disaster management plans, and; * Reducing vulnerabilities of the poor through disaster preparedness and enhanced community resilience through skill development. * The UNDP partnership with GEF and the Swiss Development Agency has been successful in creating a foundational knowledge base on the integration of climate change mitigation and adaptation in state planning. This has established a relatively successful model that has been so far been piloted in five states (Jharkhand, Manipur, Sikkim, Madhya Pradesh and Uttarakhand). * Integration of DRR and Climate Change risk and management into state level plans is progressing well. For example, integration of DRR into the housing sector has been advanced through the UNDP in partnership with the Ministry of Housing and Urban Poverty Alleviation (MoHUPA) through the development of a household risk reduction approach. This progress has informed the integration of DRR into other national missions/acts such as Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and the National Rural Livelihoods Missions (NRLM) etc. * UNDP has also assisted in innovating housing technologies utilizing green materials and local capacity building in the construction of 500,000 houses for the poor in Orissa State to minimize their risk to various disasters. * The DRR initiative has been further expanded to 176 districts in 17 states covering 150,000 villages. The urban sector is more nascent however, but showing promise with partnership from USAID and private sector.     Overall progress in the energy and environment arena has been strong. In the previous CP UNDP emerged as a stronger partner to the Government in enabling smaller projects demonstrate the integrated opportunities that exist for development solutions to become scalable at the regional and national level. Innovations in the steel and railways sector were especially effective. The next CP offers further scope for further up-scaling the innovative approaches and partnerships that have shown real promise as well as integrating DRR/climate change policies deeper into national and state level policies, sector strategies, including closer partnership with the private sector in urban areas. | | | | |
| **Outcome 4:**  **“Government and civil society institutions are responsive and accountable for improving women’s position, advancing their social, political, economic rights and preventing gender discrimination.”** | USD 3,875,627 | | 1. ***Outcome 4: Indicator 1****:*   *“Number of districts in which Gender Empowerment Measure (GEM) value increases by 10 percent.*  *Baseline: TBE.*  *Target: 10”* | *In the case of the outcome four indicator, the absence of baselines was a major weakness of the M&E framework that prevented the evaluation from making a definite assessment of progress in the outcome area. The outcome indicator on GEM was never baselined or updated. Reporting of progress was therefore set against the outputs and their due contribution to the outcome.* |
| **UNDP Contribution:**  CP Outputs:  The above outcome was planned to be achieved through following outputs:  **Output 1.** “Tribal development strategies are improved and implemented.”  **Output 2.** “HIV/AIDS affected populations experience less stigmatization and have improved access to entitlements and services.”  **Output 3.** “Women’s access to public services and programmes is expanded.”  Progress and Achievements:   1. Regarding tribal development strategies being improved and implemented, UNDP partnered with the Ministry of Tribal Affairs to create enabling conditions for forest dwellers to secure and begin to enjoy their rights under the FRA ruling. UNDP support has helped strengthen panchayats in the ‘Panchayats Extension to Scheduled Areas (PESA)’ activity through improved coordination among ministries. 2. UNDP’s non-project advocacy work supported HIV/AIDS affected populations experience less stigmatization and have improved access to entitlements and services. In addition, UNDP contributed to the landmark judgement by the Supreme Court that declared transgenders as the third sex - thus recognizing the right to equality for this excluded community. It was remarkable for the Supreme Court to cite UNDP studies in their judgement. Further, the UNDP project on HIV/AIDS contributed to massively improved access to social protection among people living with HIV/AIDS through the creation of the ‘single window’ service delivery mechanism. The HIV project worked with 14 non-health ministries to sensitize them to adopt HIV-sensitive workplace policies and, in doing so, strengthened their capacities to mainstream HIV concerns within their programmes. 3. Most UNDP projects worked towards improving access of women to public services and programmes. Specifically UNDP provided support and technical inputs to the High Level Committee on the Status of Women. Their Report has led to action by the government on several fronts to improve the status of women and for their empowerment. A new draft national policy on the empowerment of women has been formulated and available on the website of Ministry of Women and Child Development for consultation.   In summary, UNDP interventions in outcome four paid special attention to changing or improving existing policies and legislation. This was vital for enhancing the status, reducing stigma and promoting inclusive development for the most marginalized. The partnership with civil society was especially valuable and UNDP’s close trusted relationship with Government was important in bringing legislative reforms that upheld the rights of the poor and marginalized. | | | | |

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| **Summary of evaluation findings:**  The overall position of the CPAP outcome evaluation was positive. UNDP returned strong results across the four outcome areas over the four year period. Within a fairly strong portfolio of projects there have been some exemplary achievements. Few, if any, projects have failed to make some kind of meaningful impact or contribution at the level of outcome.  The collective result of all these endeavours spanning the period 2013 – 2016 is that UNDP’s response to addressing the national development priorities is entirely relevant, generally effective and to a great extent efficient. Within each of the outcome areas there are nuances and opportunities presented for improvements for the next CP which are discussed within the main body of the report: <https://erc.undp.org/evaluation/documents/download/1007>  The evaluation observed that the CPAP and outcomes designed by UNDP were closely aligned to the development vision of the Government and to the UNDP strategic plan at the global level. The preferred project implementation modality places UNDP technical staff within line ministries and state authorities which lends support to capacity building, institutional strengthening, policy coherence and promotes sustainability. The Government speaks highly of the merits of this approach and regards UNDP as a longstanding and trusted development partner. The Government has increased its engagement of UNDP advisory support provided through the DSS facility – a demonstration of the confidence the Government has in UNDP being able to provide consistent, high quality development support.  The central theme of the 2013 – 2017 CPAP was inclusivity. This resulted in programmes being designed with deliberate focus on poverty reduction and targeting particularly marginalized communities. The expressed aim was to strengthen service delivery and increase rights, social protection and access among population cohorts facing the greatest challenge to human security. Last mile impact became the ‘litmus test’ as to ultimate effect. This evaluation was pleased to report that a number of population groups, often most at the periphery or margin of mainstream society, including transgenders, scheduled tribal communities, the HIV/AIDS affected, and rural communities and women, have all in some way had their status and dignity supported by the UNDP programme.  **Main Achievements:**  In terms of **Outcome One,** the main achievements contributed by UNDP included:   * Capacity development and technical support which assisted the Government to bring adjustments to the flagship MGNREGA programme, as acknowledged by national government counterparts, which led to improved final mile impact and vulnerable and marginalized groups gained greater access to the national programmes. * Rolling out of an electronic fund management system which helped to reduce delays in payments. * The GOALS project contributed to social mobilization and participatory planning in rural areas and provided tangible assistance to rural livelihoods and technical support in line with the national rural housing programme, this included publication of the rural housing typologies, providing the industry standard on vernacular approaches to resilient housing. * Skills transfers among women participants were evident in the DISHA project, which struck a new public-private partnership model with IKEA, which will lead to a stronger successor skills and training programming, having learned the lessons of its phase I initiative. * Advocacy leadership and partnership with civil society provided a conduit for championing the rights of the less privileged. National dialogue were held, including on manual scavengers, a round table on social inclusion, a national consultation on bonded labour, and consultations on particularly vulnerable tribal groups (PVTGs).   In **Outcome Two** the main achievements of UNDP can be summarized as follows:   * UNDP continued to provide capacity development support for the promotion of planning for human development, with the Indian Government now being fully adept in the application of its principles and methodologies at all levels. * Capacity support resulted in improved access to justice and entitlements under government programmes for marginalized groups since courts and judicial processes became more women-friendly. In addition, ‘undertrials’ were provided greater access to justice. * Technical support strengthened service delivery through UNDP’s investment in the health sector. This has paid dividends in full, resulting in solid last mile achievement by virtue of significant management improvements to the vaccination systems. Health service delivery has been made more inclusive, effective, efficient and accountable. Marginalized groups have gained better access, with women and children being the main beneficiaries. The project represents a triple win, for Government, for UNDP and for Indian citizens.   **Outcome Three** recorded the following achievements:   * the ‘number of government’s schemes and missions which incorporate climate resilience measures’ has begun a cultural shift within institutions, industry and communities towards policy making for climate change, resilience, DRR and protection of the environment. * Clean energy has most definitely been expanded within small scale industries, if not so convincingly within poor communities. * UNDP’s energy efficiency interventions have been extremely well received by Government and commercial operators with demonstrable and measurable impact in the steel and railways sectors. * UNDP has also been successful in Nagaland and Maharashtra in ‘enhancing the sustainable management of biodiversity and land resources’ through its GEF financed portfolio. * Good progress was recorded in the output area associated with the ‘phasing out the ozone depleting substances’. * Through policy advocacy, south-south, capacity building and technical support over several cycles solid foundations have been put in place to ‘promote climate change adaptation and community resilience to disasters’.   For CPAP **Outcome Four**, there have been a series of significant breakthroughs especially from a human rights perspective:   * The advocacy work undertaken by UNDP allied to an effective partnership with civil society led to transgenders being recognized as the third sex. * UNDP’s legal/technical support via the project on tribal development supported the landmark legal ruling (on FRA) and triggered the next generation of programming to help realize livelihoods opportunities among the tribal communities who have now been granted forest rights. * Capacity development support for the ‘single window’ model of service delivery for more effective ‘joined-up’ social protection for people living with HIV/AIDS was created.   **Major Lessons Learnt:**  **Scalability -** the current cycle has helped inform the next CP that there are various routes, stages and critical success factors that determine whether a project will ‘go to scale’. For example, scalability is possible through legislative advocacy, the creation of a replicable single window for service delivery, or an endeavour that has taken two decades of UNDP support to mature, such as planning for human development. Systemic changes in the health sector went rapidly to regional scale through the cold store vaccine initiative (e-vin), matched only in speed by the energy efficiency measures introduced at Indian railways and among small scale steel operators. Other scalability models have taken a longer gestation period, but are present and equally valid, including the natural resource management and bio-diversity endeavours in Nagaland and Maharashtra.  **Regarding integrated development solutions** – only a handful of projects within the current portfolio manifest signs that they are mature and multi-faceted enough in nature to qualify fully as ‘integrated development solutions’. Such projects must simultaneously address dimensions of the institutional, environmental, social and economic and which in all likelihood embrace some aspect of technological innovation. They are at once more complex to manage, demand more scientific rigor to their cycle, but could be infinitely more catalytic in their impact once they prove their worth. The challenge for the next UNDP cycle will be to learn more about how to identify, design, cultivate and manage a cluster of integrated development projects. This has organizational implications that promote greater integration among internal units and teams which UNDP is already considering. The evaluation noted that the following projects contribute most to learning more about the requirements for an integrated multi-disciplinary approach:   * Governance and Accelerated Livelihoods Support (GOALS); * Improved Efficiency of Vaccination Systems (GAVI); * Sustainable Land and Ecosystem Management in Shifting Cultivation Areas of Nagaland for Ecological and Livelihood Security; * Mainstreaming Coastal and Marine Biodiversity Conservation into Production Sectors in Sindhudurg Coast, Maharashtra; * Upscaling energy efficient production in small scale steel industry in India; * Enhancing Institutional and community resilience to disasters and climate change; * The sustainable urban transportation programme.   **Regarding Last Mile Impact** - UNDP has had more success in contributing towards last mile impact than might at first be imagined. The GOALS project delivered social mobilization and participatory planning to hundreds of rural communities. The DISHA project is successfully pioneering skills and entrepreneurship among women, bridging the information gap, and offering a prospective new model of public-private partnership arrangements. The Gram Panchayat development planning process incorporates gender mainstreaming and the social audit methodology to communities across the nation. UNDP interventions have informed the Panchayats Extension to Scheduled Areas (PESA) initiative – though more work is needed here to expedite implementation. UNDP has advocated for policy and legislative changes for extending legal aid services to vulnerable populations and ICT-based kiosks have been installed to enable marginalized groups gain access to justice. Computer software supported by UNDP facilitated the appropriate release of significant numbers of undertrials.  As noted already, health service delivery has been strengthened for last mile impact through the ‘GAVI e-vin project’ for a modernized management of vaccines. Thousands of villages and a number of cities are being systematically geared up for climate change and DRR measures. Bold advocacy work undertaken by UNDP in partnership with civil society led to transgenders being recognized as the third sex, thus ensuring equality under the Constitution. The creation of the single social protection window has directly helped people with HIV/AIDS. In such a short period of time, the evaluation notes that considerable progress has been achieved in advancing the rights, access and opportunities for last mile impact among some of India’s most marginalized and often stigmatized communities.  **Regarding Knowledge Management** - from the considerable array of results reported above it is clear to the evaluation team that UNDP is strongly oriented towards implementation. This is a good sign. However there also needs to be sufficient organizational space created for objective review and reflection in the search for transformative change, synergies, the identification of integrated approaches that cut across disciplines and to learn the lessons. |

III. Country Programme Resources

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| **Focus Area** | **Programme Expenditure ($)** | | | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Poverty Reduction | 19,770,175 | 23,087,462 | 42,857,637 | 17.57 % |
| Democratic Governance | 9,683,345 | 86,648,008 | 96,331,353 | 39.49 % |
| Inclusion, Gender & HIV/AIDS | 3,474,894 | 400,734 | 3,875,627 | 1.59 % |
| Environment and Sustainable Development | 8,109,733 | 92,735,243 | 100,844,976 | 41.35 % |
| Total | 41,038,147 | 202,871,446 | 243,909,593 |  |

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)** |
| UNDP India Independent CPAP Outcome Evaluation Report – February 2017: <https://erc.undp.org/evaluation/documents/download/1007>  UNDP India Independent MTR Report – March 2016: [www.in.undp.org/content/india/en/home/library/poverty/mtr.html](http://www.in.undp.org/content/india/en/home/library/poverty/mtr.html) |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)
2. [↑](#footnote-ref-2)