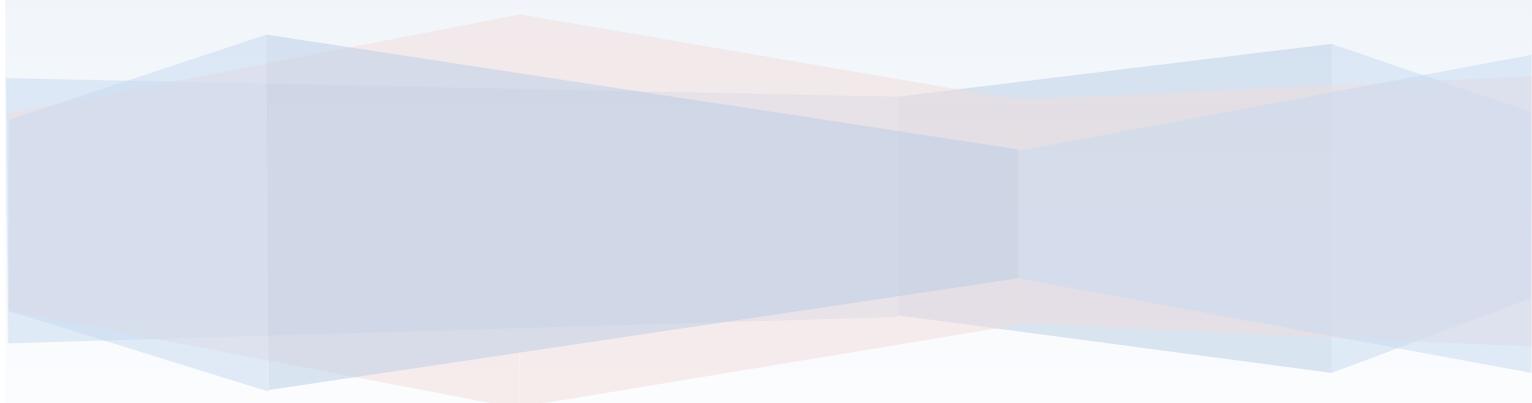


INDEPENDENT EVALUATION OF THE INDIA UNITED NATIONS DEVELOPMENT ACTION FRAMEWORK 2013-2017

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ACRONYMS

BBBP	Beti Bachao Beti Padhao
BJP	Bharatiya Janata Party
CAA	Climate Change Adaptation
CEDAW	Convention to Eliminate All Forms of Discrimination Against Women
CII	Confederation of Indian Industry
CRC	Convention on Rights of the Child
CRPD	Convention for Rights of Persons with Disabilities
CSOs	Civil Society Organisations
CSR	Corporate Social Responsibility
DONER	Ministry for Development of North East Region
DoPT	Department of Personnel and Training
DRR	Disaster Risk Reduction
DWACS	Drinking Water and Communication Strategy
FFS	Farmer Field School
FYP	Five-Year Plan
GEF	Global Environment Facility
GII	Gender Inequality Index
GoI	Government of India
GoM	Government of Mizoram
HDI	Human Development Index
HPD	High Priority Districts
HRBA	Human Rights Based Programming
ILO	International Labour Organisation
INTUC	Indian National Trade Union Congress
KKV	Krishi Kalyan Kendra
LMIC	Lower Middle Income Country
MDGs	Millennium Development Goals
MIC	Middle Income Country
MiSALT	Mizoram's Sloping Agricultural Land Technology
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
MKSP	Mahila Kisan Sashaktikaran Pariyojna
MoEFCC	Ministry of Environment Forest and Climate Change
MHRD	Ministry of Human Resource Development
MoHFW	Ministry of Health and Family Welfare
MoWCD	Ministry of Women and Child Development
MoRD	Ministry of Rural Development
MoSPI	Ministry for Statistics and Program Implementation
NACO	National Aids Control Organisation
NDA	National Democratic Alliance
NITI Aayog	National Institution for Transforming India
NMEW	National Mission for Empowerment of Mission
NSDM	National Skill Development Mission
OMT	Operations Management Team
PMT	Programme Management Team

PRI	Panchayati Raj Institutions
PUNO	Participating UN Organisations
RIS	Research and Information System for Developing Countries
RKSK	Rashtriya Kishor Swasthya Karyakram
SAARC	South Asia Association for Regional Cooperation
SBSV	Swachh Bharat Swachh Vidyalaya
SBI	State Bank of India
SDGs	Sustainable Development Goals
SE4All	Sustainable Energy For All
SHG	Self Help Group
SSA	Sarva Shiksha Abhiyan
TG	Transgender
ToR	Terms of Reference
UPR	Universal Peer Review
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDAF	United Nations Development Action Framework
UNSDF	United National Sustainable Development Framework
UNDMT	United National Disaster Management Team
UNSG	United Nations Secretary General
WFP	World Food Programme
WSP	Water Supply Plans
WTO	World Trade Organisation

India UNDAF 2013-17: List of Participating UN Entities

APCTT	Asia and Pacific Centre for Transfer of Technology
FAO	Food and Agricultural Organisation of the UN
IFAD	International Fund for Agricultural Development
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Education, Scientific, and Cultural Organisation
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlement Programme
UNHCR	United Nations High Commission for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNMC	United Nations Millennium Campaign
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNRCO	United Nations Resident Coordinator's Office
UNV	United Nations Volunteers
UNWOMEN	UN Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organisation

EXECUTIVE SUMMARY

India's Context and National Development Priorities

Over the last decade, India has continued to witness 6-7% economic growth amidst a time when many economies are crumbling around the world. India's consistent growth and potential has attracted much global attention. This period also marked India's progress and advent into the global category of lower middle-income countries in 2007.

However, despite this economic growth, the Indian economy continues to grapple with the traditional challenges of poverty, hunger, malnutrition, illiteracy, and gender inequality alongside emerging challenges of environmental degradation and urbanisation. Addressing these challenges is of paramount importance as India's more than 1.2 billion population and the magnitude of shortfalls implies that India alone will account for one-fourth to one-half of the potential achievement of the Sustainable Development Goals (SDGs).

There have also been significant changes in India's political trajectory since May 2014, when the National Democratic Alliance (NDA) led by the Bharatiya Janata Party (BJP) won the general elections and formed the government. The new government in pursuance of its slogan '*Sabka Saath, Sabka Vikas*' (Together with all, Development for all) initiated several new flagship programmes such as Jan Dhan Yojana to promote financial inclusion, and Beti Bachao Beti Padoo towards ensuring survival and education of the girl child. Several new campaigns such as, Swachh Bharat Abhiyan for a clean India, Make in India, Digital India have also been launched. The government also brought about far-reaching changes in the organisation of several government and administrative institutions. One of the most notable changes was the replacement of the Planning Commission of India by the National Institution for Transforming India or NITI Aayog to anchor India's development programmes.

The United Nations in India and United Nations Development Action Framework (UNDAF) 2013-17

The UN's operational functioning in India is coordinated through the inter-agency United Nations Country Team (UNCT), which is made up of heads of 23 UN agencies present in India. The UN Resident Coordinator (who is also UNDP Resident Representative) leads the UNCT.

The United Nations Development Action Framework (UNDAF), a strategic plan document describing the collective response and coherence of the UN system to national development priorities, guides the work of the UNCT in the country. The 2013-17 India UNDAF was aligned with Government of India's Approach Paper to the XII Five year Plan (see Annex 5), which emphasised, 'Faster, more inclusive and sustainable growth'. Significantly, the geographic focus of the UNDAF was extended to include sensitive regions of Jammu and Kashmir and the North East in consultation with Government of India.

The 2013-17 UNDAF document that was signed with the Planning Commission, Government of India in 2011, had 6 outcomes and 33 outputs. These were subsequently (in May 2014) revised to 6 thematic result areas and 12 outputs (including Jammu and Kashmir and the North East). The UNDAF was managed internally within the UN system through 12 Task teams reflecting the Secretary General's priorities, 9 working groups on UNDAF outputs and 6 Core Committees to facilitate its implementation (see Annex 6). This structure was revised subsequently to constitute Result Groups and Standing Working Groups (see Annex 7).

The six broad thematic or result areas under which the outputs were clustered are: (i) Inclusive Growth; (ii) Food and Nutrition; (iii) Gender Equality; (iv) Basic Services; (v) Governance and; (vi) Sustainable Development.

INDIA UNDAF (2013-17) Evaluation

The UN Resident Coordinator's Office commissioned the evaluation of this current UNDAF cycle. The evaluation was carried out by a two-member team with the support of UN RCO as per the Terms of Reference (see Annex 1).

This evaluation assesses the results, strategies and programme interventions both to strengthen programming at the country level and to inform planning for the next UNDAF cycle. The evaluation also provides lessons learned and forward looking recommendations for the remaining part of the current UNDAF and thereon to position the UN as a strategic partner in India's emerging role as a global player.

Evaluation Scope and Limitations

This evaluation was conducted over a period of three months from November 2016 - January 2017. In addition to using plan documents, results matrices, agency MTRs and progress reports for evidence, this evaluation benefitted from a series of interviews and discussions with agency heads, CSOs, select academics and Government of India officials. The evaluation team broadened the scope of its coverage to recognise both joint as well as individual agency results in its thematic analysis, even though the latter are not part of the UNDAF plan document as such.

The evaluation was however limited by the fact that it could conduct a detailed analysis of results only for 2014 and 2015. As a result of the regime changes and subsequent revision of outputs, momentum for implementation was gained only from mid 2014. Further, 2016 results were not yet available for this evaluation.

Major Findings of the India UNDAF Evaluation (2013-17)

Given that traditionally, all UNDAF documents were planned and jointly signed with Planning Commission as the government partner, its dismantling required forging new relationships between the UN and the Government of India, particularly the NITI Aayog. The UNDAF period witnessed simultaneous regime changes at the level of UN Resident Coordinator and also re-formulation of the UNDAF outputs through 2013. Both these contextual constraints affected the effectiveness of the results achieved and formed the backdrop against which the evaluation was conducted.

A major finding:

- The current UNDAF period was mired with challenges on various fronts, especially with altering priorities of the new government. Despite this, the UNCT stepped up and took measures to build alliances and initiate dialogue and closely re-aligned its work with that of the new government within its core mandate.

Other major findings were:

- The five years of the UNDAF cycle could not be adequately utilised. Much of the initial period was lost in transitional changes at the level of both institutions, viz., the UN and the Government of India. Thus, performance on joint outputs fell short of targets and picked up momentum only from 2014 onwards. Overall, about 51-64% of activities were achieved upto end 2015. The evaluation also found that 16-22 % of activities listed in 2014 were dropped or were not followed up in the 2015 results matrix.
- There was little evidence to show that the periodic, mid-term or annual joint monitoring mechanism by Planning Commission and UNCT took off or was successful in keeping track of envisaged outputs. Even internally, the monitoring of the UNDAF outputs was found to be weak if not non-existent.
- Further, the internal management structure envisaged within UN agencies for coordination and implementation of UNDAF was complex. At times, the focus of the multiple Core Committees, Task Teams Working Groups overlapped. Additionally, there was little or no record of the meetings or work of the Programme Management Team (PMT) and Operations Management Team (OMT) that were crucial for oversight on the implementation of the UNDAF.
- Advocacy has been strength of the UN system and this was used effectively towards securing better policy instruments and judicial decisions. Even within programme work, advocacy related components had succeeded better than core programming work.
- While individual agencies achieved significant results, and collaborated with agencies with similar mandate on specific initiatives, requisite attention was not paid to joint programme work by the agencies.
- A serious shortcoming was that though most of the operational programmatic work is carried out through line ministries and departments of the government, they were not sufficiently engaged in the implementation of the UNDAF or in monitoring of the outputs

Lessons learned

There are several key lessons to be learned from this UNDAF, which could inform the formulation of UNDAF 2018-22. Some of key lessons were:

Management of UNDAF: A committed and consistent management is crucial to the implementation of the UNDAF activities. Given the era of constant changing priorities, one of the main learnings is to embed the UNDAF in more than one government agency. Additionally, ensure that UNDAF, once formulated and signed with the Government of India, is not altered.

Joint Programming: Greater attention was paid to agency's own programmes and proactive joint programming between agencies or even convergence between agencies on issues of secondary importance. This will need to change in favour of working as 'One UN'.

Monitoring and Evaluation: Lack of effective and consistent monitoring hampered the success of implementation of the current UNDAF. The reporting on results was generic without sufficient detail and not always aligned to outputs.

Geographic Focus: The foray into sensitive areas of Jammu and Kashmir and North East was laudable. The Jammu and Kashmir initiative could not take off whereas the North East programme was well received by the Government of Mizoram. However, the three-year time frame for projects like that of the North East Joint Programme was considered insufficient and self-defeating.

Recommendations

Through the report, we suggest that new government's inclusive agenda could be seen as an opportunity by the UN to integrate its SDG spirit of 'leave no one behind' and 'reach the furthest first', and partner with the government to potentially solve impending issues facing the country. This process has already begun with the current UNDAF and needs to be upscaled in the next.

Strategic role of the UN in a Resurgent India

- Given the magnitude of India's needs and UN's limited financial resources, UN's strategic advantage would be better served in using its global best practices to provide specialised technical resources and advisory services for better programme design and management of the Government of India's large flagship programmes.
- UN should actively support Government of India's efforts at playing a strong regional and global role. Using its networks and offices, the UN could help foster an effective strategy and more robust South-South cooperation.

Normative Work of the UN

- Globally, the UN is perceived as a strong upholder of the rights-based approach. In India, the UN needs to take up its normative work more earnestly by focusing on issues of inclusion, exclusion and of the challenges faced by the marginalised groups more emphatically.

Programme Priority Areas

- The focus of the 2018-22 UNDAF should be fixed to about 6 core outcomes including the unmet MDG agenda and emerging SDG agenda. It is also recommended that issues of environmental sustainability be addressed more vigorously like the UNEG's other cross cutting themes of gender, human rights and capacity building.

- In keeping with the UN's SDG principle of 'leave no one behind', the thrust of all programmes should be on reducing inequality. Such an approach also feeds into the new government's objective of *Sab Ka Saath Sab Ka Vikas*.

Decentralized Focus

- Effectiveness and coordination among UN agencies could be fostered better through adoption of a more decentralised approach at the State level with the UN coordination mechanism interacting with the state governments. This would also help in better convergence and localisation of SDGs and achieving the unmet MDG agenda.
- A consistent focus should be on providing support to remote and backward states and deepen engagement in the North East.

Ensure wider ownership of UNDAF among Ministries

- While the UNDAF is anchored/will be anchored in the NITI Aayog, it is imperative to evolve a mechanism whereby the line ministries own the process and proactively monitor and contribute to the success of the UNDAF.

Management of UNDAF

- UNDAF result groups need to be strategic and result oriented in intent, substantive in content and action. Participation of the UN agencies in specific groups needs to be at an appropriate technical /administrative level to enable quick decision-making.
- There should be greater transparency and accountability in the functioning of operational teams like PMT and OMT facilitating the UNDAF process.

Joint Collaboration between Agencies

- The imagery of 'One UN' to ensure coherence and coordination needs to be upheld and more vigorous efforts made by the RC to ensure such coordinated functioning, especially convergence in States where multiple agencies are present.
- Senior management from all agencies should be actively involved as well as give due recognition to the contribution of staff in joint programmes.

Monitoring and Evaluation

- Results must be accurately reported and follow the plan laid out as per the original results matrices. The shifting of goals and inadequate reporting should be avoided to ensure greater accountability. Acceptance of challenges and unmet goals needs to be encouraged so that constraints to achieving stated results could be understood better.

UN RC Functions

- The UN RC should strengthen the UNRC team with high-level professionals who can provide the necessary expertise and intellectual edge for programmatic and advisory services provided under the UNDAF and to professionally monitor the outputs and outcomes.
- UNRC should more actively provide leadership and set the direction for working groups through suitable mechanisms, and ensure timely action on challenges faced in the implementation of UNDAF.

Private Sector Partnership - Resource Mobilization

- The UN should proactively seek to procure and capitalise on the 2% CSR funds of organisations for securing adequate resources for strengthening its programme

work, as this will be prudent in an era of increasing resource crunch. Liaison with the Government of India to enable the UN to accept resources from the private sector should be actively explored.

Knowledge Generation and Dissemination

- UN should build on its strength in knowledge generation and dissemination. Knowledge gained from widely recognised initiatives should be fostered in the light of the SDG agenda that would require upstream policy advisory services.

The Government of India under its new Prime Minister has time and again echoed its agenda of transformational change. In order to effectively partner the government in this ambitious agenda, the UN needs to ensure that it provides strategic high-level technical services to support national flagship programmes and ensure large-scale impact.

The integrated nature of the SDGs will also mean that ‘business as usual’ approach will need to yield to a more collaborative, result oriented and focused thrust by all agencies in partnership with more horizontally coordinated government ministries. Keeping in mind the magnitude of the challenges faced, commitment also needs to be backed by resources, both technical and financial, to ensure that the 2018-22 UNSDF can be a game changer for the country.

1. Introduction

1.1 India United Nations Development Action Framework 2013-17

The United Nations operates in its partner countries through a mutually agreed United Nations Development Action Framework-UNDAF (now called the UN Sustainable Development Framework-UNSDF). The UNDAF is the strategic programme framework that describes the collective response of the UN system to national development priorities.

The current work of the UN system in India is guided by the UNDAF 2013-2017. It focuses on six broad outcome or thematic areas: (i) Inclusive Growth (ii) Food and Nutrition Security; (iii) Gender Equality; (iv) Equitable Access to Quality Basic Services (Health, Education; HIV/AIDS; Water and Sanitation WASH); (v) Governance and; (vi) Sustainable Development. Under the current UNDAF, collective engagement by the UN focused on nine priority states¹ with the highest proportion of people living in poverty: Assam, Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Maharashtra, Odisha, Rajasthan and Uttar Pradesh.

'India 2013-17 United Nations Development Action Framework' was signed with the Planning Commission, Government of India, in November 2011. It was synchronized, both in its duration as well as strategic priorities, with the Government of India's Approach Paper to the XII Five Year Plan, which emphasized 'Faster, more inclusive and sustainable growth'. Importantly, the UNCT in consultation with the Government of India, chose to include Jammu and Kashmir and the North East within the ambit of UN programmes which was a bold step given the sensitive situation and development needs in both these states. The 2013-17 UNDAF emerged out of a consultative process and its priorities resonate with India's core development requirements and national priorities that continue to remain relevant amidst regime change and changing political ideologies.

Significantly, this UNDAF document was the first to record a shift in the stance of India from seeking development *assistance* to one, which sought development *action*, and was accordingly named the UN Development Action Framework rather than the UN Development Assistance Framework². This shift in nomenclature was more than symbolic. It signaled both the country's graduation from low to middle income status, and also the heightened confidence in charting its own course to positively change the destiny of its huge over 1.2 billion population.

The 'India United Nations Development Action Framework 2013-17' approaches the end of the current 5-year programme cycle in 2017. This independent evaluation was, thus, commissioned with the following objectives:

¹ UN Resident Coordinators Office. India United Nations Development Action Framework 2013-2017. Plan Document, Government of India and United Nations India, United Nations India, June 2012.

² Foreword, 2013-17 UNDAF Framework, Montek Singh Ahluwalia, Deputy Chairman, Planning Commission of India

- To assess the relevance of the UNDAF outcomes, the effectiveness and efficiency by which UNDAF outcomes are being achieved their sustainability and contribution to national priorities and goals. ^[L]_[SEP]
- To determine how the UNDAF helped UN agencies to contribute more effectively and efficiently to national development efforts and capacity building. ^[L]_[SEP]
- To learn from experiences of the current programming cycle, and identify issues and opportunities emerging from the implementation of the current UNDAF, to inform the design of the next UNDAF.

Far reaching changes at the political level deeply affected the functioning and implementation of UNDAF 2013-17. Briefly, the sequence of events was as follows. In the general elections held in mid-2014, the ruling United Progressive Alliance (UPA) led by the Congress party lost the elections and the National Democratic Alliance (NDA) led by the Bharatiya Janata Party came to power with an overwhelming majority, winning 336 of 543 seats in the lower house of Parliament.

After its decisive victory, championing their agenda of ‘maximum governance and minimum government’, the new government undertook important administrative changes. In his Independence Day on 15th August 2014, the Prime Minister announced the establishment of National Institution for Transforming India or NITI Aayog, as a replacement for the Planning Commission³. NITI Aayog, which was formally set up in January 2015, was aimed ‘to provide a critical directional and strategic input into the development process’ to government at the central and state levels.

This historic change affected the close joint monitoring of the UNDAF 2013-17 with the government as the Planning Commission in which the UNDAF was anchored, was dismantled, and the NITI Aayog was still in the process of formulating its strategies. The current UNDAF was also finalised and implemented under the leadership of three different Resident Coordinators within a period of four years which posed its own set of challenges as discussed later in the report. Finally, it is necessary to recognize that the UNDAF period was also historic from the point of view of the era of MDGs coming to an end and the intense discussion on the SDGs and their finalization in December 2015. India played a key role in steering the discussions on many issues and the Government of India has accorded high importance to the achievement of the SDGs.

1.2 National Development Context and Development Priorities

India continued to witness high economic growth of over 7 % during the UNDAF period and the economy’s resilience in a scenario of volatility and crumbling economies across the world, has been a subject of much global attention. India’s growing political clout, combined with enhanced economic potential, have provided the country with the much-needed space in global negotiations, be it the SDGs, WTO or on climate change. The government has adopted a ‘Look East’ policy and emphasized South-South cooperation.

The new government recognized the distinct demographic advantage that India currently enjoys, with 19.6 per cent (229 million) of the population in the age group of 15-24 years (Census, 2011), and has also accorded high importance to enhancing

³ Planning Commission of India: <http://planningcommission.gov.in/press-release.pdf>

manufacturing in India, skilling of youth, financial inclusion, improving sanitation, development of villages and smart cities.

India's rank on the Human Development Index (HDI) in 2015 was 130 out of 188 countries and in some indicators like infant mortality rate and life expectancy countries such as Bangladesh, despite starting at levels lower than India in 1990, have progressed much faster and have in 2015 better attainment levels than India⁴. India's income inequality has been rising, particularly in urban areas. Though income inequality in India is considered to be lower than in Latin American countries such as Brazil and Mexico, this is misleading as the gini coefficient in India is computed using consumption expenditure as against income in the other countries. When inequality in income is considered instead, the gini coefficient is found to be as high as 0.54 as compared to a more modest 0.37 using consumption expenditure. Moreover, inequality in Human Development Index resulted in a loss of 28.6 per cent of the value of the HDI in 2015, with the loss in the education index being the highest at 42.1 per cent followed by loss in health index at 25.5 per cent and income index at 16.1 per cent.⁵ Similarly the Gender Inequality Index as measured for 2014 was a low 0.593.⁶

These inequalities need to be viewed in the light of the prevalence of social exclusion and vulnerable population in India viz. women, elderly, scheduled castes, scheduled tribes, minorities and persons with disabilities. These excluded groups have lower human development achievements on account of discriminatory practices and their access to public goods and resources remains insufficient. Moreover, 65.8 per cent and 81.4 per cent of the SC and ST population respectively are multi-dimensionally poor as compared to 33.3 per cent of the general population⁷. This can also be traced to their heavy concentration in either informal sector or informal employment within the formal sector, thereby barring them from social security and other safety nets.

India's achievement in some of the Millennium Development Goals has been mixed. Though the country may not have achieved all the targets, the scale of improvement is commendable. Nearly 134 million people were pulled out of poverty between 1990 and 2011⁸, infant mortality rate reduced drastically from 86 in 1990⁹ to 39 per thousand live births in 2014¹⁰ and there has been considerable reduction in the incidence of parasitic diseases like malaria¹¹ and tuberculosis¹². Literacy rate increased from 61 percent in 1990 to 86.1 percent in 2011.

⁴ For example the IMR in 1990 per thousand live births was 81 in India as compared to 99 in Bangladesh. By 2014, IMR in Bangladesh declined to 32 whereas India's IMR was higher at 37.3. This is reflected in faster progress on life expectancy in Bangladesh where despite starting from a lower level of 54 years as compared to India's 58 years in 1990, Bangladesh's life expectancy surged to 71.6 years in 2014 which is way ahead of the 68 years that India could achieve (Dreze, J. and Sen, A. (2013) *An Uncertain Glory: India and its Contradictions*).

⁵ UNDP Datasets: <http://hdr.undp.org/en/composite/IHDI>

⁶ UNDP Datasets: <http://hdr.undp.org/en/composite/GII>

⁷ OPHI 2011 Country Briefing: India

⁸ MOSPI 2015 Millennium Development Goals: India Country Report 2015, accessible at http://mospi.nic.in/sites/default/files/publication_reports/mdg_2july15_1.pdf

⁹ Census: http://censusindia.gov.in/vital_statistics/SRS_Bulletins/MMR_release_070711.pdf

¹⁰ SRS Bulletin 2014

¹¹ Annual Parasite Incidence rate reduced to 0.72 in 2013 from 2.57 in 1990 (MOSPI 2015)

¹² Prevalence of TB (including HIV) per 100,000 population reduced to 211 in 2013 from 338 in 1990 (MOSPI 2015)

However, the quality of progress has been somewhat lagging behind and it has resulted in peculiar development conundrums. For example, while India achieved the target on poverty, having halved the proportion of people living below the extreme poverty standard of 1.25\$ a day from 41.6 per cent to 32.7 per cent between 1990 and 2009-12¹³, the reduction in hunger has been rather slow from 52 per cent to an estimated 33 per cent between 1990 and 2015¹⁴, missing the MDG target. If the global standard of people living below \$2 a day (in purchasing power parity adjusted terms) in 2009-12¹⁵ were to be considered, more than 59 per cent of the population come under this category indicating that over half the population of the country is in a very vulnerable situation economically.

Similarly, while the MDG for drinking water has been met, water quality remains an issue and just under fewer than half the population some 564 million people, still practice openly defecation¹⁶. In the education sector, despite laudable increases in elementary enrolment, around 6.1 million children are out of school.¹⁷ Quality of learning for those in school requires attention, with more than 50 per cent children in standard 5 not being able to read a standard II text.¹⁸ Sustained provision of basic services including access to functional toilets, hand washing facilities and safe drinking water also need urgent attention.

In 2007 India transited from a low income to a 'lower middle income' country (LMIC). With an estimated 195 million people hungry as per 2015 FAO estimates, India accounts for one fourth of the total hungry population in the world and 37% of the total adult illiterates in the world (EFA Global Monitoring Report 2013-14). India's progress in reducing child under-nutrition remains critical, with 44 million children under five stunted. Despite improvements in maternal mortality, however the country still accounts for 17% of the global burden.

Alongside the traditional and as yet unresolved challenges of gender inequality, poverty, hunger, malnutrition and illiteracy are the new emerging challenges like rising degradation of environment in urban areas¹⁹; proliferation of slums with 17% population living in slums (Census 2011); inadequate access to safe drinking water to over 68 per cent of the households (Census 2011); and inadequate access to toilets with over 53.08 per cent of the households not having latrines within the household premises (Census 2011). In addition, employability of India's burgeoning youth population with rising aspirations but limited skills is an immediate concern that needs to be addressed urgently.

Indeed, India's performance in reducing poverty, inequality, illiteracy, hunger and malnutrition will have an important bearing on the global achievement of the Sustainable Development Goals as the country accounts for about one fourth to one half

¹³ UNDP Datasets: <http://hdr.undp.org/en/content/population-living-below-125-ppp-day>

¹⁴ MDG India Report 2015

¹⁵ ibid

¹⁶ <http://www.teamswachhbharat.in/get-the-facts.php>

¹⁷ GoI- UNICEF Mid Term Review, 2015

¹⁸ ASER Report 2014

¹⁹ In 2013, annual mean concentration of particulate matter of less than 2.5 microns of diameter (PM2.5) ($\mu\text{g}/\text{m}^3$) was 46.4 in urban areas: 46.4 (SDSN. 2016. SDG Index and Dashboard- A Global Report)

of the global deprivations on various dimensions of human well-being. According to the 'SDG Index and Dashboards: A Global Report 2016', India occupies a rather low rank of 110 among 149 countries with a score of only 48.4 of 100. India needs to pay special attention in the areas of eradicating poverty, hunger, malnutrition improving the quality of education and enhancing gender equality.

In recognition of these challenges, the new government has launched various flagship schemes and spearheading the agenda of youth-led development, empowering of the poor, infrastructure development in both urban and rural areas. Some notable schemes which have already gained popularity include: Jan Dhan Yojana (for financial inclusion), Pradhan Mantri Jeevan Jyoti Bima Yojana (PMJJBY) (social security scheme for poor); Deen Dyal Upadhyay Antyodaya Yojana and Pradhan Mantri Awas Yojana (for empowering poor); Beti Bachao Beti Padhao (education of girls); Pradhan Mantri Krishi Sinchayee Yojana, Pradhan Mantri Fasal Beema Yojana (to support farmers); Pradhan Mantri Gram Sadak Yojana (infrastructural development).

Besides these specific schemes, the government has launched massive initiatives like Skill India Campaign, Swachh Bharat Abhiyan (Clean India Campaign), Make in India Campaign, Digital India Campaign showcasing India's growing potential, that have gathered much attention of the global businesses and community as a whole.

In the light of the above developments, UNCT's actions in supporting the Government of India on the SDGs in the 2018-2022 period assumes an overwhelming importance as it contributes also towards the fulfilling of the global mandate. Apart from the Goals themselves, the overall Vision of the Government of India, "*Sabka Ka Saath, Sab Ka Vikas*" (Together with all; Development for all) and the spirit of the SDGs of 'leaving no one behind' and 'reaching the furthest first' would mean reducing inequality in all dimensions and paying greater attention to deprived groups and regions more than ever before.

The integrated nature of the SDGs will also mean that 'business as usual' approach will need to yield to a more ambitious collaborative, result oriented and focused thrust by all agencies in partnership with more horizontally coordinated government ministries. A welcome start has been made by the NITI Aayog in undertaking a mapping of SDG vis-à-vis Ministries and identification of group of ministries that contribute to achieving the specific SDG targets. It is also in the process of formulating a National Vision Document with a 15-year time frame informed by the SDGs and will overlap with much of the SDG period.

The findings of this evaluation exercise need to be seen in the overall national and global context mentioned above.

1.3 Methodology

The UNDAF evaluation has been commissioned at the end of three years of implementation so as to feed into the formulation process of the 2018-22 UNSDF. This evaluation also is the only such assessment of the 2012-17 programme as a mid-term evaluation did not take place. This evaluation also had the benefit of independent mid-term evaluations conducted for four agencies, viz., UNICEF, UNFPA, UNDP and IFAD.

Besides, we have also examined annual progress reports and results tracking reports across agencies; and UNRC's annual letters to the UN Secretary General among other documents.

The UNDAF evaluation was conducted during the period 10 November 2016 to 31 January 2017. This evaluation report is based on the discussions with the Resident Coordinator and his office, 12 UN Agencies and select academic, government and CSO representatives. The discussions were carried out in two phases - between 7-20 November and 15-20 December 2016. A structured questionnaire was used to interview the agency heads, which was followed by receiving written responses from them as well.

The UNDAF (2013-2017), document lists only the joint work that was expected to be done collectively by the agencies. However, an attempt has been made in this evaluation to recognise, to the extent possible, the individual work of UN agencies that contribute towards specific UNDAF outcomes. This enabled us to present a more holistic picture of the UN system's overall contribution to national development efforts.

2. Major Findings of the UNDAF Evaluation

2.1 Relevance

The UNDAF 2013-17 was formulated at a time when India's 12th Five Year Plan was being prepared and the Approach Paper to the 12th Five Year Plan had been released. Using this opportunity, UNDAF's priorities were aligned both in terms of duration and content to India's XII Five Year Plan whose theme was 'Faster, More Inclusive and Sustainable Growth'. Moreover, the UNDAF was anchored in the Planning Commission that was also the nodal agency to prepare the XII Five Year Plan. This combination led to the UNDAF complementing the broad thrust areas in the XII Five Year Plan. Annexure 1 sets out the correspondence between the UNDAF outcome areas and the XII Plan goals.

Despite being formulated under such favourable circumstances, the situation after the initiation of the UNDAF changed substantially. The change in the government in May 2014 and the subsequent replacement of the Planning Commission by the NITI Aayog, necessitated a review of some of the components of the programme. While core elements of UNDAF did not change as they were rooted in national needs and evident development concerns and challenges, the relative emphasis and thrust of some of the joint programmes changed and they were reformulated for better alignment with the new priorities. Simultaneously, the RC took measures to initiate dialogue with the government to sensitise the various wings of the new government with respect to UN's core mandate and work in India.

In some instances there was a close correspondence between the new government's priorities and the core mandate of UN agencies. For example, the Swachh Bharat's mission's focus on water and sanitation component was already a key focus area for UNICEF. Similarly, UNIDO's work in skill development found resonance in the government's National Skill Development Mission (NSDM).

The UNDAF period also coincided with the terminal year of the MDGs and intense negotiations on the SDGs. India as a member state, actively participated in the consultative process often taking the lead in several negotiations. The UN in India fully supported the Government of India and played a useful facilitative role throughout. The UN system supported widespread consultations across various stakeholders and regions on the post 2015 agenda, details of which are in the later part of the report. This has ensured greater ownership of the SDGs both at the central and state government levels.

Thus, the current UNDAF was closely synchronised to government priorities as per XII Plan document and upheld its relevance by aligning with the new government's vision. Additionally, some of the thrust areas of the current UNDAF are well attuned to the SDG priorities, which augurs well for the next UNSDF.

2.2 Effectiveness

2.2.1 Overall Assessment

This UNDAF is significant for the overwhelming changes that affected every aspect of its functioning. With change being the only constant factor, the period of UNDAF roll out and implementation has been fluid and dynamic. The change at the national, political and administrative levels of the government (detailed above) greatly affected the implementation modalities as the Planning Commission in which the UNDAF was anchored, ceased to exist and the anchoring of the UNDAF in the newly created NITI Aayog has not yet taken place formally, though the negotiations are at an advanced stage of finalization. Thus, the elaborate joint monitoring mechanism of the UNDAF, comprising annual review and mid-term review that were envisaged jointly with the Planning Commission, could not take off.

Further, a fundamental structural feature of the UNDAF's working in India is that it has traditionally been anchored with the government's planning and advisory body and not with any Line Ministry/ies that actually implement programmes. Thus, the line ministries remain at the periphery and are not an integral part of the UNDAF management structure. The inherent limitations of such an arrangement came to the fore when the Planning Commission ceased to exist in January 2015 and a new arrangement had not yet been put in place. Had the line ministries been more engaged in the implementation of the UNDAF, there could have been greater ownership and involvement of the government, ensuring continuity during this critical transition period.

Changes within the UNCT management further contributed to the situation of uncertainty and flux affecting strong anchoring of the UNDAF within the UN system. The original UNDAF document was signed with the Planning Commission in November 2011 with 6 outcomes and 33 outputs. However, the subsequent review by the new Resident Coordinator and with a new focal point within the Planning Commission in 2013, led to a restructuring whereby the number of outputs was reduced to 12 including 2 geographical outputs for Jammu and Kashmir and the North East. Further,

the management system was restructured in 2014 to comprise 12 Task Teams²⁰ reflecting the Secretary General's priorities, 9 Working Groups²¹ on the UNDAF outputs, and 6 Core Committees to facilitate implementation of the UNDAF²². In this process, the implementation of the UNDAF effectively only began after 7th May 2014 when the Planning Commission formally agreed upon these new arrangements.

The results of the UNDAF are discussed in the light of the results matrix, which lists out the joint activities, outputs and outcomes. However, though UNDAF represents the work of the whole of the UN in India that includes the results of the individual agencies as well, there is no structured mechanism by which the results of individual agencies under each outcome are captured. Hence, it is neither feasible nor was it within our terms of reference, to undertake an analysis of the outcomes in this comprehensive manner. Nonetheless, an effort has been made to provide illustrative examples of specific programmatic interventions that are closely related to the joint outputs with a view to providing a broad idea of the contribution of UN system as a whole to India's development priorities.

The activities that were initiated as per the UNDAF rollout plan through 2013 were to support the Secretary General's (SG) campaigns, as well as advocacy and planning for initiating programmatic activities. This included mobilisation of human and financial resources, development of plans and integration of efforts on the part of the specific UN agencies with regard to joint programmes. Anchoring itself on the Secretary General's First 1,000 Days campaign, UNCT supported national efforts towards addressing malnutrition, hunger and violence against women. The UNCT undertook active advocacy on key issues such as food security and violence against women in 2013 and also provided advisory services to the government on the same. As part of this set of services, the UNCT provided supportive testimony to the Indian Parliament and made recommendations to the state governments on ways of improving the efficiency of the public distribution system and to the Justice Verma Commission and Usha Mehra Commission, which were set up to address gender-blind provisions in criminal law and improve the safety and security of women, respectively. Advocacy on the post 2015 agenda was also undertaken from September 2012 and continued into 2013. On the programme front, UNCT supported the scaling up of Nutrition Rehabilitation Centres for severely and acutely malnourished children across the country and adoption of comprehensive plans to prevent stunting by nine state governments.

Programme implementation gathered momentum only in 2014. Though this evaluation accounts for 2013 results, a detailed analysis of results is undertaken only for the years 2014 and 2015. As results for 2016 have not been provided to the evaluation team at the time of the appraisal, they are not included in the analysis.

²⁰ Task Teams were: Social Protection; Zero Hunger Challenge; Gender Equality and Empowerment; Global Education First Initiative; First 1000 Days; Administrative Efficiency; Sustainable energy For All; Youth; Scheduled Castes and Tribes.

²¹ Working Groups were: Social Protection; Food Security; Women's Empowerment; HIV/AIDS; Quality Education; Universal Health Coverage; Water and Sanitation; Governance; Energy; Disaster Risk Reduction and Joint Programme in the North East.

²² Core Committees were Joint UN Team on HIV Aids; Disaster Management Team; Programme Management Team; Operations Management Team; Research and Knowledge Team; Communications Group' Joint Advocacy and Communications Team.

On an average, the performance of UNDAF on joint outputs fell short of the potential that was envisaged. Regime change impacted the programmes as several initiatives that were considered important by the previous government had to be either postponed or dropped due to lack of buy-in from concerned ministries or due to the initiatives not being accorded high priority under the new political dispensation. For instance, in 2014, WFP’s initiative for developing a convergent model of local food security schemes and agriculture was dropped due to lack of political commitment and resources. At the same time, despite its success, some activities under the WASH programme led by UNICEF mainly in developing Drinking Water Advocacy and Communication Strategy (DWACS), was withheld pending alignment with the government’s new priorities under the Swachh Bharat Abhiyan.

The results are discussed for the two years under consideration, viz., 2014 and 2015 together as many of the activities initiated in 2014 were rolled over to 2015. Overall, 51 to 64 per cent of the activities were achieved across Task Teams, Core Committees and Working Groups by end 2015. The percentage of activities not achieved ranged from 15-22 per cent. A disturbing feature was that 16-22 per cent of the activities listed in 2014 did not find a mention in the 2015 results matrix. Annexures 8, 9 and 10 provide the details of results as reported by lead agencies for 2013, 2014 and 2015.

While regime change did have its impact, the causes for performance of the Task Teams and Working Groups being below potential needs to be probed further and measures taken expeditiously to address the same in order to accelerate performance of the UNDAF in the terminal year 2017.

Even within this rather disappointing scenario, there have been some good results achieved in thematic areas, both in terms of joint outputs as well as outputs of individual agencies contributing to specific thematic areas that are now discussed.

2.2.2 Key Results by Thematic Area

INCLUSIVE GROWTH	
UNCT Teams and Groups	Assessment of Progress
<ul style="list-style-type: none"> ▪ Social Protection Task Team ▪ Social Protection Working Group ▪ Scheduled Caste and Scheduled Tribes Task Team ▪ The Youth Task Team 	<ul style="list-style-type: none"> • Moderate success was achieved in this thematic area with nearly 60% of the activities being achieved until end 2015. Two states Odisha and Jharkhand were selected for establishment of Social Protection Floors. Work could not be initiated in Jharkhand due to lack of political commitment. There was also no substitution of Jharkhand by any other State thereby limiting the scope of influence of the UN system in this crucial area of work. • Two studies on social protection services, at national and state level, were supported to provide evidence based policy advice on establishing a Social Protection Floor. Advocacy campaigns on Decent Work for Migrant workers and Social Protection were conducted. Policy dialogues to promote Decent Work were not achieved and media workshops were postponed.

	<ul style="list-style-type: none"> • Work on social protection floor was accomplished in Odisha. The UN Working Group forged a partnership with the Government of Odisha, which resulted in the setting up of a Ministerial Task Force for the establishment of a social protection floor in the state. • A Department of social protection was established in Odisha, and social protection was listed as a priority area for the Chief Minister’s vision document. • Report on manual scavenging followed by low cost livelihood model for manual scavengers was supported and draft papers on tribal human development were prepared for Ministry of Tribal Affairs. • A National Adolescent Health Strategy was launched and a study on adolescents in India was published. • Sensitization of parliamentarians on adolescent issues at national and state levels could not be accomplished.
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Illustrative examples from Individual Agencies

- UNDP supported the Ministry of Tribal Affairs in identifying issues and challenges in recognizing the rights of Particularly Vulnerable Tribal Groups (PVTGs) as defined by the Forest Rights Act.
- UNFPA supported in the analysis of Tribal Sub-Plan and Scheduled Caste Sub-Plan by the Government of Odisha to assess strategies, fund flow management and social inclusion.
- In Bihar, UNFPA worked closely with the Department of Minority Welfare towards integration and advancement of Muslim youths especially through the Multi Sectoral Development Programme (MSDP).

FOOD AND NUTRITION SECURITY

UNCT Teams and Groups	Assessment of Progress
<ul style="list-style-type: none"> ▪ Zero Hunger Challenge Task Team ▪ Food Security Working Group ▪ First 1000 days Challenge Task Team 	<ul style="list-style-type: none"> • Success was limited in this thematic area with nearly 30% of the activities having been completed by 2015 and over one-fifth of the activities either postponed or still in progress. • A convergent model of a local food security system along with monitoring and evaluation partnerships with local agencies was planned to be developed and established in Odisha. • The First 1000 days Challenge Task Team supported formation of Nutrition Councils in eight states and establishment of the National Nutrition Mission. • Integrated multi sectoral strategies and advocacy tool kit to reduce stunting and related consultations at national, state and district levels were not achieved. • The concept of creation of nutri- farm both at the national and state government levels was dropped in consultation with Gol as this was not seen as a preferred way of addressing nutritional deficiency by the government. • Monitoring and evaluation partnerships with local partners had to be dropped due to lack of resources and political commitment at the State level. • Joint UN work in this crucial area comprised largely of policy advice and advocacy in the state of Odisha. The Zero Hunger

	<p>Challenge Task Team raised awareness through advocacy material such as video and IEC material on targeted public distribution system in the state.</p> <ul style="list-style-type: none"> • Additionally, support was extended to initiatives in Odisha towards achieving Zero Hunger through state level reforms for National Food Security Act implementation and food fortification.
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Illustrative examples from Individual Agencies

- WFP in partnership with Government of Odisha, supported two successful initiatives for multi- micronutrient fortification of school meals as part of the Mid Day Meal schemes in two districts of Odisha which the State government has expressed interest in scaling up to the entire state.
- Government of India’s Department of Food and Public Distribution requested WFP to set up a Project Management Unit at the National level to fast-track Targeted Public Distribution System (TPDS) reforms. This was achieved given the best practice solution, which used innovative technology resulting in savings of up to 10 percent in the food distribution system due to the improved efficiency in the system.

GENDER EQUALITY

UNCT Teams and Groups	Assessment of Progress
<ul style="list-style-type: none"> ▪ Gender Equality and Empowerment Task Team ▪ Women Empowerment Working Group 	<ul style="list-style-type: none"> • About 88% of the planned activities were achieved by end 2015 largely due to commendable success in advocacy work by task teams. The working group’s output to support the development of a biennial survey on women’s status in India through technical assistance to the core survey team could not be accomplished due to lack of government buy-in. However, the working group identified and discussed alternatives such as surveys related to Gender Based Violence, Time Use and Asset Ownership with the government counterparts. A framework to plug data and gender statistics was prepared in consultation with MOSPI and MWCD and shared with NITI Aayog. • The MenEngage Global Symposium brought together 1200 advocates from 94 countries; the Task Team provided technical and financial support and led 20 sessions. As a result of the pledging events, more than 80,000 men and boys from India registered online pledges for HeForShe. • Joint advocacy campaign on UNiTE/ 16 Days of activism against gender based violence was undertaken and several interactive events were organised. • The UN agencies provided technical inputs to the High Level Committee on Status of Women which was constituted, based on the recommendation of the Committee of Governors by the President of India. Acknowledging the support received the report “recognise(ed) the UN Agencies- UNDP, UN Women, UNFPA, UNICEF and UNESCO for their continuous interactions and inputs to the Committee”.

Illustrative examples from Individual Agencies

- Ministry of Rural Development (MoRD), GoI adopted UN Women’s recommendations on gender responsive monitoring across its flagship schemes. Mahatma Gandhi National

Rural Employment Guarantee Act (MGNREGA) and Women’s Farmer Scheme- Mahila Kisan Sashaktikaran Pariyojna (MKSP) have adopted Gender Action Plans across 4 States (Bihar, Madhya Pradesh, Uttarakhand and Himachal Pradesh). Since then 4 other States, Uttar Pradesh, West Bengal, Jammu and Kashmir and Odisha, have adopted Gender Action Plans using the tools developed by the MoRD with UN Women's support.

- An example has been that of UNFPA and UN Women’s support to the Beti Bachao, Beti Padhao (BBBP) scheme (Save the Daughters, Educate the Daughters) launched to change discriminatory attitudes, beliefs and practices for addressing gender based discrimination against the girl child. UN Women contributed to the campaign by providing the government with social media tools, regional consultations and a report on the status of gender biased sex selection was launched in collaboration with UNFPA in the lead up to the government’s campaign to respect the girl child. UNFPA carried out community mobilization activities in 400 villages of 4 districts selected under BBBP scheme. These efforts were appreciated by MoWCD, Gol as one of the 20 best practices on BBBP across the country.

BASIC SERVICES

UNCT Teams and Groups	Assessment of Progress
<ul style="list-style-type: none"> ▪ Universal Health Coverage Task Team ▪ Joint HIV/AIDS Core Committee ▪ HIV/AIDS Working Group ▪ Quality Education Working Group ▪ Universal Health Coverage Working Group ▪ Water and Sanitation Working Group 	<ul style="list-style-type: none"> • Progress in this thematic area was somewhat moderate with about 60% of the activities being completed by end 2015. The thematic head of Basic Services comprises four distinct outputs relating to HIV/AIDS, Quality Education, Universal Health Coverage, and Water and Sanitation. The outputs broadly related to enhancing capacities of providers of services to enhance quality and ensure better implementation. • Though not part of the joint outputs, UN agencies collaborated with Gol and partners to achieve some significant results in the areas of polio eradication and reducing child and maternal mortality both of which have been priority areas. Following India’s polio-free certification in 2014, the UNICEF and WHO contributed to the momentum for polio vaccination through a new communications strategy and high-quality immunization campaigns, intensification of routine immunization through creation of task forces, monitoring and inclusion of high risk areas. • Similarly, WHO and UNICEF spearheaded the UN’s contribution to reduce child and maternal mortality by supporting the national government in undertaking Maternal and Neonatal validation surveys in four states, following which all states in India were validated for MNT elimination and India was declared maternal and neonatal tetanus free. • A work-plan for a coordinated HIV/AIDS response in the North East was developed. National level dialogues on issues affecting women and children with HIV were organised. Enhanced testing services and coverage as per the commitment made by the Gol to the 90-90-90 SDG were supported. • In the realm of quality education, the UN system conducted a

	<p>national stock taking convention at the end of five years of implementation of the Right of Children to Free and Compulsory Education Act, in which 19 state governments and about 700 persons participated. In a similar manner, the school management committee convention was also organised involving around 500 participants from civil society, community based organisations and Panchayati Raj institutions.</p> <ul style="list-style-type: none"> • In the water and sanitation sector, consultations were facilitated in 10 states and drinking water supply and management structures at community level were mapped. Additionally, 5 state governments participated in the programme to reduce bacteriological and fluoride contamination in drinking water and a dialogue to promote the inclusion of water supply plans (WSPs) in annual action plans of state's drinking water programmes was conducted engaging 18 states and the Ministry of Drinking Water and Sanitation. • Although not part of a formal joint programme mechanism, UNICEF, WHO and UNDP are supporting the governments' efforts for full immunization, including through the GAVI supported programme.
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Illustrative examples from Individual Agencies

- In the field of polio eradication, UNICEF tapped on its 7,300 social mobilizers via the Social Mobilization Network (SMnet) who continued to mobilize more than 2.7 million households in high-risk communities in Bihar, Uttar Pradesh and West Bengal to ensure high oral polio vaccine coverage. The programme is working to strengthen routine immunization, informing parents in high-risk communities of upcoming sessions and when their children are due for vaccination (holding meetings for more than 7,000 mothers and 195,000 interpersonal communication visits monthly), and reaching 2.7 million households.
- UNFPA with Government of Odisha pioneered a web and SMS based Logistics Management Information System for effective supply chain management including forecasting and demand based supply of contraceptives.
- UNDP's partnership with the Ministry of Health and Family Welfare led to a successful roll out of Electronic Vaccine Intelligence Network (eVIN an indigenously developed technological innovation to ensure adequate vaccine supplies and national vaccination coverage), in 21 districts.

GOVERNANCE

UNCT Teams and Groups	Assessment of Progress
<ul style="list-style-type: none"> ▪ Administrative Efficiency Task Team ▪ Governance Working Group 	<ul style="list-style-type: none"> • The success was moderate with 50% of the activities being accomplished by end 2015 owing largely due to the task team's activities not being fully accomplished. The proposed high-level event with industry leaders to address corruption and provision of expert testimony to parliamentary committee on anti-corruption legislation planned for 2014 had to be postponed. • An online sensitization module on anti-corruption for use by

	<p>government and private sector officials was developed and launched.</p> <ul style="list-style-type: none"> • Additionally a training course the Government of India's Lal Bahadur Shastri National Academy of Administration on governance including a module on Anti-Corruption Strategies and Citizen Engagement was developed and is being taught at the institute. • Guidelines and a manual were developed to appraise, formulate, and monitor centrally sponsored schemes including a checklist on administrative efficiency. • The output relating to developing checklists, toolkit and manual for the design and formulation of GoI's social sector schemes was not achieved. • Efforts were made to empower Panchayati Raj institutions as part of the 14th Finance Commission, for which a common framework for UN support to Ministry of Panchayati Raj, state and local governments was developed.
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Illustrative examples from Individual Agencies

- UNDP supported the formulation of guidelines for District Planning and Gram Panchayat Development Plans in states, mainstreaming gender equality in District Plans and promoting social audit to monitor effective implementation of plans.
- UNDP support to the Election Commission of India led to capacity building of electoral management officials from over 40 countries in the area of election management, voter awareness and use of technology by designing and facilitating intensive trainings and exposure programmes in 2014 and 2015.
- In support of Department of Justice, UNDP provided technical assistance to the National Mission on Justice Delivery and Legal Reforms which has contributed to setting up of special commercial benches in Mumbai and Delhi, streamlining of the model court processes for effective adjudication of civil disputes, and development of e-prisons software to ensure release of Under Trial Prisoners.

SUSTAINABLE DEVELOPMENT

UNCT Teams and Groups	Assessment of Progress
<ul style="list-style-type: none"> ▪ Sustainable Energy for All Task Team ▪ Disaster Management Core Committee ▪ Energy- Working Group ▪ Disaster Risk Management Working Group 	<ul style="list-style-type: none"> • Success has been commendable with 83 % of the planned activities being completed by end 2015. A compendium highlighting importance of Sustainable Energy (SE) and the work of UN agencies in India was released to coincide with the high-level Sustainable Equality for ALL (SE4All) conference in New York. • A joint study evaluating the benefits of solar photovoltaic application in Primary Health Centers in Maharashtra was launched and audio-visual documentation shared with SE4ALL HQ. <ol style="list-style-type: none"> 1. The UN system supported the Union and state governments in developing guidelines for mainstreaming Disaster Risk Reduction (DRR) and Climate Change Adaptation (CAA) across flagship schemes. One of the highlights was mainstreaming school safety through the Sarva Siksha Abhiyan (SSA), as the of basis technical support by the United Nations Disaster

	<p>Management (UNDM) Team in developing Standard Operating Procedures as part of the support to Ministry of Human Resource Development (MHRD).</p> <ul style="list-style-type: none"> • UN supported state governments by providing relief in disasters as well as in disaster preparedness. UN was prompt in extending support during two devastating floods i.e. in Uttarakhand (June 2013) and Tamil Nadu (December 2015). In Uttarakhand, the capacity of district officials was developed and documentation prepared for Early Recovery and Planning. Tamil Nadu government was supported by providing vaccinations against diseases and nutritional supplies to the flood displaced populations. • On the basis of a guidance note prepared for assessing the Early Warning Signs (EWS) in urban areas, the cities of Navi Mumbai and Visakhapatnam operationalized an SMS alert system to support dissemination of early warning besides upgrading the Emergency Operation Centre. • Another effort was where UNDP and IFAD successfully preparing a joint work plan for introducing renewable energy for rural enterprises in the states of Assam and Orissa.
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Illustrative examples from Individual Agencies

- In September 2015, UNESCO obtained approval from the Indian Cabinet of Ministers for the establishment of a UNESCO Category 2 Centre (C2C) at Wildlife Institute of India (WII) with major contribution of financial resources from the Ministry of Environment, Forest and Climate Change (MoEFCC). The Category 2 Centre was set up in 2016.
- UNDP's inputs resulted in the Ministry of Housing and Urban Poverty Alleviation and Ministry of Rural Development taking steps to integrate DRR in respective housing programs. The support provided has helped states to undertake specific DRR activities in sectoral programmes.
- UNDP provided technical support to 285 secondary steel mills that resulted in significant savings, in the reduction of energy consumption and costs by 30% and by reducing 30% of greenhouse gas emissions. UNDP's efforts towards implementation of energy efficiency measures in small scale secondary steel units in India has been widely recognized by the government to be up-scaled across the country to reach a critical mass of over 50% of the sector.

KNOWLEDGE GENERATION AND DISSEMINATION

The UN in India as a knowledge broker plays an important role in knowledge generation, dissemination, and knowledge exchange. As part of the joint work, the UN in India through the UN Research and Knowledge Team, prepared a flagship report on Accelerating India's MDG Achievement that was officially launched at a high level event on February 2015. This was followed by a presentation made by UNESCAP at the inaugural session of Speakers Research Initiative of the Speaker of Parliament that was attended by the Prime Minister and 200 Members of Parliament. Several MDG and SDG related Roundtables and discussions were organised in academic conferences and in the media establishing the UN as a valued knowledge partner. UN expertise on common development lessons provided impartial, expert opinion on current issues and enabled the creation of a network of experts that could inform policy analysis in India. Such a network is also important in tailoring regional and international evidence, practices, and principles to India's national and sub-national circumstances.

On the downside, Solutions Exchange, an innovative knowledge platform that was created by the UN was downscaled based on a decision of the UNCT thereby limiting broad based discussion on development solutions that had served the UN agencies well in the past. However, some communities continue to exist in different forms.

2.2.3 Partnerships

The partnerships nurtured by UN agencies jointly and individually are of two types:

- UN agencies collaborating with external stakeholders
- Collaboration between UN agencies

UN agencies collaborating with external stakeholders: UN agencies have established successful collaborations with various stakeholders including civil society, think tanks, regional inter-governmental platforms, and financial institutions in the private sector. Successful partnerships were forged by the UNRCO with Research and Information Systems for Developing Countries (RIS), which is a policy think-tank of the Ministry of External Affairs, GoI. This partnership led to highly effective consultations with a wide range of development practitioners, academia, opinion makers, and government on key issues prior to the UN Global Summit in 2015. The consultations were held not only in India but also in Addis Ababa and New York where UNRCO facilitated the participation of civil society organisations in the Open Working Group and inter-governmental discussions of the post-2015 agenda in New York.

Similarly, UNCT along with the Import-Export Bank of India, a premier export finance institute in India, played a catalytic role in promoting cross-border trade and investment through a thrust on exploring the trade potential of the North-East.

UNDP's collaboration with SAARC development fund, that provides financial resources to SAARC countries, has resulted in an in-principle approval for regional project to promote cross-border trade.

Partnership with the private sector was rather limited and may need to be pursued more vigorously in the next UNDAF. The requirements of the corporates to spend at least 2 percent of the last three years average net profits, on socially relevant schemes, as part of the corporate social responsibility, provides an enormous opportunity to the UN system for programming which needs to be fully explored. Given that, currently there are constraints on the UN accepting financial resources from corporates, amending the rules to enable the UN to accept such funds needs to be actively explored with the GoI.

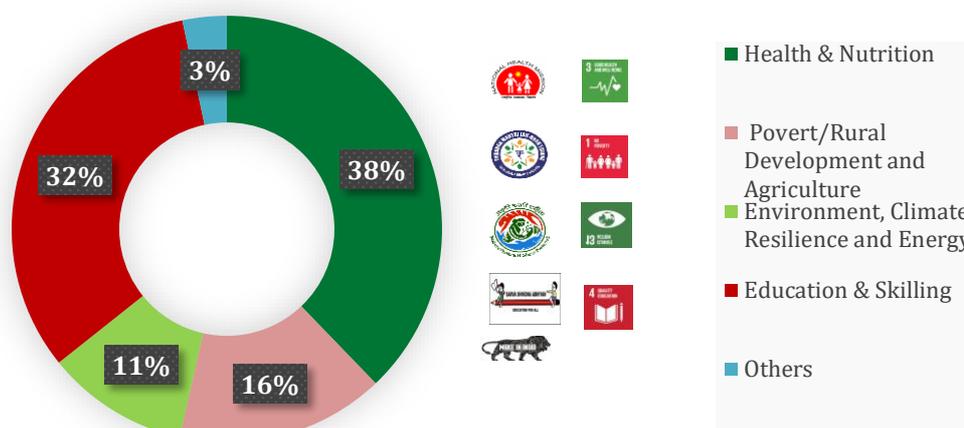
Collaboration between agencies: Several UN agencies also collaborated on initiatives of national importance bringing together their inherent strengths and domain expertise. For example, WHO and UNICEF's successful collaboration with Ministry of Health and Family Welfare led to India being declared polio free in 2014. Other examples include UNIDO and UNHABITAT's collaboration on Sustainable Cities Integrated Project as part of the Global Environment Facility (GEF) initiative to deal with urban population and challenges. UNIDO and UNICEF collaborated under the SE4All initiative and jointly carried out an evaluation of Solar Hybrid photovoltaic System in Primary Health

Centers in Maharashtra. UNICEF and UNFPA collaborated well on the Rashtriya Kishor Swasthya Karyakram (RKSK) programme on adolescent health in states including Jharkhand and Rajasthan; as well as on Child Marriage and Adolescent Pregnancy as part of the Youth Task Team. Rome based agencies such as IFAD, WFP and FAO collaborated in the Food Security UNDAF Working Group and the Zero Hunger Challenge Task Team.

2.3 Efficiency

The quantum of UN cash disbursements in India, which is approximately equivalent to USD 1.7 billion USD for the current UNDAF cycle, is projected to increase to 1.9 billion USD in the next cycle. In addition, the value of estimated procurement is approximately about 5 billion USD for the current UNDAF cycle²³. The distribution of funds by thematic area is depicted in the chart presented below-

Figure 1: Thematic area wise distribution of UN's resources in India



As is evident over three quarters of disbursement is on education, health, nutrition, and poverty alleviation, sectors that are of high priority in India's development.

Efficiency was impacted by frequent changes in the management structure. The first change occurred when the term of RC, during whose tenure the UNDAF was finalized after extensive consultations, ended on 31st May 2012. The next RC joined the India Country Office on 31st July 2012 and was in office till 15th Jan 2015. The next RC joined on 21st June 2015. The UNDAF implementation was under the leadership of three different RCs, whose management approaches and emphasis, differed considerably.

Along with the UNCT, the new RC who assumed office in July 2012, reviewed the UNDAF outputs as well as the management structure, and some changes were suggested to the Planning Commission towards streamlining the 2013-17 UNDAF outputs. As discussed above, the 33 outputs were to 12 outputs (including 2 geographical outputs for Jammu

²³ UNRC presentation at the Strategic Prioritisation Retreat 24 November 2016

and Kashmir and the North East). A UNCT coordination structure was created to support the UN Secretary General's global campaigns. It included core committees (UNCT, PMT, OMT, DMT) and task teams that were responsible for fast tracking priorities and implementation of the consolidated UNDAF outputs.

A light joint monitoring system with the Planning Commission was proposed whereby:

- Quarterly reporting on UNDAF progress by the PMT to the focal point.
- In addition, the focal point would convene an annual review, a mid cycle review and preside over a formal evaluation of the UNDAF at the end of the program cycle in 2017.

Finally, after extensive discussions over a period of one year, a formal agreement with revised outputs was signed on May 7, 2014. This meant that although the UNDAF document was jointly signed by the Planning Commission in November 2011, action on the UNDAF began more systematically only since 2014.

High Transaction Costs: As has been recognized globally (2012 Global UNDAF Study)²⁴, UNDAF often increases transaction costs for UN agencies in most instances, though there might have been reduced transaction costs in some instances for national and state governments. The joint programming approach in Mizoram clearly is an example of the former as it was difficult for agencies with differing accounting systems and program cycles to coordinate with each other and with the state government.

Joint work not given due recognition: UN agencies collaborated on specific programmatic initiatives in a similar domain, examples being of the Rome based agencies collaborating on initiatives relating to food security and UNICEF and WHO collaborating on polio eradication. However, beyond such specific instances, there was no evidence of joint work being actively pursued. In the absence of the joint work with other UN agencies getting due recognition in the appraisal formats, it is probable that such work is given lower priority by the staff. Currently, there does not seem to exist any strong incentive structure to motivate the staff to consciously seek out opportunities for collaborative work. This has had an impact on the functioning of the task teams, working groups and the core committees where in several instances, participation has been infrequent and motivation levels low.

PMT not effective: Responsibility of ensuring the effective implementation of the UNDAF was assigned to the Programme Management Team (PMT) that was appointed for the first time in the present UNDAF cycle to ensure effective implementation. The task of the PMT included identification of indicators and benchmarks, establishing monitoring mechanisms and tracking of joint outputs through quarterly scorecards. The PMT was jointly chaired with UNRC and the UNICEF Country Representative. However, the PMT could not function effectively and monitor the programme as required.

Mid Term Review not conducted: Due to the dynamic and fluid circumstances that prevailed through much of the UNDAF period, a Mid-Term Review was not conducted. Joint monitoring that was envisaged with the Planning Commission, GoI had to be

²⁴ Balogun, Paul, The relevance, effectiveness and efficiency of the United Nations Development Assistance Framework (UNDAF): A report prepared for the United Nations Department of Economic and Social Affairs, New York, May 2012

shelved due to its restructuring. Monitoring of the results was neither regular nor consistent. Reporting on results could also have been much better to enable better tracking through the years. This is obviously an area that requires much greater dedicated attention to improve efficiency.

2.4 Sustainability

The engagement of UN agencies with the Government of India has been largely in the form of support to national flagship programmes and other ongoing initiatives such as capacity development and advocacy. Since the programmes were high priority ongoing government programmes, sustainability was implicit within the government system. For example, the Core Committee on Disaster Management developed standard operating procedures for MHRD to mainstream school safety through the Sarva Shiksha Abhiyan, the Government of India's flagship programme for achievement of universalization of elementary education.

On the policy front, UN advocacy has contributed to important and far-reaching judicial rulings, policy frameworks, and operational guidelines indicating the considerable influence of the UN owing to its position as a trusted partner of the government.

Progress was made towards sustainability of UN supported initiatives mainly through either upscaling of pilots to a wider geographical area in the state or through integrating into policy regime of state governments. For instance, IFAD's support to projects in Odisha have been instrumental in operationalizing and implementing the existing land and forest rights regulations in favour of tribal groups.

The Ministry of Rural Development (MoRD), GoI has adopted UN Women's recommendations on gender responsive monitoring across its flagship schemes. Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and Women's Farmer Scheme- Mahila Kisan Sashaktikaran Pariyojna (MKSP) have adopted Gender Action Plans across 4 states (Bihar, Madhya Pradesh, Uttarakhand and Himachal Pradesh).

The recognition of the transgender as the third gender by the Supreme Court of India and the setting up of Transgender Welfare Boards in 6 states of India is another instance of such integration in policies.

The work of the Employment and Social Protection Task Team led to the setting up of a Ministerial Task Force for establishing a Social Protection Floor and a Department of Social Protection by the Government of Odisha and resulted in mainstreaming of social protection policy in one of India's poorest states.

Chhattisgarh, Odisha, Rajasthan, and West Bengal have integrated the WASH approach into Operational Guidelines. The Mid Day Meal Scheme in primary schools is aligned with Swachh Bharat Swachh Vidyalaya (SBSV) of MHRD for hand washing with soap, and the national WASH in Schools Leadership course is being conducted through the Administrative Staff College of India.

Similarly, UN is supporting the implementation of the SDGs at decentralized levels of

governance i.e. state and district levels. This has the potential to enable greater integration among the programmes and contribute to improving human well-being at the local level.

2.5 Joint UN Initiative for Ecosystem-based Livelihood Promotion in Mizoram (September 2014- December 2017)

Background

Out of the two joint programming initiatives that were envisaged in the UNDAF with specific geographical focus, viz., the North East and Jammu and Kashmir, the latter could not take off due to unforeseen circumstances²⁵. Thus, the North East initiative was the only such programme where UN agencies adopted a joint programming approach to achieving specific results. This is also important from the viewpoint of lessons learned that could influence the next UNSDF in light of the move towards One UN.

The Government of India accords high importance to the progress of the North-East part of India, which is attested by the creation of a separate Ministry for the Development of North Eastern Region (DONER). In view of this keen commitment and after a dialogue with state governments in the North East, the state of Mizoram was identified for the implementation of Joint UN initiative in consultation with the then Planning Commission. Mizoram is also among the designated 11 special category states²⁶ of the Government of India.

Mizoram, a remote state of India with unpredictable and extreme weather conditions, growing population and limited income generation opportunities presented a unique opportunity for the UN to contribute to the state's sustainable development. Despite being endowed with rich land and water eco systems, the State's productivity from agriculture (on which over 60% of the population depend for their livelihood) is quite low. Shifting and *jhum* form of cultivation has led to soil erosion and low soil fertility, raising questions about the sustainability of agriculture. The manufacturing sector of Mizoram is relatively underdeveloped. Though Mizoram has abundant bamboo forests covering 31% of its geographical area, the state has not been a major player in bamboo based product markets at the national or global level. Value addition is limited and marketing skills are underdeveloped. Huge knowledge gaps exist as access to new technologies is limited.

Given these circumstances, the joint UN programming initiative was 'committed to respond to the challenges of biodiversity loss, ecosystem degradation and related human well-being'. Accordingly, the main elements of the Joint UN initiative were highly relevant and included capacity building of farmers, women's empowerment, skill development of local youth, application of indigenous knowledge and promoting market linkages for local products to ensure sustainable livelihoods.

²⁵ The state of Jammu and Kashmir was affected by floods in end 2015 and thereafter the state and national elections ruled out the initiation of new programme interventions.

²⁶ The special category states receive 30% of the total budget of the central government, an overwhelming 90 percent of which comprises grants, providing the states with much needed financial resources.

Implementation of the Joint UN Initiative

The Joint UN Initiative in Mizoram built on the expertise, presence and past experience in the North East Region of the five Participating UN Organisations (PUNO) - FAO, ILO, IFAD, UNDP and UNIDO of which FAO, ILO, UNIDO and UNDP were also signatories to the document. In view of the experience and history of working in the region, UNIDO was designed as the lead Technical Agency for this project, while UNDP was the Administrative Agent. In 2015, UNDP was designated as the lead agency for the initiative. The state government of Mizoram as the government partner not only anchored the work of each of the UN agency but also contributed around USD 200000 to the joint programming initiative out of a total project cost of USD 400000. The project office was set up with the support of Government of Mizoram.

The joint initiative had three components within which each of the agencies selected activities based on their domain expertise. The three components were:

- Capacity Building of Government for protecting the region's ecosystems.
- Improvement in productivity of agriculture-allied activities with primary emphasis on women.
- Value Addition through processing and market linkages.

Assessing the progress of the Joint UN Initiative

FAO's Mizoram Sloping Agriculture Land Technology (MiSALT) farms provided low cost farming technology integrating agro-horticulture, forestry and livestock production systems through greater women's inclusion and better soil and water management that was considered useful by the state. UNIDO's support to communities engaged in bamboo growing and harvesting, handicrafts and furniture production and to bamboo processing companies, was highly relevant due to the preponderance of bamboo-based resources in the state. Under the community-training programme for the animal husbandry sector, FAO covered 4233 farmers of which 58 per cent were male 42 per cent were females from 542 villages across the state. Thus, both in terms of the range of programmes undertaken and their spread across villages, the coverage was quite substantial. UNDP provided technical support to livelihoods and marketing through the setting up of marketing task force, training on Farmers Producers' Organisation (FPO) and value chain assessment including a study by YES Bank Limited on market linkages.

Though the programmes were initiated only in 2015, already there are signs of their being integrated into the state's own programmes, or of being incorporated in the plans that are submitted to the national government for funding ensuring their sustainability. For example, UNIDO's bamboo project proposal on improving bamboo has been used as a backbone for creating a new proposal that was submitted to NITI Aayog, Government of India, by the Mizoram State Government on July 1, 2016. Similarly, ILO's Skill Gap study formed the basis for a State Level Policy Framework on Skills and Entrepreneurship Development. The specific programme interventions undertaken such as MiSALT demonstration farm by FAO at 4 centres of excellence has been integrated at the Department of Horticulture, Government of Mizoram, as it provides long-term benefits to farmers. FAO's Farmer Field School (FFS) was handed over to the Horticulture Department and Krishi Vigyan Kendra (KVK) through an agreement for implementation. There are 22 FFS under Horticulture Departments from which 660 farmers are expected to graduate.

Overall, the initiative in Mizoram was a joint programming approach where individual

agencies were responsible for specific deliverables but not requiring pooling of funds and personnel. Our discussion with the government counterpart in the state of Mizoram indicated that while there were initial challenges in terms of some implementation arrangements, they were sorted out subsequently with the establishment of a coordination office at Aizwal. It may be noted that the local office was set up at Aizwal, the state's capital only in May 2015 by which time, nine months of the project period had already lapsed. Commenting on the delay in the appointment of the UNV's to work in the coordination office, one of the UN agencies' representative mentioned that 'the appointment of UNVs for the joint programme posed a challenge as the collaborating agencies followed different accounting systems'. This is a structural constraint that poses a serious challenge to future joint functioning of UN agencies that requires urgent attention.

There were delays also on the part of Government of Mizoram, which as a special category state receives the bulk of its financial resources from centrally sponsored schemes. The regime change at the national level had its repercussions on the priorities within the state's programmes. For example, the government representative stated that the focus within the agriculture sector shifted to Farmers Producers' Organisations, about which the state did not have adequate knowledge and expertise. Such issues resulted in unexpected delays in sanctioning proposals in the joint UN initiative.

From the operational point of view, the government representative of Mizoram conceded that it would have been simpler to deal with one UN agency, though he also recognised and appreciated the value addition that multiple UN agencies working together could bring to the State. He also stated that while agencies may not have implemented projects jointly, the different initiatives contributed to different stages in the value chain and were interrelated. For example, while ILO conducted the skill gap study, FAO worked on developing rural capacity through farmer field schools and UNDP supported in marketing of horticulture produce through preparation of a marketing strategy and organising a buyers-sellers meet.

Interestingly, the perceptions of participating UN agencies differed considerably from those of the government representative in Mizoram regarding the efficacy of the program. While UN officials were disappointed that they were not able to function in a more coordinated manner, the government representative was more positive and appreciated the support. This indicates that in a region that does not have access to latest know-how and technical skills, UN support, even though modest and relatively less coordinated, is of immense help to the development efforts of the state. It may be worthwhile for the UN to contribute more meaningfully in such states where development cooperation yields huge benefits as compared to working in states, which have greater access to donor/ multilateral funding.

The project period started on 1st September 2014 and ends on 31st December 2017. Just as the Government of Mizoram and the UN agencies have begun to work together in a more integrated manner, the end of the project in 2017 looms ahead. It does seem that a three-year time period is too short a time frame to achieve sustainable results, a point that the government representative had also highlighted during the discussions.

The current project may be seen as more of a learning phase for a longer-term

engagement with the state in the next cycle. It is important that the advantage of a good working relationship, built at considerable expense in terms of time and human and financial resources, is not frittered away with a shift in priorities and focus states in the new cycle.

In a situation where knowledge and skills on some of the recent developments in value addition in agriculture and forestry are limited, the UN initiative brought about a flow of fresh ideas and processes to the notice of people in this remote region. However, the UN agencies, despite efforts to work jointly, could not do so beyond a joint scoping study that was undertaken in the initial stages of the project. Coordination was difficult in spite of best intentions owing to different operational processes and procedures followed by the UN agencies.

In order to make the successes from the joint initiative sustainable, efforts need to be made to build the capacity of local institutions and key stakeholders in Mizoram by exposing them on the best practices given the state's ecosystem.

2.6 UN Comparative Advantage

Globally UN is model for its normative work. As per the UNEG, "the UN's leadership role in normative work remains one of its strongest comparative advantages. Through consensus, it sets universally applicable norms and standards for peace and security, economic and socio-cultural development, human rights, the rule of law, health and environmental sustainability, and others"²⁷. The developmental role of the UN in India in the form supporting the Government of India's development agenda, has been much more prominent as compared to its normative role²⁸, a perception that has also been articulated by prominent civil society members. The UN is valued highly for its contribution to India's development through bringing global technical expertise to government, quality assurance to government as per global norms and standards, support to implement policies and plans as per the international norms and standards including through the provision of consultants/specialists. There has been a consistent demand for this function from government as it proved beneficial to government partners.

The UN system has focused largely on ensuring entitlements of the poor in the programmes that it has supported with the government. For instance, the UN Task Team for Employment and Social Protection provided technical support through commissioning of a national study on Social Protection Floor for India, which indicated how entitlement based social protection arrangements are emerging in several regions in the country. UN Women effectively collected technical feedback from UN agencies on draft legislations such as the Draft National Policy for Women and the Anti-Trafficking of Persons Bill; UNFPA assisted the government in organising the BRICS Youth Summit in Assam followed by government requests to assist in the formation of youth advisory council. UNESCO has been able to forge a partnership among the SAARC countries to institutionalize educational cooperation in the SAARC region. Further the Indian

²⁷ UNEG Handbook on Conducting Evaluations of Normative Work in the UN System, 2014

²⁸ To see categories and examples of normative work of the UN, see UNEG Handbook on Conducting Evaluations of Normative Work in the UN System, 2014 p.5

Cabinet approved with the establishment of a UNESCO Category 2 Centre at Wildlife Institute of India.

The UN in India has adopted a largely programmatic approach towards ensuring human rights in specific programmatic realms. Some civil society participants expected the UN to leverage its autonomy and independent positioning to actively articulate important human rights issues on their own merit. As a prominent activist commented in an interview for this evaluation, “civil society is concerned that the kind of support UN should provide to the HR framework is not adequate and also not visible. The principle of inclusion and exclusion needs to be stressed further.”

3. Cross Cutting Themes

3.1 Human Rights

One of the founding principles of normative work of the UN is through upholding human rights and supporting the government in implementing its obligations as per international conventions laying out norms and standards to which they are party²⁹. In line with the Human Rights-Based Approach (HRBA), agencies have championed the rights of vulnerable populations through a range of programming and advocacy strategies.

As mentioned above, the normative role has been guiding and influencing UNDAF's agenda through programmes and policies that are implemented with government partnership. Thus, the programmes of all agencies and in the UNDAF, we find a strong human rights and gender equality orientation. Advocacy on international human rights instruments like Convention to Eliminate All Forms of Discrimination against Women (CEDAW), Convention on the Rights of Persons with Disabilities (CRPD), Convention on the Rights of the Child (CRC) etc have been an important part of the work of the UN agencies in India. For example, UNICEF and UN Women provided inputs to the CEDAW India report related to child marriage, gender- based sex selection, trafficking, and violence.

UNDP's led advocacy efforts on ensuring rights of the transgender community with Ministries of Social Justice and Health and Family Welfare have been extremely effective. The work with transgender persons has led to far reaching policy implications and provided them with an identity and ensured welfare benefits. Capacity building of the community, and the legal community including judiciary, has led to the Supreme Court of India recognizing transgender as the third gender. UNDP's advocacy efforts and NACO's support led to setting up of Transgender Welfare Boards in Bihar, Chhattisgarh, Kerala, Maharashtra, Rajasthan and Kerala. Despite these results, and UNDP's efforts to create an enabling environment, the punitive provisions of section 377 continue to hinder community mobilization.

UNICEF and UNV focused their programming on rights of marginalized children, youth and women. This included work on out-of-school children, convergent models for

²⁹ UNEG Handbook on Conducting Evaluations of Normative Work in the UN System, p.3

scaling up child marriage reduction and situational studies to improve delivery of essential nutrition interventions for expectant tribal women.

Several steps have been by UN agencies to promote policies and programmes that are friendly to persons with disabilities. UNDP supported the Ministry of Rural Development and state governments for developing guidelines making the national programmes on livelihoods more inclusive. UNICEF and UNESCO have supported in adapting primary curriculum for inclusive education for children with disabilities and providing support for the Global Action Week on Children with Disabilities. UNV has been working with the Ministry of Social Justice and Empowerment to implement Accessible India Campaign conducting 'Access Audits' of buildings to make them accessible to persons with disabilities in 50 cities across India.

3.2 Gender Mainstreaming

Over this UNDAF cycle, UNCT has mainstreamed gender both within its programmes as well as across flagship schemes and government initiatives both at the national and state levels. UNCT has also played a proactive role in highlighting critical issues relating to women.

- Following the national outrage over the brutal gang rape and murder of a young woman in Delhi in December 2012, the UNCT prepared a 70-point action plan involving 21 UN agencies. Inputs were shared with the Justice Verma Committee, which was established by the government to recommend amendments to the Criminal Law, and to the Justice Mehra Commission, which was set up to improve the safety and security of women in the National Capital Territory of Delhi.
- Importantly, UN also helped to develop guidelines for hospital-based 'One Stop Crisis Centres' for the survivors of sexual violence. Similarly, agencies like WHO, UNDP worked towards building capacities for preparedness and post-disaster rehabilitation.
- IFAD's targeted funding to projects aiming to create an enabling environment for women to take part in village councils, claim rights to agricultural land, access natural resources and financial services in the private and public sphere, proved to be effective. IFAD's Independent Evaluation found evidence that intra-family household decisions became more participatory. In the public sphere, there was an increase in number of women running for local elections. Projects also focused on reducing both household and livelihood related drudgery for women.
- In Madhya Pradesh, the Tejaswini Rural Women's Empowerment Programme collaborated with a state initiative to introduce *Shaurya Dal* or a 'courage brigade' (a village-level committee made up of five to eight members) against gambling, alcoholism, domestic violence that directly affect the welfare of women and their families. As per IFAD Independent Evaluation report, the Madhya Pradesh government plans to scale up this strategy to the entire state. Similarly, through Tejaswini project in Maharashtra, IFAD supported 68936 SHGs as of February 2016 of which 38905 pre-existing the project. The SHGs were federated at the village and cluster level.

- UN Women has effectively supported the Ministry of Rural Development to develop gender responsive action plans, audit guidelines, and monitoring mechanisms across National Social Assistance Programme, which has a basket of national flagship schemes. As a result of UN Women's efforts for engendering budgets, state Governments of Bihar and Madhya Pradesh increased budget allocations towards gender responsive implementation of schemes.

3.3 Capacity Development

As part of its mandate, the UN has been in the forefront of training government officials at the national, state and district level to better implement flagship schemes. The training component of capacity building was most prominent and integrated across all projects in all the agencies throughout this UNDAF cycle. Some examples of the support included:

- UNICEF helped build capacities 105 out of 184 High-priority districts (HPDs) to accelerate maternal, new born, and child survival based on the continuum of care approach across low-income districts in the country. UNICEF has also effectively supported the core capacity development for child protection cadres including of police officers under the Integrated Child Protection Scheme in 16 States.
- UNFPA undertook capacity building exercises for a range of stakeholders including state, district and corporation level officers, legal counsellors for better implementation and monitoring of the Pre-Conception and Pre-Natal Diagnostic Techniques (PCPNDT) in Maharashtra.
- UNW made significant investments in building capacities of both rights holders and duty bearers. It particularly enhanced capabilities of the media and private sector. These concerted efforts resulted in wider public awareness of policies on Gender Based Sex Selection, Sexual Harassment and safer public spaces, and rights of women farmers. Specifically, in the field of Ending Violence Against Women (EVAW), it strengthened coalitions of CSOs resulting in enhanced capacities of 430 state and non-state actors.
- Through UNDP's support, the Department of Personnel and Training (DoPT) conducted training of 7500 frontline functionaries across 26 states on citizen centric service delivery. UNDP also contributed to capacity building of PRIs and in the health sector of the staff involved in vaccine supply chain management.

In addition to the three cross cutting themes mentioned above i.e. human rights, gender mainstreaming and capacity development, environmental sustainability is a crucial theme. However, this evaluation did not find any evidence of a collective focus on the issue by the agencies as a cross cutting principle in their work.

4. Achievements, Challenges, and Lessons Learnt

4.1 Achievements

Flexibility, Resilience, and Adaptability

The UN RC as well as individual agencies have displayed flexibility and have been open, alert and responsive to emerging opportunities and have actively engaged with various wings of the government in the changed political environment. Through high-level discussions with key government personnel at the Ministry of Finance and NITI Aayog etc., the successive UN RCs have engaged intensely and strategically and have successfully re-positioned themselves vis-à-vis the new government. However, one must recognise the additional demands it poses on the organisation in terms of aligning to the changed priorities, establishing a smooth working relationship with various entities in the new regime and gearing up with the necessary technical and financial wherewithal to fulfill the government's rising expectations.

Contribution to Government Initiatives

Several agencies consciously reviewed and aligned existing programmes to national priorities including new government schemes while adhering to their core mandate. The fact that the new approach of 'Sabka Saath, Sabka Vikas' and flagship programmes such as Swachh Bharat Campaign, 'Smart Cities' initiative, the National Skill Development Mission and Make in India with some of the SDG goals and the core mandate of some UN agencies such as ILO, UNICEF, UNIDO, UNDP, UN Women has resulted in a convergence of interests more closely than before.

Some of the innovations that have been scaled up include the indigenous technological innovation for vaccine management led by UNDP with the Ministry for Health and Family Welfare, which rolled out the electronic vaccine intelligence network in 21 districts scaling up to 12 states in 2016. WFP pioneered a low-cost fortification of rice innovation enabled school children in Odisha to reduce anemia by 20 percentage points. The cost for a meal for an entire month was less than \$1. UNICEF's supported nutrition rehabilitation centres in 17 states benefitted 125,000 children affected by acute malnutrition.

Joint Advocacy and Communication

One of the most recognised and applauded efforts by the UNCT during this UNDAF cycle was the series of joint advocacy and communications events, which it organised under the "ONE UN" banner. With the intention of 'Communicating as One', 27 UN agencies came together to launch monthly campaigns on policy issues. These policy issues were linked to Secretary General's campaigns (See Annex 6) and led by 12 Task Teams, which included representatives by UN agencies grouped as per their domain expertise.

Box 1

ONE 'UN'

With the intention of 'Communicating as One', 27 UN agencies came together to launch monthly campaigns on policy issues. These policy issues were linked to Secretary General's campaigns and led by 12 Task Teams, which included representatives by UN agencies grouped as per their domain expertise.

A series of outreach activities were planned: UN Public Lecture series with a leading intellectual or activist; opinion pieces and editorials (Zero Hunger Challenge Task Team's work got featured in the Time Magazine); politically-astute advocacy brief aimed at Parliamentarians and officials; events with civil society; parallel social media threads; and the UNCT webpage devoted to the theme with documentaries, scholarly articles, over a 100 videos and media tracks including using comics as a medium of story-telling.

Achievements included:

- Helped develop *a common visual identity* for all joint communications products and task teams.
- *Joint logo* for all communication products.
- *Live webcasts enabled hundreds more to join* in the discussions online
- Traffic to UNCT's website *increased hundred-fold*.
- The initiative *gained intellectual currency and support* by leading thinkers, academicians and civil society.

4.1.1 Post - 2015 Development Agenda

The Post-2015 Development Agenda essentially was a consultative process led by the United Nations (with respective national governments and civil society) that aimed to help define the future global development framework i.e. Sustainable Development Goals following the Millennium Development Goals.

One of the critical contributions of the UN system in the current cycle has been the support to the Government of India and various stakeholders for the discussions related to the Post-2015 development framework.

UN in India took the lead in 2012 and embarked on a forward-looking initiative, organising a series of participatory events through the next few years. The consultations were held in close coordination with eight thematic conveners (see Box 3). The initiatives included web based platforms, dialogue groups, district, state, regional and national meetings, town hall meetings, in addition to specially commissioned research papers. In fact, between September 2012 and February 2013, more than 75 community, state, regional and national constituency- based consultations were organised in 24 states and union territories. Individually, 15,000 people participated in these events, and the events reached over 400 million members through collectives that partnered in the process.

The initiatives by the eight thematic conveners³⁰ were each supported by a UN agency or UNCT:

- **The Government (UNCT):** Led by the Ministry of External Affairs, the GoI shared its views on the Post-2015 agenda for India. Moreover, representatives from various government departments participated across various thematic consultations.
- **The Civil Society (UNDP):** Led by Wada Na Todo Abhiyan (WNTA) organised 13 consultations i.e. 5 thematic on Gender, Child Rights, Youth, Muslims and Urban Poor; 3 academic; 4 regional-North, South, East, West and North East and 1 national consultation. 535 people participated in the consultations of which 218 were women.
- **The Trade Union (ILO):** Led Indian National Trade Union Congress (INTUC) organised 4 Regional consultations and 1 National Consultation (involving senior trade union representatives from 11 of the country's 12 Central Trade Unions and Associations).
- **The Industry (UNDP):** Led by Confederation of Indian Industry (CII) organised 25 consultations (24 State consultations and 1 National consultation). 723 participants from small, medium and large companies, micro enterprises, local entrepreneurs, local business and entrepreneur associations, labour welfare associations and corporate organisations were part of the consultations.
- **The Women's Associations (UN Women):** Led by National Mission on Empowerment of Women, Ministry of Women and Child Development, Government of India organised 19 consultations i.e. 15 Community consultations, 3 Regional consultations and 1 National consultation on environment sustainability, health education, economic empowerment, violence and gender responsive budgeting and highlighted exclusion with 653 people participants in total.
- **The Farmer's Associations (FAO):** Led by Small Farmers' Agri Business Consortium and FAO organised 8 Regional and 1 National consultation with 191 people from farming communities, local groups of small and marginal farmers, Resource Institutions (RIs) and FPOs.
- **The Research Institutions (UNESCAP):** Led by Research and Information System for Developing Countries that brought together participants from 24 leading research institutions working on policy research on international economic issues and development cooperation.
- **The Youth (UNFPA and UNICEF):** Led by JOSH, Pravah, Restless Development and the YP Foundation organised regional and sub-regional consultations throughout the country. Around 284 representatives from over 100 youth organisations across India were part of the consultations.

Successes

One of the stupendous successes of the UNCT in India was the intensive and extensive engagement contributing to the process of adoption of the SDGs and Agenda 2030 by the Government of India. Thereafter, the UNCT continued efforts to ensure the implementation of the agenda at the national and state levels through a range of actors.

³⁰ Source: <https://www.worldwewant2030.org/>

This was done in a systematic, strategic and planned manner. It began with the UNCT India extending support to a series of thematic consultations with civil society, government and think tanks before the adoption of SDGs (through 2013 and 2014) to reflect on key development issues. Thereafter, UNCT supported senior bureaucrats, influencers from civil society, academia and media to participate in global advocacy events like International Conference on Financing for Development at Addis Ababa (July 2015)- the delegation being led by the Minister of State for Finance, Mr. Jayant Sinha. The groundwork done in national and international consultations was instrumental in India playing a lead role at the international negotiations as witnessed during the Open Working Group of the UN General Assembly on 'Consultation on 2030 Agenda for Sustainable Development: Southern Perspectives' held at the time of adoption of SDGs in September 2015. The discussion was led by the Helen Clark, UNDP Administrator and Arvind Panagariya, Vice-Chairman NITI Aayog (see Box 3 for more information).

As next steps, UNCT in India fructified the learnings from these consultations and focused on integration of SDGs into the national and state government's priorities. At the national level, this is visible in the partnership that UNCT has initiated with NITI Aayog through a Project on Promoting Implementation of SDGs in India (2015-2019) (pending approval) preparation of a vision document, development of a dashboard for monitoring progress on SDGs and support scenario building modelling exercises to support evidence based policy decisions. Herein, the UN, in collaboration with NITI Aayog, has already organised thematic consultations on SDG 3, 4, 6, 8 and 9 bringing together a range of stakeholders.

At the State level, UN has already supported 4 state governments i.e. Assam, Gujarat, Haryana and Odisha in providing technical know-how and financial support for integrating the SDGs into the government's agenda through the district planning process. The learnings from these 4 states, it is hoped, will be scaled up to 11 states including Andaman and Nicobar Islands. UNDP took the first step in this direction by developing the first ever Training of Trainers module and Handbook for Panchayats on SDGs and Local Governments.

Box 2

Assam-2030: In Light of the SDGs

The Government of Assam has written to the NITI Aayog stating that it has officially adopted the "Transforming Our World: The 2030 Agenda for Sustainable Development" from January 1, 2016. The Government of Assam will partner with the Earth Institute, Colombia University, for implementing the SDGs.

The State has constituted eight working groups with representatives of concerned departments to prepare action plans for achieving the goals. It has also set up a 'Centre for SDGs' and a nodal cell in Guwahati to ensure successful implementation of the goals. All departments have been directed to set up an exclusive cell for the SDGs and develop a charter of activities.

A two-day 'Partnership Conference' has been held by Assam to contextualize the goals in the State and to facilitate the laying down of a road map for the process of implementing the goals. A draft vision document, entitled 'Everything for Everyone – Achieving Inclusive and Sustainable Development' has also been launched.

Source: http://niti.gov.in/writereaddata/files/Assam_SDG.pdf

Box 3

India's role at UN General Assembly at the adoption of SDGs

With the support of UNCT, India, Research and Information Systems for Developing Countries (RIS) organized two side events alongside United Nations General Assembly in New York around the adoption of the SDGs in September 2015. The focus was two fold; India's adoption of the Post 2015 Development Agenda and highlight the significance of South-South Cooperation and North-South Partnership with adequate resources for successful implementation of the SDGs. India's negotiators' played a key role in championing the interests of the global South.

- The event was held on 21 September, 2015 on 'The 2030 Agenda for Sustainable Development: Southern Perspectives' at the UN Headquarters in partnership with United Nations Foundation and Centre on International Cooperation, New York University.
- The second event was held on 22 September 2015, 'Consultation on Institutional Architecture and Development & Access to Technology' at the New York University Midtown Center in collaboration with Centre on International Cooperation, New York University.

Helen Clark, UNDP Administrator at one of the side events, described India's role in the eventual outcome of the 2030 Agenda as "pivotal". She held that "without India, the world cannot achieve the SDGs"* . This was attested to by NITI Aayog Vice-Chairperson Arvind Panagariya, who linked India's development priorities as outlined by the vision of the new government as "now occupy(ing) center-stage in the SDG agenda "* .

Other world leaders and dignitaries who attended these events were: Ambassador Macharia Kamau, Permanent Representative of Kenya to the UN; Ambassador David Donoghue, Permanent Representative of Ireland to the UN, Ambassador Asoke Kumar Mukerji, Permanent Representative of India to the United Nations and several senior academics, UN leadership and civil society from India.

*Source:

<http://indianexpress.com/article/world/americas/tracking-pm-modi-in-america-at-un-sustainable-development-summit-all-eyes-on-india/>

4.2 Challenges

Some of the main challenges faced during the UNDAF period are discussed below:

Frequent regime change

As has been repeatedly stressed, regime change at both the political level and at the level of the Resident Coordinator's Office adversely affected the operational efficiency of UNDAF implementation. While the changes at the broader political level are beyond one's control, the long gap in the appointment of a Resident Coordinator in a country that is of strategic importance for meeting of international goals such as the MDGs and SDGs, could have been minimized with advanced planning.

The impact of the regime change at UN was keenly felt due to the overhauling of the UNCT management structure after the signing of the UNDAF with the Government of India. This restructuring of the UNDAF document and the management structure throughout 2013 has effectively meant that the UNDAF period was only for 3 years, posing an enormous challenge to both the UN staff and programme partners in fulfilling its ambitious agenda.

Varying performance and participation in UNDAF results groups

The UNDAF implementation also suffered due to the varying participation and commitment of UN agencies in various Task Teams and Working Groups. Though several agencies signed up for the groups, many have not been able to consistently engage in the team's efforts to deliver results. For example, at one point the UNDAF Working Group on social protection had 15 participating agencies (in 2014), despite which it only partially achieved its target outputs (Annual Report 2015). Representation of agencies often was not at the level of technical expertise required to contribute to the work of the group; nor was it at a sufficiently high administrative level to enable taking decisions. This seriously affected the effective implementation of UNDAF programmes.

As was pointed out repeatedly by UN staff, the work in thematic groups/task teams does not count in their individual performance appraisals and therefore there is very little motivation to contribute wholeheartedly to the work that is planned. However, the Disaster and Gender groups functioned relatively better, the former on account of long experience of the people involved in working together, and the latter on account of having focal points who were well informed of the larger issues.

Lack of regular internal monitoring mechanisms

The virtual absence of an internal monitoring mechanism for such a crucial exercise like the UNDAF in an important country like India, is a serious lacuna that affected both consistent reporting as well as achievement of results. For example, several activities that were reportedly postponed in 2013 and 2014 did not find even a mention in the subsequent years result matrix. This situation could have been avoided if the UN system had committed itself to more regular and professional methods of monitoring. This would have also ensured greater transparency and accountability of the agencies and the UN system as a whole.

Anchoring of the UNDAF limited to planning/advisory bodies

The Line Ministries are generally consulted only once in five years at the time of the UNDAF formulation and they do not play an active role in the management of the UNDAF. The Planning Commission/NITI Aayog in which the UNDAF is anchored, do not implement programmes and hence are not able to contribute directly to UNDAF results. The lack of wide government ownership for the UNDAF limits the scope for greater dissemination and mainstreaming of the work done by UN agencies and thereby its long term impact.

Complex UNCT management structure

The implementation of UNDAF via a top-heavy structure split across task teams, working groups and core committees was unduly complex. The division of responsibility between Task Teams being engaged largely in advocacy and Working Groups on programmes, is self-defeating as there seems have been an overlap between

the work of the two groups. For example, for Universal Health Coverage and HIV/AIDS there were both task teams and working groups and it is not clear how the work was being shared among these groups and whether such a distinction was even necessary. Many of the UN staff with whom we had discussions, mentioned the futility of such artificial distinctions.

Inadequate capacity at the UN RC's Office

UN RC office seemed to be severely understaffed for performing the multifarious activities for which it is responsible. As has already been pointed out, the absence of a dedicated monitoring and evaluation capacity has resulted in weak monitoring, which became all the more crucial due to the non-activation of the envisaged joint monitoring mechanisms of the GoI. Information is also required on various aspects of UNDAF implementation on a regular basis, particularly on flow of financial resources, which at present is missing. In the absence of such information, it is not clear how programmes can be effectively monitored.

Partnership building by the RC's office also seems to be confined largely to the advocacy realm whereas the UNDAF has both programmatic and advocacy responsibilities. The RC's office needs to support both aspects of the UNDAF and equip itself accordingly with requisite staff at appropriate administrative levels.

4.3 Lessons Learnt

The implementation of the UNDAF yields many valuable lessons that are enumerated in what follows:

Committed and consistent management of UNDAF is critical

Consistent leadership and commitment of the UNCT and government are critical to the full and successful operationalization of the UNDAF. Though the preparation and planning of the UNDAF was through an inclusive and participatory process between UN Agencies, Civil Society and Planning Commission, due to internal regime changes, commitment of both the UNCT and government towards the UNDAF seem to have declined after its initiation. The main lesson emerging from this experience is that it is risky to rely on a single government agency for ownership of the UNDAF, especially in an era of flux and change at multiple levels.

Development of a coherent rollout and monitoring plan of the UNDAF

Discussions with the UN Agencies yielded rich insights into the actual roll out of the UNDAF outputs and the challenges that they encountered in the process. A systematic and standardized monitoring format needs to be adhered to for facilitating mid-term corrections where required.

Joint programming is successful with convergence of complementary interests

Joint programming works well between agencies that have complementarities/convergence of interest in specific domains. In instances where agencies with specialised mandates were to collaborate with those with a wider and more loosely structured mandate, it was seen as a challenge, requiring much greater consultation as well as adaptation. Moreover, the agencies are driven more by the requirements of their mandates and reporting to headquarters is of high priority. This

resulted in UNDAF priorities being perceived as of secondary importance.

Three year- projects unrealistic especially in challenging geographic regions

Engaging in sensitive regions like Jammu and Kashmir and the North East poses challenges in terms of time, human and financial resources. While it may take a longer time to get projects rolling such areas, it is unrealistic to expect that efforts would yield concrete results within a three-year period. The time frame for projects in these areas needs to be increased.

Management of resources also requires operational collaboration between agencies

Pooling of resources of the collaborating agencies was problematic on account of the different accounting systems followed by the agencies. Resource constraints of the agencies against a background of an overall cut in the core resources of agencies also meant that a concerted thrust in offering support to the state government, as in the case of Mizoram, could not be made.

A strong comprehensive communications strategy is crucial

As the RCO led initiative has demonstrated, the One UN approach has worked well in advocacy and demonstrates the potential of what can be achieved when time, effort, and resources are devoted to it. The RC office must extend this approach to the programming realm also leading to a more coherent and integrated approach of the UN in offering support to the national and state governments, particularly in the realms of the SDGs and South-South cooperation.

While several results were being achieved in various states by the UN system as a whole, communicating these to the government as well as the public at large and to the stakeholders should be more analytical and sharper (showing relevance to the national priorities) than a mere description of activities of the UN as contribution to India's development.

5 Recommendations

India's performance on the SDGs during the period up to 2030 holds the key to global SDG achievement. The role of the UNCT in influencing and implementing the broader development agenda including that of the SDGs, is therefore crucial in the forthcoming 2018-22 UNSDF. Building on the lessons learnt from the implementation of the current UNDAF, where results have been somewhat modest, a number of recommendations covering various aspects UN's working in India are made with a forward-looking lens.

Strategic role of the UN in a resurgent India

Support achievement of the SDGs through greater thrust on upstream policy advisory and technical services: Over the years, the UN has conducted numerous 'pilots' to demonstrate the feasibility of adopting newer methods and approaches to development. In view of the huge size of the country, the magnitude of India's needs (with over 250 to 300 million people who would need to be supported in multiple ways), and the UN's limited financial resources, UN's strategic advantage at the present juncture would be better served in supporting Government of India's large flagship schemes that resonate with the SDGs, through high level upstream advisory services and specialized technical

services. The thrust of such services should be on design of programmes and better implementation methods so that it can have a positive multiplier impact on the lives of millions of people.

Harness robust intellectual resources: UN RC's performance in organising, a participatory process for SDG sensitisation has been considered exemplary by both GoI and UN HQ. The momentum gained would need to be deepened and supplemented by providing more substantive support in technical realms, which would require the UNRC to harness more intellectual resources to be able to support, guide and monitor the work under the UNSDF. High level technical personnel can provide the cutting edge advisory services in the design and implementation of programme to Government of India and the state governments.

South-South Cooperation: India has been playing a strong regional role and the government's concerted efforts to foster greater South-South Cooperation provides an enormous opportunity to the UN. With its wide network of offices and as a trusted development partner, the UN should increasingly support the government's focus to foster greater cooperation both strategically and through policy advisory and technical services.

Normative work of the UN

Normative Role to be given due importance: India is one of the founding member states and is a committed and active member of the UN. As articulated by the UNEG, normative work is one of the strongest comparative advantages of the UN³¹. The UN in India needs to take up its normative role much more earnestly than being done hitherto. This will enable it to be more visible as an upholder of the core values that the UN stands for and where its strength lies, rather than be perceived largely as an implementer of government programmes.

Priority programme areas

Programme Priorities: India's rising aspirations and needs on several fronts provides a challenge to the UN in deciding its priority areas. In order to be effective, it would be necessary to limit the number of UNDAF focus areas to a maximum of 6 broad outcomes that could be steered by agencies having core competencies in relevant areas. These should be strategic in terms of India's rising aspirations and include both the unmet MDG agenda of addressing core multi- dimensional deprivation, as well as the emerging challenges such as environmental degradation and urbanization.

Reducing inequality to be driver of programmes: The thrust of all programmes should be on reducing inequality, which is a separate SDG goal (Goal 10) in itself. This is of crucial importance in India, which experiences huge inequalities in all dimensions. This would effectively contribute to the Government of India's stated objective of *Sab ka Saath, Sab ka Vikas* and also the UN's principle of *'Leave no one Behind'*.

³¹ UN facilitates and sets universally applicable norms and standards for peace and security, economic and socio-cultural development, human rights, the rule of law, health and environmental sustainability and others.

Focus on Environment Sustainability in joint programmes: While the cross cutting themes of human rights, gender mainstreaming and capacity building are being addressed adequately, a greater focus needs to be given to environment sustainability. This is also increasingly important in the light of SDGs and its relevance therein.

Geographical focus

Areas to be mix of regions with MDG backlog and those facing emerging challenges: To support the proposed programme mix of unmet MDG challenges and emerging issues, the geographical focus of the UN should comprise an appropriate mix of states/regions that reflect both these dimensions. This would mean adopting a more nuanced approach and going beyond the traditional classifications of high, middle and low income states. In each of the themes selected for UN support, it would be necessary to identify the geographical areas, including at the state and district level that could benefit from UN support.

UN Coordination structure at the State level: In order to improve effectiveness of the UN functioning at the state level, a coordination structure at the state-level for the achievement of the SDGs needs to be set up in consultation with the state governments. This would make coordination and communication of UNCT with the state governments more systematic and also facilitate the implementation of SDGs at a decentralized level.

Deepen and widen engagement with remote states, especially North East: A consistent focus should be on providing development support to remote states with huge developmental needs. In view of the time and effort it takes to forge partnerships through joint programming, the next UNDAF should build on the strong partnership that has already been forged in the state of Mizoram, and deepen it further. The North Eastern region is an area that is underexplored for UN programming and is relatively less covered by development agencies. It is also an important thrust area for the Government of India. Hence greater focus on the North Eastern region is warranted.

Management of UNDAF

Ensure stability of UNDAF management arrangements: Once the UNSDF structure is decided upon with the GoI, it should be treated as sacrosanct and undue changes to reflect different perceptions and viewpoints must be avoided. Given that India accounts for one-fourth to one-half of potential global SDG achievements, stable management arrangements that are not subject to undue flux due to leadership changes within the UN need to be ensured. This will also impart stability and strong anchoring to the entire UNDAF process.

Three-year Rolling Plan: In a rapidly changing environment, it would be more prudent to have a three-year rolling plan as it may better address issues of regime change both internally and externally in comparison to a fixed five year work plan. This will also provide scope for mid- course correction, should the need so arise.

Sensitise and ensure wider ownership of UNDAF in Line Ministries: Measures should be taken to sensitise and instil ownership of the UNDAF by the line ministries, which hold the key to the effective implementation of various UNDAF outputs. The present system of seeking their inputs at the time of formulation needs to be augmented by involving

them in regular monitoring and assessment of results so as to make them more aware of the overall structure and significance of the UNDAF.

Ensure greater transparency and accountability of UNDAF management structures: Greater transparency and accountability in the functioning of structures such as PMT and OMT, that have a crucial bearing on UNDAF roll out and its effectiveness, needs to be ensured by the RC through regular meetings and monitoring.

Joint collaboration among UN agencies

Ensure effective collaboration among UN agencies in the spirit of One UN: UNDAF needs to be seen in the light of the importance attached by the UN Secretary General to 'One UN', which will increasingly demand that the UN agencies coordinate their activities among themselves in a much more coherent manner extending beyond UNDAF joint outputs to larger programming and advocacy initiatives. Greater efforts to ensure such 'joined up' working in all programmatic initiatives of UN agencies, including UN joint programmes, are imperative in order to make "One UN" a living reality.

Senior Management participation: Strong senior management (even at the agency level) buy-in and participation is needed to make results groups effective in terms of their influence and delivery. It is essential to ensure that the working groups are steered at an administrative level of Heads of Agencies or at least the Deputy Country representatives to ensure accountability and results.

Ensure that work in UNDAF groups counts: To counter indifferent participation and low commitment to joint work in the UNDAF working groups and task teams, time and effort spent in pursuit of collaborative work needs to be given due recognition in performance appraisal of UN staff. This will incentivize the staff to increasingly tune themselves to the One UN mode of working.

Commitment of Agencies to joint work: Agencies that sign up for specific outcomes should back it up with required resources which could be either technical, financial or both. Agency heads should ensure that only staff with required knowledge and expertise, who can contribute meaningfully to the groups' outputs, are nominated to participate in such groups. Regular feedback on their participation should be obtained to keep abreast of the contribution of the agency to the work being done in these groups.

Develop synergies between individual agency work to bolster larger impact: There are many UN agencies that are working in specific States, for example Odisha on particular programme initiatives, which if linked together could achieve much greater impact. This was pointed out earlier in the context of work on tribals by individual agencies and the UN joint output on social protection. The scope for greater synergies from individual UN programmes needs to be explored much more pro-actively as it could make a substantial difference to the lives of the poor and marginalised people. The opportunities for such 'joined up' work need to be increasingly explored. The dedicated UN coordination system at the state level that is proposed could be to facilitate such linkages.

Monitoring and evaluation

Systematic and accurate reporting on results: Due emphasis should be placed on more accurate reporting on the results matrix and specify reasons for partial/ non-achievement of activities. Instances of non-reporting on activities listed and mentioning activities unrelated to outputs should be strictly avoided in the interests of transparency and accountability.

Results to be stated in more specific rather than generic terms: Generic description of results needs to be replaced by sharper and more accurate statements to indicate the level and extent of the support provided to facilitate a more realistic assessment of UN's strategic advantage.

UN RC functions

Enhance capacity to monitor results in RCO: Regular and systematic monitoring through dedicated in-house capacity in the form of an M&E function within the RCO is imperative to keep track of the work plans of UNDAF and ensure transparency and accountability.

UNRC should proactively steer the working groups: To ensure high quality results, the UNRC should evolve a mechanism of regular feedback and monitoring of the UNDAF groups through specific meetings to speedily address issues and challenges that emerge in the working of such groups. Regular review of progress and addressing challenges in implementation should receive high priority.

Private sector partnership

In an era of increasing resource crunch, UNCT should explore greater opportunities for leveraging government resources and from socially responsible private sector entities. The corporate social responsibility (CSR) provision whereby Indian corporate sector firms having to statutorily devote 2% of the profits of past three years towards socially relevant initiatives, provides an enormous opportunity for the UN and the operational modalities for ensuring access to such funds needs to be actively explored

Knowledge generation and dissemination

The UN as a trusted knowledge adviser of the Government of India can play a more active role in generation, exchange, and dissemination of knowledge on specific issues that are of prime importance to the government. While individual agencies regularly support and publish knowledge products, examples being state and district Human Development Reports by UNDP, State of Children by UNICEF, the UN could as part of moving to upstream policy advisory services, initiate relevant knowledge products and facilitate national and state level dialogues on issues more proactively. The SDG roll out and implementation provides an excellent opportunity for such upstream work. The UN would be well advised to invest substantial time and resources in generating annual/regular reports on SDG progress, which have the potential to become the UN's flagship products in due course.

6 Conclusion and Way Forward

If the UN is to effectively support the rising aspirations of India and also help the country fulfill its obligations towards contributing substantially to the achieving of SDGs at the global level, the functioning of the UN in India needs to be much more strategic and efficient. Both ambition and effort required needs to be scaled up suitably by leveraging resources from the government as well as responsible private sector agencies to support the vast development agenda. The focus of such efforts should be to address the deprivations of the bottom 100 million in the country, which would still constitute less than 10 per cent of the population. This in turn means that 'business as usual' approach will not succeed.

The Government of India is emphasising transformational change as has been articulated by the Hon'ble Prime Minister in the first annual lecture at the NITI Aayog on 26 August 2016. He said, "If India is to meet the challenge of change, mere incremental progress is not enough. A metamorphosis is needed. That is why my vision for India is rapid transformation, not gradual evolution." Further he stated, "What we need is a collective opening of our minds, to let in new, global perspectives. To do this, we have to absorb new ideas collectively rather than individually. It requires a concerted effort"³². It is to this vision that the UN in India must gear itself in the 2018-22 SDF.

³² http://www.pmindia.gov.in/en/news_updates/pms-speech-on-the-occasion-of-transforming-india-lecture/?comment=disable

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Annex 1

TERMS OF REFERENCE FOR EVALUATION CONSULTANT FOR UNDAF EVALUATION

Background

The UN operates in its partner countries through a mutually agreed United Nations Development Action Framework. The current work of the UN system in India comprises 23 UN agencies and is guided by the UNDAF 2013-2017. This framework was developed together with the former Planning Commission in 2012 to ensure coherence between planned interventions of the UN and the priorities of the Government of India.

UN support to India averages around US\$250 million annually and is expected to remain steady and perhaps even grow in the foreseeable future. It is the collective objective of the UN Country Team to further focus UN partnership with the Government of India (GoI) on a limited number of scalable initiatives and disruptive ideas aligned with the SDGs and GoI priority schemes and missions in order to concentrate limited resources on programmes, which can measurably support India's ambitious commitments to rapid economic growth, poverty eradication and other developmental priorities.

This year, the UN Country Team in India has commenced the process of developing the next generation of the United Nations Development Action Framework (UNDAF) covering the period 2018-2022. The UN in India is also in the process of evaluating its current UNDAF. The UNDAF Evaluation Consultant, in coordination with the UN Resident Coordinator's Office shall conduct the evaluation of the current UNDAF. Led by the UNCT and coordinated by the RCO, the UNDAF evaluation report will be drafted, consulted, and finalized by mid- February 2017.

UNDAF evaluation will pursue the following purposes:

- To support greater learning about what works, what doesn't and why in the context of an UNDAF. The evaluation will provide important information for strengthening programming and results at the country level, specifically informing the planning and decision-making for the next UNDAF programme cycle and for improving United Nations coordination at the country level.
- To support greater accountability of the UNCT to UNDAF stakeholders. By objectively verifying results achieved within the framework of the UNDAF and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the UNDAF process, including national counterparts and partners, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

The objectives of the evaluation are:

- To assess the contribution made by the UNCT in the framework of the UNDAF to national development results through making judgements using evaluation criteria based on evidence.

- To identify the factors that have affected the UNCT's contribution, answering the question of why the performance is as it is and explaining the enabling factors and bottlenecks.
- To reach conclusions concerning the UN's contribution across the scope being examined.
- To provide actionable recommendations for improving the UNCT's contribution, especially for incorporation into the new UNDAF (2018-2022). These recommendations should be logically linked to the conclusions and draw upon lessons learned identified through the evaluation.

The evaluation will employ several data collection methods including, but not limited to:

- Home-based desk review of documents and available data sources, submission of inception report.
- Consultations and meetings with key stakeholders.
- Structured interviews with UNCT, government partners and other development partners.

The evaluation will use contribution analysis to understand and assess how the outputs achieved through programme cooperation have contributed to expected outcomes and influenced progress towards the achievement of national development priorities and targets. The evaluation will seek to show whether or not the UNDAF made a difference and why it made a difference. The evaluation will be conducted in a participatory manner, ensuring the involvement of key stakeholders in all phases of the evaluation.

Scope of Work:

The scope of the evaluation includes examining UNDAF programming principles (human rights-based approach, gender equality, environmental sustainability, results-based management, capacity development), overall strategies and outcome/output specific strategies included in the UNDAF itself. The UNDAF will be evaluated against the strategic intent laid out in the UNDAF document and specifically its contribution to the national development results included in the UNDAF results framework. The light UNDAF evaluation process will be based on desk review of the reports, surveys, mid-term progress reviews, and assessment reports relating to UNDAF evaluation.

Purpose of the evaluation:

- Assess the role and relevance of the UNDAF in relation to the issues and their underlying causes and challenges identified by the CCA and in the context of national policies and strategies; and as a reflection of the internationally agreed goals and standards guiding the work of the agencies of the UN system and adopted by the UN member states.
- Assess the design and focus of the UNDAF, i.e. the quality of the formulation of results at different levels, the result chain.
- Assess the validity of the collective comparative advantages of the UN System.
- Assess the effectiveness of the UNDAF in terms of progress towards agreed UNDAF outcomes, including an assessment of the performance of its Joint Initiatives

- Analyze to what extent results achieved and strategies used by the UNDAF are sustainable as a contribution to national development and in terms of the added value of UNDAF for cooperation among individual UN agencies.

Evaluation criteria: The contribution of the UNCT to the development outcomes will be assessed according to a standard set of evaluation criteria to be used across UNDAF evaluation:

- **Relevance.** The extent to which the objectives of UNDAF are consistent with country needs, national priorities, the country's international and regional commitments, including on human rights (Core human rights treaties, including CEDAW, CPRD, CRC, ICCPR, ICESCR, ICERD, ICRMW etc.) and the recommendations of Human Rights mechanisms (including the treaty bodies, special procedures and UPR), sustainable development, environment, and the needs of women and men, girls and boys in the country.
- **Effectiveness.** The extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the UNDAF. The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.
- **Efficiency.** The extent to which outcomes are achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.).
- **Sustainability.** The extent to which the benefits from a development intervention are likely to continue after the current UNDAF will have been completed.

Evaluation Methodology: The methodology for the independent evaluation will follow the United Nations Evaluation Group Guidelines and include:

- Desk review of documentation;
- Semi-structured interviews with key UN staff, government counterparts, CSOs and other stakeholders;
- Drafting of preliminary findings, based on desk review and interviews with UN staff and national partners;
- Possible visiting project sites;
- Presentation of findings to the national partners; and
- Finalization of the draft report based upon feedback received during the debriefing session with UNCT personnel and government/CSO representatives.

Data collection methods: The UNDAF evaluation will draw on a variety of data collection methods including, but not limited to:

- **Collection of reference materials:** The Consultant is responsible for reviewing the reference documents, reports and any other data and information provided by the UNCT /UN RC's Office.
- **Review focusing on UNDAF planning documents, UNDAF progress reviews undertaken by UN agencies, annual reports and past evaluation reports (including those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents.** These should include reports on the progress against national and international commitments.

- Reviewing the inputs from key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners.
- Interviews with the UN Heads of Agencies

Overall structure of the UNDAF Evaluation Report:

The final UNDAF Evaluation Report will be structured as follows, taking into account the scope and focus of the evaluation process:

- Executive Summary
- Chapter 1: Introduction (objectives, scope and methodology, limitations)
- Chapter 2: National development context
- Chapter 3: Evaluation Findings (corresponding to the UNDAF outcomes with each analyzed by evaluation criteria)
- Chapter 4: Conclusions and Recommendations
- The final report will be kept short (40-50 pages maximum excluding annexes). More detailed information on the context, the programme or the comprehensive aspects of the methodology and of the analysis will be placed in the annexes. The report will be prepared in accordance with UNEG guidance (please find attached Quality Checklist for Evaluation Reports)

Annex 2

UNDAF Questionnaire and Framework for Interviews



UNITED NATIONS UNDAF 2013-2017 Evaluation Questionnaire

Agencies are requested to kindly fill out the below questionnaire for the UNDAF Evaluation process.

Important Note: The UNDAF reflects the work of the entirety of the UN in India, across the twelve output areas; namely: social protection, food security, women's empowerment, HIV/AIDS, quality education, universal health coverage, water and sanitation, governance, energy, disaster risk reduction, the north east, and Jammu and Kashmir.

These set of questions designed to address the Evaluation objectives are intended to capture **both** the work undertaken by agencies **independently AND the joint and collaborative work** through joint programming, joint programmes, UNDAF working groups and task teams during the period 2013-17.

Objective 1: To assess the contribution of UN system to national development priorities

1. India's general elections in early 2014 led to a change in government from erstwhile United Progressive Alliance (UPA) to that led by National Development Alliance (NDA). Did you take any specific measures to adapt your country?
2. Detail two examples of success/achievements in the ongoing UNDAF cycle that contributed to India's development priorities, particularly the MDGs. This can include:
 - i. Programmatic achievements (include data, budget, partners involved and impact based on independent analysis undertaken of the programme)
 - ii. Policy Influence
 - iii. Advocacy, campaigning, communication efforts
 - iv. Influence/ inputs to global UN agenda (e.g. inputs to post 2015 global agenda-setting process)
3. Detail initiatives/programmes that did not fully achieve desired results and reasons for their limited success.
4. Were the UNDAF results achieved at reasonably low cost and were resources used appropriately? Please justify with examples and by providing financial figures.
5. How did the programmes and processes oriented towards the disadvantages and

marginalised regions and sections of the population?

6. What in your opinion are key lessons learned?

Objective II. To assess the process of the UN system's contribution through the UNDAF for the achievement of country priorities (Focus on effectiveness and efficiency of processes, mechanisms, procedures to plan, implement and monitor the UNDAF and report on progress)

7. What in your opinion is the comparative advantage of the UN in India? To what extent has this advantage been employed in achieving results in the UNDAF?

8. Give concrete examples of the application and reinforcement of normative and core principles of human rights and gender in UN assisted programmes contributing to national development goals. What measures have been taken towards capacity development of partners on human rights and gender?

9. What measures have been taken to ensure environmental sustainability?

10. How sustainable are the results that have been achieved? (E.g.: Did an output lead to institutional change in government, affect legislations/policy, improve long-term resilience of communities etc.)

12. Please give specific examples about the extent to which the UNDAF help to minimize transaction costs for GOI and for UN agencies?

12. Share your recommendations for upcoming UNDAF 2018-2022 – these could either be programmatic, operations or overall?

Annex 3

List of Respondents

Institution	Name	Title
Government		
Government of Mizoram	Mr. P.L. Thanga	Member Secretary, State Planning Board and Vice Chairman, NLUP Implementing Board
Representing erstwhile Planning Commission, Government of India	Mr. Pronob Sen	Former Principal Advisor, Planning Commission and Former Chief Statistician of India, MoSPI
	Dr. Rohini Nayyar	Former Principal Advisor, Planning Commission
UN Agencies		
UNIDO	Mr. Sandeep Tandon	Technical Advisor, Low Carbon Technology Deployment Project
	Mr. Sudhir Singh	National Expert (Energy and Environment)
UNIC	Mr. Rajiv Chandran	OIC
WFP	Dr. Hameed Nuru	Country Director
	Mr. Jan Delbaere	Deputy Country Director
	Ms Pradyna Paithankar	Head, Monitoring & Evaluation
UNICEF	Ms. Henriette Ahrens	Deputy Representative, Programme
UNFPA	Mr. Diego Palacios	Country Representative
	Mr. Venkatesh Srinivasan	Assistant Representative
UNDP	Mr. Jaco Cilliers	Country Director
	Ms. Alka Narang	Assistant Country Director and Head, Poverty Unit
	Ms. Momin Jaan	Monitoring and Evaluation Officer
	Ms. Preeti Soni	Assistant Country Director and Head, Energy and Environment Unit
	Ms. Sumeeta Banerji	Assistant Country Director and Head, Democratic Governance Unit
UNWOMEN	Ms. Diya Nanda	Intergovernmental Processes and Coordination Analyst
UNAIDS	Mr. Oussama Tawil	Country Coordinator
WHO	Dr. Hendrik Jan Bekedam	WHO Representative to India Director of Family Health & Research, South East Asia
ILO	Ms. Panudda Boonpala	Director, ILO Decent Work Team for South Asia and Country Office for India
	Mr. Markus Ruck	Senior Social Security Specialist
UN Resident Coordinator's Office	Mr. Yuri Afanasiev	UN Resident Coordinator and UNDP Resident Representative in India
	Ms. Radhika Kaul Batra	Chief of Staff

(UNRC)	Ms. Meenakshi Kaithel	Programme Coordination Specialist
	Ms. Rupin Mahiyaria	UNV Gender Specialist
FAO	Dr. Gurulingappa G. Koppa	Assistant Representative, Programme
UNESCO	Mr. Shigeru Aoyagi	Director and UNESCO Representative to Bhutan, India, Maldives and Sri Lanka
UNESCAP	Mr. Mathew Hammil	
Others		
National Foundation for India	Mr. Amitabh Behar	Executive Director
Research and Information System for Developing Countries (RIS)	Prof. Sachin Chaturvedi	Director General
	Sabyasachi Saha	Assistant Professor
Academic	Prof. Deepak Nayyar	Former Vice-Chancellor, University of Delhi
Academic	Dr. Rathin Roy	Director, National Institute of Public Finance and Policy

Annex 4

Evaluation Team

K. Seeta Prabhu

Prof. K. Seeta Prabhu, Ph.D, a leading exponent of the human development approach, is currently Tata Chair Professor at the Tata Institute of Social Sciences, Mumbai. She is also Senior Advisor to the Prime Minister's Rural Development Fellows Scheme of the Ministry of Rural Development, Government of India. She is a member of the Governing Council of the Indian Council for Social Science Research (ICSSR) and a permanent invitee to the Governing Board of the Institute of Livelihood Research and Training (ILRT), Basix group, Hyderabad.

From 2000 to 2013, she was with the United Nations Development Programme's India country office and played a key role as Head Human Development Resource Centre, Head, Poverty Unit and Senior Advisor, in the preparation of human development reports and implementation of policy recommendations therein at various levels in government, guiding the implementation of poverty related programmes and preparation of knowledge products and facilitating high level policy dialogues at the India Country Office. Prior to this, from 1979 to 2000, Seeta was a Professor of Development Economics at the University of Bombay and was engaged in teaching and research on themes ranging from social security, health, gender, poverty, budget analysis and human development. She has published several books and papers in leading national and international journals on these themes.

Seeta Prabhu has been an Advisor to the Indian Planning Commission, National Commission of Women, Reserve Bank of India, State Governments, and several multi-lateral and bilateral agencies. She was also a member of the Ministry of Rural Development's advisory group on poverty and Ministry of Tribal Development's advisory group on Tribal Human Development Report. She has also served on committees under the National Commission for Women and was a member of the Planning Commission Steering Committee on Women's Empowerment and Child Rights for the XII Plan

Aditi Malhotra

Aditi is a trained development sector professional with over 8 years of extensive work experience focusing on gender, sexuality, community development, and local governance. She has worked across institutions and stakeholders at Partners for Law in Development (NGO) as a gender trainer and CEDAW advocate, at UNDP (Solution Exchange and Democratic Governance Unit) and with Govt. of India officials at various levels. She has consulted with organizations like Child Rights and You (CRY), Oxfam India for programme evaluation and campaign designing respectively. Internationally, she has advised The Hunger Project Australia on improving the monitoring and evaluation of their work in Africa.

Her areas of interest include M&E, knowledge management, research, and advocacy. Besides being an alumnus of Tata Institute of Social Sciences (MSW), Aditi also holds an MPhil in Women and Gender Studies, where her work focused on integrating a feminist lens to monitoring and evaluation of development programmes. She is also the McGill Echenberg Human Rights Fellow from India (2010) at the Centre for Human Rights and Legal Pluralism, McGill University, Montreal, Canada.

Annex 5

Mapping UNDAF Outcomes to 12th FYP Priorities

UNDAF Outcome	Joint Output	Twelfth Five Year Plan
<p>1. Inclusive and equitable growth policies and poverty reduction strategies of the government strengthened to ensure that most vulnerable and marginalized people in rural and urban areas have greater access to decent employment, skills development, social protection and sustainable livelihoods</p>	<p>1. Stakeholders at national and state levels have access and capacity to use evidence-based policy options on inclusive growth, social protection floor and livelihoods promotion for the most vulnerable and marginalized people, especially women and children in rural and urban areas</p>	<p>Chapter 11: Regional Equality Chapter 13: Industry Chapter 22: Employment and Skill Development Chapter 23: Women's Agency and Child Rights Chapter 24: Social Inclusion</p>
	<p>2. One UNDAF priority state government has an appropriate framework of evidence, capacities and mechanisms to provide improved basic social protection to vulnerable communities</p>	<p>Chapter 13: Industry Chapter 23: Women's Agency and Child Rights Chapter 24: Social Inclusion</p>
	<p>3. Women, men and children from socially excluded communities in at least 2 UNDAF priority states have improved capacities to effectively claim their rights and entitlements</p>	<p>Chapter 23: Women's Agency and Child Rights Chapter 24: Social Inclusion</p>

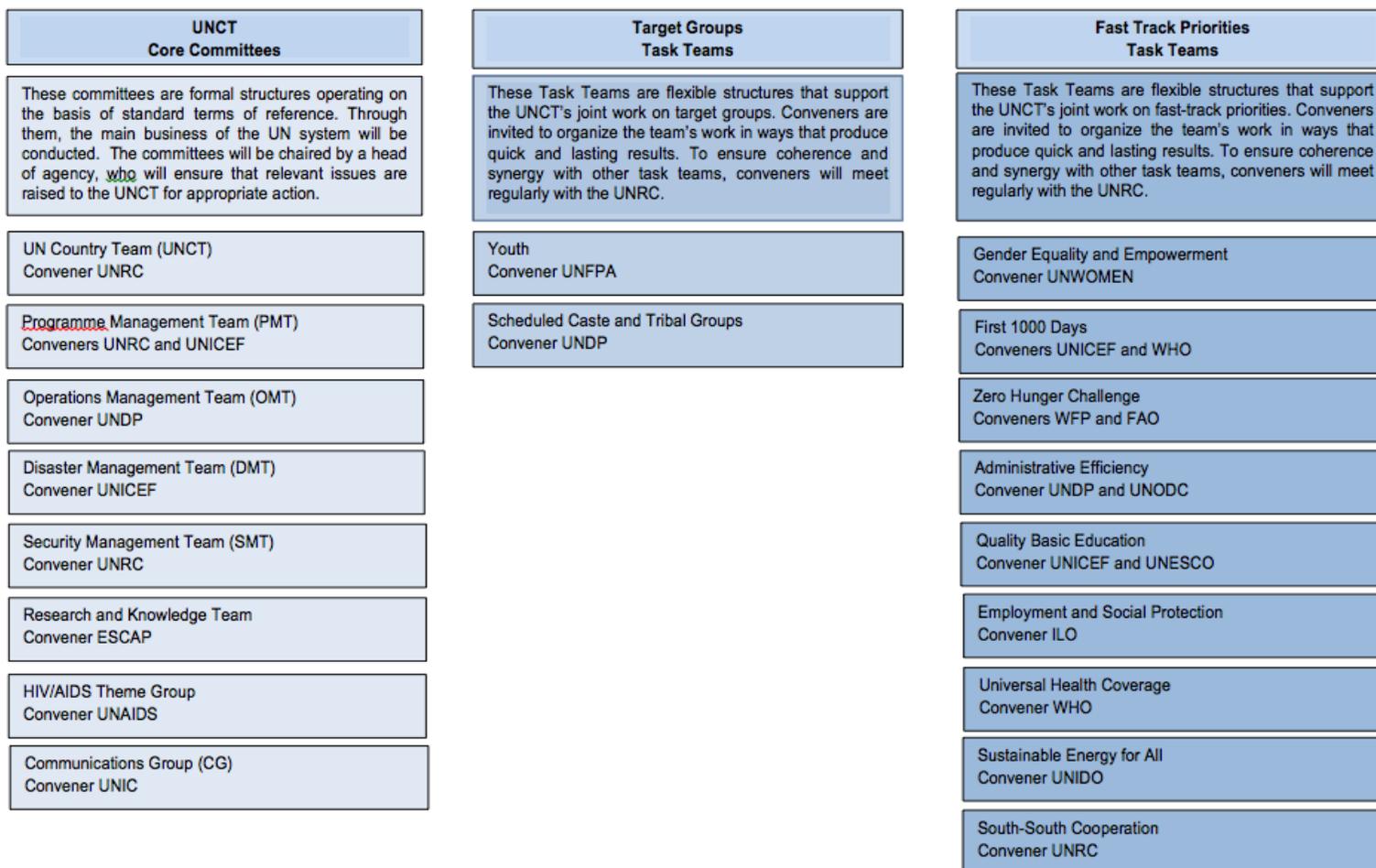
<p>2: Vulnerable populations in the UNDAF priority states have improved availability of, access to and utilization of food and nutrition to meet minimum standards</p>	<p>4. A convergent model linking agriculture, nutrition and health for improving food and nutrition security developed and validated in at least one UNDAF priority state for replication by the Government by 2017</p>	<p>Chapter 5: Water Chapter 12: Agriculture Chapter 17: Rural Development Chapter 20: Health Chapter 23: Women's Agency and Child Rights</p>
	<p>5. Government agencies and policy makers have the capacity to effectively and efficiently respond to food and nutrition security issue</p>	<p>Chapter 10: Governance Chapter 12: Agriculture Chapter 20: Health</p>
	<p>6. Programme planners and policy makers have access to and know how to incorporate Global/ National best practices and evidences of food security and nutrition into their policies and programmes</p>	<p>Chapter 10: Governance Chapter 12: Agriculture Chapter 20: Health</p>
<p>3: Government and civil society institutions are responsive and accountable for improving women's position, advancing their social, political, economic rights and preventing gender discrimination</p>	<p>7. Key policy makers and programme implementers have increased access to and are able to use a body of knowledge on key WE/GE issues</p>	<p>Chapter 10: Governance Chapter 23: Women's Agency and Child Rights</p>
	<p>8. Relevant government and civil society partners at central and state level have capacities to apply and monitor normative standards</p>	<p>Chapter 23: Women's Agency and Child Rights</p>
	<p>9. Key stakeholders have enhanced knowledge and positive attitudes towards the girl child in districts with adverse 0-6 age group sex ratio</p>	<p>Chapter 10: Governance Chapter 23: Women's Agency and Child Rights</p>
	<p>10. CSO's, women's groups have enhanced lobbying capacity for an increase in the representation and leadership of women within major political parties at the national and state level</p>	<p>Chapter 10: Governance Chapter 23: Women's Agency and Child Rights</p>
<p>4: Vulnerable and marginalised populations have equitable access to and use quality basic services in selected states (i.e. health, education, sanitation, HIV and AIDS, safe drinking water)</p>	<p>11. Increased political commitment for equitable access to quality HIV prevention, care, support and treatment services at national level and UNDAF states</p>	<p>Chapter 20: Health Chapter 23: Women's Agency and Child Rights</p>
	<p>12. Service providers and programme managers have enhanced capacity to deliver non-discriminatory and gender sensitive quality HIV prevention, care, support and treatment services in selected states</p>	<p>Chapter 20: Health Chapter 23: Women's Agency and Child Rights</p>
	<p>13. Increased capacity of HIV affected and Key Population communities to demand provision of and access to quality HIV prevention, care, support and treatment services</p>	<p>Chapter 20: Health Chapter 23: Women's Agency and Child Rights</p>
	<p>14. Policy makers and programmers have access to evidence, for planning lessons from successful innovations and studies to inform their inclusive planning</p>	<p>Chapter 8: Science and Technology Chapter 9: Innovation Chapter 20: Health</p>

		Chapter 21: Education
15. Education planners, administrators, teacher educators have improved knowledge and skills to provide and monitor quality education with equity and inclusion in accordance with RTE		Chapter 21: Education Chapter 22: Employment and Skill Development Chapter 23: Women's Agency and Child Rights
16. Transition opportunities and quality education for disadvantaged and excluded groups are embedded in policies		Chapter 24: Social Inclusion
17. Enabling environment strengthened for increasing enrolment and retention of girls from disadvantaged/excluded communities at elementary level		Chapter 21: Education Chapter 22: Employment and Skill Development Chapter 23: Women's Agency and Child Rights
18. Appropriate teacher training curriculum/syllabus content addressing adolescent concerns, and Life Skills and continuing education programme including vocational skills, Hygiene, Health, Nutrition, Prevention of HIV and substance abuse, discrimination and violations developed based on human rights and constitutional values		Chapter 21: Education Chapter 22: Employment and Skill Development Chapter 23: Women's Agency and Child Rights
19. Community based organizations (Village Health Sanitation Committees) have knowledge and skills to plan and monitor primary health care in defined programme geographies		Chapter 10: Governance Chapter 20: Health
20. Three states have improved capacity to formulate and implement Human Resource policies for health		Chapter 20: Health
21. Improved management capacities of health system to plan, implement and monitor health intervention for women, adolescents & children		Chapter 20: Health Chapter 23: Women's Agency and Child Rights
22. Sustained support for polio eradication through maintenance of high childhood immunity to eradicate wild poliovirus in India and guard against any importations until both certification of eradication in India (three years following last case) and eradication is achieved globally		Chapter 20: Health Chapter 23: Women's Agency and Child Rights
23. Parliamentarians and elected leaders committed to ensure inclusion and delivery of quality WASH services for vulnerable and excluded population		Chapter 5: Water Chapter 10: Governance
24. CBOs Village Health and Sanitation Committees, School Management Committees, SHGs and others) amongst the vulnerable communities have enhanced capacity to demand		Chapter 5: Water Chapter 10: Governance

	access to and monitor WASH services	
Outcome 5: Governance systems are more inclusive, accountable, decentralized and programme implementation more effective for the realization of rights of marginalized groups, especially women and children	25. National government continues to promote decentralization and facilitate decentralised planning and State Governments develop and replicate models for decentralized planning	Chapter 10: Governance Chapter 23: Women's Agency and Child Rights
	26. Supported the adaptation of National and sub-national laws to UNCAC, development of an index to measure corruption and sensitization of government officials to take up process specific anticorruption reforms	Chapter 10: Governance Chapter 23: Women's Agency and Child Rights
	27. Locally elected representatives, especially women, have the capacity to be effective agents of change for social justice, economic development, gender equality, climate resilient sustainable development	Chapter 10: Governance Chapter 23: Women's Agency and Child Rights
	28. Inclusive and independent process of monitoring and review of national plan implementation through engagement of marginalized groups, institutionalized	Chapter 10: Governance Chapter 24: Social Inclusion
	29. Judiciary at national and state level sensitized on laws concerning and affecting women & girls and documentation of gender sensitive and gender-blind judgments through judicial academies at national and state level	Chapter 10: Governance Chapter 23: Women's Agency and Child Rights
Outcome 6: Government, industry and other relevant stakeholders actively promote more environmentally sustainable development and resilience of communities is enhanced in the face of challenges of Climate Change, Disaster Risk and natural resource depletion	30. Institutional decision making and program implementation at the national and state-levels better informed by good practices and knowledge in Climate Change Adaptation, Disaster Risk Reduction, Sustainable Natural Resource Management (SNRM) and low-carbon growth	Chapter 4: Sustainable Development Chapter 7: Environment, Forestry and Wildlife Chapter 10: Governance
	31. Disaster Risk Reduction and Climate Change Adaptation are integrated into development planning for the vulnerable communities in select areas to enable them to become more resilient to disasters, crop failures and climate change impacts	Chapter 7: Environment, Forestry and Wildlife Chapter 10: Governance
	32. Community-based institutions are better able to value the ecosystem goods and services for sustainable ecosystem management	Chapter 4: Sustainable Development Chapter 7: Environment, Forestry and Wildlife Chapter 9: Innovation Chapter 10: Governance
	33. SMEs and underserved communities have enhanced access and capacities to deploy clean technologies and practices for reducing GHG emission intensity	Chapter 13: Industry Chapter 14: Energy Chapter 18: Urban Development

Annex 6

United Nations Country Team India 2013 Coordination Structure



Annex 7

UNCT COORDINATION STRUCTURE 2016

STANDING WORKING GROUPS

STANDING WORKING GROUPS	CONVENERS
UN Country Team (UNCT)	UNRC
UNCT/SDG/UNDAF Working Group	UNRC
Communications Group (CG)	UNRC
Monitoring and Evaluation Group	UNESCAP
Disaster Management Team (DMT) (Ad-hoc)	UNRC
Operations Management Team (OMT)	UNICEF
Security Management Team (SMT)	DO/DSS

RESULTS GROUPS

GOALS		RESULT GROUPS Support SDGs and national priorities	CONFIRMED MEMBERSHIP FROM AGENCIES
1	Goals: 2, 3 and 6	Good Health, Well Being and Sanitation Conveners: WHO/UNICEF	UNFPA, IOM, WFP, FAO, UNEP, UNHABITAT, UNDP, UNAIDS, UNODC, APCTT
2	Goals: 1 and 2	No Hunger and Rural Poverty Convener: WFP/FAO	IFAD, WHO, ILO, UN Women, UNICEF, UNDP, UNESCO, APCTT
3	Goal: 4	Quality Education and Lifelong Learning Conveners: UNICEF/UNESCO	UNFPA, UN Women, ILO, UNEP
4	Goal: 5	Gender Equity Convener: UN Women	UNFPA, WFP, IOM, UNICEF, UNAIDS, UNODC, UNESCO, UNESCAP, WHO
5	Goals: 7, 11 and 13	Energy, Environment and Resilience Convener: UNDP	UN Women, UNIDO, UNESCO, UNICEF, UNEP, UNHABITAT, APCTT, IOM, WHO
6	Goals: 8 and 9	Job Creation, Skilling and Entrepreneurship Conveners: ILO/UNIDO	UNFPA, UNDP, UN Women, UNESCO, IOM, UNHABITAT, UNESCAP
7	Goals: 1, 10 and 16	Inequality, Exclusion and Poverty Eradication Convener: UNDP	UNFPA, ILO, UN Women, IOM, UNEP, UNHABITAT, UNAIDS, UNESCO, UNESCAP, UNICEF, WHO
8	Cross Cutting	Youth (Ad-hoc) Convener: UNFPA	ILO, UN Women, UNV, IOM, UNESCAP, WHO
9	Cross Cutting	North-East (Ad-hoc) Convener: FAO	ILO, UNIDO, IOM, UNDP

Annex 8

2013 Key Results Areas UN Country Team India	Performance Indicators and Outputs	Strategic Results
Result Area Coordination for Results		
<p>UNCT Contribution to National Goals and Secretary General's key Campaigns</p>	<p>In support of national efforts to <u>Unite to End Violence and Discrimination Against Women and Girls</u>, the UNCT, through the Gender Equality Task Team chaired by UNWOMEN, will help to strengthen political commitment to EVAW by:</p> <ol style="list-style-type: none"> 1. advocating with decision-makers at national, state and local levels on the basis of evidence produced through policy briefs 2. supporting the establishment of one-stop support centres for victims of gender-based violence 3. providing evidence to accelerate action on gender-biased sex selection 4. reviewing gender training modules for judges and making recommendations for addressing violence against women 	<p>Almost Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • state authorities have adopted 10 of the recommendations in UN policy briefs • the government has established a <i>Nirbhaya</i> Fund for initiatives to end violence against women and has agreed on a short-list of high priority projects • a module on gender biased sex selection has been incorporated into the training curriculum for elected women representatives <p>Although a best practice briefing on one-stop crisis centers was submitted to the Justice Mehra Committee, the government has still not agreed on protocols for the centres.</p> <p>At its annual retreat, the UNCT concurred with the view of the Gender Equality Task Team that the UNCT has almost achieved its planned results in this area.</p>

<p>In support of the Zero Hunger Challenge, the UNCT, through the Zero Hunger Task Team chaired by FAO and WFP, will help to improve the efficient and inclusive implementation of the public food distribution system by:</p> <ol style="list-style-type: none"> 1. providing guidance on better enrolment mechanisms, improved portability and stronger grievance procedures 2. providing evidence on how to increase the nutritional content of the food basket 3. promoting strategic south-south learning exchanges 	<ol style="list-style-type: none"> 1. At least three, Op-Eds, SolEx and media events document discrimination and exclusion in food systems 2. At least one grievance and redressal mechanism analyzed and at least programme designed to address exclusion 3. At least two national programmes analyzed for improvements in nutritional quality and sustainability of food baskets 4. At least two face-to face south-south interactions or consultations including India and Brazil 	<p style="text-align: center;">Almost Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • key issues related to Zero Hunger have been featured in more than five Op-Eds and media events including a lead article in TIME magazine's international edition • the government has developed a model grievance redressal mechanism for the Targeted Public Distribution system and disseminated it to all states • a study of the nutritional value of the Targeted Public Distribution System food has been started <p>Although plans were underway for face-to-face south-south interactions between India and Brazil, these are likely to occur in 2014. Preliminary discussions to establish a Centre of Excellence for south-south learning on food and nutrition security will continue through 2014.</p> <p>At its annual retreat, the UNCT concurred with the view of the Zero Hunger Task Team that the UNCT has almost achieved its planned results in this area.</p>
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<p>In support of the First 1,000 Days campaign, the UNCT, through the First 1000 Days Task Team chaired by UNICEF and WHO, will support policies and programmes that scale-up access to nutrition interventions during the critical period between pregnancy and first two years by:</p> <ol style="list-style-type: none"> 1. advocating and supporting UNDAF states to develop multi-sectoral approaches for improving maternal, adolescent and child nutrition 2. advocating and supporting State Governments and partners to scale up evidence-based essential services and practices that prevent stunting 3. advocating and supporting UNDAF states to scale up programmes that provide quality and timely care for children with Severe Acute Malnutrition 	<ol style="list-style-type: none"> 1. Number of UNDAF priority states with inter-sectoral responses for improving maternal, adolescent and child nutrition outcomes 2. Number of UNDAF priority states with comprehensive plans and budgets for scaling up essential services and practices to prevent stunting 3. Number of UNDAF states with comprehensive strategies to scale up facility and community based management of children with Severe Acute Malnutrition (SAM) 	<p style="text-align: center;">Fully Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • Five of the nine UNDAF priority states have formed State Nutrition Missions and Councils to improve policies, governance and inter-sectoral coordination for maternal and child nutrition and development • All nine UNDAF priority states have completed comprehensive plans and adopted budgets to scale-up essential services and practices to prevent stunting in the government's flagship schemes • Facility-based management systems for children with SAM have been scaled-up in all nine UNDAF priority states; 777 Nutrition Rehabilitation Centers are now functioning, significantly more than the target set at the beginning of the year <p>At its annual retreat, the UNCT concurred with the view of the First 1000 Days Task Team that the UNCT has fully achieved its planned results in this area.</p>
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<p>In support of Universal Health Coverage (UHC), the UNCT, through the UHC Task Team chaired by WHO, will help promote greater political commitment to UHC within India by:</p> <ol style="list-style-type: none"> 1. advocating for UHC and facilitating UHC-related inter-sectoral dialogues between experts, parliamentarians and senior federal and state officials linking social protection, education, finance and taxes, governance and public administration aspects of UHC 2. recommending ways to improve the monitoring of progress towards UHC based on analyses of available information on methodologies and indicators 	<ol style="list-style-type: none"> 1. Number of declarations from elected representatives in support of UHC reported in the press media as verified by a media survey 	<p style="text-align: center;">Fully Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • The Parliamentarian Forum on Health has been extensively briefed on UHC rationale, concepts and strategies and the WHO-World Bank flagship course on Health Finance for senior policy makers and health administrators has been conducted in Odisha <p>At its annual retreat, the UNCT concurred with the view of the UPC Task Team that the UNCT has fully achieved its planned results in this area.</p>
<p>In support of the national campaign of Getting to Zero, the Joint UN Team on AIDS will focus on strengthening the capacity of stakeholders by:</p> <ol style="list-style-type: none"> 1. helping to develop a comprehensive package of services for persons who inject drugs and other key affected populations for roll-out under NACP IV 2. helping to roll-out effective treatment regimens for prevention of mother-to-child transmission 3. supporting policy dialogues on service delivery and the HIV Bill in Parliament <p>The Joint UN Team on AIDS chaired by UNAIDS will coordinate these efforts.</p>	<ol style="list-style-type: none"> 1. Mapping and size estimates studies finalized and the package of services revised for subsequent roll-out 2. Number of states where effective regimens for prevention of mother-to-child transmission are being provided to positive pregnant mothers 3. Number of eligible adults and children receiving Antiretroviral Therapy (ART) 	<p style="text-align: center;">Fully Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • a mapping of female drug users and trans-genders has been completed and used to revise the comprehensive package of services • the government has rolled-out an effective regime for preventing mother-to-child transmission • the number of eligible adults and children receiving ART has increased from 605,000 in December 2012 to 730,000 <p>At its annual retreat, the UNCT concurred with the view of the Joint UN Team on AIDS that the UNCT has fully achieved its planned results in this area.</p>

<p>In support of Quality Basic Education, the UNCT, through the Quality Basic Education Task Team chaired by UNESCO and UNICEF, will help to accelerate implementation of India's Right to Education as part of the broad campaign to ensure Education for All by:</p> <ol style="list-style-type: none"> 1. advocating for rapid implementation of the RTE including improved teaching, more child friendly schools, strengthened monitoring systems, special support for out-of-school children and evidence-based research 2. endorsing evidence-based norms and standards to achieve Education for All 3. promoting increased access to secondary education for adolescents 	<ol style="list-style-type: none"> 1. Child friendly principles integrated into RTE in delivery mechanisms in UNDAF states 2. Teacher Education Plans in UNDAF states meet RTE Standards 3. RTE monitoring systems in place in UNDAF states 4. Life-skills education integrated in RMSA and secondary education 	<p style="text-align: center;">Almost Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • child friendly principles have been finalized and integrated into the monitoring tools used by the National Commission for Protection of Child Rights for social audits • roadmaps for teacher education and five-year plans have been developed in four UNDAF states and the first Joint Review Missions on teacher education has been conducted in seven UNDAF states • RTE monitoring systems have been established in all UNDAF states with State Commissions for Protection of Child Rights and regular stock-taking exercises have been undertaken at national and state levels <p>Although advocacy on life-skills education continued throughout the year, the curriculum is still in the process of being integrated in to RMSA and secondary education.</p> <p>At its annual retreat, the UNCT concurred with the view of the Quality Basic Education Task Team that the UNCT has almost achieved its planned results in this area.</p>
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	<p>In support of Sustainable Energy for All (SE4ALL), the UNCT, through the Sustainable Energy for All Task Team chaired by UNIDO, will lay the groundwork for increased engagement on the issue by:</p> <ol style="list-style-type: none"> 1. mapping-out the activities of individual UN agencies that contribute to, or can benefit from, the objectives of the SG's SE4ALL campaign 2. identifying local barriers to energy access 3. developing models to address these barriers that can be implemented through joint UN programmes and initiatives 	<ol style="list-style-type: none"> 1. Activity map completed and used to develop at least one model that can be jointly implemented next year 2. Sustainable energy well established in the UN's collective and strategic work on economic, social, political and environmental issues 	<p style="text-align: center;">Partially Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • a compendium on SE4ALL and mapping of UN work on livelihoods, natural resource management, health and sanitation has been completed <p>Although the UNCT was much more familiar with SE4ALL, additional advocacy and sensitization is needed before work on a model can go forward.</p> <p>At its annual retreat, the UNCT concurred with the view of the Sustainable Energy for All Task Team that the UNCT has partially achieved its planned results in this area.</p>
	<p>In support of Decent Work, the UNCT, through the Social Protection Task Team chaired by ILO, will promote a systemic approach to generation of decent work and economic empowerment together with provision of social protection floors by:</p> <ol style="list-style-type: none"> 1. providing evidence-based analysis in favour of social protection floors 2. providing strategic advice and technical support to state governments about social protection frameworks 3. providing normative advice based on international standards for all livelihoods and employment generation programmes, particularly those targeting women 	<ol style="list-style-type: none"> 1. Study containing baseline information and recommendations on social protection completed 2. State-level consultations and advocacy seminars conducted 3. An in-depth study of the barriers for women's economic empowerment and decent work in the rural informal sector completed 4. A practical guideline on how to operationalize international standards related to women's work and economic 	<p style="text-align: center;">Fully Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • a study containing baseline information and recommendations on social protection has been published and the findings disseminated at a High Level Inter-Ministerial Event; the UN has received approval from the Planning Commission to support state based initiatives • preparatory discussions have been undertaken with the Odisha Government • preparatory work for the comprehensive study on low female labour force participation has been completed; the study will continue in 2014 • a working group has been formed to operationalize international

		empowerment completed	standards related to women's work and economic empowerment At its annual retreat, the UNCT concurred with the view of the Social Protection Task Team that the UNCT has fully achieved its planned results in this area.
In support of Administrative Efficiency and national anti-corruption efforts, the UNCT, through the Administrative Efficiency Task Team chaired by UNODC and UNDP, will help to improve the efficiency and accountability of government schemes by:	1. developing guidance and a checklist to assess administrative efficiency of government flagship programmes, with a focus on anti-corruption, inclusion, efficiency and equity 2. integrating key UNCAC principles into training programmes at national, state and panchayat levels	1. Guidance on efficiency and accountability in government schemes developed, and principles of anti-corruption and gender embedded in training for government officials, elected leaders and judicial officers	Partially Achieved By end year, the following target had been met: <ul style="list-style-type: none"> the scope and design of a study to assess a centrally sponsored scheme and identify ways of improving efficiency, transparency and accountability had been agreed Although guidance on efficiency and accountability was provided to officials, it has not yet been embedded in training for government officials, elected leaders and judicial officers. At its annual retreat, the UNCT concurred with the view of the Administrative Efficiency Task Team that the UNCT has partially achieved its planned results in this area.
In support of the national Youth Agenda , the UNCT, through the Youth Task Team chaired by UNFPA, will help to position youth issues in national development plans and political platforms by:	1. generating evidence on the barriers to political and social inclusion that youth face, particularly young women 2. helping to establish youth networks	1. Number of political manifestos where young peoples' needs are addressed 2. Youth network established 3. Comprehensive youth survey started	Almost Achieved By end year, the following targets had been met: <ul style="list-style-type: none"> 45 NGOs across the country had held consultations to discuss the role of youth in politics, and had met with more than 20 leading politicians to influence political manifestos

<p>that can influence social and political dialogue.</p>		<ul style="list-style-type: none"> • a youth network composed of more than 40 groups had been formed <p>Work on the comprehensive youth survey has been delayed due to lack of financial resources.</p> <p>At its annual retreat, the UNCT concurred with the view of the Youth Task Team that the UNCT has almost achieved its planned results in this area.</p>
<p>In support national efforts to improve conditions for <u>Scheduled Castes (SC) and Schedule Tribes (ST)</u>, the UNCT, through the Scheduled Caste and Scheduled Tribe Task Team chaired by UNDP, will help to accelerate inclusion of SC and ST issues in national and state policy and planning processes by:</p> <ol style="list-style-type: none"> 1. providing technical support and advocating with policy makers to promote passage of the Bill to eradicate Manual Scavenging 2. providing technical support and advocating for effective design and implementation of Tribal Sub-Plans and the Forest Rights Act 	<ol style="list-style-type: none"> 1. Concerns of organizations representing manual scavengers incorporated into revised bill 2. Training and sensitization modules integrating effective design elements available to key constituencies 	<p style="text-align: center;">Almost Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • the revised Bill to eradicate Manual Scavenging has been passed including an expanded definition of manual scavengers, monitoring mechanisms and penalties for violators • training modules on the Forest Rights Act and draft guidelines on Scheduled Tribe sub-plans have been developed and are awaiting approval by the Planning Commission <p>The UNCT is disappointed that gaps remain within the Bill on rehabilitation coverage and protection of non-dalits.</p> <p>At its annual retreat, the UNCT concurred with the view of the Scheduled Caste and Scheduled Tribe Task Team that the UNCT has almost achieved its planned results in this area.</p>
<p>Result Area Working Together As One (Coordination, Common Services, Advocacy and Resource Mobilization)</p>		

<p>Common Services and Premises</p>	<p>In support of QCPR calls for greater operational efficiency, the UNCT, through the Operations Management Team chaired by UNDP, will renew efforts to be more cost effective and operationally efficient by:</p> <ol style="list-style-type: none"> 1. strengthening collaboration with the Ministry of External Affairs as per the correct application of the UN Convention on Privileges and Immunities 2. improving HACT governance by participating UN agencies 3. establishing a common UN Procurement system. 	<ol style="list-style-type: none"> 1. Misinterpretation of UN privileges and immunities is rectified 2. Joint Procurement planning commences and agencies establish Long Term Agreements (LTA) 	<p>Partially Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • a direct link with the Ministry of External Affairs had been established to deal with outstanding issues • UNDP, UNFPA and UNICEF had initiated common procurement processes and shared LTAs <p>The UNCT is disappointed that regulations on post creation remain in place.</p> <p>At its annual retreat, the UNCT concurred with the view of the Operations Management Team that the UNCT has partially achieved its planned results in this area.</p>
<p>Roll-out of UNDAF</p>	<p>In support of the new Twelfth Five Year Plan, the UNCT, through the Programme Management Team chaired by the RC and UNICEF, will accelerate the roll-out of the UNDAF by:</p> <ol style="list-style-type: none"> 1. identifying, in consultation with stakeholders, which of the 33 joint outputs in the UNDAF are top implementation priorities 2. elaborating an implementation plan for the top priorities including joint programmes and joint programming 3. elaborating, as necessary, a resource mobilization strategy for joint programmes and joint programming 	<ol style="list-style-type: none"> 1. A costed implementation plan for the roll-out of high priority joint outputs elaborated and funding sources identified 	<p>Partially Achieved</p> <p>By end year, the following target had been met:</p> <ul style="list-style-type: none"> • agreement had been reached with the Planning Commission to reduce the number of joint outputs in the UNDAF from 33 to eight; the Planning Commission had also endorsed two new joint UNCT programmes in the North East and Jammu and Kashmir <p>The implementation and costing plan for the revised UNDAF will be done in early 2014.</p>
<p>Advocacy and Communications</p>	<p>In support of common UN priorities, the UNCT, through the Communications Group chaired by UNIC, will continue to position the work of the UN agencies, funds and programmes throughout India by:</p>	<ol style="list-style-type: none"> 1. Number of OpEds appearing in major media outlets 2. UN film produced and disseminated widely 	<p>Partially Achieved</p> <p>By end year, the following target had been met:</p> <ul style="list-style-type: none"> • a UN-India Plus Section had been introduced in the UNIC newsletter,

	<ol style="list-style-type: none"> 1. placing OpEds in major media outlets and arranging for media coverage of key agency events 2. arranging for high-profile events that promote the MDGs and Post 2015 agenda 3. developing a film and public announcements that describe and promote the work of the UN system in India 		<p>UNews, and on the UNIC web site</p> <p>Other planned results including the UN film could not be completed due to lack of funds.</p> <p>At its annual retreat, the UNCT concurred with the view of the Communications Group that the UNCT has partially achieved its planned results in this area. It was noted, with appreciation, that the roll-out of the UNCT Advocacy Strategy, which is facilitated by the RC Office in support of each Task Team, has been highly successful. The roll-out of a UNCT web-site, also by the RC Office, has also been highly commended. (The Advocacy Strategy and web-site were endorsed by the UNCT mid-way through the year, after the Work Plan had been endorsed.)</p>
Result Area Emergency Preparedness and Relief			
Coordination	<p>In support of national efforts to improve emergency preparedness and disaster response, the UNCT, through the Disaster Management Team chaired by UNICEF, will help to strengthen risk-informed development planning by:</p> <ol style="list-style-type: none"> 1. helping to mainstream Disaster Risk Reduction in 4-5 flagship missions 2. helping to incorporate risk elements into the development plans in UNDAF states 3. helping to elaborate a plan of action to address Climate Change Adaptation 	<ol style="list-style-type: none"> 1. Disaster risk reduction measures mainstreamed through gap analysis in at least five flagship government programmes 2. At least one Multi-hazard Vulnerability Mapping system integrated into a flagship government programme 3. One 3 - 5 year action plan agenda on CCA developed through extensive regional and 	<p style="text-align: center;">Partially Achieved</p> <p>By end year, the following targets had been met:</p> <ul style="list-style-type: none"> • terms of reference for a study on integrating DRR requirements into MHA guidelines had been completed • pilots on the Multi-hazard Vulnerability Mapping system have been completed in Bihar and Rajasthan <p>The integration of the Multi-hazard Vulnerability Mapping system into state level planning will be done in 2014 and the identification and mainstreaming of DRR national priorities into state plans will also be done in 2014-2015.</p>

		national consultative process	At its annual retreat, the UNCT concurred with the view of the Disaster Management Team that the UNCT has partially achieved its planned results in this area. The UNCT noted, with appreciation, the extraordinary support the DMT had provided to national and state authorities during the two major disasters that hit India during the year.
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Annex 9

India UNCT 2014 Report					
This report covers the activities of the UNCT's Task Teams, Core Committees and UNDAF Working Groups. Progress has been monitored quarterly by the UNCT and through the Programme Management Team, co-chaired by the UN Resident Coordinator and UNICEF Representative.					
	Lead	Indicators and Milestones	Verification	Expenditure	Results
TASK TEAMS					
<p>The Social Protection Task Team aims to broaden national commitment for the <i>Decent Work</i> agenda by:</p> <ol style="list-style-type: none"> 1. Organising a UN advocacy campaign on the Rights of Domestic Workers 2. Providing expert testimony on social protection to parliamentarians 3. Organising media workshops for journalists on protection and worker's rights 	ILO	<ol style="list-style-type: none"> 1. Number of participants at the UN public lecture and number of media reports 2. Number of public hearings held 3. Number of media 	<ol style="list-style-type: none"> 1. Public lecture registration list and media reports 2. Meeting report 3. Media reports 	16,230	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> • A panel discussion on <i>Work like any other? Accounting for domestic work in India</i> was held at the Press Club reaching 10 million people • A UN Public Lecture was attended by 700 people and webcast live to universities around the country • A widely-watched television show on domestic work included an ILO expert • The Task Team policy brief and eight advocacy videos were widely disseminated • The <i>Social Protection Floor</i> study

		workshops			<p>featured prominently in UNDP's Human Development Report and the reference to 4% of GDP being necessary for a social protection floor was quoted extensively in print media</p> <p>Due to time limitations and lack of funding:</p> <ul style="list-style-type: none"> • Expert testimonies were postponed • Media workshops were postponed
<p>The Zero Hunger Challenge Task Team aims to broaden commitment to the national Zero Hunger Challenge campaign by:</p> <ol style="list-style-type: none"> 1. Organising a conference launching a <i>Zero Hunger Challenge</i> campaign for India 2. Organising a conference on <i>Food Production and Nutrition</i> 3. Organising a <i>What is Wrong</i> Mini Summit around the release of the <i>State of Food Insecurity Report</i> with parliamentarians and other stakeholders 	WFP and FAO	<ol style="list-style-type: none"> 1. National Zero Hunger campaign is endorsed 2. At least 5 papers and presentations delivered 3. Mini Summit attended by all main parties 	<ol style="list-style-type: none"> 1. Media reports and proceedings 2. Conference proceedings 3. Media reports 		<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> • A conference on the <i>International Year of Family Farming in the Asia Pacific</i> was attended by Ministers from countries in the region, the executive directors of IFAD, WFP, and the FAO Regional Representative • A conference on <i>South Asia Policies and Practices</i> to improve nutrition security and an <i>international workshop on micronutrient and child health</i> were held; Task Team papers were presented and Zero Hunger issues featured prominently • The Task Team editorial on hunger and nutrition by WFP was published; the Task Team policy brief, photo features and 11 advocacy videos were widely disseminated and a Google Hangout with leading global thinkers was organised on World Food Day engaging 30,000 people across the globe <p>Due to time limitations:</p> <ul style="list-style-type: none"> • The Mini Summit is being scheduled for 2015 • The Zero Hunger Campaign in India will likely be launched in 2015
<p>The Gender Equality and Empowerment Task Team aims to help <i>break the culture of silence</i> about violence against women and</p>	UNWOM EN	<ol style="list-style-type: none"> 1. 1 per cent of survivors covered by 	<ol style="list-style-type: none"> 1. UN Women Safe Cities programme 	423,200	<p>Fully achieved because:</p> <ul style="list-style-type: none"> • The award-winning play <i>Nirbhaya</i> about the 2012 Delhi rape was shown to full

<p>girls by:</p> <ol style="list-style-type: none"> 1. Mobilizing survivors of violence in select cities to <i>break the culture of silence</i> on violence against women and girls through media, theatre and public events 2. Mobilizing men and boys to step forward to help end violence against women and girls through media, theatre and public events 		<ol style="list-style-type: none"> existing UN programmes mobilized 2. Number of men and boys mobilized 	<ol style="list-style-type: none"> and Task Team 2. Periodic reports 		<p>houses in three cities</p> <ul style="list-style-type: none"> • More than 5,000 people were engaged on VAW through debates and activities across the country • The Task Team policy brief, photo features and eight advocacy videos were widely disseminated • The <i>MenEngage Global Symposium</i> brought together 1,200 advocates from 94 countries; the Task Team provided technical and financial support and led 20 sessions • Two campaigns, <i>HeforShe</i> and <i>It starts with me</i>, were launched in India • Technical inputs were provided on “One Stop Crisis Centres”
<p>The Global Education First Initiative Task Team aims to help accelerate implementation of India’s Right to Education Act (RTE) by:</p> <ol style="list-style-type: none"> 1. Organising policy dialogues and seminars on <i>How GEFI can help accelerate RTE implementation in India</i> 2. Preparing an analysis report of compliance with RTE in 5 states 3. Providing expert inputs to the National RTE Forum for incorporation into the national monitoring report on RTE 4. Providing technical inputs to the National EFA 2015 Review process 5. Using the <i>Out of School Children report</i> to bring together education stakeholders to discuss critical policy issues 	<p>UNESCO and UNICEF</p>	<ol style="list-style-type: none"> 1. Number of policy dialogues and seminars held 2. RTE compliance report in 5 states prepared 3. Number of recommendations taken up 4. Report released 5. Report released 	<ol style="list-style-type: none"> 1. Approval by the GEFI Task Team 	<p>99,662</p>	<p>Fully achieved because:</p> <ul style="list-style-type: none"> • 10 policy dialogues and a UN public lecture were organized, reaching hundreds of thousands of people • The Task Team policy brief, 10 advocacy videos, an art competition, a <i>Right to Learn</i> comic book and advocacy posters were widely disseminated • Analyses on RTE in Assam, Bihar, Madhya Pradesh, Uttar Pradesh and West Bengal were completed and disseminated to state and district level officials • The RTE report was prepared and the National Task Force established to prepare and release the National EFA 2015 Review report • A technical consultation with NUEPA was organized on out-of-school children and the recommendations were widely disseminated

<p>The Universal Health Coverage Task Team aims to broaden national commitment to the UHC agenda by:</p> <ol style="list-style-type: none"> 1. Organizing public events to broaden public discussion of the UHC agenda 2. Providing expert briefings for parliamentarians, legislators and public officials on the roll-out of UHC 3. Convening sensitization workshops with journalists who cover public health issues and promoting citizen journalism on UHC through media, stories and photo documentation 	WHO	<ol style="list-style-type: none"> 1. Number of participants at public events 2. Number of meetings with the Parliamentary Forum and number of meetings with legislative forums in states 3. 20 media exposures and features occur 	<ol style="list-style-type: none"> 1. Media reports and features on UN in India website 2. Meeting reports 3. Media reports 		<p>Fully achieved because:</p> <ul style="list-style-type: none"> • A high-level seminar on UHC was organized, bringing together the region's top experts • A documentary on access to medicines was extensively covered by the media • The Task Team editorial, policy brief, seven advocacy videos and photo essay were widely disseminated • Interviews and events on UHC were covered by more than 40 media outlets • A special WHO Bulletin on BRICS and Global Health was launched reaching hundreds of thousands of people and key policy-makers • Policy dialogues were organized in six states and advocacy tools were used by public officials to educate communities on the roll-out of UHC
<p>The First 1,000 Days Task Team aims to help ensure that the measures necessary for reducing stunting are acknowledged and included in national programmes by:</p> <ol style="list-style-type: none"> 1. Advocating with state governments on the <i>Multi-sectoral Approach to Malnutrition</i> and on the need to scale up nutrition interventions through the <i>Call to Action</i> 2. Advocating to ensure that the interventions through the <i>Call to Action</i> and <i>Multi-sectoral Approach</i> are integrated 3. Advocating with the Ministries of Health and Women and Child Development to finalize the <i>National Guidelines on Community-based Management of</i> 	UNICEF and WHO	<ol style="list-style-type: none"> 1. Up to nine UNDAF states have State Nutrition Missions or Nutrition Councils 2. NRHM and ICDS plans include budgets for scaling up nutrition 3. National guidelines are finalized 4. The regional 	<ol style="list-style-type: none"> 1. Periodic reports from states 2. NRHM Annual Plan 3. ICDS Annual Plan 4. National guidelines 5. Media reports 		<p>Fully achieved because:</p> <ul style="list-style-type: none"> • Nutrition Councils were formed in eight states with support from the Task Team • The Task Team supported the establishment of the National Nutrition Mission and provided technical inputs into the ICDS programme at the national and state level • The national guidelines for community-based management of SAM in children were finalized and disseminated • <i>The South Asia Conference on Policies and Programmes to improve Nutrition Security</i> was organized involving delegations from countries throughout the region; a <i>Delhi Declaration</i> on improved nutrition was drafted and shared with key policy makers

<p><i>Severely Acute Malnourished</i></p> <p>4. Organising a regional conference on <i>Improving food, feeding, hygiene and sanitation to reduce childhood stunting in South Asia</i></p>		<p>conference is held</p>		<p>and planners</p> <ul style="list-style-type: none"> • Technical support was given to accelerate the for Action Agenda for Nutrition Security • The <i>Stop Stunting–South Asia Regional Conference</i> was organized involving hundreds of delegates from around the region; state-of-the-art evidence, best practices and research in nutrition and sanitation were shared and widely disseminated
<p>The Administrative Efficiency Task Team aims to help secure passage of flagship anti-corruption legislation by:</p> <ol style="list-style-type: none"> 1. Organising a high level event with industry leaders to address corruption 2. Providing expert testimony to relevant parliamentary committees on anti-corruption legislation 	<p>UNDP</p>	<ol style="list-style-type: none"> 1. Advocacy event held 2. Number of expert testimonies provided 	<ol style="list-style-type: none"> 1. Media reports 2. Meeting reports 	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> • A directory of key contacts in vigilance and anti-corruption across India was prepared • An online sensitization module on anti-corruption for use by government and private sector officials was developed and launched • A training course for Lal Bahadur Shastri National Academy of Administration on governance, including a module on Anti-Corruption Strategies and Citizen Engagement was developed and is being taught • The Task Team provided technical inputs into case studies on corruption in public service delivery with the Department of Personnel and Training • A competency framework for human resource management in the civil service was developed by the Department of Personnel and Training with support from the Task Team <p>Due to newly emerging priorities:</p> <ul style="list-style-type: none"> • The high level event was postponed • Expert testimonies and parliamentary

					briefings were postponed
<p>The Sustainable Energy for All Task Team aims to lay the groundwork for collective UN action on SE4ALL in 2015 by:</p> <ol style="list-style-type: none"> 1. Preparing an inventory of steps that the UN agencies in India are taking to support the aims of the Secretary General's SE4All campaign 2. Providing expert testimony to relevant parliamentary committees on SE4All 3. Advocating with central and state governments to increase the use of sustainable energy in primary health facilities in rural areas under the National Rural Health Mission 	UNIDO	<ol style="list-style-type: none"> 1. Compendium released 2. Number of expert testimonies provided 3. Advocacy material prepared 	<ol style="list-style-type: none"> 1. SE4ALL Task Team 2. SE4ALL Task Team 3. SE4ALL Task Team 	55,000	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> • A compendium highlighting importance of Sustainable Energy and the work of UN agencies in India was released to coincide with the high level SE4All conference in New York • A joint study evaluating the benefits of solar photovoltaic application in Primary Health Centers in Maharashtra was launched and audio visual documentation shared with SE4ALL HQ • A UN public lecture was organized and webcast live to universities across the country • The Task Team policy brief, four photo stories, seven advocacy videos and advocacy posters were widely disseminated including at the SE4ALL Annual Forum in New York; • The Head of SEWA represented global civil society at the SE4ALL Annual Forum with support from the Task Team <p>Due to time limitations:</p> <ul style="list-style-type: none"> • Expert testimonies were postponed
<p>The Youth Task Team aims to broaden national awareness of the special needs of young and adolescent girls by:</p> <ol style="list-style-type: none"> 1. Launching the National Adolescent Health Strategy and organising a policy dialogue 2. Facilitating youth testimony to the new parliament 3. Providing expert inputs into the National Youth Council 4. Convening policy dialogues with the National Vocational Council and leading 	UNFPA	<ol style="list-style-type: none"> 1. Health strategy launched 2. Number of youth testimonies provided 3. Number of recommendations incorporated 4. Number of 	<ol style="list-style-type: none"> 1. Meeting report 2. Meeting report 3. Youth Council reports 4. Youth Task Team 	555,000	<p>Fully achieved because:</p> <ul style="list-style-type: none"> • The National Adolescent Health Strategy was launched on National Youth Day • The views and aspirations of young people were included in several political party manifestoes during the elections • The National Youth Council incorporated substantive inputs shared by UN agencies into their policies • The Task Team provided technical support to the National Advisory Council on the NSS programme of the Ministry of

incorporates to advocate for inclusion of life skills in skills development training		opportunities created			<p>Youth Affairs and Sports</p> <ul style="list-style-type: none"> The Task Team organized policy dialogues on vocational training with the Directorate General of Employment and Training A public lecture and other activities on International Youth Day involved hundreds of youth and resulted in a ministerial pledge to table legislation on mental health A study on Adolescents in India was published Research and a baseline study on adolescents and HIV/AIDS were conducted
<p>The Scheduled Castes and Tribes Task Team aims to help secure passage of relevant legislation by:</p> <ol style="list-style-type: none"> Organising a community survey of manual scavengers in key districts Preparing policy briefs on tribal health and livelihoods to facilitate inter-ministerial collaboration Providing expert testimony to parliament on the SC Sub plan Bill 	UNDP	<ol style="list-style-type: none"> Consultation held and survey report disseminated Two policy briefs prepared Two presentations made by civil society experts 	<ol style="list-style-type: none"> Survey report available on UN in India website Policy briefs available on UN in India website Presentations available on UN in India website 	26,500	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> A survey on manual scavenging was launched and the report made available online Draft papers on tribal health and livelihoods were drafted and submitted to the Ministry of Tribal Affairs for validation The Task Team policy brief, three photo essays, four videos and advocacy posters were widely disseminated <p>Due to time limitations:</p> <ul style="list-style-type: none"> Expert testimonies and parliamentary briefings were postponed
CORE COMMITTEES					
<p>The Joint UN Team on HIV/AIDS aims to help broaden national commitment to the <i>Getting to Zero</i> campaign by:</p> <ol style="list-style-type: none"> Mobilizing resources for follow-up work 	UNAIDS	<ol style="list-style-type: none"> Amount of resources mobilized Legislation 	<ol style="list-style-type: none"> UNCT approval Legislative gazette 	105,000	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> Dissemination events were organized in Delhi and Melbourne to raise awareness on HIV issues

<p>of the Joint Programme in the North East</p> <ol style="list-style-type: none"> 2. Advocating for passage of non-discriminatory legislation in parliament 3. Providing expert testimony and guidance to parliamentary committees and state assemblies on <i>Getting to Zero</i> 		<ol style="list-style-type: none"> 3. Number of expert briefings provided and dialogues held 	<ol style="list-style-type: none"> 3. Meeting reports 		<ul style="list-style-type: none"> • Transgenders were recognised as a Third Gender by Supreme Court • The Task Team policy brief was widely disseminated and used to discuss treatment, stigma, discrimination and special needs of PLHIV, drug users, women and children living with HIV with elected representatives, Mayors, communities and the Forum of Parliamentarians on AIDS <p>Due to the change in government:</p> <ul style="list-style-type: none"> • The HIV Bill, which had reached a second reading in parliament, was withdrawn pending discussions on other forms of stigma <p>Due to reduced budgets:</p> <ul style="list-style-type: none"> • Negotiations to mobilize resources, although continuing, did not resulting increased budgets
<p>The Disaster Management Team aims to accelerate implementation of UNDAF Output 10 by:</p> <ol style="list-style-type: none"> 1. Organising publicity around the International Day for Disaster Risk Reduction 2. Providing expert testimony to relevant parliamentary committees on DRR 	UNICEF	<ol style="list-style-type: none"> 1. IDDR observed during UN Day event 2. Number of expert testimonies provided 	<ol style="list-style-type: none"> 1. Media reports 2. Meeting reports 	5,000	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> • Rallies, exhibitions and painting competitions were organized in five states to celebrate IDDR and raise awareness <p>Due to a delayed request:</p> <ul style="list-style-type: none"> • Expert testimonies were postponed
<p>The Programme Management Team aims to accelerate the roll-out of the UNDAF by:</p> <ol style="list-style-type: none"> 4. Confirming the work plans for the 12 joint outputs with the new Planning Commission and facilitating their implementation 5. Convening an annual review of the UNDAF with the new Planning Commission and re-aligning priorities with the new government if necessary 6. Elaborating resource mobilization 	Resident Coordinator and UNICEF	<ol style="list-style-type: none"> 1. Work plans approved 2. Annual review held 3. Resource mobilization strategies elaborated 	<ol style="list-style-type: none"> 1. Planning Commission report 2. Review report 3. UNCT approval 		<p>Fully achieved because:</p> <ul style="list-style-type: none"> • The roll-out plan with indicators and targets for the UNDAF's 12 joint outputs was elaborated and endorsed by the Planning Commission • A roadmap for mobilizing resources from the corporate sector, including support for an Indian office of the UN Foundation, was agreed • Government funding for the first joint programme on the northeast was

strategies for funding requirements of joint programmes					<p>successfully mobilized and preparatory funds from UN agencies were secured</p> <ul style="list-style-type: none"> UNDAF priorities were reviewed twice following the election of the new government to ensure alignment with emerging priorities <p>Due to the change in government:</p> <ul style="list-style-type: none"> The annual review of the UNDAF was postponed pending guidance on the status of the Planning Commission
<p>The Operations Management Team aims to accelerate Operating as One by:</p> <ol style="list-style-type: none"> Contracting a single vendor to provide travel services to all UN agencies Reviewing the list of UN Examining Physicians Consolidating telecom services into a single service provider Reviewing DSA rates in the country Reassessing hardship conditions for locations outside Delhi 	UNDP	<ol style="list-style-type: none"> Travel contract issued List of UN Examining Physicians updated Agreement signed New DSA rate published by ICSC Hardship surveys aligned 	<ol style="list-style-type: none"> UNCT approval UNCT approval UNCT approval UNCT approval UNCT approval 	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> A single Travel Agency was contracted to provide travel services to all UN agencies pending ACP/NY approval The review of examining physicians was started and will be completed in 2015 The review of DSA rates was started and will be completed in 2015 The assessment of hardship conditions was completed <p>Due to time limitations:</p> <ul style="list-style-type: none"> The selection of a single service provider for telecom services is scheduled for 2015 	
<p>The Research and Knowledge Team aims to broaden support for MDG acceleration by:</p> <ol style="list-style-type: none"> Launching a report on <i>Accelerating India's MDG Achievement</i> Organising a high level policy dialogue on the report Providing expert testimony with the Parliamentary Forum on MDGs 	ESCAP	<ol style="list-style-type: none"> Report published Policy dialogue organised Number of expert testimonies provided 	<ol style="list-style-type: none"> Research and Knowledge Team approval Meeting report Meeting reports 	<p>Almost fully achieved because:</p> <ul style="list-style-type: none"> The flagship report on <i>Accelerating India's MDG Achievement</i> has been prepared, approved by the Research and Knowledge Team and will be officially launched in February 2015 Following the launch, a high level policy dialogue on the report's recommendations will be held and expert testimony arranged with relevant parliamentary committees 	
The Communications Group aims to mark	UNIC	1. Exhibit held	1. Media	Almost fully achieved because:	

<p>the 70th anniversary of India and the United Nations by:</p> <ol style="list-style-type: none"> 1. Organising a YoUNg@70 exhibition and launching a book tracing the history of the UN in India and focusing on 70 milestones 2. Reaching out to newly elected young parliamentarians 3. Reaching out to the Guinness Book of World Records to list India as the country with the largest number of MUNs in a year 4. Working with journalism schools to develop social media packages targeting youth 		<p>and book published</p> <ol style="list-style-type: none"> 2. 12 young parliamentarians made aware of UN priorities 3. 50 MUNs organized 4. Percentage increase in use of UN social media 	<p>reports</p> <ol style="list-style-type: none"> 2. New network list 3. Guinness Book of World Records 4. Monthly reports showing use of UN social media outlets 	<ul style="list-style-type: none"> • Research for the UN-70 book was started • Preliminary discussions on a social media package for journalism students were started and social media support provided during high level UN visits • The <i>WeCare Film Festival</i> was organized in conjunction with UNESCO's International Conference for Persons with Disabilities • More than 50 MUNs received support across the country, although the survey for the Guinness Book of World Records could not yet be undertaken <p>Due to the change in government:</p> <ul style="list-style-type: none"> • Outreach with elected young parliamentarians will be accelerated in 2015
<p>The Joint Advocacy and Communications Team aims to position the work of the UN agencies, funds and programmes by:</p> <ol style="list-style-type: none"> 1. Supporting at least 12 Task Teams in their joint advocacy and communications campaigns including broadcasts, public lectures, high quality UN-branded publications, expert testimonies for parliament, web-based outreach, opinion editorials, social media outreach and stakeholder events 2. Optimising outreach through the UN in India website and social media 3. Facilitating internal communication by optimising use of the UN in India intranet as a common platform for information sharing 	<p>Resident Coordinator or Office</p>	<ol style="list-style-type: none"> 1. Advocacy events held, outreach material developed, new partnerships with parliament and assemblies formed 2. Number of new linked partners 3. Number of new staff registered on the intranet 	<ol style="list-style-type: none"> 1. Media reports, videos, posters, photos on UN in India website 2. Number of hits and followers Number of staff and Task Team meetings on the intranet 	<p>Fully achieved because:</p> <ul style="list-style-type: none"> • All Task Teams received dedicated support during their monthly campaigns • Four UN public lectures were convened and webcast throughout the country • 100 advocacy videos, eight policy briefs; and eight photo stories were developed and widely disseminated • 15 advocacy posters were developed and used at major public events • Substantive content on the UN in India website was updated each month and disseminated widely through social media; website and social media outreach increased 100 fold • The work plans and reports of Task Teams, Core Committees and UNDAF Working Groups were edited and uploaded regularly onto the UN in India

					<p>website and hundreds of members were registered</p> <p>Due to the change in government:</p> <ul style="list-style-type: none"> The partnership with parliament is deferred to 2015 pending the formation of new parliamentary committees
<p>UNDAF WORKING GROUPS</p> <p>The activities of the UNDAF Working Groups are based on a four-year roll-out plan agreed with the Planning Commission.</p>					
<p>Social Protection: The aim of the first output is to draw on evidence-based policies and programmes to establish social protection floors in at least two States; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> Facilitate a stakeholder consultation in Odisha as a first step in elaborating a State Social Protection Framework Provide technical assistance to the Government of Odisha to help elaborate the Framework 	<p>Lead: ILO Agencies: FAO, IFAD, IOM, UNDP, UNESCAP, UNESCO, UNFPA, UNHABITAT, UNHCR, UNICEF, UNIDO, UNWOMEN, WFP, WHO</p>	<p><i>Milestone:</i> A mapping study for Odisha will be completed and a multi stakeholder committee formed</p>		20,000	<p>On track because:</p> <ul style="list-style-type: none"> A partnership with the Government of Odisha and other stakeholders was developed and an inter-Ministerial Task Force is being set up to facilitate the development of a social protection floor in the state As part of the UN's technical support to the Odisha state government, a mapping study was successfully undertaken
<p>Food Security: The aim of the second output is to develop and validate a convergent model of local food security systems linking agriculture and improved nutrition in at least one State, available for adaptation by others; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> Select pilot districts and blocks for the convergent model in consultation with relevant government stakeholders Conduct a baseline survey in the selected districts and blocks using 	<p>Lead: WFP, FAO Agencies: IFAD, UNDP, UNICEF, UNIDO, WHO</p>	<p><i>Milestone:</i> An inception report and implementation plan will be prepared</p>		Covered by agency budgets	<p>Under review because:</p> <ul style="list-style-type: none"> A field visit to Odisha was organized to explore the design and implementation of the model <p>However:</p> <ul style="list-style-type: none"> Due to lack of clarity over the 'nutri-farm' concept, further possibilities for linking agriculture and nutrition will be explored in 2015 Due to lack of resources and political commitment at the state level, the base-line study and monitoring and evaluation

<p>government guidelines</p> <p>3. Establish monitoring and evaluation partnerships with local and national academic, research and civil society organizations</p> <p>4. Design and plan the convergent pilot with relevant government counterparts</p>				<p>partnerships have not been started</p>
<p>Women's Empowerment: The aim of the third output is to develop and use a biennial survey on women's status in India to promote greater accountability and gender responsive implementation of policies and programmes; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Identify and recruit a team to develop a concept note and methodology for the survey 2. Discuss options with appropriate departments to anchor the initiative within the government 3. Provide technical assistance to the nodal ministry to help establish an Advisory Committee and core team 4. Provide technical assistance to the core team to help prepare the Inception Report 	<p>Leads: UNWOMEN, UNFPA</p> <p>Agencies: IFAD, ILO, IOM, UNAIDS, UNDP, UNESCO, UNHABITAT, UNHCR, UNICEF, UNODC, WFP, WHO</p>	<p><i>Milestone:</i></p> <p>An inception report will be prepared</p>		<p>Nearly on track because:</p> <ul style="list-style-type: none"> • The Ministry of Statistics and Programme Implementation, under guidance from the Ministry of Women and Child Development, was designated as the lead for the survey <p>However:</p> <ul style="list-style-type: none"> • The inception report is delayed pending a review of statistics on women's status; once this is done, a consultant will be hired to develop the survey concept note
<p>HIV/AIDS: The aim of the fourth output is to strengthen the capacity of front-line providers in high-risk areas to provide non-discriminatory and equitable HIV prevention, treatment, care and support services; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Develop a costed work-plan for a coordinated HIV/AIDS response in North East and provide advice on the establishment of partnership 	<p>Lead: UNAIDS</p> <p>Agencies: ILO, IOM, UNDP, UNFPA, UNICEF, UNODC, UNWOMEN, WFP, WHO, World</p>	<p><i>Milestone:</i></p> <p>At least 63 percent of NACP-IV budget is covered through domestic resources</p>	<p>2,660,797</p>	<p>On track because:</p> <ul style="list-style-type: none"> • The North East work plan is being developed and will be finalized in 2015 • The Curative Petition on Section 377 is under consideration by the Supreme Court • Technical briefs were prepared and shared with new members of the Parliamentary Forum, new Parliamentarians the and Chair of Sub Committee on Health following the general election • National dialogues were organized on children and women living with HIV

<p>mechanisms</p> <ol style="list-style-type: none"> 2. Provide support for passage of the HIV Bill in the Upper House of Parliament including advocacy meetings with the Forum of Parliamentarian on AIDS 3. Provide technical guidance to legal and community groups filing in support of the Curative Petition on Section 377 4. Brief newly elected representatives from at least 14 states on AIDS issues using technical papers 5. Facilitate dialogues between elected representatives and target groups including People Living with HIV/AIDS (PLHIV) 6. Provide training to national and sub-national officers on the use of strategic information to inform decision-making 7. Provide expert advice on all relevant issues to parliamentary and state elected representatives through the Forum of Parliamentarians on AIDS including elimination of discrimination based on sexual orientation 	Bank				<ul style="list-style-type: none"> • National and state officers received needs-based supervision, mentoring and training • A series of workshops on data analysis and quality assurance were conducted <p>However:</p> <ul style="list-style-type: none"> • The HIV Bill was withdrawn from Parliament following the general election
<p>Quality Education: The aim of the fifth output is to strengthen the capacity of education planners, administrators and teachers to provide and monitor quality education in accordance with the Right to Education Act; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Provide technical assistance to State Governments on Right to Education (RTE) implementation and child friendly schools 2. Facilitate annual national civil society stakeholder consultations on RTE 	<p>Leads: UNESCO, UNICEF Agencies: ILO, UNFPA</p>	<p><i>Milestone:</i> Reduction in dropout rate by 2% every year at primary level and 1% every year</p>		1,070,569	<p>On track because:</p> <ol style="list-style-type: none"> 1. Guidelines for Child Friendly Schools and Systems were approved by the government and released by UNICEF 2. The National consultation on RTE was organized and RTE analyses undertaken in five states, supported by the NCPCR and State Commissions 3. The National Task Force prepared and released the EFA 2015 report 4. NUEPA released a report on out-of-school children and inputs have been provided for the OOSC survey 5. UNPRPD provided funding to promote the

<p>implementation</p> <ol style="list-style-type: none"> 3. Provide technical assistance to the National Commission for Protection of Child Rights to strengthen RTE monitoring 4. Provide technical assistance to counterparts and partners in support of the National 2015 Education for All FA review report 5. Facilitate a national study of out-of-school children (OOSC) as part of global OOSC initiative 6. Facilitate a national inter-agency working group to promote the right to quality education for children with disabilities 7. Develop a roadmap to promote quality education for disadvantaged children 8. Provide technical and financial support to counterparts in selected states to integrate life skills into formal and non-formal secondary education 					<p>right to quality education for children with disabilities</p> <ol style="list-style-type: none"> 6. A national roundtable discussion on Teaching-Learning Outcomes focused on disadvantaged children 7. Schools, peer educators and senior officials in Odisha and Bihar received training on adolescent education
<p>Universal Health Coverage: The aim of the sixth output is to strengthen the capacity of policy makers, administrators and service providers to plan, implement and monitor the roll out of Universal Health Coverage initiatives; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Identify critical maternal and child health services which will benefit from comprehensive mid-course performance assessment and formulate evaluation questions through consultations 2. Identify specific health interventions with fragmented, duplicative or 	<p>Lead: WHO Agencies: UNDP, UNFPA, UNICEF</p>	<p><i>Milestone:</i> Infant Mortality Rate reduced to 38</p>		435,000	<p>On track because:</p> <ul style="list-style-type: none"> • National guidelines, strategies and practices on management and prevention of pneumonia and diarrhea were reviewed; an <i>Integrated Action Plan for Prevention of Pneumonia and Diarrhea</i> was developed; and <i>Maternal and Neonatal Tetanus Elimination</i> was validated in an additional nine states • The <i>Country Accountability Framework</i> to implement the recommendations of the <i>UNSG Commission on Accountability and Information for Women's and Children's Health</i> was developed; and inputs provided into the <i>Comprehensive Assessment of Civil Registration and Vital Statistics</i>

<p>redundant monitoring information systems (MIS)</p> <p>3. Help establish a national platform and secretariat to promote critical inter-sectoral initiatives that address non-communicable diseases</p>				<p><i>System</i></p> <ul style="list-style-type: none"> • Consultations on a National Multisectoral Action Plan for NCDs were organized; 23 Ministries designated nodal officers to implement the draft Plan; a joint mission of the UN Inter Agency Task Force on NCDs to India was organized to support the National Multisectoral Response to NCDs
<p>Water and Sanitation: The aim of the seventh output is to strengthen the capacity of stakeholders to support communities, particularly in deprived areas, to demand improved WASH facilities and basic WASH services; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Facilitate joint consultations with counterparts and stakeholders to institutionalize a water safety plan approach in at least 10 states and agree on a road map, focal points and communication norms 2. Identify at least five states for the first phase of the programme based on guidance from counterparts 3. Facilitate national level orientation of relevant state officials on water safety planning (WSP) approach and its linkages with the Drinking Water Advocacy and Communication Strategy (DWACS) and National Rural Drinking Water Programme (NRDWP) 4. Facilitate state level orientations on WSP with staff from Panchayati Raj Institutions, Block Resource Centres, Communication and Capacity Development Units and Public Health 	<p>Lead: UNICEF Agencies: UNDP, WHO</p>	<p><i>Milestone:</i> Consultation on WSP in 10 states held</p>	<p>Covered by agency budgets</p>	<p>Nearly on track because:</p> <ul style="list-style-type: none"> • The mapping of drinking water supplies and management structures at community level was completed • Technical assistance was provided for water quality testing labs • Terms of reference were prepared for the UN Report <p>However:</p> <ul style="list-style-type: none"> • With the shift to <i>Swachh Bharat</i>, national commitment to DWACS remains unclear; an internal review is planned for 2015 to determine how to support the new government's priorities

<p>Engineering Departments</p> <ol style="list-style-type: none"> 5. Help develop state action plans for the WSP approach and DWACS and identify agencies to support their field level roll-out 6. Develop state specific WSP modules and capacity building packages in partnership with state Key Resource Centres (KRC) 7. Help SRGs and KRC provide saturation district and block level training 8. Prepare terms of reference for the first UN Status Report on Elimination of Open Defecation, finalize research protocols, convene a multi-stakeholder advisory group and conduct secondary data collection 9. Conduct primary data collection and key stakeholder interviews and submit the draft UN Status Report for peer review before finalizing the document with the concurrence of the advisory group 					
<p>Governance: The aim of the eighth output is to develop, validate and use a checklist of indicators for measuring administrative efficiency and accountability to help improve implementation of select government schemes; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Facilitate consultations with the government to agree on a scheme and the type of indicators that will be used for the checklist 2. Develop a compendium of existing indicators used for concurrent monitoring and evaluation of the 	<p>Lead: UNDP Agencies: ILO, UNESCO, UNHABI TAT, UNICEF, UNODC, UNWOM EN, WFP, WHO</p>	<p><i>Milestone:</i> A draft checklist of indicators to monitor administrative efficiency of select Government of India scheme developed</p>		<p>Covered by agency budgets</p>	<p>Nearly on track because:</p> <ul style="list-style-type: none"> • Guidelines and a manual have been developed to appraise, formulate and monitor centrally sponsored schemes, including a checklist with indicators on administrative efficiency <p>However:</p> <ul style="list-style-type: none"> • With the abolition of the Independent Evaluation Office, which was the counterpart for this output, a new focal point, the Planning Commission's Project Appraisal and Management Division, has been identified and the checklist on performance monitoring and review will be undertaken with the Division

<p>selected scheme in the monitoring and evaluation framework</p> <p>3. Develop a draft checklist of indicators to measure the administrative efficiency of schemes</p> <p>4. Facilitate consultations with relevant partners on the draft checklist of indicators</p>					
<p>Energy: The aim of the ninth output is to develop, validate and deploy Innovative models to improve the availability and reliability of clean energy in public health facilities and rural enterprises in support of selected government schemes and programmes; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <p>1. Identify a shortlist of community-based enterprises in Assam and Odisha that require renewable energy solutions</p> <p>2. Assess energy requirements for the community-based enterprises</p> <p>3. Evaluate the performance of solar hybrid systems in primary health centres in Maharashtra</p> <p>4. Provide recommendations on the replication under a centrally sponsored scheme of solar hybrid systems across India</p>	<p>Leads: UNIDO, UNDP</p> <p>Agencies: APCTT, IFAD, UNHABI TAT, UNICEF</p>	<p><i>Milestone:</i></p> <p>Annual targets to be finalized after launch of energy sector projects</p>		13,000	<p>Nearly on track because:</p> <ul style="list-style-type: none"> • Community based enterprises were identified • Enterprises and renewable energy technology solutions were identified • A joint study to evaluate the benefits of solar photovoltaic applications in Primary Health Centers in Maharashtra was undertaken <p>However:</p> <ul style="list-style-type: none"> • Recommendations on replication require additional technical inputs which will be forthcoming in 2015
<p>Disaster Risk Reduction: The aim of the tenth output is to incorporate disaster risk reduction and climate change adaptation measures into development plans at national and state levels; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <p>1. Provide training, in coordination with</p>	<p>Leads: UNDP, UNICEF</p> <p>Agencies: APCTT, IOM, UNESCAP, UNFPA, UNHABI</p>	<p><i>Milestone:</i></p> <p>Capacity of at least 100 technical experts for carrying out environmental impact assessment strengthened</p>			<p>On track because:</p> <ul style="list-style-type: none"> • Officials were trained in Rajasthan and Bihar • Flagship schemes and missions were identified and a draft report is being finalized • DRR and CCA mechanisms in seven state action plans were reviewed and a report

<p>the National Disaster Management Authority, on risk-informed planning in Bihar, Assam and Rajasthan using the Multi Hazard Vulnerability Mapping [MHVM] System</p> <ol style="list-style-type: none"> 2. Identify flagship schemes and missions where Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) measures need to be incorporated 3. Review, through a stock-taking workshop, DRR and CCA mechanisms in urban settings 4. Review, in coordination with counterparts, State Action Plans for Climate Change and incorporate recommendations made at the South Asian Consultation on Climate Change Adaptation (SACCA) 5. Review, in coordination with counterparts, drought measures in at least five states 6. Disseminate lessons learned from the Uttarakhand disaster response in at-risk states 7. Provide technical support to government-led Emergency Management Exercises 	<p>TAT, UNIDO, WFP, WHO</p>				<p>on the findings is being finalized</p> <ul style="list-style-type: none"> • Seven state action plans were reviewed to determine whether the recommendations from SACCA have been incorporated; a report on the findings is being finalized • Drought measures in seven state action plans were reviewed and a report on the findings is being finalized • A national workshop on the lessons learned from the Uttarakhand flooding disaster was organized and recommendations from the workshop were widely disseminated • A draft training manual on emergency management was developed and is awaiting approval by NDMA
<p>Joint Programme in the North East: The aim of the eleventh output is to strengthen the capacity of state governments and communities in the North Eastern States to better manage the region's eco-system through a combination of skill development, use of indigenous knowledge and promotion of sustainable livelihood; to help achieve this, UN agencies will work during 2014 under government leadership to:</p> <ol style="list-style-type: none"> 1. Undertake a technical scoping visit to 	<p>Lead: UNIDO Agencies: FAO, IFAD, ILO, UNDP, UNHCR</p>	<p><i>Milestone:</i> Annual Targets to be finalized with the Government of Mizoram after signing of the agreement</p>		<p>30,000</p>	<p>On track because:</p> <ul style="list-style-type: none"> • The Joint UN Initiative was officially launched in Mizoram and the first steering committee meeting held presided by the Chief Secretary • The Project Assistance document was developed and agreed • A project office was established in Aizwal with hiring of staff underway

<p>Mizoram to prepare a joint UN programme for ecosystem management including bamboo forests</p> <ol style="list-style-type: none"> 2. Facilitate exposure visits for Mizoram government officials and NGOs to Madhya Pradesh on community-based rehabilitation of degraded bamboo forests 3. Facilitate Training of Trainers on Start and Improve Your Business Programme 4. Provide technical assistance to the Mizoram State Skills Development Mission to improve supply chains 5. Facilitate participation of Mizoram government officials in ILO's ongoing Rural Roads Maintenance Project in Meghalaya 6. Organize stakeholder consultations in Mizoram and other North East states on protecting and codifying traditional ecosystem and plant knowledge and help develop and implement strategies for preserving and using this knowledge for public benefit 7. Identify concrete steps that involve women at higher levels in the value chains for bamboo and horticultural crops 					
<p>Joint Programme in Jammu and Kashmir: The aim of the twelfth output is to strengthen the capacity of state governments to better support at-risk youth in Jammu and Kashmir through skill development and vocational training.</p>		<p><i>Milestone:</i> Concept note prepared</p>			<p>Special status because:</p> <ul style="list-style-type: none"> • A draft concept note was developed and presented to the UN Country Team <p>However:</p> <ul style="list-style-type: none"> • Engagement with Jammu and Kashmir government counterparts was limited due to large scale floods and national and state elections

Annex 10

INDIA UNCT 2015 WORK PLAN AND REPORTING

The India UNCT coordination structure includes Task Teams, which are responsible for the UN's joint advocacy work in support of the Secretary General's and other high profile campaigns and Core Committees, which facilitate the regular work of the UNCT. In addition, there are UNDAF Working Groups for each of the joint UNDAF joint outputs. The following work plan is divided into three sections; the first summarizes the main aims of the Task Teams; the second, focuses on the aims of the core committees and the third focuses on the UNDAF working groups. The work plan is strategic in nature to show the broad direction of UN efforts; more detailed information is available from each committee.

	Work Stream	Lead	Indicators and Outputs	Verification	Budget	Progress
TASK TEAMS						
<p>The Employment and Social Protection Task Team aims to broaden national commitment for the <i>Decent Work</i> agenda by:</p> <ol style="list-style-type: none"> 1. Organising a UN advocacy campaign on social protection 2. Organizing sensitization workshops for stakeholders in select states to raise awareness of the social protection floor (SPF) 3. Organizing policy dialogues to promote Decent Work for women and men in the Government's Make in India initiative 	Common Country Programming	ILO	<ol style="list-style-type: none"> 1. Number of participants at the UN public lecture and number of media reports 2. Number of workshop participants 3. Number of dialogues 	<ul style="list-style-type: none"> • Public lecture registration list and media reports • Meeting reports • Policy briefs 	25,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • Advocacy campaign on Decent Workers for Migrant Workers undertaken to highlight the needs for improved coordination among sending and receiving States. • Two studies on social protection services, one at national level and one in the state of Odisha, were supported to provide evidence-based policy advice on establishing a Social Protection Floor (SPF). The objectives of these studies were to examine the feasibility of instituting a SPF, which is in conformity with the context and priorities of the state. It analysed the coverage and effectiveness of social protection programmes through different stages of the life cycle from childhood to old age. • Joint UN and Government of Odisha sensitization/advocacy workshops held

						<p>at state and district levels, with cost-sharing by State Government. The workshops were attended by the Hon'ble Labor Minister along with the senior officials of the State Government.</p> <ul style="list-style-type: none"> • Inter-departmental meetings, chaired by Additional Chief Secretary, took place to discuss the study findings and scope of facilitating SPF. • Civil society organisations (CSOs) and local level peoples' representatives were also reached through different kind of campaigns at the grassroots level. A network CSOs on social protection was also initiated. • Concept note on support to <i>Make in India</i> shared with UN Task Team members. • Output 3 not achieved
<p>The Zero Hunger Challenge Task Team aims to broaden commitment to the national Zero Hunger Challenge campaign by:</p> <ol style="list-style-type: none"> 1. Raising awareness on the Zero Hunger Challenge among officials and the public 2. Organising a Zero Hunger Challenge Mini-Summit on World Food Day 	Common Country Programming	WFP and FAO	<ol style="list-style-type: none"> 1. Number of public awareness materials produced for print, mass media or internet 2. Mini-Summit in October 2015 is organized 	<ul style="list-style-type: none"> • Materials on record • Record of Summit 	150,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • Policy Briefs on the Zero Hunger Challenge are under preparation for the Office of the Prime Minister, adapting the global initiative to the requirements of the Government of India. • WFP developed a video documentary and IEC material on the <i>Targeted Public Distribution System</i> to enhance awareness amongst beneficiaries in Odisha of the process for inclusion as mandated by the National Food Security Act. • Supported state level initiatives in Odisha towards achieving zero hunger-State level reforms for National Food Security Act implementation, food fortification and measuring the status and progress through Food Security

						<ul style="list-style-type: none"> Analysis to develop Zero Hunger Atlas. WFP participated in the Global Economic Summit in Mumbai to advocate for working towards zero hunger. The Mini Summit has been postponed. Funding is available from the FAO Regional Office. FAO India is in discussion with the Ministry of Agriculture, and has offered support to develop an action plan for the Zero Hunger Challenge. Output 2 not achieved
<p>The Gender Equality and Empowerment Task Team aims to help <i>break the culture of silence</i> about violence against women and girls by:</p> <ol style="list-style-type: none"> Mobilizing public opinion through public events and media Mobilizing men and boys through media, theatre and public events Supporting evidence-based research on changing trends of trafficking in India with the National Human Rights Commission 	Common Country Programming	UN WOMEN	<ol style="list-style-type: none"> Number of people reached through advocacy activities Number of men and boys mobilized Research methodology and inception report are finalized 	<ul style="list-style-type: none"> Advocacy materials and media tracking reports Inception report on trafficking study 	80,000	<p><u>Achieved because:</u></p> <p>Joint advocacy campaign on UNiTE/16 Days of Activism against gender based violence led by UN Women and UNFPA achieved:</p> <ul style="list-style-type: none"> A high profile event against the backdrop of the iconic India Gate monument that was <i>arranged</i> for the occasion. The event resulted in media outreach of about 60 articles/photos in print and online; as well as highlights on TV and radio UNFPA and partners mobilised over 200 students through the <i>Kickstart Equality Campaign</i>; advocacy workshops and 50 street theatre events were held with youth based organizations that reached over 3000 young people; a workshop on <i>Identities, Control and Violence</i> that explored interplay between violence, patriarchy and masculinity was held; an online campaign for engaging men and boys was initiated in partnership with <i>Youth ki Awaaz</i> resulting in wide outreach As a result of the pledging events, more

						<p>than 80,000 men and boys from India registered online pledges for <i>HeForShe</i>.</p> <ul style="list-style-type: none"> • In follow up to the MenEngage symposium, UNFPA supported the <i>Centre for Social Health and Justice</i> to develop an interactive communications hub, facilitating discussions on gender justice and men's engagement, reaching 50000 individuals. An additional 30,000 individuals were reached through workshops and other advocacy events. A National Conclave on <i>working with men and boys for gender equality</i> was organized and a research publication was released. In Maharashtra, an event with over 300 grassroots activists was organised to engage with men and boys for promoting gender equality • UN Women, in association with Tata Institute of Social Sciences, National Human Rights Commission and UNODC are conducting a national level research to understand the dimensions of trafficking and the nature of anti-trafficking initiatives. Tools and methodology for research have been finalized and on-ground research and interviews are in progress and on-track.
<p>The Global Education First Initiative Task Team (GEFI) aims to help accelerate implementation of India's Right to Education Act (RTE) by:</p> <ol style="list-style-type: none"> 1. Organising policy dialogues with officials and parliamentarians on RTE implementation 2. Assisting the RTE Forum to 	Common Country Programming	UNESCO and UNICEF	<ol style="list-style-type: none"> 1. Number of policy dialogues and seminars 2. National RTE compliance report is completed 3. Number of State Commissions supported 4. National Post 2015 	<ul style="list-style-type: none"> • Policy dialogue and seminar reports • National RTE compliance report • National Post 2015 Education strategy and National 	100,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • A national stocktaking convention was organized to review the status of the Right of Children to Free and Compulsory Education (RTE) Act, five years after its implementation. 19 states and about 700 persons participated. • A School Management Committee (SMC) Convention was organized to discuss the strengthening of community

<p>prepare a national compliance report and convene an annual CSO consultation</p> <p>3. Supporting State Commissions for Protection of Child Rights to strengthen RTE monitoring</p> <p>4. Providing technical assistance to develop the National Post 2015 Education strategy and new National Education Policy</p> <p>5. Organising discussions on Out-of-School Children, Child Labour and Adolescent reports with education stakeholders</p> <p>6. Promoting the right to quality education for children with disabilities through an inter-agency working group</p>			<p>Education strategy and National Education Policy are adopted</p> <p>5. Number of recommendations taken up by MHRD</p> <p>6. Number of recommendations taken up by government agencies</p>	<p>Education Policy</p> <ul style="list-style-type: none"> • Report on recommendations taken up by MHRD • Report on recommendations taken up by government agencies 		<p>participation in school education. It brought together over 500 participants, including representatives from community based organizations, SMC and Panchayat Raj Institution (Local Self Government) members, rights activists, civil society organizations, Parliamentarians and the Chairperson of the National Commission for Protection of Child Rights (NCPCR).</p> <ul style="list-style-type: none"> • UNICEF state education specialists participated in state/regional consultations on the development of the new National Education Policy. Policy notes have also been prepared to input at the national level. • Additionally, the GEFI Team organised a UN Public Lecture with Nobel Laureate Kailash Satyarthi, attended by over 200 people and broadcast live on the UN in India website. Over 15 leading national print and digital media publications reported on the Lecture. • Outputs 3, 5 and 6 not achieved
<p>The Universal Health Coverage (UHC) Task Team aims to broaden national commitment to the UHC agenda by:</p> <p>1. Organizing advocacy events to broaden public discussion</p> <p>2. Providing expert briefings for policy makers and public officials on the design and implementation of UHC related programmes</p> <p>3. Convening sensitization and knowledge sharing events for media persons, opinion</p>	<p>Common Country Programming</p>	<p>WHO</p>	<p>1. Number of participants at advocacy and sensitization events</p> <p>2. Number of high level interactions on UHC with policy makers and public officials</p> <p>3. At least 25 media exposures and features are arranged</p>	<ul style="list-style-type: none"> • Meeting and event reports • Media reports • Features on UN in India and Task Team websites 	<p>100,000</p>	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • UHC day commemoration took place on 12 December 2015 in New Delhi. More than 80 participants attended the meeting, including high level policy makers and public officials. • Features on UHC day 2015 on Task Team websites and media coverage • Briefings/Dialogues with policy makers and public health officials on UHC were conducted periodically. Continued work in 2016 is required to enhance their understanding of the concepts and to design and implement the UHC.

makers and public stakeholders						<ul style="list-style-type: none"> • WHO Representative messages, op-eds related to UHC have been shared with media. • Outputs 2 and 3 not achieved
<p>The First 1,000 Days Task Team aims to help ensure that the measures necessary for reducing stunting are acknowledged and included in national programmes by:</p> <ol style="list-style-type: none"> 1. Supporting and disseminating knowledge products to influence policy and programme decisions to reduce stunting 2. Developing an integrated multi-sectoral strategy and advocacy tool kit to reduce stunting 3. Organizing national, state and district consultations to advocate for integrated multi-sectoral approaches to reduce stunting 	Common Country Programming	UNICEF and WHO	<ol style="list-style-type: none"> 1. At least two knowledge products are developed and disseminated widely 2. An integrated multi-sectoral strategy and advocacy tool kit is available 3. At least three advocacy events on multi-sectoral approaches at national, state and district level are organized 	<ul style="list-style-type: none"> • Report and documents • Integrated multi-sectoral strategy • Advocacy tool kit • Consultation reports 	50,000	<p>Partially achieved because:</p> <ul style="list-style-type: none"> • Report on <i>enhancing the nutritive value of the food basket under the public distribution system with focus on first 1000 days of life</i> developed and disseminated by WFP. • WHO in collaboration with Ministry of Health and Family Welfare organized 'National Consultation on Wheat Flour Fortification in India' in August 2015 in coordination with WFP and UNICEF. An operational guideline for scaling up wheat flour fortification in India has been drafted and forwarded to Government of India for review. • Advocacy package on maternal, infant and young child nutrition is under development. • Outputs 2 and 3 not achieved
<p>The Administrative Efficiency Task Team aims to help secure passage of flagship anti-corruption legislation by:</p> <ol style="list-style-type: none"> 1. Providing expert testimonies and sharing global examples with relevant parliamentary committees on accountability and anti-corruption legislation 	Common Country Programming	UNDP	<ol style="list-style-type: none"> 1. Number of expert testimonies and global examples 	<ul style="list-style-type: none"> • Submissions to standing committees • 		<p>Partially achieved because:</p> <ul style="list-style-type: none"> • In order to empower Panchayati Raj Institutions following fiscal devolution (14th Finance Commission), a common framework for UN support to Ministry of Panchayati Raj, States and local governments has been developed. The framework focuses on 'community sustainable development' and strengthening local governments in their endeavour to achieve SDGs. Support is envisioned in three key areas: i) Capacity development of GPs in planning, implementation and

						<p>monitoring and development of an 'SDG training Module' for local governments, with specific SDGs/ themes developed by relevant agencies based on their areas of specialisation.; ii) engagement of high quality manpower and expertise; iii) development of model panchayats in several themes e.g. child friendly panchayats.</p> <ul style="list-style-type: none"> Secretary Ministry of Panchayati Raj is to present this common framework to UN Agencies and also take the lead in coordination with UN agencies. Implementation is to begin in 2016. Issues stated in the Output not addressed.
<p>The Sustainable Energy for All Task Team (SE4ALL) aims to lay the groundwork for collective UN action on SE4ALL in 2015 by:</p> <ol style="list-style-type: none"> Updating the UN compendium of the work of UN agencies on SE4ALL Strengthening advocacy on SE4ALL with the Government 	Common Country Programming	UNIDO	<ol style="list-style-type: none"> Compendium is updated Number of presentations on UN activities 	<ul style="list-style-type: none"> Compendium Presentation reports 	50,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> Update of the compendium was not completed due to the lack of funds, and is expected to be completed within the first half of 2016. At the Vienna Energy Forum, a number of the GoI representatives were present and the UNCT initiative on SE4ALL was reported at the panel on SE4ALL. Joint advocacy was undertaken in June, in conjunction with the World Environment Day. A UN Public Lecture with the Special Representative of the UNSG and Chief Executive of SE4ALL, Dr. Kandeh Yumkella was organised. It was webcast and promoted via social media. Output 1 not achieved
<p>The Youth Task Team aims to broaden national awareness of the special needs of young and</p>	Common Country Programming	UNFPA	<ol style="list-style-type: none"> Number of workshops for winners of 	<ul style="list-style-type: none"> Workshop report and felicitation of winners 	122,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> UNFPA organised a competition for in-school adolescents at which the

<p>adolescent girls by:</p> <ol style="list-style-type: none"> 1. Organizing a Youth festival 2. Sensitizing parliamentary sub-committee on youth on adolescent issues 3. Orienting MLAs on youth issues in select states 4. Rolling-out a RKSK communication strategy 5. Publishing an adolescent profile for India 			<ol style="list-style-type: none"> 2. Number of parliamentary subcommittees sensitized 3. Number of MLAs sensitized 4. Number of states with communication strategies implementation plans 5. Adolescent profile is published 	<ul style="list-style-type: none"> • Sensitization meetings held • Adolescent profile 	<p>National Council for Education, Research and Training participated.</p> <ul style="list-style-type: none"> • National Consultation organised by UNV with Ministry of Youth Affairs and Sports to provide inputs into <i>Action Plans</i> on youth and volunteering for the implementation of the National Youth Policy. Over 100 young people and technical experts brainstormed on issues related of inclusion; social entrepreneurship; environment and disaster management; gender justice and equality. • UN supported the progressive National Adolescent Health Programme (RKSK) launched in 2014 that aims to address the health needs (nutrition, sexual and reproductive health and mental health) of the 243 million adolescents. Support included training of health personnel at national level by UNFPA and WHO. Design of a communication strategy and an action plan by UNFPA and UNICEF was appreciated by the government. Further, a Technical Support Team at the Ministry of Health and Family Welfare for RKSK was supported by UNFPA. • Additionally, a Conference on Child Marriage & Adolescent Pregnancy (CMAP) was organised by UNFPA and UNICEF to strengthen joint action for ending child marriage and reducing teenage pregnancy. • Supported the visit of the SG's Envoy for Youth, Mr. Ahmad Alhendawi, by organising interactions with youth groups and school children.
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<p>The Scheduled Castes and Tribes Task Team aims to help secure passage of relevant legislation by:</p> <ol style="list-style-type: none"> 1. Producing knowledge products on ST and SC-related issues including: health and nutrition; livelihoods; service delivery to Primitive and Vulnerable Tribal Groups; and Ending Violence against Women in tribal districts 2. Advocating with the private sector, Ministry of Social Justice and Empowerment, state governments, the Finance and Development Corporation and National Scheduled Caste Finance and Development Corporation on financial inclusion, skill development and implementation of the Prohibition of Employment as Manual Scavengers and their Rehabilitation Act 	Common Country Programming	UNDP	<ol style="list-style-type: none"> 1. Number of policy dialogues and seminars 2. National Tribal human development report is tabled 3. Number of recommendations taken up 	<ul style="list-style-type: none"> • Workshop reports • National Tribal HDR report • 4 policy briefs • Policy initiatives undertaken with MOSJE and select state governments 	150,000	<p><u>Achieved because:</u></p> <ul style="list-style-type: none"> • A multi-stakeholder consultation organized to deepen understanding of the challenges faced by tribal communities with respect to human development attainments. • UNDP commissioned linear papers on the core issues that constrain the development and inclusion of Schedule Tribes (Land Rights and Land Alienation; Livelihood; Access to Justice; Health; Education; Gender and Access to Energy and Infrastructure). To be finalised in 2016. • UNDP, Ministry of Tribal Affairs and NITI Aayog are preparing the first National Tribal Human Development Report to gauge the status of the Scheduled Tribes on important indicators of human development; highlight persistent socio-economic challenges that hinder their development; and propose specific policy options and strategies to address them. Tribal HDR is expected to be released by March 2016. • An inter-agency consultation on the Socio-Economic and Caste Census and the strategies to use the data was organized. • UNICEF commissioned a study on nutrition situation of Scheduled Tribes children titled 'Nourishing India's Tribal Children', and undertook advocacy with the state governments to reduce nutritional deficiency in tribal children.

						<ul style="list-style-type: none"> • ILO prepared a handbook on ending manual scavenging. • UNDP supported community based, low cost livelihood model for liberated manual scavengers. As a result, liberated manual scavengers, especially women have started a social enterprise “Dignity and Designs” for rehabilitation and economic empowerment of manual scavengers. Support was also provided to pilot comprehensive rehabilitation model in Madhya Pradesh and scale up in other parts of country with the collaboration of various actors and its scaling up with the government programmes and private sector.
CORE COMMITTEES						
<p>The Joint UN Team on HIV/AIDS aims to help broaden national commitment to the <i>Getting to Zero</i> campaign by:</p> <ol style="list-style-type: none"> 1. Developing a national strategy towards AIDS elimination under the Post 2015 goals which is integrated into the national Universal Health Coverage and social justice agendas 2. Developing comprehensive strategic approaches towards Getting to Zero in 10 priority states and 3 mega cities 3. Reinforcing funding and providing technical support to critical areas and gaps in HIV prevention, treatment, 	Common Country Programming	UNAIDS	<ol style="list-style-type: none"> 1. Position paper on a post-2015 strategy for reinforcing AIDS response is developed 2. State and city-specific plans are developed 3. Amount of funding mobilised for critical AIDS response areas 	<ul style="list-style-type: none"> • Position paper • State and city plans • Budget reports • Reports on capacity building initiatives 		<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • Following a proposal to Ministry of Health, recommendation made to undertake a comprehensive review and formulate a new national AIDS plan in line with the next five-year cycle of GoI. Review to be undertaken in first half of 2016 by government with UN and other partners. Progress made on integration of HIV in health and social sectors. In the interim, a vision document for the Joint UN Team was prepared, incorporating the post-2015 agenda. • States proposed in the Joint UN Team vision document for priority focus include Delhi, Punjab, Maharashtra, Andhra Pradesh, Telangana, West Bengal, Nagaland and Tamil Nadu. Comprehensive planning underway for

care and support					<p>HIV responses in mega-cities. Commitments by Mayors of Mumbai and Delhi made through endorsements of 'Fast-Track city response' at international meetings – in Paris and Mumbai, respectively.</p> <ul style="list-style-type: none"> • Technical and advocacy support by RCO and Joint UN Team, led to Grant Agreement between GoI and the Global Fund for USD 449 million on HIV/TB. This represents around 25% of total budget of national AIDS programme. Advocacy with GoI for maintaining domestic resources led to the announcement on World AIDS Day 2015 that AIDS response will be retained with 100% funding from the federal level. Technical support and capacity-building undertaken by Joint UN Team on: Prevention of Mother to Child Transmission (PMTCT), workplace, HIV testing, surveillance and evidence, integration, procurement and supply chain management, prisons, law enforcement, education, social protection, and sexual minorities. • Output 2 not achieved
<p>The Disaster Management Team aims to broaden support for disaster risk reduction by:</p> <ol style="list-style-type: none"> 1. Recommending specific steps to mainstream DRR and CCA in selected flagship schemes 2. Providing technical support for mainstreaming and establishing DRR and CCA mechanisms in urban settings 3. Providing technical assistance 	Common Country Programming	UNICEF	<ol style="list-style-type: none"> 1. At least one flagship mission incorporates DRR/CCA measures 2. At least three city development plans incorporate DRR and CCA targets 3. At least 100 technical experts are trained on environmental impact assessments 		<p>Achieved because:</p> <ul style="list-style-type: none"> • Two studies on mainstreaming DRR and CCA in flagship schemes undertaken, reports shared with the National and State governments. Follow up meeting with the central ministries commenced. State level consultation will be organised in 2016. • Following technical support by the UN

<p>and capacity building to at-risk states on planning, coordinating and implementing humanitarian and early recovery action</p> <p>4. Supporting risk informed development planning in Bihar, Assam and Rajasthan using the Multi Hazard Vulnerability Mapping (MHVM) System</p>			<p>4. The MHVM platform adopted in at least two states</p>		<p>Disaster Management Team in developing Standard Operating Procedures, the Ministry of Human Resource Development has taken the lead in mainstreaming school safety through the <i>Sarva Siksha Abhiyan</i>, the Government of India's flagship programme for achievement of Universalization of Elementary Education.</p> <ul style="list-style-type: none"> • UN Agencies are also supporting the Ministry of Urban Development in developing guidelines for mainstreaming disaster risk reduction in housing • A multi stakeholder consultation to devise the scope of school safety and security programme conducted. • Hazard, risk and Vulnerability Assessment (HRVA) reports have been finalised for 3 cities. Follow up actions have been initiated for capacity building. Documentation of climate smart/sensitive planning and designing work done by various cities in India to derive a short document stating principles, approaches, way forward. Based on the study of the existing Early Warning System (EWS), a guidance note has been prepared for assessing the EWS in urban areas. Cities of Navi Mumbai and Visakhapatnam have operationalised an SMS alert system to
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						<p>support dissemination of early warning besides upgrading the Emergency Operation Centres.</p> <ul style="list-style-type: none"> • Following the floods in Tamil Nadu, in discussion with the state government, UNICEF provided technical support on health, nutrition, education; WHO mobilized 6 Surveillance Medical for conducting Measles vaccination of displaced populations in flood affected areas; UNDMT produced 9 Situation Reports. • UNDMT in collaboration with the State Government of Himachal Pradesh observed International Day for Disaster Reduction- 2015 in Shimla by organising workshop to disseminate the Sendai Framework and mobilised youth volunteers to create aware on DRR. IDDR 2015 was also marked in the states of Jharkhand, Bihar and Orissa. UNICEF State Office for Bihar had also observed IDDR with DRR Champions at Chhatarpur block of Supaul district. • A ten day training on Recovery planning and coordination for 11 disaster management experts organised in Rudraprayag district, Uttarakhand • Support provided to Technology Information, Forecasting and Assessment Council, (Ministry of Science and Technology) for organising International Conference on Disaster
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						<p>Risk Reduction, Challenges and opportunities for sustainable development.</p> <ul style="list-style-type: none"> • Documentation of early recovery in Uttarakhand has been completed and shared in a DRR Conference. • Based on Uttarakhand experience of providing technical support to state Govt. for social sector recovery, a training module on recovery Planning is being developed. Pilot testing with 11 disaster management professional conducted in Rudraprayag district, Uttarakhand • One workshop on Recovery Planning and Coordination involving key district level officials in the state of Uttarakhand organised in Dehradun. • Technical support provided for development of Bihar roadmap for DRR, established in line with Sendai Framework for Action. • Discussion with Bihar Government to launch an early warning study in highly vulnerable cities to identify the needs and gaps led to notification of Core Group on Urban DRR under Department of Disaster Management. • Risk Informed Development Planning-System implemented in 3 districts of Rajasthan. The System has been institutionalised in the state of Rajasthan and Bihar.
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<p>The Programme Management Team aims to accelerate the roll-out of the UNDAF by:</p> <ol style="list-style-type: none"> 1. Providing oversight of joint initiatives 2. Convening a review of the UNDAF with the new government counterpart 3. Elaborating a resource mobilisation strategy for the UNDAF 		Resident Coordinator and UNICEF	<ol style="list-style-type: none"> 1. Number of work plans developed and implemented 2. Annual review is held 3. Resource mobilization strategies are adopted by the UNCT 	<ul style="list-style-type: none"> • Work plans • Annual review report • UNCT minutes 		<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • Work plans of Task Teams, Core Committees and UNDAF Working Groups developed • Mid-Year review undertaken by the UN Resident Coordinator a.i. • UN Resident Coordinator appointed a senior consultant to develop a roadmap for resource mobilisation for the UN Country Team • Output 1 and 3 not achieved
<p>The Operations Management Team aims to accelerate Operating as One by:</p> <ol style="list-style-type: none"> 1. Completing the List of UN Examining Physicians 2. Consolidating telecom services 3. Finalizing hotel rates and DSA rates 4. Drafting hardship surveys for all in-country duty stations 	Common Services and Harmonized Business Practices	UNDP	<ol style="list-style-type: none"> 1. List of UN Examining Physicians is approved 2. Telecom services are approved 3. Hotel and DSA rates are approved 4. Hardship surveys are approved 	<ul style="list-style-type: none"> • UNCT minutes 		<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • Data gathering process is underway with the help of agencies with state presence. • This task could not be completed as the UN agencies have already identified their ISPs in 2015. The activity is expected to be taken up in 2016. • Data of Hotels collated by UNDP and provided to ICSC. • This task could not be completed due to staff turnover in the OMT and will be undertaken in 2016. • Outputs 2 and 4 not achieved

<p>The Research and Knowledge Team aims to broaden support for MDG acceleration by:</p> <ol style="list-style-type: none"> 1. Launching the UNCT report on <i>Securing India's Future</i> 2. Organizing a high level policy dialogue and national and state level parliamentary fora on MDG achievement 3. Contributing cross-sectoral analytical inputs on post 2015 monitoring and accountability 	<p>Common Country Programming</p>	<p>ESCAP</p>	<ol style="list-style-type: none"> 1. Report is published in English and Hindi 2. Number of policy dialogues at national and state level 3. Number of reports incorporating inputs 	<ul style="list-style-type: none"> • Meeting reports 	<p>Fully achieved</p> <ul style="list-style-type: none"> • The UNCT Analysis was launched on 4 February 2015 at a high-level policy dialogue with participation of the UN resident coordinator, the USG ESCAP Executive Secretary, and the Chief Statistician of India. It was followed up by a panel discussion comprising senior policy makers, academicians and practioners. The report and the policy dialogue was extensively covered in the mainstream media. • Presentation on the SDGs made ESCAP at the high profile inaugural session of an initiative of the Speaker of Parliament, - Speakers Research Initiative. The Prime Minister of India and about 200 Members of Parliament attended the meeting. Summaries of the UNCT Analysis were shared at the event. • Three Policy Briefs on: Assessing inter-state MDG progress and drivers; Achieving equal rights and opportunities for women and girls; and enhancing environmental sustainability were produced and distributed widely at high profile events. • Inauguration by the Prime Minister of the Lok Sabha Speaker's Research Initiative on 23 July 2015 whose first session was on the SDGs, including a presentation by UNESCAP on the SDGs and the outcomes of the analysis "India and the MDGs". • Over the past year, several policy advocacy activities have been undertaken as follows:
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<p>The Communications Group aims to mark the 70th anniversary of India and the United Nations by:</p> <ol style="list-style-type: none"> 1. Organising YoUNg@70 exhibition and launching a 	Joint Communication	UNIC	<ol style="list-style-type: none"> 1. Book is published 2. Exhibit is displayed in eight venues across India 3. At least 12 young 	<ul style="list-style-type: none"> • Media reports of Book Launch • Media reports of exhibition 	100,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • The UN@70 book is nearing completion. • The exhibition was planned to

<p>book on the history of the UN in India</p> <ol style="list-style-type: none"> 2. Creating an exhibition based on the UN-70 book to travel to eight venues across India 3. Reaching out to newly elected young parliamentarians 4. Working with journalism schools to develop social media packages targeting youth 			<p>parliamentarians are made aware of UN priorities</p> <ol style="list-style-type: none"> 4. Number of UNIC-related hits in social media 	<ul style="list-style-type: none"> • Reports of parliamentary meetings • Facebook and Twitter followers 	<p>accompany the book, however, due to financial constraints, the exhibition is on hold.</p> <ul style="list-style-type: none"> • Events with parliamentarians are organised. • Social media tweets are shared with the UN Communication Group, and support is provided to agencies for social media coverage for events. • Film schools are being targeted to brief young directors on the ideas of SDGs. • 15 second film was developed for Doha which was screened on Sony TV during the Indian Premier League (IPL) Series. • Output 3 and 4 not achieved
<p>The Joint Advocacy and Communications Team aims to position the work of the UN agencies, funds and programmes by:</p> <ol style="list-style-type: none"> 1. Supporting the launch of the MDG Report through advocacy and outreach materials 2. Supporting the 10 Task Teams through media outreach, advocacy with the Parliament and State Legislative Assemblies, the UN in India website and social media 3. Supporting advocacy and communication around key 2015 global Outputs including the Beijing+ 20 Conference, Post 2015 Development Goals, and Climate Change Conference 	<p>Joint Communication</p>	<p>The Resident Coordinators Office</p>	<ol style="list-style-type: none"> 4. Advocacy materials for the book are developed and disseminated 5. Number of interactions with Parliamentarians and state legislators 6. Number of best practices documented and expert briefings held 	<ul style="list-style-type: none"> • Media reports • Videos, posters, photos on UN in India website • Web stories, photo essays and audio-visual documentation on website 	<p><u>Achieved because:</u></p> <ul style="list-style-type: none"> • An authoritative analysis of the MDGs, <i>India and the MDGs: Towards a sustainable future for all</i> was launched; three additional goal specific briefs were released through the year • 30 videos on monthly joint advocacy campaigns produced; video film on UN Women's initiative for female military officers was promoted prominently on UN Women's global website on International Peacekeeping Day; three public lectures organised; policy briefs on migrant workers and decent work produced and disseminated widely; photo essays and videos on sustainable energy for all developed; and social media presence of UN in India increased by over 23,000 followers • Support provided to civil society to engage in intergovernmental negotiations on SDGs; facilitated a series of Seminars on FfD and SDGs that

						<p>brought the government, think tanks, civil society organisations and the media together to collectively reflect on key development issues in the lead up to and following the global Conferences</p> <ul style="list-style-type: none"> • Supported global advocacy through side sessions at the International Conference on Financing for Development at Addis Ababa led by the Minister of State for Finance, and during the General Assembly in New York • Supported position papers on the SDGs outlining the challenges and opportunities in nationalizing and meeting the SDGs • Developed capacities of national media for reporting on the SDGs resulting in extensive print and electronic outreach on the SDGs • Extensive social media outreach, including through the UN in India accounts
<p>UNDAF WORKING GROUPS</p> <p>The activities listed below have been taken directly from the four-year roll-out plan for 2015 that was endorsed by the Planning Commission. Working Groups have been asked to review the entire roll-out plan and decide whether to keep the activities planned for 2015 or change them.</p>						
<p>Social Protection: The aim of the first output is to establish social protection floors drawing on evidence-based policies and programmes in at least two states; to help achieve this, UN agencies will work under government in 2015 leadership to:</p> <p>1. Provide technical assistance to the Government of Odisha to help develop an action plan</p>	Common Country Programming	ILO	<p>1. Odisha social protection framework approved and implementation initiated</p> <p>2. Joint UN mission to Jharkhand undertaken</p>		180,000	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • State level mapping study on social protection floor completed for Odisha and shared with stakeholders • Output 2 not achieved

for the roll-out of the Framework 2. Facilitate a stakeholder consultation in Jharkhand as a first step in elaborating a State Social Protection Framework						
Food Security: The aim of the second output is to develop and validate a convergent model of local food security systems linking agriculture and improved nutrition in at least one state, available for adaptation by others; to help achieve this, UN agencies will work under government leadership in 2015 to: 1. Review all planned activities for this output in light of new government priorities	Common Country Programming	WFP and FAO	Pending elaboration of the programme concept with new Government			<u>Not achieved because:</u> <ul style="list-style-type: none"> • A joint visit by WFP and FAO was undertaken to the state of Odisha to discuss the possibility of using the nutri-farm scheme for developing a convergent model linking agriculture and nutrition. However, there was limited willingness in the State on the same. National scheme on nutri-farm as well was called-off. The activity was subsequently dropped in consultation with the GoI. • Rome based agencies-FAO, IFAD and WFP are regularly meeting to come-up with joint workplan for 2016 onwards.
Women's Empowerment: The aim of the third output is to develop and use a biennial survey on women's status in India to promote accountability and gender responsive implementation of policies and programs; to help achieve this, UN agencies will work under government leadership in 2015 to: 1. Provide technical assistance to the core survey team on data collection, data analysis and preparation of the draft	Gender Mainstreaming and Common Country Programming	UN WOMEN and UNFPA	1. Concept note for assessing women's status is developed indicators, cost estimates and a roadmap		75,000	<u>Partially achieved because:</u> Draft framework of indicators developed and shared with MoSPI, MWCD and others. <ul style="list-style-type: none"> • Alternatives to biennial survey identified that include (i) analysis of Ministries (MIS) to generate more gender specific data; (ii) analysis of manuals of large Government surveys to strengthen collection of data on gender; (iii) conducting three self-standing surveys related to GBV, Time Use, Asset ownership; and (iv) undertake a deeper analysis of already existing Government data

report						<ul style="list-style-type: none"> In 2016, the group plans to work closely with MoSPI and MWCD for supporting the Asset Survey; as also with UN agencies for supporting data collection and analysis related to the SDG indicators. Output not achieved
<p>HIV/AIDS: The aim of the fourth output is to strengthen the capacity of front-line providers in high-risk areas to provide non-discriminatory and equitable HIV prevention, treatment, care and support services; to help achieve this, UN agencies will work under government leadership in 2015 to:</p> <ol style="list-style-type: none"> 1. Provide training to national and sub-national officers on the use of strategic information to inform decision-making 2. Provide expert advice on all relevant issues to parliamentary and state elected representatives through the Forum of Parliamentarians on AIDS including elimination of discrimination based on sexual orientation 3. Provide technical support to the partnership mechanism for the coordinated HIV/AIDS response in the North East 4. Provide guidance on improved HIV/AIDS delivery mechanisms in at least 14 states 	Common Country Programming	Joint UN HIV/AIDS Team	<ol style="list-style-type: none"> 1. One million PLHIV on treatment 2. 18% MTCT transmission rate 			<p>Partially achieved because:</p> <ul style="list-style-type: none"> Around 900,000 people living with HIV currently on treatment. Commitment made by government to the '90-90-90' targets in line with the SDG sub-goal of ending the AIDS epidemic by 2030. [<i>By 2020, 90% of all people living with HIV will know their HIV status, 90% of all people diagnosed will receive sustained antiretroviral therapy, and 90% of all people receiving antiretroviral therapy will have viral suppression</i>]. With regard to the first 90, the Joint UN Team is providing support towards enhanced testing services and coverage. For the second 90, new treatment policy issued by GoI, with CD4 500 as eligibility criteria. Advocacy and technical support is ongoing to adopt the strategy of 'Test and Start' – i.e. offering treatment to all those who are diagnosed irrespective of their CD4 count. For the last 90, viral load testing scale-up is included in Global Fund grant. New policy on PMTCT is being implemented by GoI, with direct support of Joint UN Team. This aligns with the global '<i>Every Women Every Child</i>'. As a result, PMTCT indicator is on course as transmission rate in the states that adopted the new policy early on,

<p>5. Provide support for passage and ratification of the HIV Bill in the Lower House of Parliament</p> <p>6. Facilitate exchanges on AIDS between the Government of India and the Africa Union, South Asia, and BRICS countries including the establishment of inter-country partnerships</p> <p>7. Provide guidance on the scale-up of HIV prevention, treatment and social protection in at least four countries through inter-country exchange visits</p> <p>8. Support participation of at least five national organisations from the public and private sectors to two global and regional HIV discussion platforms</p>						<p>has reached less than 2%. This is steadily being scaled-up across the country.</p> <ul style="list-style-type: none"> • Outputs not achieved
<p>Quality Education: The aim of the fifth output is to strengthen the capacity of education planners, administrators and teachers to provide and monitor quality education in accordance with the Right to Education Act; to help achieve this, agencies will work under government leadership in 2105 to:</p> <p>1. Provide technical assistance to State Governments on Right to Education (RTE) implementation and child friendly schools</p>	<p>Common Country Programming</p>	<p>UNESCO and UNICEF</p>	<p>1. Reduction in dropout rate by 2% every year at primary level (I-V) and 1% every year at upper primary level (I-VIII)</p>			<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • In support of the guiding principles of the Child Friendly Schools and Systems (CFSS) launched in 2014, UNICEF has supported the roll out at the sub national (state) level, including by integrating CFSS norms into Right to Education plans, and developing monitoring tools based on CFSS indicators. • A national stocktaking convention to review the status of the RTE Act, five years after its implementation organised. Nineteen states and 700 persons participated.

<p>2. Facilitate annual national civil society stakeholder consultations on RTE implementation</p> <p>3. Provide technical assistance to the National Commission for Protection of Child Rights to strengthen RTE monitoring</p> <p>4. Conduct three evidence-based policy studies on quality, literacy and Technical and Vocational Education and Training and recommend actions to achieve Education for All Goals and MDGs</p> <p>5. Provide technical assistance to improve OOSC estimation methodology and tracking systems</p> <p>6. Facilitate a national inter-agency working group to promote the right to quality education for children with disabilities</p> <p>7. Develop a roadmap to promote quality education for disadvantaged children</p> <p>8. Provide technical and financial support to counterparts in selected states to integrate life skills into formal and non-formal secondary education</p>						<ul style="list-style-type: none"> • Four regional workshops organized to strengthen the Educational Management Information System (EMIS) and Unified District Information System for Education; develop capacities of state and district level EMIS functionaries; strengthen capacities for validating and improving the quality of data to support monitoring of RTE compliance in states. • Additionally, a School Management Committee (SMC) Convention was organized to discuss the strengthening of community participation in school education. It brought together over 500 participants, including representatives of community based organizations, SMC and panchayat raj institution (PRI) members, rights activists and other civil society organizations, Parliamentarians and the chairperson of the National Commission for Protection of Child Rights (NCPCR). • Outputs 5,6,7,8 not listed in Output column
<p>Universal Health Coverage: The aim of the sixth output is to strengthen the capacity of policy makers, administrators and service providers to plan, implement and</p>	<p>Common Country Programming</p>	<p>WHO</p>	<p>1. Infant Mortality Rate reduced to 36</p> <p>2. MNTE validation is completed for the entire country</p>		<p>300,000</p>	<p>Partially achieved because:</p> <ul style="list-style-type: none"> • WHO India, along with stakeholders, supported MNTE validation surveys in the States of Meghalaya, Jammu and Kashmir, Nagaland and Dadra Nagar

<p>monitor the roll out of Universal Health Coverage initiatives; to help achieve this, agencies will work under government leadership in 2015 to:</p> <ol style="list-style-type: none"> 1. Support implementation of Maternal Death Surveillance and Response and Child Death Review mechanisms in select states; and validation of Maternal and Neonatal Tetanus Elimination (MNTE) in all states 2. Develop and recommend strategies and mechanisms to improve coherence in health and management information systems for monitoring advances in UHC at national and sub national levels 3. Support streamlining and monitoring inter-sectoral actions to fast track the National Multisectoral Action Plan (NMAP) on Non Communicable Diseases (NCD) to achieve national NCD goals/targets 			<ol style="list-style-type: none"> 3. Coherent mechanism for monitoring progress on UHC is elaborated 4. National Multisectoral Action Plan on NCD with prioritization, costs and timelines is developed 			<p>Haveli in 2015. With this, all states in India have been validated for MNT Elimination.</p> <ul style="list-style-type: none"> • A formal announcement concerning the same was made by the Prime Minister of India during the 3rd Global Call to Action Summit to Prevent all Maternal and Neonatal Deaths held in New Delhi in August 2015 • WHO part of the Expert Group Committee Meeting which aims at institutionalizing National Health Accounts in India for a better monitoring of UHC. • National Multisectoral Action Plan on NCD with detailed roles of line ministries and timelines has been developed and shared with 29 ministries. • Costing of the National Multisectoral Action Plan has been conducted, and will subsequently undergo a peer review. • As a part of the India roadmap of the Commission on Accountability and Information (COIA), WHO provided technical support for periodic reviews of Maternal Death Surveillance and Response (MDSR) and for revision of the of the National MDSR Guidelines. • Output 2 not achieved
<p>Water and Sanitation: The aim of the seventh output is to strengthen the capacity of stakeholders to support communities, particularly in deprived areas, to demand improved WASH facilities and basic WASH</p>	<p>Common Country Programming</p>	<p>UNICEF</p>	<ol style="list-style-type: none"> 1. Ten states have state specific modules, action plans and trained HR and partners on WSP 		<p>30,000</p>	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • Five state governments including West Bengal, Chhattisgarh, Bihar, Maharashtra and Telangana are participating to focus on the reduction of bacteriological and fluoride

<p>services; to help achieve this, agencies will work under government leadership in 2015 to:</p> <ol style="list-style-type: none"> 1. Identify at least five states for the first phase of the programme 2. Facilitate national orientation of relevant state officials on WSP based on a review of the enabling environment for a revision of the implementation plan 3. Facilitate cross learning and exposure visits on WSP between states 4. Support national and state reviews of WSP; document and disseminate learning and best practices 5. Convene a multi-stakeholder advisory group and conduct secondary data collection for a One UN Report, Elimination of Open Defecation 6. Conduct primary data collection and key stakeholder interviews, undertake peer review of draft UN Status Report, and finalise document with the advisory group 7. Publish, launch and disseminate the UN Status Report 					<p>contamination.</p> <ul style="list-style-type: none"> • 18 states have participated with Ministry of Drinking Water & Sanitation with National Environmental Engineering Research Institute in a national workshop to orientate stakeholders and dialogue is underway with the Ministry of Drinking Water And Sanitation to promote inclusion of WSPs in the Annual Action Plans of states' drinking water programmes. • Engagement secured and initial scoping field visits undertaken by TUFTS University to facilitate learning in India, and to bring learning from other countries to India. • Support provided to Ministry of Drinking Water to develop reporting of best practice and disseminate. • Bi-lateral meetings have been held between UNICEF and WHO and UNDP. Partnership is now also extended to include the NGO, WaterAid. Combining resources will result in an additional 9 states included in the Report, totalling the number of states to thirteen. • Six progress reports have been submitted; draft report is under preparation. A stakeholder meeting with representation from GOI to review the draft will be held in January. Expected in June 2016. • Output 6 not listed in output column
<p>Governance: The aim of the eighth output is to develop, validate and use a checklist of indicators for measuring administrative efficiency</p>	<p>Common Country Programming</p>	<p>UNDP</p>	<ol style="list-style-type: none"> 1. Checklists are shared with the Project Appraisal and Management 		<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • In response to a request from the Planning Commission in 2014 a checklist of indicators for measuring

<p>and accountability to help improve implementation of select government schemes; to help achieve this, agencies will work under government leadership in 2015 to:</p> <ol style="list-style-type: none"> 1. Share draft guidelines to appraise, formulate and monitor centrally sponsored schemes with the Project Appraisal and Management Division, Planning Commission 2. Organize a consultation with institutions and experts with experience in public expenditure. 3. Develop a toolkit and manual for the design and formulation of Government of India's social sector schemes 4. Finalize checklists for the design and formulation of Government of India's social sector schemes 			<p>Division in the Planning Commission</p>			<p>administrative efficiency and accountability with the aim of improving implementation of select government schemes was developed as part of a Toolkit/Manual on the design and formulation of schemes of the Government of India</p> <ul style="list-style-type: none"> • Technical assistance provided to develop the toolkit and manual, which would aid in the design and formulation of schemes spanning a variety of sectors. The manual and toolkit have been shared with NITI Aayog (Government of India policy think-tank which replaced the Planning Commission) for review and approval. • Outputs 2 and 4 not listed in Output column
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<p>Energy: The aim of the ninth output is to develop, validate and deploy innovative models to improve the availability and reliability of clean energy in public health facilities and rural enterprises in support of selected government schemes and programmes; to help achieve this, agencies will work under government leadership in 2015 to:</p> <ol style="list-style-type: none"> 1. Support entrepreneurs to procure, install and commission renewable energy systems 2. Study the possibilities of introducing other renewable energy technologies in primary health centres to reduce dependence on grid electricity 	Common Country Programming	UNIDO and UNDP	<ol style="list-style-type: none"> 1. Best practices and business model for application for alternative energy solutions are identified 2. Evaluation of the use of renewable energy systems in primary health centers in Maharashtra is completed 		33,000	<p>Fully achieved</p> <ul style="list-style-type: none"> • In Assam and Orissa, UNDP and IFAD are working with enterprises on renewable energy interventions • UNIDO and UNICEF jointly carried out an assessment on the use of solar energy in Primary Health Centers and the evaluation report is under preparation.
<p>Disaster Risk Reduction: The aim of the tenth output is to incorporate disaster risk reduction and climate change adaptation measures into development plans at national and state levels; to help achieve this, UN agencies will work under government leadership in 2015 to:</p> <ol style="list-style-type: none"> 1. Provide technical assistance and capacity building to at-risk states on planning, coordinating and implementing humanitarian and early recovery action 	Common Country Programming	UNICEF and UNDP	<ol style="list-style-type: none"> 1. At least one state plan has improved plans on humanitarian action and recovery 2. At least one major flagship incorporates DRR/ CCA measures 3. Number of technical experts trained on environmental impact assessment 4. At least three city development plans incorporate DRR and 			<p>Partially achieved: The Reporting is the same as detailed under the work of DMT (Core Committees) as the work of the Core Committees and Task Team is integrated</p>

<p>2. Technical support for mainstreaming DRR and CCA provided in at least one flagship scheme</p> <p>3. Provide training on DRR and CCA planning and implementation to stakeholders in target states</p> <p>4. Technical support for mainstreaming and establishing DRR and CCA mechanisms in urban settings provided</p> <p>5. Support to risk informed development planning in Bihar, Assam and Rajasthan provided, using the MHVM System</p>			<p>CCA measures as per targets set in National Mission on Sustainable Habitat and HFA implementation</p> <p>5. MHVM platform is adopted in at least two states</p>			
<p>Joint Programme in the North East: The aim of the eleventh output is to strengthen the capacity of state governments and communities in the North Eastern States to better manage the region's eco-system through a combination of skill development, use of indigenous knowledge and promotion of sustainable livelihood; to help achieve this, agencies will work under government leadership in 2105 to:</p> <p>1. Organize stakeholder consultations in Mizoram and other North East states on protecting and codifying traditional ecosystem and plant knowledge and help develop and implement</p>	<p>Common Country Programming</p>	<p>UNIDO</p>	<p>1. Pilot interventions will be initiated at least at two sites</p>		<p>350,000</p>	<p><u>Partially achieved because:</u></p> <ul style="list-style-type: none"> • 2nd Steering committee meeting held with state government and four participating UN agencies • Project Activities of participating agencies (FAO, ILO, UNDP, UNIDO) defined and discussions held with state government and North-eastern council on fund mobilization. • ILO organized Training of Trainers on Start and Improve Your Business Programme (SIYB) and finalized the Skill Gap Survey report, submitted to the Government of Mizoram • UNIDO organized the technical advisory services to the DoI and Bamboo Association, finalized the Bamboo Sector Survey. Project Document submitted to Government of Mizoram in December 2015 on "Improving

<p>strategies for preserving and using this knowledge for public benefit</p> <p>2. Finalise the joint UN programme on ecosystem management for Mizoram and identify other states in the North East that may wish to participate</p> <p>3. Identify pilot sites in two Mizoram districts to demonstrate sustainable intensification of bamboo production</p> <p>4. Identify pilot sites in two Mizoram districts to demonstrate sustainable intensification of high value horticultural crops</p> <p>5. Initiate pilots to develop the value chain for bamboo production</p> <p>6. Initiate pilots to improve the value chain for high-value horticultural crops including ginger, turmeric and Aloe Vera</p> <p>7. Identify concrete steps that involve women at higher levels in the value chains for bamboo and horticultural crops</p>						<p>Mizoram Bamboo Value Chain”, for approval and funding.</p> <ul style="list-style-type: none"> • FAO’s Technical Cooperation Programme was approved, and the following activities implemented: <ul style="list-style-type: none"> - Animal Husbandry: Curriculum for community workshops prepared; three Training of Trainers workshops for network of community facilitators held; community workshop in Aizawl District completed; smartphone training for community facilitators and Department extension staff for disease reporting and response undertaken; capacity building training imparted - MiSALT Applied Research Activities: Selection of 12 applied research MiSALT Partner Farmers completed; Participatory Baseline Survey of MPF socio-economic and farmland conditions prepared; research methodology and parameters defined; - Farmer Field School (FFS) activities: curriculum for Mandarin Orange and Pineapple finalized - Afforestation and livelihoods study initiated. • Outputs 6 and 7 not listed in Output column achieved.
<p>Joint Programme in Jammu and Kashmir: The aim of the twelfth output is to strengthen the capacity of state governments to better support at-risk youth in Jammu and</p>	<p>Common Country Programming</p>	<p>UNFPA</p>	<p>1. Number of consultations conducted</p> <p>2. The state action plan approved</p>		<p>25,000</p>	<ul style="list-style-type: none"> • Outputs not achieved as consultations with the State Government have not been initiated

<p>Kashmir through skill development and vocational training.</p> <ol style="list-style-type: none"> 1. Develop a state action plan for youth-at-risk to improve access to skill development opportunities 2. Conduct consultations with relevant stakeholders 3. Identify possible partners 4. Select geographical location to initiate the activities 						
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