



**REPORT OF THE EVALUATION OF
THE GOVERNMENT OF INDIA - UN SUSTAINABLE DEVELOPMENT FRAMEWORK 2018-22**

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Acronyms

Abbreviation	Full Form
AMR	: Antimicrobial Resistance
AMU	: Antimicrobial Use
ART	: Anti Retroviral Therapy
BBBP	: Beti Bachao Beti Padhao
BCC	: Behaviour Change Campaign
BMGF	: Bill & Melinda Gates Foundation
CCA	: Climate Change Adaptation
CF	: Cooperation Framework
CMS	: Convention on Migratory Species
CNNS	: Comprehensive National Nutrition Survey
COVID-19	: Coronavirus disease
COVIN	: Covid-19 Vaccine Intelligence Network
CPCB	: Central Pollution Control Board
CSD	: Council for Social Development
CSE	: Centre for Science and Environment
CSO	: Civil Society Organisations
CSR	: Corporate Social Responsibility
CUTS International	: Consumer Unity and Trust Society International
DA	: Development Alternatives
DAHD	: Department of Animal Husbandry and Dairying
DEA	: Department of Economic Affairs
DSW	: Department of Social Welfare
ECOSOC	: United Nations Economic and Social Council
EIF	: Enhanced Integrated Framework
EMTCT	: Elimination of Mother-to-Child Transmission
eVIN	: Electronic Vaccine Intelligence Network
FAO	: Food and Agriculture Organization
FGD	: Focus Group Discussion
FICCI	: Federation of Indian Chambers of Commerce and Industries
FOCUS	: Fostering Climate Resilient Upland Farming Systems
GBV	: Gender Based Violence
GEWE	: Gender Equality and Women's Empowerment
Goi	: Government of India
GoK	: Government of Karnataka
GoO	: Government of Odisha
GoI-UNSDF	: Government of India - UN Sustainable Development Framework
HCFC	: Hydrochlorofluorocarbons
HH	: Households
HIV	: Human immunodeficiency virus
HLPF	: High-level Political Forum
HPMP	: HCFC Phase-Out Management Plan
HR	: Human Resources
HRBA	: Human Rights Based Approach
ICAR	: Indian Council of Agricultural Research
ICDS	: Integrated Child Development Services
ICMR	: Indian Council for Medical Research
ICT	: Information and Communication Technology
IFAD	: International Fund for Agriculture Development
IFC	: International Finance Corporation
IGNCA	: Indira Gandhi National Centre for the Arts
IHIP	: Integrated Health Information Platform
IIHS	: Indian Institute for Human Settlements
ILO	: International Labour Organization
IMF	: International Monetary Fund
INTUC	: Indian National Trade Union Congress
IOM	: International Organization for Migration
IRADe	: Integrated Research and Action for Development

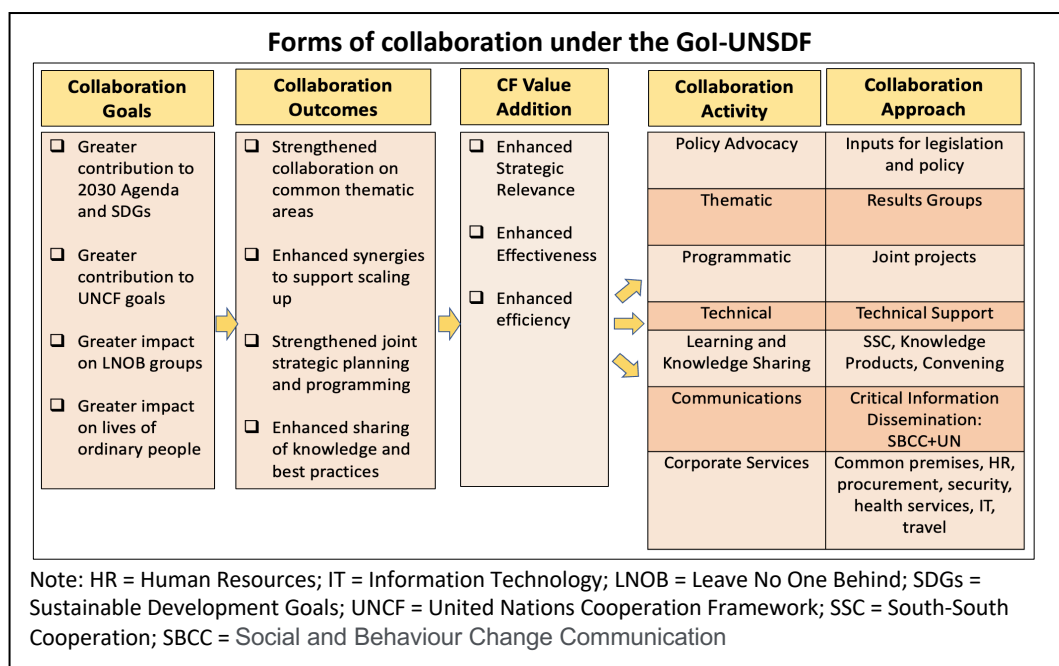
Abbreviation	Full Form
IVRS	: Integrated Voice Response System
IT	: Information Technology
JJM	: Jal Jeevan Mission
JSA	: Jan Swasthya Abhiyan
JSC	: Joint Steering Committee
KII	: Key Informant Interview
KSDMA	: Karnataka State Disaster Management Authority
KPIs	: Key Performance Indicators
LNOB	: Leave No One Behind
MAVIM	: Mahila Arthik Vikas Mahamandal
MDM	: Mid-Day Meals
MEA	: Ministry of Economic Affairs
MEL	: Monitoring, Evaluation and Learning
MGNREGS	: Mahatma Gandhi National Rural Employment Guarantee Scheme
MI-eGSA	: Mission Indradhanush- Extended Gram Swaraj Abhiyan
MoEFCC	: Ministry of Environment, Forest and Climate Change
MoHA	: Ministry of Home Affairs
MoHFW	: Ministry of Health and Family Welfare
MoHUA	: Ministry of Housing and Urban Affairs
MoLE	: Ministry of Labour and Employment
MoSPI	: Ministry of Statistics and Programme Implementation
MSDE	: Ministry of Skill Development and Entrepreneurship
MSMEs	: Micro, Small & Medium Enterprises
MWCD	: Ministry of Women and Child Development
NACO	: National Aids Control Organization
NCAP	: National Clean Air Programme
NCERT	: National Council of Educational Research and Training
NCW	: National Commission for Women
NCD	: Non-Communicable Disease
NDC	: Nationally Determined Contribution
NDMA	: National Disaster Management Authority
NESAC	: North Eastern-Space Applications Centre
NHM	: National Health Mission
NITI Aayog	: National Institution for Transforming India
NRLM	: National Rural Livelihoods Mission
NRM	: Natural Resources Management
NSDA	: National Skills Development Agency
NSDC	: National Skill Development Corporation
NSS	: National Service Scheme
OECD	: Organisation for Economic Co-operation and Development
OC	: Outcome
ODP	: Ozone Depletion Potential
OHCHR	: Office of the High Commissioner for Human Rights, UN
OMT	: Operational Management Team, United Nations
OOSC	: Out of School Children
ORS	: Oral Rehydration Solution
OSDMA	: Odisha State Disaster Management Authority
PDNA	: Post-Disaster Needs Assessment
PLHIV	: People Living with HIV
PMJAY	: Pradhan Mantri Jan Arogya Yojana
PMMVY	: Pradhan Mantri Matru Vandana Yojana
PRIs	: Panchayati Raj Institutions
PwDs	: Persons with Disabilities
RBM	: Results Based Management
RC	: Resident Coordinator, UN
RG	: Results Group (United Nations)
RT-PCR	: Reverse Transcription-Polymerase Chain Reaction
SACS	: State AIDS Prevention and Control Societies
SBCC	: Social and Behaviour Change Communication

Abbreviation	Full Form
SCERT	: State Council of Educational Research and Training
SDG	: Sustainable Development Goal
SCORE	: Sustaining Competitive and Responsible Enterprises
SDMA	: State Disaster Management Authority
SERF	: Socio Economic Response Framework
SIYB	: Start and Improve Your Business
SMRC	: Shanta Memorial Rehabilitation Centre
SIHFW	: State Institute of Health and Family Welfare
SIRD	: State Institutes for Rural Development
SMEs	: Small and Medium Enterprises
SOLVED	: Social Objectives-Led Volunteer Enterprise Development
SSC	: South-South Cooperation
SWAP	: System Wide Action Plan
TBD	: To be decided
TERI	: The Energy and Resources Institute
TOC	: Theory of Change
TPDS	: Targeted Public Distribution System
UDISE	: Unified District Information System for Education
UER	: Unemployment Rate
UN	: United Nations
UNAIDS	: Joint United Nations Programme on HIV/AIDS
UNBRAAF	: Unified Budget, Results and Accountability Framework
UNCDF	: United Nations Capital Development Fund, UN
UNCT	: UN Country Team
UNDAF	: United Nations Development Assistance Framework
UNDP	: United Nations Development Programme
UNEG	: United Nations Evaluation Group
UNEP	: United Nations Environment Programme
UNESCAP	: United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	: United Nations Educational, Scientific and Cultural Organization
UNFCCC	: United Nations Framework Convention on Climate Change
UNFPA	: United Nations Population Fund
UNHCR	: United Nations High Commissioner for Refugees
UNICEF	: United Nations Children's Fund
UNIDO	: United Nations Industrial Development Organization
UNINFO	: United Nations Information Portal
UNODC	: United Nations Office on Drugs and Crime
UNRC	: UN Resident Coordinator
UNRCO	: UN Resident Coordinator's Office
UNSDF	: UN Sustainable Development Framework
UNV	: United Nations Volunteers
VC	: Vice Chairman
VNR	: Voluntary National Review
WASH	: Water, Sanitation and Hygiene
WCD	: Women and Child Development
WEP	: Women Entrepreneurship Platform
WFP	: World Food Programme
WHO	: World Health Organization

Executive Summary

The Background

1. The Government of India-United Nations Sustainable Development Framework (GoI-UNSDF) 2018-2022 India, signed on September 24, 2018, outlines the development cooperation strategy between the GoI and the United Nations Country Team in India, in support of the achievement of India's key national development priorities and the Sustainable Development Goals (SDGs).
2. The evaluation has been conducted against the backdrop of the serious setback to economic, health and educational progress because of the COVID-19 pandemic. The COVID-19 pandemic also necessitated the repurposing of UN's resources to address the crises and has led to a slowing down of India's progress towards the attainment of the SDGs.
3. The main objectives of this evaluation of the GoI-UNSDF 2018-2022 commissioned by the Office of the United Nations Resident Coordinator (UNRC) are to: a) ensure accountability of UN actions to stakeholders; b) identify lessons learned for improving collective responses to accelerate progress towards the SDGs; c) address challenges and opportunities, and making recommendations to support the next Cooperation Framework (CF) cycle; and d) suggest ways to strengthen the partnership between GoI and the UN to improve the new Cooperation Framework.
4. The scope of the evaluation includes the operations of the UN in India spread across 28 states and 112 aspirational districts under the broad umbrella of the GoI-UNSDF and an assessment of the effectiveness of the coordination mechanisms and institutional arrangements between GoI/NITI-UN for ensuring maximum impact.
5. Several forms of collaboration can be found under the GoI-UNSDF as illustrated in the Figure below:



6. The evaluation draws on a literature review of key documents, an online self-assessment by UN staff, Key Informant Interviews (KIIs) with select heads of UN Agencies, three former UN

Resident Coordinators, and Focus Group Discussions (FGDs) with all seven Results Groups and select Agency Groups. KIIs were also held with Government stakeholders in NITI Aayog, the Central and state Governments as well as with non-state stakeholders including donors, NGOs, and CSO experts.

7. The evaluation uses a mix of summative and formative strategies. Where possible and available, the Evaluation Team uses data available from UN Agencies' Programmes. Additionally, the evaluation adopts a mix of non-experimental and case study design to (i) strengthen the reliability of data and evidence; and (ii) improve the validity of findings and recommendations. Systematic triangulation across different sources and methods has been conducted to mitigate biases and validate findings.
8. Support of NITI Aayog and the Office of the UNRC and extensive use of specialised secondary sources of information have helped mitigate methodological limitations arising out of the non-availability of some stakeholders during data collection phase and the constraints imposed by the travel restrictions due to the COVID-19 pandemic.
9. The evaluation's reference period (period for which data was analysed) is from January 2018 to December 2021. The evaluation was conducted between November 2021 and June 2022. The findings and recommendations are expected to feed into the design of the new Cooperation Framework (2023-27).

Key Findings:

10. Key findings and recommendations have been organized around the main evaluation questions listed in the Terms of Reference¹.

A. Relevance

Evaluation Question 1: To what extent are the objectives of the GoI-UNSDf relevant to national priorities, international commitments, and the needs of disadvantaged sections of India?
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11. The GoI-UNSDf is well aligned with development priorities of the GoI, state governments, CSOs, private sector and other actors and is consistent with international conventions and Agenda 2030. The UN enjoys high credibility across all stakeholders and is valued for standard setting and neutral convening roles and ability to bring UN agencies together with State and non-State actors.
12. The UN has supported issues of high relevance to India and the states and has forged a successful partnership with the government (please see Annex 5 and 6 for examples). The UN system has been able to deliver results in complex multi-stakeholder environments by adhering to international standards, contributing to policy expertise, and promoting good practices
13. During emergencies (such as floods and COVID-19, displacement of migrant labour and other natural hazards), the UN agencies demonstrated singular unity of purpose, inspiring, well-coordinated joint work, and pooling of human and financial resources for effective strategising and tightly monitored execution.

¹ The questions have been summarised here for ease of reading. See Section 1.9 below for detailed questions.

14. Civil society groups felt that there was scope for enhancing the UN's normative role in the next UNSDF. CSO-NGO members emphasised the need for the UN to remain a beacon and upholder of human rights, governance, equality and a supporter of the most vulnerable groups.

B. Coherence

Evaluation Question 2: How internally and externally coherent has the UN system support been towards meeting the GoI-UNSDF objectives?

15. **External coherence:** Role of the Joint Steering Committee (JSC): The JSC has played an efficient role in serving as the external management mechanism to provide strategic direction and alignment of the UN's interventions in line with GoI's strategic priorities.
16. The JSC has exhibited flexibility by periodically changing priorities dictated by the external environment. The setting up of UNSDF Outcome level Working Groups has been an innovative practice that has contributed successfully to tracking and steering the GoI-UNSDF outcomes.
17. While noting JSC's positive contribution, stakeholders felt that more could have been achieved by keeping the discussions at the JSC at a strategically high level instead of an operational level and diving deeper into more substantive themes. Larger benefits could accrue from Line ministries sharing specific learnings and problems, and the UN sharing global experiences for adaptation and problem solving at state levels.
18. The JSC could have made the UN's work in India sharper and more replicable if greater attention had been paid to leveraging the NITI-GoI-UN relationship to contribute to a steady accumulation of knowledge and learnings and to test ideas on a few key priorities in line with the SDGs.
19. Creating opportunities and structured spaces for smaller UN agencies to share their approaches and to connect with the larger JSC forum could have contributed to projecting the UN as a cohesive whole. This is because priorities of smaller UN agencies are not adequately reflected at the JSC which tends to be dominated by issues that larger UN agencies work on.
20. **Internal coherence:** The large number of joint programming initiatives (371 as per UNINFO) shows good coherence among agencies working on common areas (for example, especially during the COVID-19 pandemic). The RC Office and individual agencies played lead coordination roles in such joint activities. The coming together of several UN agencies to pool their complementary skills and "delivering as one" has been vastly appreciated by various non-UN respondents.
21. Additionally, responses to emergencies such as the Kerala and Odisha floods as well as the COVID-19 pandemic have been inspiring examples of well-coordinated and harmonised joint UN agency work with a pooling of human and financial resources, close strategising and tightly monitored execution. The Evaluation Team found that various agencies provided adequate space to specialised agencies (for example WHO in the case of COVID) to assume situational leadership as per need.
22. There is scope to improve the internal coherence among the UN agencies during non-emergency times. Internal coherence can also be enhanced by better coordination by the UNRCO which can help address gaps in the inter-RG sharing of knowledge and reducing duplication.

23. External Coherence: The interventions under the GoI-UNSDf have largely prioritised demand rather than supply side considerations. Both the JSC and the RGs have been largely demand-driven with the JSC providing close alignment to GoI's priorities and the RGs reflecting the needs of the corresponding Line Ministries.

C. Effectiveness

Evaluation Questions 3: How effective and responsive has the UN been in delivering on the objectives of the GoI-UNSDf in India?

24. The UN has been effective in (a) supporting the GoI and State Governments on technical and policy support in many areas including inclusive growth, social inclusion and environment and contributed towards improving public services; (b) strengthening partnerships at national and states levels to respond to priorities in above areas; (c) enhancing capacities, contributing towards improved legal and policy frameworks, and ensuring access to services for vulnerable groups; and (d) programming effectively to address vulnerabilities of children, women and other disadvantaged groups
25. The UN, however, has tended to focus more on operational roles (such as technical support, capacity building, provision of experts and programmatic interventions) and less on some areas of its comparative advantage, namely, playing an analytic and normative (standard setting) role; promoting knowledge management and advocacy; convening of multi-stakeholder engagements and brokering partnerships.
26. The UN has been less effective in (a) facilitating scaling up of 'successful' models in priority areas; (b) promoting inter-state and international knowledge sharing especially by bringing in comparative international experiences and showcasing India's development achievements to the world; and (c) strengthening whole-of-society partnerships (UN's partnership with all Government actors, communities, civil society and private sector).

D. Efficiency

Evaluation Question 4: How efficient has the UN been in managing its resources to deliver on the GoI-UNSDf objectives in India?

27. It has been difficult to establish with clarity the financial efficiency of the UN's operations in India, given time and resource constraints and an absence of specialised data.
28. However, the Evaluation Team finds that the UN's value addition has been significant in cases where it has promoted models and proposed policy changes that have been accepted by the Government.
29. Internal management efficiency - Role of the RGs: The seven inter-agency RGs have contributed efficiently to information sharing, coordination and joint planning. More can be achieved by (i) enhancing strategic efficiency through improved engagement with central and state governments; (ii) enhancing time use efficiency by reducing time spent on reporting through better use of technology; and (iii) enhancing planning efficiency by promoting joint planning, focusing on strategic issues and actions, ensuring participation of senior leadership from participating UN agencies, and increasing interactions with other development partners (especially Government and civil society other actors)

30. Efficiency of Monitoring of the GoI-UNSDf: The current monitoring system within the UN based on UNINFO prioritises aggregating information on Agency outputs. The GoI-UNSDf as well as the Country Programme Documents of each agency include Outcome Indicators that are largely pitched at the national impact level. Use of such indicators makes it difficult to track immediate or short-term changes (given the time gaps in obtaining data on such outcome indicators), track periodically progress of implementing the GoI-UNSDf, and address the issue of attribution (or contribution) of the UN agencies to the impact level indicators.
31. The system initiated by NITI Aayog to measure the contribution of the UN system has its own problems. This is because the UN's Key Performance Indicators (KPIs) (i) are the same as those used by Government's Departments and Ministries; (ii) do not match the multi-year activities of the UN agencies nor do they capture UN's contribution in many areas including UN's convening and advocacy functions.

E. Sustainability

Evaluation Question 5: To what extent are the interventions by the UN likely to continue beyond the GoI-UNSDf period?
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32. The UN system has adopted a number of explicit strategies to ensure sustainability of the UN's interventions. These include (i) design and integration of developmental models into government systems; (ii) Support to capacity development at various levels in government; (iii) partnering on normative work with Government to change policies or programmes for greater inclusion; and (iv) setting up and strengthening government systems for robust and quick data collection and dissemination. These approaches are likely to ensure that the outcomes from the interventions in the form of integration of improved models, change in normative frameworks in favour of the marginalised sections, and improved efficiency of government systems continue without UN support for longer periods after the interventions.
33. The UN's interventions demonstrate a strong sustainability focus, in line with principles of national ownership. However, the reach of these approaches needs to be extended for much-needed capacity strengthening at the State level, which is the most critical bottleneck in the States achieving the SDGs.

F. Normative and convening role of the UN

Evaluation Question 6: How well has the UN adhered to its normative (standard-setting) and convening roles during the implementation of the GoI-UNSDf?

34. The UN's standard setting and neutral convening role are valued as its core mandate and value add in India and globally. In the current GoI-UNSDf, the UN leveraged this advantage to convene various actors and push for SDGs, human rights, gender equality, and to Leave No One Behind.
35. The UN's global presence is seen as providing it a unique position to facilitate and showcase knowledge on India's achievements to the world and vice versa.
36. There is scope for further strengthening both the core functions (convening and knowledge sharing) in the coming GoI-UNSDf.

Key Recommendations:

37. The UN should consider aligning its activities towards strategic cooperation and planning for 2047 as GoI expands its focus beyond 2030 and towards the 100th year of Independence.
38. The UN in India can and should do more in areas where it has a comparative advantage. These include analytical support for strengthening policies and programmes, standard setting, convening, prioritising technical support, capacity strengthening and playing a more significant role as a think tank and evidence-based specialised institution. Additionally, integrating concerns of LNOB populations is an area where more is needed, given the rapidly increasing
39. Additionally, the UN in India should:
- play a significant knowledge management and advisory role in the coming years.
 - commit resources to maintain and enhance its partnerships with civil society and the private sector for enabling India to achieve the SDGs by 2030
 - increasingly focus attention and resources to support the States to achieve the SDGs, as the States will be the stage for future action for Agenda 2030
 - adopt more innovative, scaled up “whole-of-society” strategies and partnerships at all levels for accelerated achievement of SDGs
 - further leverage its normative role to advocate for SDGs, human rights, gender equality, and LNOB
 - to improve their effectiveness, the RGs should (i) morph into a strategic assessment, planning and monitoring body which interacts routinely with diverse permanent and non-permanent invitees; (ii) adopt an “applied research” perspective on a highly prioritised short list of research questions on India’s development bottlenecks, linked to the GoI-UNSDF Outcomes; and (iii) spend more time focusing on the GoI-UNSDF Outcome level strategizing, planning and “think-tanking” rather than on internal reporting and operational issues.
40. More specific recommendations are listed below:

Recommendation 1: The GoI-UNSDF 2023-27 should focus on accelerating the achievement of Agenda 2030 and beyond in line with UN reforms and post-COVID building back better.

- Support GoI in its envisioning and strategic planning exercise for 2047.
- Leverage credibility and draw on learnings from UN reforms and COVID-19
- Support states and state institutions in filling systemic and capacity gaps to meet the SDGs
- Enhance coordination at state level and present a complementary approach towards states

Recommendation 2: The UN should re-position itself as a knowledge and evidence generating institution by capitalising on its global presence and convening power.

- Use complementarity and quality of its agency competencies to identify strategic gaps and models for achieving SDGs at scale.
- Leverage UN resources for strategic engagement with central and state governments on jointly determined key priority issues.
- Position itself and partner more effectively with NITI Aayog as a think tank and knowledge institution.

Recommendation 3: The GoI-UNSDF should focus more on strategic outcomes and less on technical and operational issues.

- The next GoI-UNSDF should address strategic level issues, ensure more inclusive policy and programmatic spaces, and better monitoring and feedback loops for results.

- The JSC should facilitate greater participation of Line Ministries, state governments, national think tanks and academic experts to provide inputs on a regular basis in discussions on key priority issues.
- Adopt a more structured approach by institutionalising the Result Groups of the next Gol-UNSDF into Outcome-wise Standing Committees chaired by the Secretary of the Ministry concerned. These Standing Committees should serve as an inter-ministerial and inter-agency platform for knowledge sharing, monitoring and decision making. The Chair of the Standing Committee could be a special invitee to the JSC when the concerned thematic area is being discussed. The Chairs of these Standing Committees may also periodically consult the concerned Member or Vice Chairman of NITI Aayog.
- Institute efficient communication between the Line Ministries and the concerned verticals of NITI Aayog to ensure a 'whole of government' and 'whole of UN' approach. The Line Ministries may consider inviting the concerned NITI Advisers to the annual exercises for finalizing the UN Agency-Line Ministry work plans as well as to strategic review meetings.
- Given the inadequate inclusion of large sections of the marginalised, the UN needs to work to incorporate disability and inclusion more systematically into operations and find solutions to ensure full enrolment of eligible marginalized populations and access to food through the food-based government safety nets programs.
- Shift from a focus on quantitative aspects of gender, equity and social inclusion mainstreaming to transformative actions.

Recommendation 4: The UN should further strengthen its normative and convening role

- Perform its core mandate by pro-actively ensuring that no one is left behind from the SDG agenda.
- Adopt judicious championing and a constructive, solution-based approach to uphold its core values.
- Support Gol in tracking and meeting global commitments on various agreements
- Facilitate two-way knowledge sharing of best practices
- Leverage its communication competencies for stronger branding and visibility of the UN's work in India.

Recommendation 5: The UN should enhance inter-agency coherence and complementarity for coordinated work at all levels

- Play a strong strategic role in facilitating and amplifying the UN's impact in India by enhancing both internal and external coherence led by UNRCO and UN Agencies as needed
- Strengthen inter-agency linkages and alignments to minimize overlaps and duplication, and increase joint work in prioritised themes identified under the next UNSDF among UN agencies thereby ensuring efficient use of available resources
- Support smaller agencies and address under-served issues

1. INTRODUCTION

1. The Government of India-United Nations Sustainable Development Framework (GoI-UNSDF) 2018-2022 India, signed on September 24, 2018, outlines the development cooperation strategy between the GoI and the United Nations Country Team in India, in support of the achievement of India's key national development priorities and the Sustainable Development Goals (SDGs).
2. The GoI-UNSDF is consistent with the United Nations Development System reforms², the country programmes of different UN agencies, and aligned to the priorities of the respective line ministries. The GoI-UNSDF is also aligned with global and national aspirations, and normative frameworks to achieve equity and inclusion. It is an instrument for the GoI and the UN to work together in a coordinated and coherent manner to address the development needs of the poor, vulnerable and marginalised communities in India, and to bring to scale innovative development solutions.
3. The UN in India, including the Non-Resident Agencies, committed its support to the Government of India's effort to achieve the national development priorities for the period 2018-2022 and beyond.
4. The GoI-UN Joint Steering Committee co-chaired by the Vice Chairman, NITI Aayog and the UN Resident Coordinator (UNRC) in India, Members from the Ministry of External Affairs and Ministry of Finance provide strategic oversight for the implementation of the GoI-UNSDF, 2018-2022.

1.1. Evaluation features

5. This evaluation of the GoI-UNSDF 2018-2022 commissioned by the Office of the United Nations Resident Coordinator (UNRC) has four objectives: a) ensuring accountability of UN actions to stakeholders; b) identifying lessons learned for improving collective responses to accelerate progress towards the SDGs; c) addressing challenges and opportunities, and making recommendations to support the next Cooperation Framework (CF) cycle; and d) suggesting ways to strengthen the partnership between GoI and the UN to improve the new Cooperation Framework. The evaluation seeks to provide evidence and learning on the UN's performance to inform and improve engagement and programming for better accountability for results to stakeholders. Annex 1 presents the summary Terms of Reference (ToR).
6. This evaluation report records the efforts of the UN System in India under the GoI-UNSDF 2018-2022 in providing support to India's development priorities, and assesses the extent to which (i) the GoI-UNSDF outcomes have been achieved, and (ii) the poor, vulnerable and marginalised communities have benefitted from the country's robust economic growth.
7. The evaluation report draws on UN approaches for improving its engagement in India; UN *Delivering as One* (DaO) through its system of coordination, joint programming, and inter-agency collaboration; the UN's co-creating innovative scalable development solutions through partnerships with various development actors. A key objective is to remain accountable for results to the GoI and communities that the UN supports.

² The reforms are aimed at improving the coordination of the UN support to countries in the context of the 2030 Agenda, and make UN assistance more integrated, more focused on delivery on the ground, with clearer accountability, and with skills and resources better aligned with the 2030 Agenda. One of the key elements of the reform includes a reinvigorated Resident Coordinator system, which coordinates all UN organizations dealing with operational activities for development at the country level. <https://reform.un.org/content/un-development-system-reform-101>

8. The evaluation results serve the interests of a range of stakeholders both inside and outside of the UN. These include the UN agencies in India, the UN Country Team, the Regional Bureau for Asia and Pacific (RBAP) in Bangkok, and the headquarters of the UN agencies operating in India. Additionally, the evaluation will be of interest to the GoI and state governments as well as governmental authorities at national and subnational levels, civil society organizations (CSOs), private sector partners, donors, academic and research institutions, other development partners with an interest in promoting the SDG agenda.
9. The evaluation uses a mix of summative and formative strategies. Where possible and available, the Evaluation Team uses data available³ from UN Agencies' Programmes. Additionally, the evaluation adopts a mix of non-experimental and case study design to (i) strengthen the reliability of data and evidence; and (ii) improve the validity of findings and recommendations. Systematic triangulation across different sources and methods has been conducted to mitigate biases and validate findings. Annex 2 presents the full list of people interviewed and consulted and Annex 3 details of the methodology and data collection tools.
10. The evaluation was conducted between November 2021 and June 2022. The evaluation's reference period was from January 2018 to December 2021 and covered the design phase to draw lessons for the design of the new Cooperation Framework (2023-27). The geographical scope of the evaluation covers the areas where the GoI-UNSDf and the UN agencies operate at the level of both the Union and State Governments.
11. The evaluation was conducted by an independent team of three evaluators consisting of Dr A. K. Shiva Kumar (Team Leader), Mr. Pankaj Shrivastav and Dr. Malika Basu.

1.2 Context

General Overview

12. Projected to be the most populous and youngest country by 2024, India is one of the fastest growing economies in the world. Being home to almost one-sixth of humanity, the country is uniquely placed to influence and accelerate achieving the global Sustainable Development Goals (SDGs). India has also provided leadership in shaping the SDGs, particularly in ensuring that the voices of developing countries find prominence in global discourse. It is no surprise that several of India's development priorities are mirrored in the SDGs. India's foremost priorities are the eradication of all forms of deprivations, strengthening livelihoods and ensuring the well-being and dignity of all its people.
13. The GoI's commitment to inclusive growth is reflected in the range of large-scale innovative flagship programmes and schemes launched over the past 20 years to achieve India's development goals such as rural electrification, sanitation, housing for all, clean and renewable energy expansion, universal elementary school education, smart cities, and skills development.
14. The GoI has a long history of close cooperation with the UN as one of its founding members. Over the years, the UN has supported the GoI in many areas including: strengthening health systems, quality education, disaster risk management, gender equality, poverty reduction, skills

³ Secondary literature from UN agencies provided by UNRCO was reviewed. This included but was not limited to: Inter-agency Results Group reports; Reports submitted to Donors on GoI-UNSDf ; Relevant M & E documents; Digital time series snapshots of the UNCT Results trackers and SDG portals; Digital Knowledge products developed under the project (case stories, process documentation, learning compendiums, policy briefs, papers, toolkits, manuals, SoPs, etc.); Evaluation reports: UN agency and programme evaluations; Reports of critical consultations and meetings organized under the programmes demonstrating influencing processes.

and livelihoods development, conservation of biodiversity, cultural heritage, and industrial development as well as advancing the rights of women and children, informal sector workers, and other disadvantaged communities. India also plays a substantive role within the UN as a member on the boards of various UN agencies and entities, including the United Nations Economic and Social Council (ECOSOC). Further, India makes a significant contribution to international peace and security being the second largest troop-contributing country to the United Nations Peacekeeping Mission.

15. GoI abolished the practice of preparing five-year national development plans in 2016. The plans were replaced by NITI Aayog's formulation of a 7-year strategy and a 15-year vision document spanning 2017-18 to 2031-32 with an intermediate 3-year action agenda (2017-18 to 2019-2020). The key elements of the government's development strategy, as embodied in the 3-year action agenda⁴ include: (i) managing the macro economy through fiscal discipline and more efficient tax collection and benefit distribution; (ii) transforming key industries by doubling farm incomes within 5 years to rapidly extend financial inclusion, and swiftly creating well-paid jobs in the manufacturing and modern service sectors; (iii) rapidly expanding growth to enable inclusive infrastructure in urban and rural areas, including higher private investments in affordable housing for all; (iv) ensuring access to social services (education, health, and social protection) with substantial improvements in the efficiency and quality of delivery; (v) enhancing governance, curbing corruption, and building institutional capacity and systems; and (vi) addressing rising environmental challenges and climate change concerns.
16. Key national initiatives to implement the development agenda include the *Swachh Bharat* mission, *Ayushman Bharat* (PMJAY and health and wellness centres), and the *POSHAN Abhiyaan* (National Nutrition Mission). The National Health Policy 2017 articulates a strategy for achieving universal health coverage in India. The New Education Policy 2020 addresses India's learning crisis, Mission *Inradhanush* has been launched to accelerate universal immunization, and the National Clean Air Programme is meant to tackle air pollution. These will determine the success of SDGs both in India and globally. Initiatives for rapid industrialization and job creation include the *Make in India initiative* by designating industrial corridors and/or zones, and pursuing orderly investments and reforms for ease of doing business; the *Sagarmala project*, a port-led industrialization project aimed at expanding port facilities to significantly reduce logistics costs; and the *Skill India initiative* to enhance employability by improving people's skills.
17. Other prominent development programmes include the Smart Cities and Atal Mission for Rejuvenation and Urban Transformation (*AMRUT*) programmes to establish dynamic economic growth hubs across the country; the *Swachh Bharat Abhiyan* (Clean India Mission) to end open defecation and contribute to liveable urban and rural environments; the *Power for All initiative* to extend uninterrupted access to power to all rural households; the *Pradhan Mantri Gram Sadak Yojana* (PMGSY) to extend rural connectivity to all rural villages; the *Jan Dhan–Aadhaar–Mobile initiative* to pursue rapid financial inclusion (as part of the *Digital India programme* aimed at using digital platforms to enhance public administration efficiency); and the *National Solar Mission* to increase India's solar power generation capacity⁵. All these activities aim at achieving for India and its population prosperity, equality and poverty eradication as well as providing decent jobs, good health and education, as well as improved transparency and accountability in governance.

⁴ India – Three Year Action Agenda, 2017-18 to 2019-20. NITI Aayog, https://www.niti.gov.in/sites/default/files/2018-12/India_ActionAgenda.pdf

⁵ To increase solar generation capacity to 100 gigawatts by 2022 thereby contributing to India's Intended Nationally Determined Contribution (INDC) commitment to have 40 per cent of installed capacity from non-fossil-fuel energy resources.

Progress before the COVID-19 pandemic

18. India recorded significant gains along several dimensions of human development before the COVID-19 pandemic struck the country in January 2020. In 2018-19, India was among the fastest growing large economies in the world. Despite the decline in global output in 2018, the Indian economy grew in 2018-19 by 6.8 per cent, slightly lower than 7.2 per cent in 2017-18. India maintained its macroeconomic stability by containing inflation within 4 per cent and by maintaining a manageable current account deficit to GDP ratio.⁶
19. India has recorded gains in the expansion of social opportunities. India's life expectancy at birth increased to 69.7 in the 2015-2019⁷ and the infant mortality rate dropped to 35 in 2019-2021. By 2019-21, India's maternal mortality ratio (MMR) had fallen to 103 in 2017-19 – down from 113 in 2016-18.⁸ Almost all (95 per cent) males and females of age 6-10 years attend school. Eighty-seven percent of children of age 6-17 years attend school (88 per cent of boys and 87 per cent of girls)⁹. Close to 96 per cent of the population lived in households with an improved drinking water source and 97 per cent of the population lived in households with electricity.¹⁰
20. Despite progress made on multiple fronts and new initiatives, India continues to face challenges in the areas of poverty, inequality, malnutrition, health, and education. In 2019, India ranked 131 out of 189 countries in the Human Development Index.¹¹ In 2015-16, 25.01 percent of India's population was multidimensionally poor.¹² In 2019-21, 35.5 percent of Indian children under five were stunted, 19.3 percent moderately wasted, 7.7 percent severely wasted, and 32.1 percent underweight.¹³ Stunting is higher among children in rural areas (41 per cent) than in urban areas (31 per cent). In 2019-21, 41 percent of women had completed 10 or more years of schooling as against 50.2 percent for men.¹⁴
21. Women and girls face many types of discrimination and anti-female biases in society. In 2020, India ranked 123 out of 162 countries on the Gender Inequality Index and 140 out of 156 countries on the Gender Gap Index.¹⁵
22. India has a high exposure to earthquakes, flooding, tropical cyclones, droughts, wildfires, landslides, environmental degradation, poor air quality, unsustainable use of land and natural resources, water shortages, declining crop yields, and ineffective waste and chemical management.¹⁶ Climate variability and extremes, and economic slowdowns and downturns are major drivers of food insecurity and malnutrition in India.¹⁷ In addition, the consequences of a

⁶ Economic Survey 2018-2019

⁷ SRS data

⁸ Special bulletin on MMR released by the Registrar General of India March 14, 2022

⁹ International Institute for Population Sciences (IIPS) and ICF. 2021. National Family Health Survey (NFHS-5), 2019-21: India. Mumbai: IIPS.

¹⁰ International Institute for Population Sciences (IIPS) and ICF. 2021. National Family Health Survey (NFHS-5), 2019-21: India. Mumbai: IIPS.

¹¹ UNDP. 2020. Human Development Report 2020. <https://hdr.undp.org/en/2020-report> 16/02/2022

¹² NITI Aayog. 2021. India Baseline Report National Multidimensional Poverty Index.

https://www.niti.gov.in/sites/default/files/2021-11/National_MPI_India-11242021.pdf 03/10/2021

¹³ Ministry of Health and Family Welfare. 2021. National Family Health Survey (NFHS-5), 2019-21: India.

¹⁴ Ministry of Health and Family Welfare. 2021. National Family Health Survey (NFHS-5), 2019-21: India. <http://rchiips.org/nfhs/01/10/2021>

¹⁵ UNDP. 2020. Human Development Report. 16/02/2022 <https://hdr.undp.org/en/2020-report>

¹⁶ UN India. 2020. Climate Change, Clean Energy and Disaster Resilience <https://in.one.un.org/natural-resource-management-community-resilience-and-energy-efficiency/> 08/10/2021

¹⁷ FAO. 2021. The state of food security and nutrition in the world. <https://www.fao.org/publications/sofi/2021/en/11/02/2022>

rapidly changing, globalised India, that is witnessing rapid urbanization, increasing migration, rising pollution and decline in female participation in the labour force cannot be overlooked.

23. India's monitoring of the SDGs, as demonstrated by the results of the SDG India Index 2020-21¹⁸, confirms the above trends, and shows the need for more progress on ending poverty, on zero hunger, on quality education, on gender equality, on decent work and economic growth, on industry, innovation, and infrastructure, as well as on climate action. Progress has been slowest on zero hunger and gender equality. Women still face discriminatory and harmful practices across many domains that limit the contribution they can make to the country's socioeconomic development.
24. The COVID-19 pandemic severely disrupted the pace of progress. Faced with unprecedented uncertainty at the onset of the pandemic, India focused on saving lives and livelihoods by its willingness to take short-term pain for long-term gain. India imposed the most stringent lockdown at the onset of the pandemic from March to June 2020. As a result, close to 122 million workers lost their jobs over 2020 alone—75 percent of whom were migrant workers in the informal sector.¹⁹
25. The two years between 2020-2022 have been difficult for the world economy as well as for India on account of the COVID-19 pandemic. The lockdown enabled flattening of the pandemic curve and, thereby, provided the necessary time to ramp up the health and testing infrastructure. India's GDP in Q1 of 2020 fell by 23.9 per cent.²⁰ India's unemployment rate (UER) peaked at 23.5 percent in April 2020. It dropped to 6.5 percent in November 2020 but rose to 11.84 percent in May 2021 due to the second wave of the pandemic. By January 2022, with the revival in economic activity, the UER dropped to 6.57 percent—below the UER of 7.22 percent in January 2020.²¹
26. Repeated waves of infection, supply-chain disruptions and, more recently, inflation have created particularly challenging times for policy-making. However, with a series of initiatives taken by the Government, India has been able to withstand the shocks of COVID-19 and geo-political developments and has witnessed strong revival of growth. Advance estimates suggest that India's growth will remain the fastest in the world with real GDP growing by 8.7 per cent in 2021-22 after contracting by 6.6 per cent in 2020-21.²²

1.3. The GoI-UNSDF 2018-2022

a. The UN's normative and convening roles

27. The System- Wide Strategic Document lists the following comparative advantages of the UN:
 - "The *universality of its support*, provided to all countries and territories, including before, during and after a crisis, and for all people, especially those further behind;
 - Its *multidimensional expertise*, which addresses the unified nature of the 2030 Agenda;
 - Its role as *custodian and provider of support for the implementation of global and regional norms, and internationally agreed standards and frameworks*, which are essential in ensuring that SDG achievements are sustainable and equitable;
 - Its unique *convening power* for a wide range of actors to share experiences, learn from one another, and design collective solutions to global, regional and national SDG challenges; and,

¹⁸ <https://www.niti.gov.in/reports-sdg>

¹⁹ Centre for Monitoring Indian Economy. N.d. Economic Outlook.

²⁰ Economic Survey 2020-21

²¹ Centre for Monitoring Indian Economy. N.d. CMIE Series of Unemployment: Unemployment rate UER. <https://unemploymentinindia.cmie.com/> 16/02/2022

²² Ministry of Statistics and Programme Implementation Press Release dated May 31, 2022

- Its offer of a *wide range of operational capabilities, roles and implementing modalities* that respond to different contexts and needs”.²³
28. The document lists the key approaches the UN can follow at country level:
- Multi-dimensional, gender-responsive data analysis for policy and strategy development
 - Integrated policy support to achieve each SDG with commitment to leave no one behind, UN Charter values and international norms and standards
 - Technical assistance, especially in national delivery systems, national data management and statistical capacity for SDG tracking, and access to financing
 - Normative support to implement commitments under international norms, frameworks and standards
 - Convener, facilitator and enabler of cooperation among stakeholders
 - Direct service provider, especially for capacity development, knowledge transfer and national ownership
29. The meaning of ‘norms’ in the context of the GoI-UNSDF and the UN’s role in India is elaborated in Box 1.²⁴

Box 1: How are “Norms” defined in the UN?

1. The conference on “The UN’s Normative Role in an Agenda 2030 World” in December 2016 defined norms as “standards of appropriate behaviours for actors of a certain community.”
2. Three distinct areas of norms relevant to the United Nations are identified:
 - Behavioural norms that are internalised and largely acted upon without question, such as standard operating procedures or laws, and
 - Prescriptive norms that provide guidance for what should be done when confronting contradictory objectives or uncertainty.
 - Technical norms, where UN specialised agencies play an important but not exclusive role in standard-setting, and behavioural norms, such as human rights and non-discrimination, where the UN arguably should be a major player.
3. The Conference underscored that: “norms are not given or static; they have to be articulated and defended, performed and practiced, as well as updated and adjusted when needed, or they will decay or be replaced”.
4. The conference defined the UN’s normative role into four distinct areas:
 - development of global norms and standards, from conventions and treaties to soft law and outcomes of world conferences, to technical standard-setting
 - support to Member States to integrate and align national legislation and policies to agreed norms
 - support to countries to implement such legislation and policies
 - provision of monitoring and review mechanisms to encourage compliance with norms.

30. The GoI-UNSDF 2018-2022 is a framework of cooperation, results and strategies that contributes to the achievement of national priorities. The GoI-UNSDF builds on the successes and lessons of previous programmatic efforts and recommendations emerging from the independent evaluation of the United Nations Development Action Framework (UNDAF) for the period 2013-2017. It describes the ways in which the full range of expertise and resources of the GoI and the UN will be utilized to achieve development results.
31. This GoI-UNSDF underscores the core programming principle to leave no one behind. It is aligned with global and national aspirations as well as normative frameworks to achieve equity

²³ UNSDG, July 2019, *The United Nations System- Wide Strategic Document to support the implementation of the 2030 Agenda for Sustainable Development* - <https://unsdg.un.org/resources/united-nations-system-wide-strategic-document>

²⁴ <https://www.daghammarskjold.se/event/uns-normative-role-agenda-2030-world/>

and inclusion. It is an instrument for the GoI and the UN to work together in a coordinated and coherent manner to address the development needs of the poor, vulnerable and marginalised communities in India, and to bring to scale innovative development solutions. The GoI-UNSDf recognises the risks that individuals and groups face due to vulnerabilities, including the lack of visibility of their specific needs.

32. The GoI-UNSDf is underpinned by an overarching Theory of Change and is based on robust analysis from the Common Country Assessment, consultation with government and other key stakeholders²⁵, and learning and recommendations from the Independent Evaluation of the UNDAF 2013- 2017. It recognises the risks that individuals and groups face due to vulnerabilities, and thus promotes inclusion of children, women, and young people, Persons with Disabilities (PwDs) and other vulnerable communities²⁶, and directs special efforts towards identified states, including the North-East.²⁷

1.4. Four integrated programming principles

33. The UN System adopted four integrated programming principles to programming in the seven strategic priority areas to record outcomes and make a tangible contribution to national priorities and SDGs (GoI-UNSDf 2018-2022). These are:
- **Leave No One Behind – Reach the Furthest behind First:** This is about first reaching people that are (or are at risk of being) left behind in the development process. Each GoI-UNSDf outcome identifies priority communities. Across all outcomes, a major effort is to focus on addressing the causes of gender inequality. The programmatic work in the GoI-UNSDf prioritised seven low-income states that account for 67.6 percent of people living in poverty in India: Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Odisha, Rajasthan, and Uttar Pradesh. The North-East region of India is prioritized to address the development backlog. At the sub-sub-national and district level, the GoI-UNSDf aimed to focus on the 112 aspirational districts identified by the GoI as part of the national Transformation of Aspirational Districts programme.
 - **Human Rights, Gender Equality and Empowerment of Women:** These principles are strongly protected through the Constitution of India, and a range of legal and institutional frameworks. India has taken progressive measures to meet international human rights obligations and is a signatory to 10 key international human rights instruments. India also recognizes the 'third' gender, with the Supreme Court of India declaring that transgender persons should enjoy all the fundamental rights enshrined in the Constitution.
 - **Sustainability and Resilience:** India remains a strong global player on sustainability and resilience in the face of climate change and recurring natural disasters, and is a signatory to multiple international agreements, including the Paris Agreement, the Sendai Framework for Disaster Risk Reduction, and the Quito Declaration on Sustainable Cities and Human Settlements for All. In collaboration with the government, the UN System works to ensure

²⁵ The GoI-UNSDf was framed following a highly participative process, in consultation with government entities (NITI Aayog and line ministries), civil society representatives (workers, employers, vulnerable communities, and academia), the private sector and other development partners.

²⁶ “For the UNSDF, the most vulnerable communities identified in consultation with the government and other development partners, include, but are not be limited to: households in extreme poverty, both rural and urban; households residing in urban slums and informal settlements; vulnerable women, children, and young people (15-29 years), especially those belonging to Scheduled Castes and Scheduled Tribes; orphans and street children; manual scavengers, migrants, refugees and asylum-seekers; the elderly; displaced populations; religious and other minorities; people with disabilities; the LGBTI community, sex workers and drug users; people in prisons; and persons living with HIV” – Source: GoI-UNSDf 2018-22 Document.

²⁷ It builds on the successes and lessons emerging from previous programmatic efforts and is designed with the overall objective to *Leave No One Behind* and *Reach the Furthest Behind First*.

that due consideration is given to potential environmental and social impacts during all stages of programming and to empower communities to withstand shocks and manage risks and uncertainties.

- **Accountability:** The UN system works with Ministries at the national level, including the Ministry of Statistics and Programme Implementation (MoSPI) and NITI Aayog to strengthen the standardisation, quality, and availability of data at national, state, and sub-state levels to monitor both national priorities and the SDGs. Under the leadership of MoSPI, efforts are made to address the non-availability of data for new indicators and to improve the use of data for equity-based policy formulation, planning, and monitoring and evaluation (M&E).
34. As part of the GoI-UNSDF preparation process, key stakeholders, such as the NITI Aayog, line ministries, state governments, civil society, and organisations representing workers, employers, vulnerable communities, the private sector and other development partners, jointly identified seven major priority areas and corresponding outcomes:

Table 1: Seven Priority Areas and Corresponding Outcomes of the GoI-UNSDF 2018-2022
<p>Priority 1 - Poverty and Urbanization <i>By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods in poor and excluded rural and urban areas</i></p>
<p>Priority 2 – Health, Water and Sanitation <i>By 2022, there is improved and more equitable access to, and utilization of, quality, affordable health, water, and sanitation services</i></p>
<p>Priority 3 – Education <i>By 2022, more children, young people, and adults, especially those from vulnerable groups, enjoy access to quality learning for all levels of education</i></p>
<p>Priority 4 - Nutrition and Food Security <i>By 2022, all children enjoy essential nutrition services and rural smallholders, and other vulnerable groups have improved livelihoods and greater access to a nutritionally adequate food basket</i></p>
<p>Priority 5 - Climate Change, Environment, and Disaster <i>By 2022, environmental and natural resource management is strengthened, and communities have increased access to clean energy and are more resilient to climate change and disaster risks</i></p>
<p>Priority 6 - Skilling, Entrepreneurship, and Job Creation <i>By 2022, people vulnerable to social, economic, and environmental exclusion, have increased opportunities for productive employment through decent jobs and entrepreneurship</i></p>
<p>Priority 7 - Gender Equality and Youth Development <i>By 2022, women, children, and young people have improved access to equal opportunities and an enabling environment, to advance their social, economic, and political rights</i></p>

35. These priorities are in line with many of GoI’s overarching initiatives such as *Sab ka Saath, Sab ka Vikas* (Collective Efforts, Inclusive Growth), *Beti Bachao Beti Padhao* (Save the Girl Child, Educate the Girl Child), *Prakrithi Rakshathi Rakshithaha* (Nature Protects if She is Protected), and Transparent, Accountable and Responsive Governance.
36. The UNCT has used the mechanism of **seven Results Groups (RGs)** to work jointly on key thematic development priorities corresponding with the GoI-UNSDF strategic priority areas (mentioned above). Each RG was convened by a UN agency that had the requisite technical expertise knowledge in the priority area.

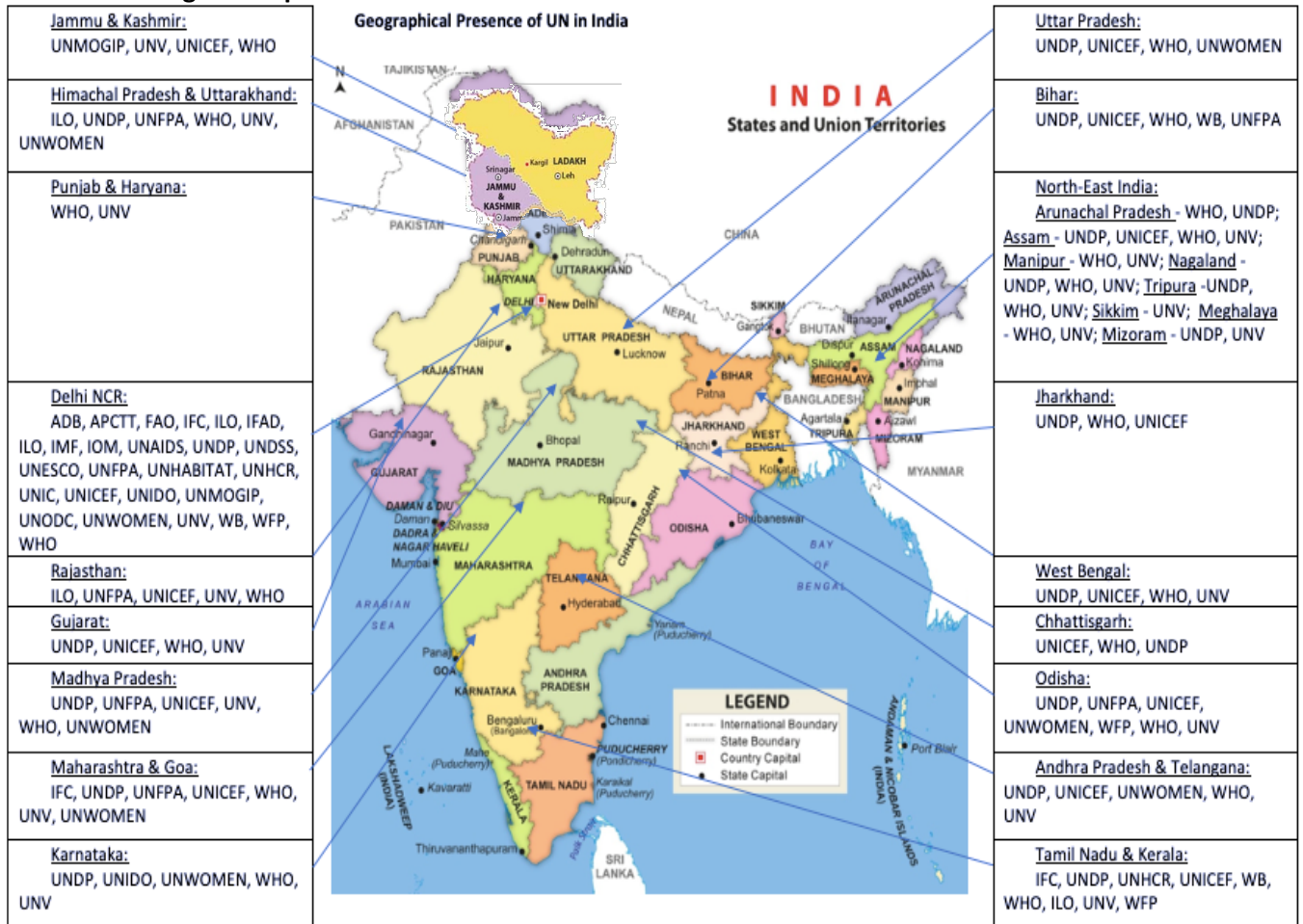
Table 2: GoI-UNSDF Convenors and Member Agencies of the Priority Areas			
Priority Area	Convenor	Member agencies	SDGs
I. Poverty and Urbanisation	UNDP & UN-Habitat	UN-Habitat, UNIDO, UNFPA, ILO, UN Women, IOM, UNEP, UNAIDS, UNESCAP, UNICEF, WHO, UNHCR	1,10, 11, 16
II. Good health, water and sanitation	WHO	UNDP, UNWOMEN, IOM, UNFPA, UNICEF, UNODC, WHO, WFP, FAO, UNEP, UNHABITAT, UNAIDS, UNODC, UNHCR	2, 3, 6

Table 2: GoI-UNSDF Convenors and Member Agencies of the Priority Areas			
Priority Area	Convenor	Member agencies	SDGs
III. Inclusive, quality education and employability	UNICEF	ILO, UNFPA, UNESCO, UNICEF, UNEP, UNHCR	4, 8
IV. Nutrition and Food Security	UNICEF	FAO, WFP, UNICEF, IFAD, WHO, UNWOMEN, UNDP	1, 2
V. Climate Change, Clean Energy, & Disaster Resilience	UNDP	UNDP, UNFPA, UNICEF, UNWOMEN, UNESCO, IOM, UNHABITAT, UNIDO, UNEP, WHO, FAO, WFP, UNHCR	7, 9 11, 12, 13, 15
VI. Skilling, entrepreneurship, and job creation	ILO	UN ESCAP, ILO, UNIDO UNESCO, UNDP, UNFPA, UNICEF, UNWOMEN, IOM, UNHABITAT, APCTT-ESCAP	8, 9, 10, 16
VII. Gender Equality and Youth Development	UNWOMEN & UNFPA	FAO, WFP, UNICEF, UNDP, WHO, UNWOMEN, UNFPA, UNESCO, IOM, UNODC, UNHCR, UNV, UNAIDS, UNESCAP	5, 10, 16

1.5. Overview of the UN's work under the GoI-UNSDF (2018-22)

37. The UN in India works at the national level as well as in 28 states, 8 Union Territories across 766 districts²⁸ (including the 112 aspirational districts).

Figure 1: Spread of the UN's work in India under the GoI-UNSDF 2018-22



Source: UNRCO Briefing Note: Additional note: UNDP worked in all 28 States and 8 Union Territories. FAO, in addition to having a pan-India presence, worked in Andhra Pradesh, Chhattisgarh, Gujarat, Haryana, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Nagaland, Odisha, Punjab, Rajasthan, Uttarakhand, and Uttar Pradesh through the State Governments, research organisations and CSOs.

²⁸ as of August 2022

38. The UN partnered with the Central and State governments across 28 states and 112 Aspirational Districts in many areas including health²⁹, quality education, disaster risk management³⁰, gender equality, poverty reduction, skills and livelihoods development, conservation of biodiversity and cultural heritage, and industrial development.³¹ The UN has supported the development of the *Jal Jeevan Mission* guidelines, capacity development initiatives reaching almost all of the nearly 254,000 Gram Panchayats of India, and the roll-out of a first of its kind water conservation campaign the *Jal Shakti Abhiyan* (JSA). UNICEF supported the Comprehensive National Nutrition Survey (CNNS), the largest micronutrient survey ever undertaken by the Ministry of Health and Family Welfare (MoHFW). UN's strategic interventions include capacity and resilience building, enhanced knowledge bases, and support to meet commitments under multilateral environmental agreements. Specific interventions include (i) supporting Government to comply with UNFCCC reporting requirements through development and submission of the Biennial Update Reports (ii) development of Post 2020 Global Biodiversity Framework (iii) technical support to enterprises in the MSME sector to transition to climate friendly alternatives (iv) India: Mercury Initial Assessment report (v) circular economy in waste management contributing to the Swachh Bharat Mission and (vi) developing guidelines on management & conservation of ecosystems.³²
39. The UN supported the GoI in its institutionalization of the Sustainable Development Goals, through the world's first subnational SDG India Index, SDG aligned vision documents by the State governments, and the setting up of SDG Coordination Centres for convergence and outcome-based planning for the SDGs at the state level. In 2020, the UN supported 50 national and sub-national consultations with close to 1,000 Civil Society Organisations (CSOs) working with vulnerable groups for India's Second Voluntary National Review (VNR) at the United Nations High-level Political Forum (HLPF) on Sustainable Development in 2020.
40. The year 2022, the penultimate year of the GoI-UNSDG is an important milestone for India, as it marks 75 years of the country's independence. Referred to as the dawn of an era of *New India*, innovation and technology is seen as the way forward to establish *Sustainable Development for a Sustainable Future*.

²⁹ As part of UN supported Measles-Rubella elimination efforts, nearly 324 million children have been vaccinated since 2017. The WHO supported Integrated Health Information Platform (IHIP), is now operational in 11 states, covering a population of over 410 million and provides a single operating picture of India's health data and information, including public health surveillance for 33 major outbreak-prone diseases.

³⁰ The UN has helped response and recovery activities, and post disaster needs assessments in Odisha, in the aftermath of Cyclone Fani's landfall, and the floods in Kerala in 2018.

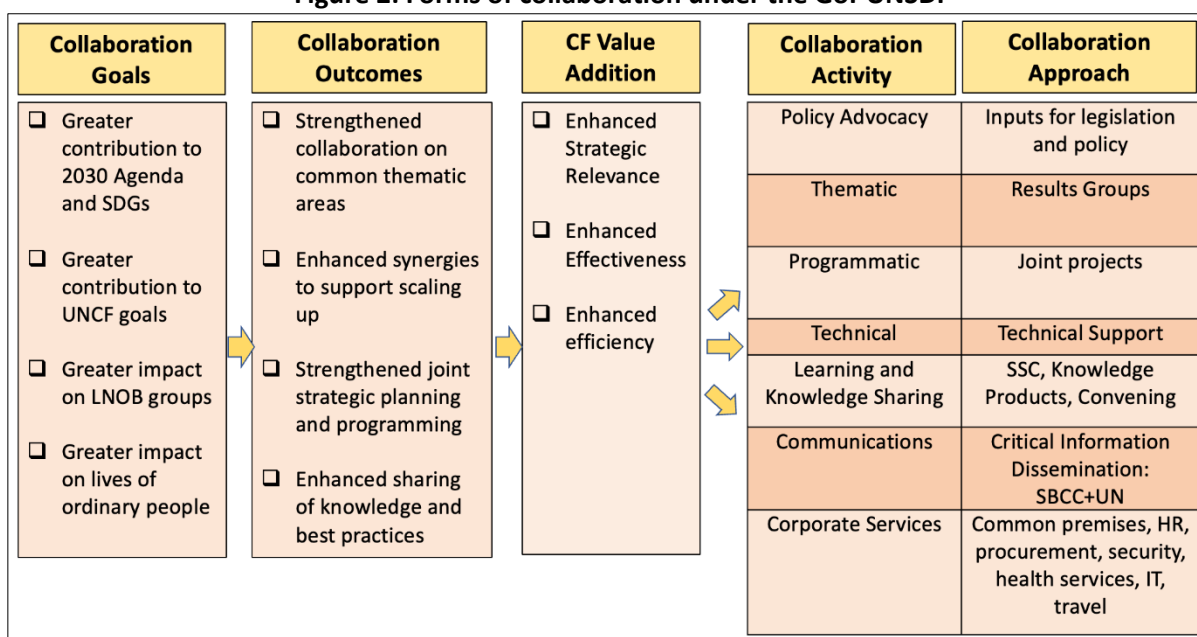
³¹ The UN's development assistance employs innovation and technology to catalyze change, for example, UNDP's support to the design and implementation of the Electronic Vaccine Intelligence Network (eVIN) to digitize the vaccine and cold chain supply system in 27 states, and WFP's support for data analytics, digital dashboards, and GPS tracking and Integrated Voice Response System (IVRS) in the Public Distribution System.

³² India phased-out 896.74 Ozone Depletion Potential (ODP) metric tonnes, higher than the 35 per cent target. The UN supported plastic waste management programme upscaled to 38 cities, diverting 25,000 metric tonnes of plastic waste for recycling and energy recovery.

1.6. Overview of Joint Work

41. Several forms of collaboration can be found under the GoI-UNSDf (see Figure 2).

Figure 2: Forms of collaboration under the GoI-UNSDf



Note: HR = Human Resources; IT = Information Technology; LNOB = Leave No One Behind; SDGs = Sustainable Development Goals; UNCF = United Nations Cooperation Framework; SSC = South South Cooperation; SBCC = Social and Behaviour Change Communication

42. The RGs form the internal management structure for information sharing, coordination, and joint planning within the UN agencies. The RGs conceived and implemented several joint programmes of importance (371 in number as per UNINFO reports) during the GoI-UNSDf using four principal modalities:

- Joint programming: usually governed by a project document with pooled or parallel funding
- Joint initiatives: agencies working towards a common deliverable without any formal project document but with parallel funding
- Joint advocacy: Agencies coming together to advocate approaches with the Government or other stakeholders.
- Other modalities for Joint Work

43. Presented below is an illustrative list of the key programmes implemented under each of the four modalities:

a. Joint Programming

RG	Name of Joint Project	Coverage Area	UN Agencies Involved	Government Ministries and Departments involved
RG6	Rozgar Bazaar (Delhi Govt Job portal)	Delhi	UNICEF Yuwaah	Delhi Government
RG6	Capacity Building of Community Managed Resource Centres for Small and Micro Enterprise Development for women	Maharashtra (Amravati and Yavatmal)	ILO, UNDP	Mahila Arthik Vikas Mahamandal (MAVIM)

RG	Name of Joint Project	Coverage Area	UN Agencies Involved	Government Ministries and Departments involved
RG6	E-Commerce Capacity Building for Women-led MSMEs in South Asia	Sub Region: South and South West Asia and Pan-India	ESCAP, Enhanced Integrated Framework (EIF), Geneva	
RG7	MPTF inter agency programme on Protection of women and girls from sexual and gender-based violence in the times of COVID-19	Pan India	UNICEF, UNWOMEN, UNHCR, WHO	Ministry of Women and Child Development (MWCD), MoHFW, Education, Judiciary, Police
RG7	Gender Transformative Accelerator within the GPECM Programme	Pan India	UNICEF, UNFPA	Departments of Women and Child (WCD), Departments of Social Welfare (DSW), Education, Labour and Skill Mission, Health, Youth Welfare
RG7	NITI Aayog-United Nations Investor Consortium (IC) for Women Entrepreneurs	Pan India	UNDP, UN Women, UN in India	Women Entrepreneurship Platform (WEP)-NITI Aayog
RG7	Social Objectives-Led Volunteer Enterprise Development (SOLVED) Challenge	Pan India	UNDP, UNV	Ministry of Youth Affairs and Sports
RG7	Support to Afghan families in India, especially those with women and girls to address protection and assistance gaps	Pan India	UNHCR, UN Women	Ministry of Home Affairs (MoHA)
RG5	“Fostering Climate Resilient Upland Farming Systems in the Northeast (FOCUS)”	Mizoram, Nagaland	IFAD, FAO	1. Department of Agriculture & Farmers Welfare 2. Government of Nagaland 3. Government of Mizoram 4. North Eastern-Space Applications Centre (NESAC)
RG5	UN’s COVID-19 Duty of Care	Pan India	1. UNRCO-led, with all UN agencies in India, ADB, IFC, and World Bank	Not Applicable
RG3	Enhancing protection environment for refugees in India through facilitating effective access to child	Mizoram, Manipur	UNHCR, UNICEF	MoHA

RG	Name of Joint Project	Coverage Area	UN Agencies Involved	Government Ministries and Departments involved
	protection, education, WASH, nutrition, and jointly promoting the inclusion of refugees in social safety net schemes.			
RG2	Rollout of eVIN and Co-WIN (Winning Over COVID-19) – a digital platform for managing beneficiaries and vaccination. COWIN facilitated registration and booking of appointments for vaccination, regular reminders and communication, and provision of vaccination certificates for citizens.	Scaled-up to all 733 districts across 36 states and UTs.	UNDP, WHO UNICEF	MoHFW
RG2	COVID-19 UN Joint Response Plan: WHO-UNHCR Joint Implementation Response in the Northeast	Northeast India	UNHCR, WHO	State Governments of Arunachal Pradesh, Nagaland, Manipur and Mizoram
RG2	Fast tracking EMTCT and Improving access to HIV-AIDS treatment and care with special focus on Adolescent age group (UBRAF Project)	Gujarat UBRAF Project 2018-2020	UNAIDS, UNICEF WHO, UNFPA, UNESCO	1. Gujarat State AIDS Prevention and Control Societies (SACS), 2. Gujarat National Health Mission (NHM) 3. Gujarat State Council of Educational Research and Training (SCERT) 4. State Institute of Health and Family Welfare (SIHFW)
RG2	Unified Budget, Results and Accountability Framework (UBRAF)	Pan India	ILO, UNAIDS, UNDP, UNICEF, UNFPA WHO, WORLD BANK, UNODC, UNESCO	1. National Aids Control Organization (NACO) 2. Gujarat States AIDS Control Society (GSACS). 3. India HIV AIDS Alliance - CSO
RG1	Urbanisation	Rajasthan, Madhya Pradesh, Karnataka, Andhra Pradesh	UNIDO, UNHABITAT	Ministry of Housing and Urban Affairs (MoHUA) and Municipal Corporations
RG1	Multi-Partner Trust Fund (MPTF)	U.P. and Odisha	UNDP, WFP	Rural Development
RG1	Supporting Census 2022	Pan India	UNDP, UNFPA, UNICEF, UNWOMEN	Office of the Registrar General & Census Commissioner, India

b. Joint Initiatives

RG	Name of Joint Project	Coverage Area	UN Agencies Involved	Ministries and Government Departments involved
RG6	Investors Consortium	Pan India	UNW, UNDP	NITI Aayog
RG6	Training rural/ women youth on starting new enterprises in response to COVID-19 and natural disasters	Kerala, Tamil Nadu, West Bengal, Odisha, Himachal Pradesh, Gujarat, Karnataka, Maharashtra	ILO, UNV	Nehru Yuva Kendra
RG6	MSME recovery and revitalisation	Pan India	ILO, UNIDO, UNDP	NITI, FICCI, sectoral associations, Trade unions
RG7	Building capacities of Staff and Counsellors from One Stop Centres to respond to survivors of GBV	Bihar, Madhya Pradesh, Maharashtra, Odisha, Rajasthan	UNFPA, UN Women, WHO	DWCD in 5 States
RG5	Disaster Management Plans - 25 Line depts.	Maharashtra	UNICEF, UNDP	Disaster Management, Rehabilitation & Resettlement Department with 25 line-departments
RG5	UN-led Post-Disaster Needs Assessment (PDNA) after cyclone Fani	Odisha	13 UN Agencies	Odisha State Disaster Management Authority (OSDMA), Government of Odisha (GoO) Line Departments
RG5	UN-led PDNA post 2018 floods	Kerala	11 UN Agencies	Karnataka State Disaster Management Authority (KSDMA), GoK Departments.
RG5	Support to Air Pollution Mitigation Strategy in India	Haryana, Punjab, Uttar Pradesh.	7 UN Agencies	Several in various States
RG5	UN Response to Kerala Floods (2018)	Kerala	FAO, UNDP, UNH, UNICEF, WHO	Several in various States
RG5	UN support to post-Kerala Floods Recovery (2018)	Kerala	UNDP, UNICEF, WHO, UNESCO, UNEP	KSDMA, GoK Departments.
RG5	Antimicrobial Resistance (AMR) & Antimicrobial Use (AMU) under One-Health	Pan India	UNEP, WHO, FAO	Ministry of Environment, Forest and Climate Change (MoEFCC), MoHFW, Indian Council of Agricultural Research (ICAR), Department of Animal Husbandry and Dairying (DAHD), Department of Fisheries, Veterinary University.

c. Joint Advocacy

RG	Name of Joint Project	Area	Agencies Involved	Ministries and Government Departments involved
RG6	Strategy paper on female labour force participation for NITI Aayog	Pan India	ILO, UNWOMEN UNDP	Skill Development and Employment vertical, NITI Aayog
RG7	Event to mark 16 days of activism on GBV, 2020	Pan India	UNFPA, UNWOMEN	Ministry of Health and Family Welfare (MoHFW)
RG4	Protecting & supporting breastfeeding in the context of COVID – programme guidance and communication	Pan India	UNICEF, WHO, WFP	

d. Other types of Joint Work

RG	Name of Joint Project	Area	Agencies	Ministries and Government Departments involved
RG5	India Convention on Migratory Species (CMS) COP Presidency Strategy	1) Global – provide direction in steering efforts by Parties to implement commitments under the Convention 2) Pan-India	UNDP, UNEP	Ministry of Environment, Forest, and Climate Change
RG3	UNESCO-UNICEF Collaboration on E9 Digital Learning and Skills for all	Pan India	UNESCO, UNICEF	Ministry of Education
RG1	SDG Localisation	Pan India	UNRCO, UNDP	NITI Aayog

1.7. The UN's Response to COVID-19

44. The COVID-19 pandemic led to an economic crisis probably more unprecedented and global than ever before. The UN through its different entities stood with India in its far-reaching response to the challenge of COVID-19. As India fought the twin crises of over 9 million cases and its socio-economic fallout, the UN entities supported central ministries, state governments and district administrations through two strategic plans³³ within the overarching framework of the GoI-UNSDG 2018-2022.
45. The UN system supported the GoI at the national and subnational levels to respond to the COVID-19 pandemic and its socio-economic impacts through a rapidly developed **Joint Response Plan (JRP) for Health**³⁴, and a **Socio-Economic Response Framework (SERF)**³⁵. The COVID-19 pandemic disrupted the operations of the Results Groups constituted to oversee the implementation of activities under each of the priority areas. Since the development emergency required an immediate response, especially for the most vulnerable groups, the UN in India urgently repurposed many of its ongoing programmes in support of the national response. Under the UN's Response to COVID 19, Co-WIN is clearly one of the biggest COVID-19 response and is recognised as a global success.

³³ Both Plan documents are aligned to the global frameworks created by the UN in response to the COVID-19 pandemic.

³⁴ JRP, led by WHO-India, in close collaboration with the Ministry of Health and Family Welfare, is based on Ministry of Health and Family Welfare (MoHFW) COVID-19 Containment strategy, the National Disaster Management Plan, 2019, and the Indian Council of Medical Research (ICMR) and MoHFW preliminary Stakeholder Engagement Plan. The JRP outlines support being provided to Govt. of India in its efforts to contain the spread, mitigate risks and strengthen management for COVID-19. It is an endeavor of UN agencies and partners to organize effective coordination and collaboration among health partners to support strategic planning at the country level.

³⁵ SERF presents the UN collective medium and long-term support to the Government of India on response and recovery until 31 December 2021. It builds on the Immediate Socio-Economic Response (emergency response by UN system agencies; <https://unsdg.un.org/resources/un-framework-immediate-socio-economic-response-covid-19>) - document shared with NITI Aayog.

46. Activities across the response frameworks are rooted in the core principle of the SDGs – to Leave No One Behind, with particular focus on the most vulnerable population groups, including women, youth, small business owners, and children. Some of the key support interventions under the JRP and SERF are listed in Box 2:

Box 2: A sample of COVID-19 response interventions by the UN

- Reaching out to millions of people through digital and non-digital platform messaging on prevention and access to services.
- Training multiple stakeholders (Front Line Workers, Panchayat Raj Institutions -PRIS, Self-Help Groups, and volunteer networks) on risk communication and community engagement and health care and community care providers in infection prevention and control
- Delivering lab reagents and kits to the Indian Council for Medical Research (ICMR) over period of acute shortage at onset of pandemic, and PPE procurement and distribution in 8 states (Arunachal Pradesh, Chhattisgarh, Delhi, Gujarat, Himachal Pradesh, Meghalaya, Nagaland, Uttarakhand).
- Providing essential supplies to health departments in Bihar, Madhya Pradesh, Odisha and Rajasthan for protection of health care providers.
- During the second wave of the pandemic in 2021, the following equipment was mobilized: Oxygen: Oxygen Generation Plants, Oxygen Concentrators, Ventilators; Testing: RT-PCR machines and testing kits; Mitigation and protection: Cold Chain Equipment: containers of walk-in cold rooms and fridges, and vaccine carriers; Personal Protective Equipment: medical masks, million face shields; PPE kits; masks for refugees, asylum seekers and host communities.
- National serological survey support by training, microplanning and monitoring of survey activities in 18 states.
- Repurposing public health specialists, epidemiologists, field monitors, data assistants across 23 states
- Vaccination: Support to monitoring COVID vaccination centres across 27 states; Technical and implementation assistance to MoHFW for eVIN and Co-WIN to support vaccination; deploying personnel to support vaccination centres across all States
- On the socio-economic front, millions of migrants were reached to support response and recovery, particularly through IT enabled tools and apps; youth were supported with online career guidance and placement; Children in 17 states were supported for continuity of learning from home; MSMEs and suppliers of apparel brands and e-commerce were reached with information on recovery, COVID-19 preventive measures, and business continuity; in-service nurses, nursing students, faculty were trained to respond to the shadow pandemic on GBV; farmers, artisans and small entrepreneurs trained on digital/financial literacy and provided with access to alternate markets; informal sector works were supported with provision of information on social protection schemes and linkages to social protection and government welfare programs were facilitated.

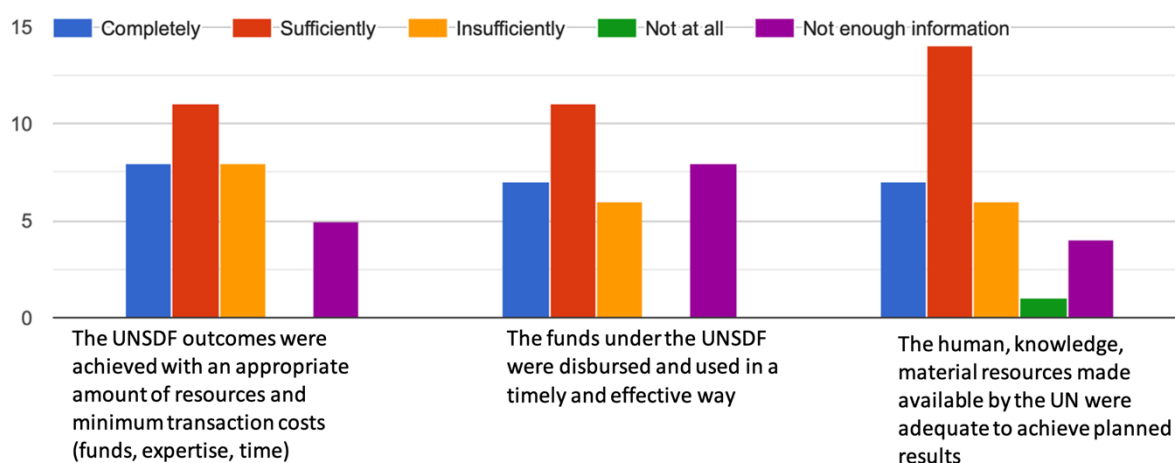
Source: UN Reports on JRP and SERF

47. The scale and continuing ramifications of COVID-19 make it clear that the impacts are unlikely to be transitory. While health and education systems are being ramped up, gaps remain in other areas. The impacts have been highly gendered with women being more affected than men. Continuing concerns about maternal and child health, sexual and reproductive health and spending and infrastructure for health have been heightened by the pandemic. Poverty is expected to increase, and the vulnerability of migrant populations has increased. Many services and industries have been affected, with tourism, MSMEs & construction among the worst hit. Prospects are likely for a divergent K-shaped economic recovery that could further widen income and wealth inequalities.
48. While the COVID-19 pandemic has disrupted India’s sustainable development trajectory, it has, however, induced changes in awareness about the interrelationship between a ‘healthy planet, healthy economy and healthy people’ - a core insight of the 2030 Agenda as a blueprint for progress. Also, the COVID-19 pandemic offers an opportunity to put India’s development back on a more sustainable and inclusive footing going forward.

1.8. Operations and budget under the GoI-UNSDF

49. The total budget allocation for the GoI-UNSDF 2018-2022 was US\$ 1.53 billion, with the largest allocations for health, water and sanitation, nutrition and food security, and climate change, resilience, and energy. Working in India across 28 states and 112 Aspirational Districts, the UN repurposed a large part of its budget and approximately 80 percent of the planned activities towards the COVID-19 response. Given the limited resources, the ET was not able to assess the financial efficiency of the above expenditure. However, the perception survey of UN Staff (N=34) showed that most respondents believed the UN has used the above resources efficiently. (Figure below).

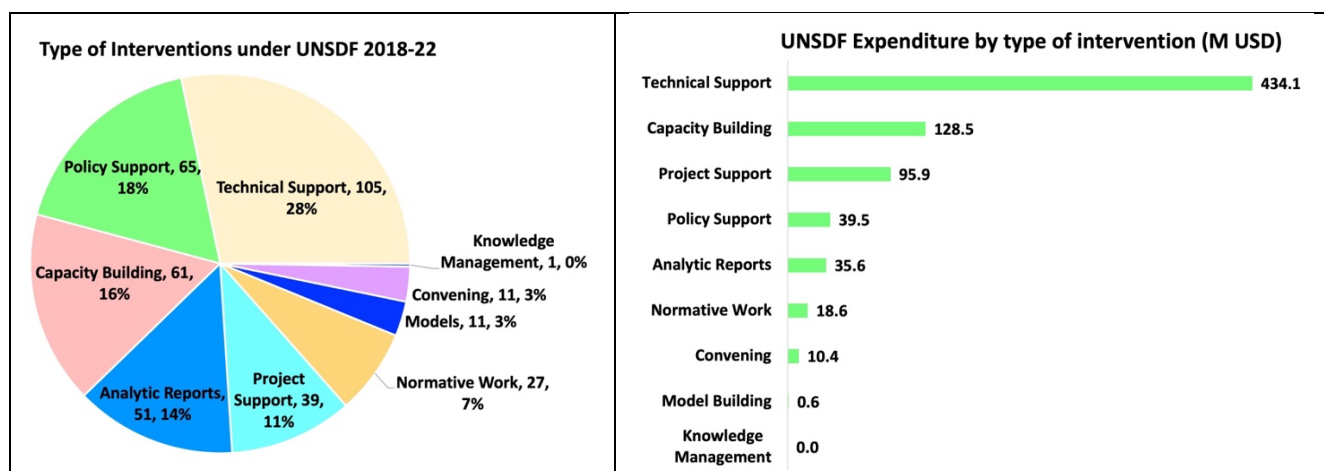
Efficiency (Are we doing things right?)



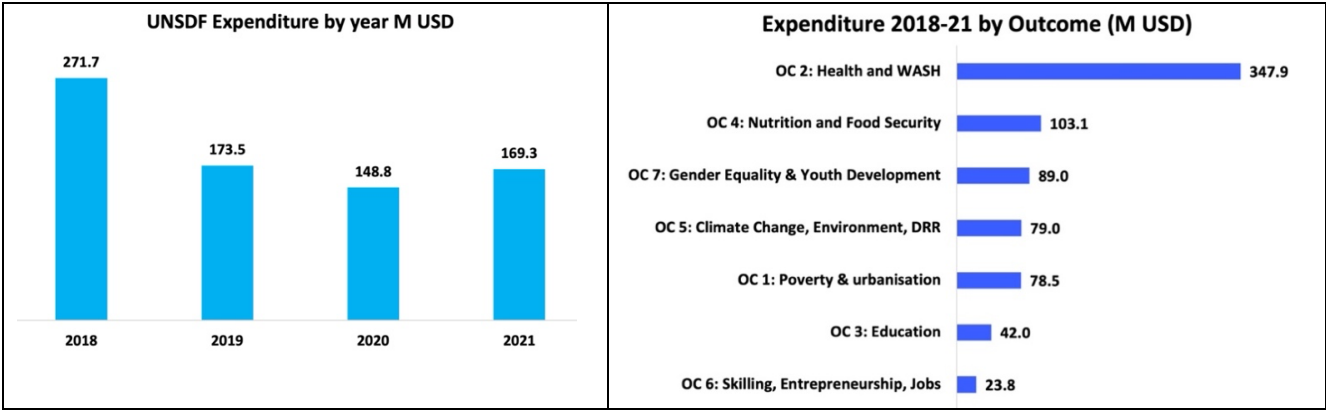
50. UN agencies committed a total of \$141.2 million for working towards the India COVID-19 socio-economic response and recovery framework.

51. An analysis of the UNINFO implementation data (2018-22) reveals that UN agencies undertook 371 interventions under the seven outcomes and nine intervention areas. The typology of these interventions and the budgets deployed reveals the following pattern³⁶ :

Figure 3: Overview of interventions and budgets under the GoI-UNSDF 2018-22



³⁶ UN Info data provided to the Evaluation Team



(See Annex 5 for expenditure data)

52. The major areas of cooperation under the Gol-UNSDF have been Technical and Operational support, Policy support, Capacity building, and Analytical Reports (See Annex 5 for definitions and details). The budgets deployed during this period have also followed this distribution.

53. An analysis of the top ten activities by budget reveals the re-purposing of the UN’s budget in India due to the COVID-19 pandemic (Figure 4). Similarly, OC 2 (Health and WASH), followed by OC 4 (Nutrition and Food Security), OC 7 (Gender Equality & Youth Development), OC 5 (Climate Change, Environment, DRR) and OC 1 (Poverty & urbanisation) received the major budgets.

54. A similar pattern is visible in the analysis by SDGs (Figure 5 below)³⁷:

Figure 4: Top ten activities by budget

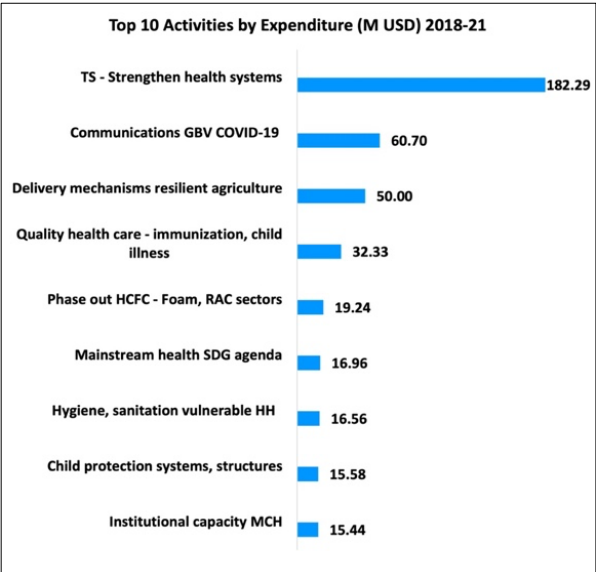
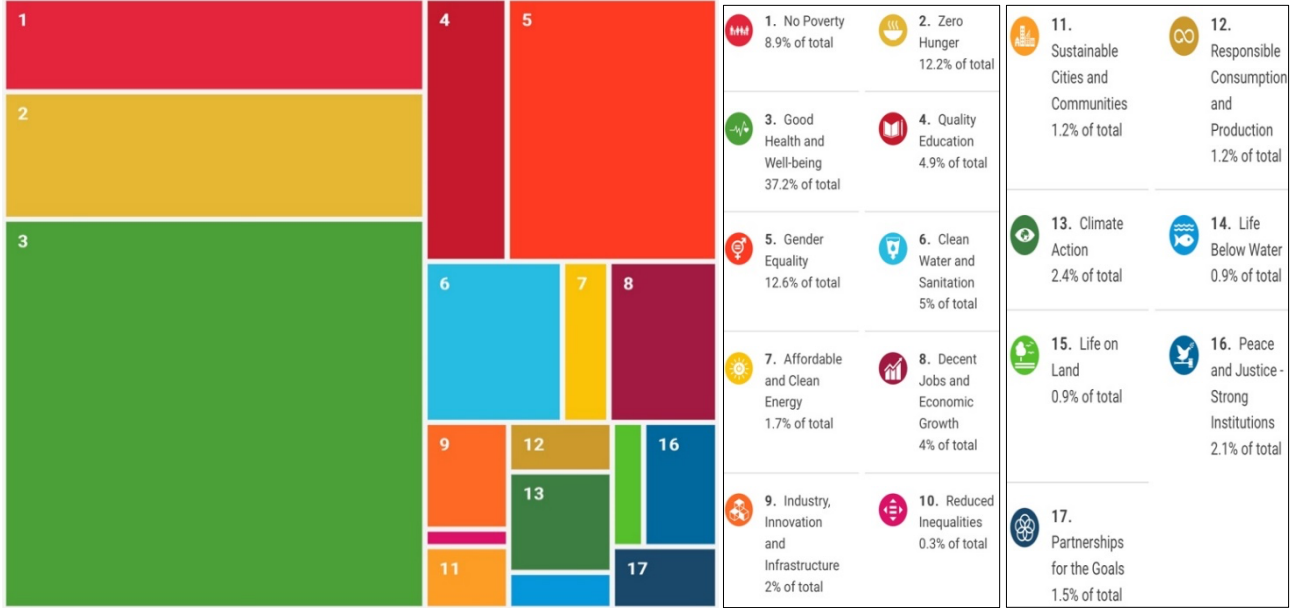


Figure 5: Gol-UNSDF Expenditure by SDGs



The main focus SDGs for the Gol-UNSDF were SDG 3 (Health: 37.2%), SDG 5 (Gender Equality: 12.6%), SDG 2 (Zero Hunger: 12.2%), SDG 1 (No Poverty: 8.9%).

³⁷ <https://uninfo.org/location/146/funding>

1.9 Evaluation Questions

55. Four key evaluation questions and their sub-questions have guided the evaluation (Table 4 below).

Table 4: Evaluation Questions and sub-questions

Key Evaluation Questions	Sub-Questions	
KEQ 1. To what extent has the UN system ensured relevance, effectiveness, efficiency, and sustainability of its interventions under the GoI-UNSDf?	1.1. Relevance To what extent are the objectives of the GoI-UNSDf consistent with country needs, national priorities, the country's international and regional commitments, including in leaving no one behind, human rights, sustainable development, environment, and the needs of women and men, girls and boys in the country?	
	1.2. Effectiveness a. How resilient, responsive, and strategic is the UNCT in addressing emerging and emergency needs? For example, how well did the UNCT assess the COVID-19 impacts and reprioritise or adapt its support to provide timely support to the country and to ensure the achievement of the GoI-UNSDf outcomes?	
	b. What is the extent to which the UNCT has contributed to, or is likely to contribute to, the outcomes defined in the GoI-UNSDf? Did the unintended results, if any, affect national development positively or negatively and to what extent have they been foreseen and managed?	
	c. What have been the impacts of the interventions under the GoI-UNSDf in the short, medium, and long term?	
	1.3. Efficiency a. What is the extent to which outcomes have been achieved with the appropriate amount of resources and maintenance of minimum transaction cost (involving funds, expertise, time, and administrative costs)?	
	b. Were the GoI-UNSDf objectives achieved within the agreed timelines?	
	c. What is the extent to which allocated funding adequately reflects the level of needs and the operating environment? Were the funds allocated adequate and utilized for the planned activities?	
	1.4. Sustainability To what extent are the changes brought about by the GoI-UNSDf likely to be maintained, broadened, and deepened for a reasonably long period of time after the current GoI-UNSDf period?	
	KEQ 2. How internally and externally coherent has the UN system support been towards meeting GoI-UNSDf Objectives?	2.1. Internal Coherence a. How well has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?
		b. How well has the GoI-UNSDf strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
c. To what extent has the GoI-UNSDf facilitated the identification of and access to new financing partners?		
d. How well was the GoI-UNSDf supported by an integrated funding framework and by adequate funding instruments? What were the gaps?		
2.2. External Coherence a. To what extent has the GoI-UNSDf strengthened the position, credibility, and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?		
b. How well have the GoI-UNSDf flows at scale for national Framework reduced transaction costs for partners through greater UN coherence and discipline?		
KEQ 3: How effectively has the UN system initiated and supported transformational changes towards meeting long	a. To what extent has the UN system support extended to build national and local capacities and ensure long-term gains?	
	b. How effectively did the UN system leverage all sources of financing and investments, rather than relying mostly on donor funding for its activities, to ensure the scale of impact necessary for attaining the 2030 Agenda?	

Key Evaluation Questions	Sub-Questions
term objectives of the GoI-UNSDf?	c. How well did the UN system promote and support inclusive and sustainable economic growth that leaves no one behind and strengthen ecological foundation of the economy and the society?
	d. How well did the UN system promote or support policies consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?
	e. To what extent did the UN system support India and its people in strengthening economic and individual resilience and contributed to reducing vulnerability against shocks and crises?
	e. What has been the contribution of NITI Aayog in meeting the GoI-UNSDf objectives?
KEQ 4: To what extent has the GoI-UNSDf implementation been in line with crosscutting principles of inclusion, gender equality, Human Rights and Environment?	a. How well has the UN system support been extended to promote inclusion of marginalised population groups and gender equality?
	b. To what extent has the UN system support followed the Human Rights principles?
	c. How effectively was the UN system support designed and delivered with due consideration to environmental implications?

Note: The Evaluation Team could not address questions relating to the extent to which (i) allocated funding reflected the levels and needs of the operating environment, and (ii) the GoI-UNSDf facilitated the identification and access to new financing partners. This was partly because of the disruption caused by the COVID-19 pandemic which necessitated repurposing of funds. Also, the UN had not conducted a comprehensive exercise to map needs with resource requirements which made an assessment difficult.

1.10 Evaluation methodology, limitations and ethical considerations

56. The Evaluation Matrix is presented in Annex 3. The evaluation covered contributions to outcomes of all programmes, projects, and activities undertaken in India by the UNCT and non-resident agencies in the seven priority areas listed in Section 1.3 above. In principle, the Evaluation Team did not evaluate individual programmes or activities of the different UN agencies. Rather, it focused on the effectiveness of UN agencies working together at the national and sub-national level on common objectives such as the attainment of the SDGs and the response to COVID-19.
57. The evaluation examined the cross-cutting issues and the global UN programming principles (for example, leaving no one behind, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability). The evaluation also considered emerging issues as well such as those related to disasters, and the COVID-19 pandemic in terms of the UNCT's responsiveness, adaptation, and re-prioritization, and its operations (for example, methods for managing stakeholder participation and inclusiveness during the COVID pandemic).
58. The evaluation assessed the GoI-UNSDf along the evaluation questions detailed above and adopted the United Nations Evaluation Group (UNEG) standards as well as the OECD/DAC³⁸ evaluation criteria - relevance, coherence, efficiency, effectiveness, impact, and sustainability. The Evaluation Team also conformed to the 2020 UNEG ethical guidelines.

³⁸ Organization for Economic Cooperation and Development/ Development Assistance Committee

59. The evaluation has used a mix of summative and formative strategies. Where possible and available, the Evaluation Team used data available³⁹ from UN Agencies' programmes. The design employed consisted of the following:
- **Non-experimental Design:** The Evaluation Team attempted to estimate the changes brought about by the programme through the project M & E reports, interviews, and participatory and other evaluation tools primarily by collecting opinions, perceptions and examples of respondents on key questions in the protocols.
 - Where possible and required, case studies and Key Informant data on the implementation of the GoI-UNSDF were used to draw qualitative inferences about the achievements and likely risks. A selection of Case Studies can be seen in Annex 6.
60. The Evaluation Team adopted purposive sampling for the qualitative interviews in close collaboration with NITI Aayog and Office of the UNRC and focused on those key partners within agencies, ministries, and organizations most closely connected to the UN from among the stakeholders.⁴⁰ Based on ToR requirements, the evaluability assessment and discussions with the Office of the UNRC, the Evaluation Team selected to rely on a desk review and key informant interviews (KIIs) to inform the evaluation. Eighteen Focused Group Discussions with the UNCT, Results Groups, UN Agency level groups, and Central Government bodies complemented 33 Key Informant Interviews conducted with:
- UNRCO, UNCT and other key UN Agency Senior Management
 - GoI-UNSDF Results Group leads and members
 - Key National and State Government Officials
 - Key Partner NGO and Civil Society Organisation Members
 - Other relevant informants as suggested by UNRCO India
- (Please see Annex 2 for list of Key Informant Interviews and Focused Group Discussions. Annex 3 explains the detailed methodology).
61. The selection of KIIs was further refined during the evaluation according to the respondents' accessibility and availability. UNRCO/NITI Aayog provided necessary coordination support in ensuring that these meetings take place.
62. All the fieldwork tools incorporated a gender analysis. Furthermore, gender considerations, and principles of inclusion, participation and non-discrimination were integral to the evaluation methodology, data collection and reporting in line with UNEG Guidance on Human Rights and Gender Equality in Evaluation.⁴¹
63. Data collection was conducted in-country between November 2021 and June 2022 through interviews with stakeholders in New Delhi and Arunachal Pradesh, Assam, Himachal Pradesh, Madhya Pradesh, Odisha and Uttar Pradesh.

³⁹ Secondary literature from UN agencies provided by UNRCO was reviewed. This included but was not be limited to: Inter-agency Results Group reports; Reports submitted to Donors on GoI-UNSDF ; Relevant M & E documents; Digital time series snapshots of the UNCT Results trackers and SDG portals; Digital Knowledge products developed under the project (such as case stories, process documentation, learning compendiums, policy briefs, papers, toolkits, manuals, and Standard Operating Procedures); Evaluation reports: UN agency and programme evaluations; Reports of critical consultations and meetings organized under the programmes demonstrating influencing processes.

⁴⁰ Criteria for selecting individuals within each organization and entity include: Information richness (*respondents' sufficient familiarity with the activities to provide insights*), Accessibility, Diversity (*stakeholders represented national and sub-national stakeholders*).

⁴¹ UNEG. 2014. Integrating Human Rights and Gender Equality in Evaluation. <http://www.uneval.org/document/detail/98011/02/2022>

64. Following the completion of data collection, the Evaluation Team analysed the evidence to produce findings, conclusions and recommendations. The Evaluation Team consistently used triangulation to corroborate findings between data from various methods and from multiple stakeholders and ensured that a rich, rigorous and comprehensive account was mapped against the evaluation questions. This systematic approach enabled the validation of findings while avoiding bias, as far as is possible, in the evaluation judgement.
65. **Limitations:** The Evaluation Team identified three limitations. One, the COVID-19 pandemic disrupted the working of the Results Groups and a new framework of cooperation had to be developed. The results thus were still not clearly quantifiable and available given the short duration of implementation. Two, restrictions due to COVID-19 prevented travel to state governments and hold face-to-face meetings which would have enabled the Evaluation Team to make a better assessment of UN's contribution at the decentralized levels through closer interaction with State level and field level functionaries and target households. Three, the operations of the UN are vast in India, which makes it difficult for any evaluation to do justice to the details of the GoI-UNSDf. The evaluation, therefore, had to take a high-level snapshot, given the time and level of effort expected by the UNRCO. The Evaluation Team has attempted to address these limitations to the best of its abilities.
66. **Mitigation measures:** The Evaluation Team adopted a number of measures to ensure the quality of the evaluation products. These included:
- thorough adherence to the ToR;
 - conducting on-line and telephone interviews
 - using secondary sources of data to address the non-availability of certain stakeholders during data collection
 - holding regular internal project management meetings to track delivery and quality, and dealt with any problems as they arose;
 - compiling and documenting all relevant information into organised project files
 - always maintaining clear and open communication with the Office of UNRC/NITI Aayog, and informing the Office of the UNRC of any problems or delays as they arose;
 - seeking regular feedback from UNRC/NITI Aayog and incorporated said feedback into the evaluation design, process, and outputs; and
 - ensuring accuracy and depth of analysis and soundness of arguments.
67. Following the completion of data collection, the Evaluation Team analysed the evidence to produce findings, conclusions and recommendations. The Evaluation Team consistently used triangulation to corroborate findings and ensure that a rich, rigorous and comprehensive account was mapped against the evaluation questions. This systematic approach enabled the validation of findings while avoiding bias, as far as is possible, in the evaluation judgement.
68. Two presentations to NITI Aayog and the UN on the Inception Report and two on preliminary findings and conclusions helped refine and fine-tune the final recommendations of the Report.
69. The findings of the Evaluation were presented to the stakeholders at a National Validation Workshop in April 2022 where the next GoI-UNSDf was discussed. This workshop was attended by a large number of senior officials from Government of India, State Governments, UN Agencies and other key stakeholders.

2. EVALUATION FINDINGS

70. The evaluation findings are organized and presented according to the main areas of inquiry under the key evaluation questions and sub-questions listed in the evaluation matrix.

2.1. Evaluation Question 1. To what extent has the UN system ensured relevance, effectiveness, efficiency, and sustainability of its interventions under the Gol-UNSDf?

2.1.1 Relevance

To what extent are the objectives of the Gol-UNSDf consistent with country needs, national priorities, and the country's international and regional commitments, including human rights, leaving no one behind, sustainable development, environment, and gender equality?

71. The Evaluation Team interpreted relevance as the extent to which expected Gol-UNSDf results and strategies are consistent with the national development priorities and policies, and the commitments related to international treaties and agreements ratified by India.

72. The Gol-UNSDf 2018-2022 has been relevant to and has supported the achievement of Gol's development priorities. It was well-aligned with international conventions, including the Agenda 2030. Further, it was flexible enough to maintain the relevance of its presence in alignment with Gol's evolving and changing needs and priorities, including the COVID pandemic.

73. No one including the Gol and the UN could have anticipated the extensive crises the country would face midway into the Gol-UNSDf implementation due to the COVID-19 pandemic. However, the UN responded quickly to the emergency under a coordinated 'one UN action plan' (See Box 3 below) and worked closely with Gol to repurpose many of its on-going programmes to help the national response to COVID-19.

Box 3: UN support to Gol for COVID 19

The UN agencies developed the Novel Coronavirus Disease **Joint Health Response Plan**, led by WHO-India, in close collaboration with the Ministry of Health and Family Welfare, and with the support of other development partners (like Indian Council for Medical Research). The UN also prepared a **COVID-19 Socio-economic Response and Recovery Plan**, in partnership with the government. *This has been a dynamic response as the pandemic unfolds in India.*

74. Besides the COVID-19 pandemic, the UN demonstrated its institutional potential to serve as a unifying mechanism during other humanitarian crises situations such as the Kerala and Fani Cyclones, displacement of migrant labour and other natural hazards. In these situations, the UN agencies came together to pursue common goals and promote complementary strategies. The seven RGs added value to this collective action and convergent programming even in normal times by providing common platforms for joint planning and strategising.

75. Representatives of different nodal ministries interviewed highlighted the ability of the UN's specialized agencies to respond to requests for specific operational support and technical assistance. Box 4 lists illustrative examples of such support under each priority area⁴²

76. The UN has supported issues of high relevance to India and the states and has forged a successful partnership with the government. This has ensured multiplication of its reach to the vulnerable (and "leaving no one behind")- often on a nation-wide scale (for example, in running national health campaigns or on preventing GBV in the country). (See Box 5)

⁴² List of examples cited not exhaustive. Sources other than interviews include: UN documents – UN INFO Narrative Reports 2021; Reporting on key results areas of UN agencies 2021; 2020.

Box 4: Examples of Technical and Operational support by the UN under GoI-UNSDf

- Computation of Multi-dimensional Poverty Index (MPI) and make it available for all state and UTs (Priority 1); Government partner: *NITI Aayog*
- Routine immunization intensification activities such as Mission Indradhanush (MI) (now extended under Gram Swaraj Abhiyaan (MI-eGSA)) (Priority 2); Government partner: *MoHFW*
- Institutionalization of life skills and career guidance for adolescent girls and boys in schools in 11 States (Priority 3); Government partners: *NCERT, State Department of Education, SCERT, State Madarsa Board (Bihar), Department of Tribal Affairs (Odisha), and others*
- Achievement of and distribution through the social safety nets, nutritionally enhanced and diversified food basket (including millets and pulses) in select states (Priority 4); Government partners: *Scheduled Caste and Scheduled Tribes Development Department (Odisha) and others*
- Technical support for the implementation of the Hydrochloroflourocarbon (HCFC) phase-out management plan (Priority 5); Government partners: *MoEFCC and others*
- District-level employment hubs to enhance employable skills (in particular, digital skills) of women and female labour force participation (Priority 6); Government partners: *MoWCD; MoSDE, and State Governments*
- Support national and select sub-national/state governments to prevent and respond to GBV through capacity building at different levels for example, frontline workers, panchayats representatives and others (Priority 7); Government partners: *MoWCD, MoHA, MoH&FW, MoPR, MoRD*

Source: UNINFO

77. The UN Staff Survey as well as interactions with RG members representing different agencies revealed the innate belief of the members that the UN system can deliver results in complex multi-stakeholder environments by adhering to international standards, contributing to policy expertise, and promoting good practices (See Annex 8 for the results of the Staff Survey). Almost all stakeholders interviewed highlighted the relevance and reach of the UN system in India by citing numerous examples presented in the boxes in this report.⁴³

78. However, some interventions need more explicit linkage to SDGs. For example, the programme of providing online career guidance and counselling for youth to make an informed choice on higher education and work opportunities was implemented without a follow up of its effectiveness with participants. Though the activities were conducted successfully, whether “capacity enhancement of the youth” or “strengthening of industry-institution (college) cooperation” to promote work opportunities happened was not assessed or documented.

Box 5: Relevance of the UN in India

Stakeholders acknowledged the relevance of the UN in India by pointing to the following:

- a. Strong alignment with international normative frameworks: UN agencies in their programmes make explicit references to relevant international frameworks such as the SDGs and other international conventions (for example, CEDAW and CBD)
- b. Supporting the needs of vulnerable and marginalised groups: UN development programmes are informed by issues faced by vulnerable groups, and prioritize these to address them
- c. Alignment with national policies and priorities: UN aligns itself with evolving national priorities as well as diverse areas
- d. Demonstrative ability to use ‘its neutrality’: The UN’s most valued comparative advantage is its constructive engagement at the political level on topics that are seen as being ‘sensitive.’

⁴³ Examples range from contributing to programmes both at the national and state level (for example, Ayushman Bharat; Electronic Vaccine Intelligence Network (eVIN) - a unique innovation that brings together technology, people and processes to strengthen the vaccine supply chain in India; Unified Budget, Results and Accountability Framework (UBRAF) for HIV prevention) to capacity building (for example, institutional capacities as well as capacities of community service providers or frontline workers) to contributing to policy priority areas (for example, in areas of agriculture, nutrition, food security).

79. The standard setting and neutral convening roles of the UN are valued as its core mandate and value add by stakeholders in India. It is a role that no other organisation can perform as effectively. The UN leveraged this advantage in the current GoI-UNSDF to craft several normative products and to convene various actors for pushing for the universalisation of SDGs, human rights, gender equality and Leaving No One Behind. (See Annex 5 for details of normative and convening interventions under the GoI-UNSDF). UN agency staff feel that UN is doing sufficiently well in promoting normative agendas several other actors (especially CSOs) differ.
80. CSO-NGO members emphasised the need for the UN to remain a beacon and upholder of human rights, governance, equality and a supporter of the most vulnerable groups. This is made possible by the UN's neutrality' which is its greatest comparative advantage.
81. Civil society groups, however, felt that there was much scope for enhancing the UN's normative role in the next UNSDF (see Box 6). They pointed out that the convening and normative functions of the UN are less visible in comparison to its capacity development, technical support and policy advocacy functions. They felt that the UN can better leverage its cooperation with Government to promote normative values and to negotiate spaces with the Government to enhance the focus on marginalised communities. At the same time, the UN will need to be judicious in championing causes and adopt a constructive, solution-based approach to uphold its core values to remain relevant in the normative space.

Box 6: The UN's expected convening role

"Human rights-based approach, gender equality and other programming principles – Leave no one behind (LNOB) were used to design the GoI-UNSDF and make it more relevant. The UN must continue to be an inspiration and upholder of human rights, governance and equality and a supporter of the most vulnerable groups.

In the next UNSDF, the UN needs to mainstream even more human rights, gender equality, intersectionality, and women's empowerment. To leave no one behind, the UN needs to address structural barriers such as lack of resources and opportunities, discriminatory laws, social norms and stereotypes that perpetuate inequalities and disparities.

The UN needs to enhance its support to building effective partnerships with civil society and the private sector as change agents. The UN is expected to "create a platform for the community and strengthen community voices", "to be a catalyst in facilitating dialogues with the government". Such roles, in some respondents' view, seems to have got diluted in recent years".

~ CSO respondents

2.1.2 Effectiveness

a. How resilient, responsive, and strategic is the UNCT in addressing emerging and emergency needs? For example, how well did the UNCT assess the COVID-19 impacts and reprioritise or adapt its support to provide timely support to the country and to ensure the achievement of the GoI-UNSDF outcomes?

b. What is the extent to which the UNCT has contributed to, or is likely to contribute to, the outcomes defined in the GoI-UNSDF? Did the unintended results, if any, affect national development positively or negatively and to what extent have they been foreseen and managed?

c. What have been the impacts of the interventions under the GoI-UNSDF in the short, medium, and long term?

82. The Evaluation Team defines effectiveness as the extent to which planned GoI-UNSDF outcomes and outputs were achieved and if these contributed to national development priorities. Additionally, the Evaluation Team examined the extent to which the UN had made use of its comparative advantages described in section 2.1.1.a. above.
83. Section 2.1 above gives details of the responsiveness of the UN system in its support to the Central and State Governments in the face of natural disasters and COVID-19.

84. Based on data collected by the Evaluation Team through various methods, especially interviews with Government officials, the UN has been effective in:
- (i) supporting the GoI and State Governments on technical and policy support in many areas including inclusive growth, social inclusion and environment and contributed towards improving public services
 - (ii) strengthening partnerships at national and states levels to respond to priorities in above areas⁴⁴
 - (iii) enhancing capacities, contributed towards improved legal and policy frameworks, and ensured access to services for vulnerable groups; and
 - (iv) programming effectively to address vulnerabilities of children, women and other disadvantaged groups (for example, transgender, persons with disabilities, and youth) and create gender sensitive service delivery, leadership, vocational training, entrepreneurship, skill development, and education to improve socio-economic status of women.
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- (i) supporting the GoI and State Governments on technical and policy support in many areas including inclusive growth, social inclusion and environment and contributed towards improving public services
 - (ii) strengthening partnerships at national and states levels to respond to priorities in above areas⁴⁵
 - (iii) enhancing capacities, contributed towards improved legal and policy frameworks, and ensured access to services for vulnerable groups; and
 - (iv) programming effectively to address vulnerabilities of children, women and other disadvantaged groups (for example, transgender, persons with disabilities, and youth) and create gender sensitive service delivery, leadership, vocational training, entrepreneurship, skill development, and education to improve socio-economic status of women.
87. The UN has focused more on operational roles (such as technical support, capacity building, provision of experts and programmatic interventions) and less on areas of its comparative advantage, namely, analytic and normative (standard setting) role; knowledge management and advocacy; and convening/ brokering of multi-stakeholder engagements. (see Figures 6 and 7 below).

⁴⁴ Examples are a review of Pradhan Mantri Matru Vandana Yojana (PMMVY), Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and portability/ migration studies involving multiple states; pro-active measures to capitalize on opportunities emanating from Covid-19 through inter-agency efforts and national and state governments.

⁴⁵ Examples are a review of Pradhan Mantri Matru Vandana Yojana (PMMVY), Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS) and portability/ migration studies involving multiple states; pro-active measures to capitalize on opportunities emanating from Covid-19 through inter-agency efforts and national and state governments.

Figure 6: Interventions under the Gol-UNSDF 2018-22

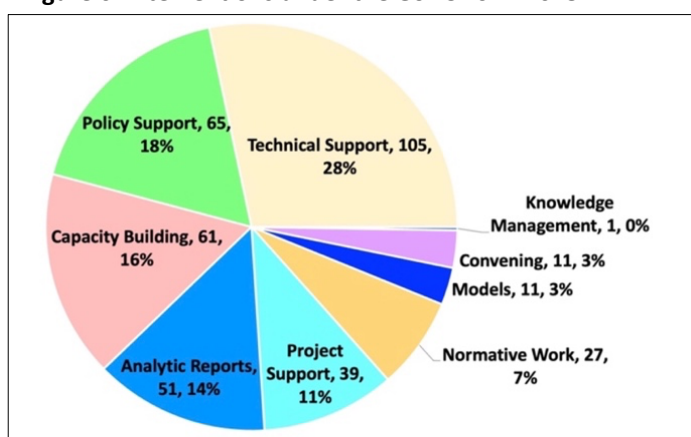
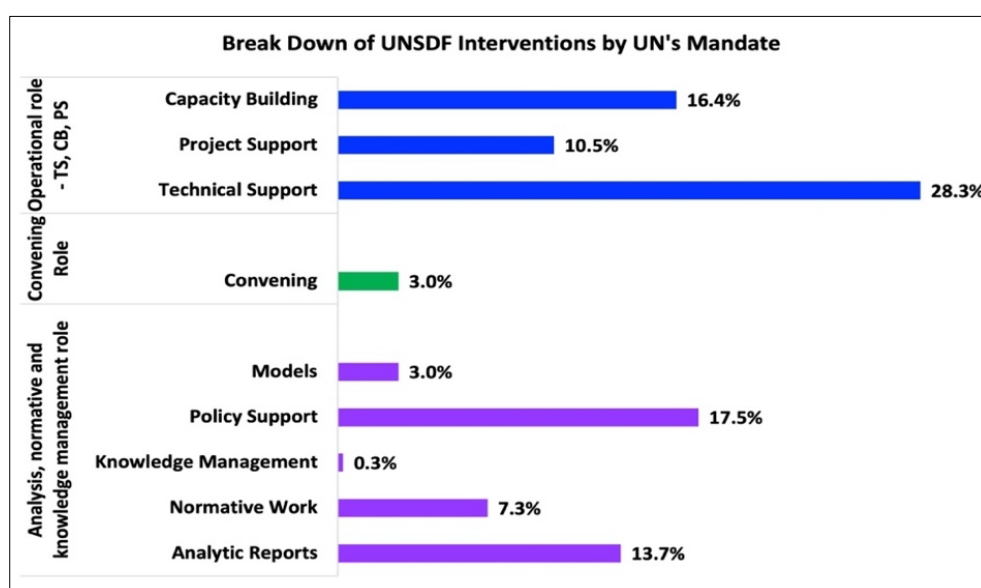


Figure 7: Break down of interventions under Gol-UNSDF 2018-22



88. The current UNSDF has forced the Central and State Governments to respond in the short term to COVID and other emergencies in the short term. Additionally, the UN's interventions did lead to medium term outcomes in the form of short-term gains in capacities and improved systems in various spheres, as listed in Annex 5. The long-term effects of the UN's interventions are covered under section 2.1.4. on Sustainability.

89. The UN faces stiff competition in operational areas from international NGOs and consultancy firms. This reduces the benefits-versus-resources ratio available to the UN to lead strategic change at the national and state levels.

90. The UN has fallen short on in the following three key strategic areas:

- *Facilitating scaling up of 'successful' models in priority areas:* Respondents mentioned that though scaling up may depend on factors such as government buy-in and financial resources, the UN could draw upon its international networks to provide learnings to help scale up developed models at state or national levels⁴⁶.
- *Promoting inter-state and international knowledge sharing:* More work needs to be done by UN agencies on specific strategies related to such knowledge sharing and replication

46 For example, an urgent question was on mechanisms used by other countries to accelerate skill generation at a scale required for India's massive youth population, especially young women?

mechanisms. Respondents felt that the UN could better leverage its global presence to promote two-way knowledge sharing, i.e. facilitate and showcase India’s development achievements to the world; and identify and adapt global best practices to India.

- *Strengthening partnerships:* Stakeholders felt that the UN should expand its partnership framework from its dominant emphasis on central and state governments to include the private sector, civil society, academia, and other critical actors. This is important not just for maintaining its neutrality but also because to achieve the SDGs by 2030, a ‘whole-of-society’ partnership framework is crucial. Strengthening its internal capacities and networks are necessary for further enhancing synergies and efficiency gains. There is scope for the UN to better serve as the de facto national platform pulling in advocacy, technical expertise and knowledge resources from India and other countries for rapid achievement of the SDGs.
- *Enhance its Normative Work:* Given the need for greater inclusion of marginalised sections, the UN could strengthen its work around normative frameworks in favour of the marginalised sections.

2.1.3 Efficiency

How efficiently has the UN managed its resources to deliver on the GoI-UNSDF objectives?

91. It has been difficult to establish with clarity the financial efficiency of the UN’s operations in India, given time and resource constraints and an absence of specialised data. However, the Evaluation Team has examined efficiency in implementation of the GoI-UNSDF from the following perspectives:

a. Benefit versus costs

92. The value add has been significant in cases where the UN has promoted models and policy changes that have been accepted by the Government (for example, the scaling up of e-VIN and COWIN to all 734 districts for nation-wide vaccination, Air Pollution, SDG Dashboards, Health First response to COVID).
93. Unfortunately, the same is not true of all the UN’s interventions under the GoI-UNSDF. Many projects could have been more proactive and strategic. (For example, the Investor Consortium for Women Entrepreneurs did not track how many of the targeted entrepreneurs managed to raise investments but was focused only on building capacities and linking to investors).

b. Efficiency of management processes: Joint Steering Committee (JSC)

94. The role of the JSC is described in the GoI-UNSDF 2018-22 as follows:

“To provide overall guidance and oversight, a Joint Steering Committee (JSC) will be constituted, comprising senior Government officials from the NITI Aayog, the Ministry of External Affairs, the Ministry of Finance and other key ministries and UN representatives. In addition, seven inter-agency Results Groups at the outcome level will support coordinated and collaborative planning, implementation, monitoring, evaluation and communication of results”.

i. Frequency of Meetings

95. During the GoI-UNSDF period, the JSC met five times on the following dates:

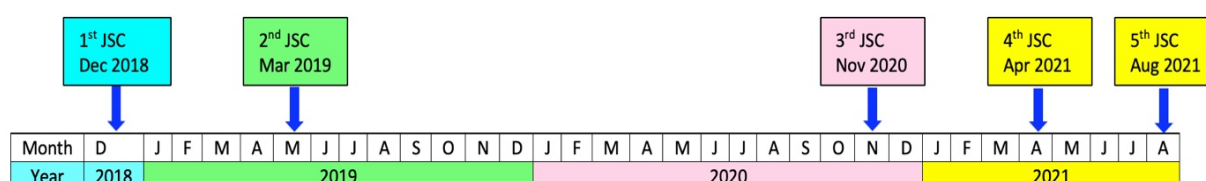


Figure 8: Timeline of JSC Meetings

96. The above timeline shows a 18-month gap between the second and third JSCs (COVID pandemic period) that corresponds with the onset of the COVID-19 pandemic. Even though the UN agencies working even more closely with the Government in responding to the pandemic, pre-occupation of JSC members and others with addressing the immediate issues linked to the pandemic resulted led to the delay in scheduling JSC meetings.

ii. Discussions in the JSC

97. The JSC has played an efficient role in serving as the external management mechanism to provide strategic direction and alignment of the UN’s interventions in line with the strategic priorities of the GoI. A quick summary of the topics discussed in the five meetings reflect the most critical areas facing the country today (Tables 4 and 5):

Table 4: Illustrative issues discussed in JSC meetings

Problem Clusters	Sub-issues and priority areas identified in JSC
1. Urgent need to accelerate meeting the SDGs for populations left behind	<ul style="list-style-type: none"> • Universal Basic Income; overcoming Multi-dimensional Poverty • Social Protection (especially portable social protection for migrant labourers) • Safety and skilling of international migrants
2. Protecting and promoting rights of women	<ul style="list-style-type: none"> • Protecting girls' and women's right to education, safety, nutrition, livelihoods • Falling Female Labour Force Participation Rates
3. Education	<ul style="list-style-type: none"> • Scalable models of early childhood interventions • Education outreach to out-of-school children • Quality education (highlighted by ASER report; National Achievement Strategy)
4. Environmental and Climate Action	<ul style="list-style-type: none"> • Climate Adaptation; Decarbonisation of industry; Reducing dependence on coal • Reducing Green House Gases - especially from Agriculture • Climate Change related migrants • Tackling Plastic and Air Pollution • Degradation of land, forest, and biodiversity resources
5. Water scarcity and resource management	<ul style="list-style-type: none"> • Scarcity of fresh water for drinking and irrigation • Fresh water versus wastewater use
6. Nutrition and Food Security	<ul style="list-style-type: none"> • Address linkages of poor nutrition to poverty alleviation and social protection • Healthy Diets and Behaviour Change for the same • Availability of fortified food, high nutrition foods, local staples, pulses, millets • Food safety - especially in manufacturing food products • Tracking nutrition outcomes – especially <i>POSHAN, Sampoorna POSHAN Abhiyans</i> • Integrating action points emerging from the UN Food Summit
7. Health Systems	<ul style="list-style-type: none"> • Whole of society health systems (including healthy homes, offices, and schools)

Problem Clusters	Sub-issues and priority areas identified in JSC
	<ul style="list-style-type: none"> • Non-communicable diseases • Scaling up Universal Health Care across India • Health tracking and surveillance systems • Strengthening Health Insurance (Ayushman Bharat) • HIV 90-90-90
8. Local Governance	<ul style="list-style-type: none"> • Strengthening Local Governance institutions for responding to above challenges

Table 5: Illustrative list of emerging opportunities discussed in JSC meetings

Opportunities	Sub-issues and priority areas identified in JSC meetings
1. Strengthening Health Systems for Universal Health Coverage	<ul style="list-style-type: none"> • Community based Primary Health Care systems • Improved disease surveillance and monitoring • Reducing private out of pocket expenditure on health • Enhancing quality of care; strengthening human resource capacities • Ensuring adequate public expenditure on health
2. Capitalising on India's demographic dividend	<ul style="list-style-type: none"> • Early Childhood Interventions • Strengthening school systems for better learning outcomes • Career, life skills for adolescents and employment for youth
3. Rapid Urbanisation	<ul style="list-style-type: none"> • Building Urban planning capacities; Socially Smart Cities • Improving access to basic services in urban slums • Rapid Urban Mass Transport
4. Building on India's technological capabilities for societal systems	<ul style="list-style-type: none"> • Start-ups, AI, technology solutions for issues listed here • Scaling up Renewable Energy models • Electric mobility; Green Hydrogen • Building greater rural-urban synergies
5. Strengthening MSMEs and livelihoods	<ul style="list-style-type: none"> • Remove bottlenecks for growth of MSMEs • Value Chains and growth of FPOs; Strengthening NRLM • Promote decent work and livelihood opportunities for women

iii. Areas for improving efficiency of the JSC

98. Despite the advantage of the JSC as an alignment and reality-check platform, there are some areas which need improvement to enhance the institutional efficiency of the JSC:

iii.1. Expanding the invitees to the JSC

99. An analysis of the JSC minutes reveals the following attendance pattern:

Table 6: Officials attending JSC Meetings

JSC Meeting	Common Attendees	Attendees from Line Ministry
JSC 1	NITI Aayog Staff, MEA, DEA, UN Staff	None
JSC 2	NITI Aayog Staff, MES, DEA, UN Staff	Secretaries of MoWCD and MoHFW; Statistics Advisor MoWCD; Additional Director, National Centre for Disease Control
JSC 3	NITI Aayog Staff, MEA, DEA, UN Staff	Secretary MoWCD; Joint Secretary MoWCD; Chief Director (Statistics) MoHFW

JSC Meeting	Common Attendees	Attendees from Line Ministry
JSC 4	NITI Aayog Staff, MEA, DEA, UN Staff	Secretary MoWCD; Joint Secretary MoHFW, Chief Director (Statistics) MoHFW
JSC 5	NITI Aayog Staff, MEA, DEA, UN Staff	None

As the Table above shows, MWCD and MoHFW are the only Line Ministries that have attended the JSC meetings. JSCs 2,3 and 4 primarily focussed on health and nutrition.

100. Given that Line Ministries and State Governments hold most of the operational budgets, stakeholders felt that the JSC could have made the UN's work in India sharper and more replicable if the Ministries and State Governments had been invited and encouraged to participate in JSC meetings. This would, require, the JSC agenda to be designed so that it is of interest to these invitees and if they expect significant gains from the JSC.
101. Survey respondents expressed the view that efficiency can be enhanced by requesting Line Ministries to nominate focal persons for the JSC to ensure continuity in interactions over the GoI-UNSDF period.
102. The setting up UNSDF Outcome level Working Groups has been an innovative practice that has contributed successfully to tracking and steering the GoI-UNSDF outcomes. Participants at the national validation workshop held in April 2022 suggested that this innovative model should be integrated into the governance mechanism for the next UNSDF. Accordingly, the UN and the Government representatives agreed that a high level "Standing Committee" would be organised for each outcome under the chairmanship of concerned secretaries. These chairs would be made special invitees to the JSC in the next UNSDF.

iii.2. Emphasising strategic over operational issues in discussions at the JSC

103. The JSC has exhibited flexibility by periodically changing priorities dictated by the external environment. While noting JSC's positive contribution, stakeholders felt that less attention has been paid to leveraging the NITI-GoI-UN relationship to contribute to a steady accumulation of knowledge and learnings and to test ideas on a few key priorities in line with the SDGs.
104. More could have been achieved by keeping the discussions at the JSC at a strategic level instead of an operational level, and diving deeper into more substantive themes. Larger benefits could accrue from Line ministries sharing specific learnings and problems, and the UN sharing global experiences for adaptation and problem solving at state levels.
105. Respondents felt that the relative roles of the UN, NITI Aayog and Line Ministries could be outlined better to ensure that responsibilities and expectations are more realistic and relevant to all parties.

iii.3. Greater showcasing of work and issues of smaller UN agencies

106. Smaller UN agencies feel that their priorities are not adequately reflected at the JSC, which is dominated by the issues that larger agencies are working on, or on shifting issues arising from immediate exigencies. They felt that structured spaces for individual smaller UN agencies to share their approaches and to connect with the larger JSC forum could have contributed to better presenting the UN as a cohesive whole with clear normative and knowledge sharing functions. Additionally, the sharing of the minutes of the JSC meetings appears to need some streamlining to ensure that all agencies are on the same page.

c. Efficiency of Internal management

i. Result Groups (RGs) and the role of UNRCO

107. The section on Coherence below covers issues related to Results Groups (RGs) and the role of the UNRCO in enhancing efficiency of the UN system.

ii. Efficiency of Monitoring of the GoI-UNSDf

108. The current monitoring system within the UN based on UNINFO prioritises aggregating information on Agency outputs. Though the UNSDF as well as the Country Programme Documents of each agency include Outcome Indicators, these are largely pitched at the national Impact level (such as Maternal Mortality Rates and Infant Mortality Rates). As a result, it becomes difficult to track immediate or short-term changes (given the time gaps in obtaining data on such outcome indicators), tracking progress of the GoI-UNSDf even bi-annually, and addressing the issue of attribution (or contribution) of the UN agencies to these Impact level indicators. The emphasis on outcomes makes it difficult for the UN to demonstrate and make visible its achievements to various stakeholders.

109. NITI Aayog initiated a system to measure the contribution of the UN system during the UNSDF under review. However, this system has its own problems. Firstly, the UN's Key Performance Indicators (KPIs) were the same as that of the Government systems which measured output and activity level deliverables of different programmes of various Departments and Ministries. This does not match the multi-year activities of the UN agencies, nor does it capture the contribution of the UN's convening and advocacy functions. Respondents felt that limiting the KPIs in the next GoI-UNSDf to higher outcome or output levels would do justice to the UN's diverse and often qualitative change related work.

2.1.4 Sustainability

To what extent are the changes brought about by the GoI-UNSDf likely to be maintained, broadened, and deepened for a reasonably long period of time after the current GoI-UNSDf period?

The UN system has adopted a number of explicit strategies to ensure sustainability of the UN's interventions. These include:

a. Design and integration of developmental models into government systems

Nine developmental models were designed, tested and scaled up into Government systems under the GoI-UNSDf, given in footnote below⁴⁷.

b. Support to capacity development at various levels

Capacity development has been a cornerstone of the UN's work in India especially at state and local levels. Listed below are examples of capacity development intervention areas under the GoI-UNSDf:

- i. Strengthening the Health Sector before and during COVID Response (9 multi-state CB interventions)
- ii. Prevention of Gender Based Violence, Child Marriage; Promotion of Sexual and Reproductive Health (8 multi-state interventions)
- iii. Sustainable farming systems and natural resources (4 multi-state interventions)
- iv. Education, Disaster preparedness and Skilling (11 multi-state interventions)

⁴⁷ The nine models mentioned here were: 1) Models for Landscape based Integrated Rainfed Agriculture Systems; 2) model units for production of nutritious fortified take home rations; 3) Socially Smart City' models; 4) Marketplace for sex workers to expanding livelihood options; 5) Multi-lingual instructional strategies 6) Design of India's first social impact bond for healthcare infrastructure, 7) Urban Low Emission Development Strategies; 8) Innovative model for plastic waste management and 9) Efficient, integrated, resilient cold chains from village to city.

c. Normative work with Government to change policies or programmes for greater inclusion

Several normative products (Standards, guidelines, protocols, and drafting of policies) were developed during the GoI-UNSDf under the following broad heads:

- i. Support to national or sub-national strategic plans (19 multi-state interventions)
- ii. Support to new policy formulation processes (12 multi-state interventions)
- iii. Development of protocols and guidelines (18 multi-state interventions)

d. Setting up and strengthening systems for robust and quick data collection and dissemination

The UN supported eight national or multi-state interventions to strengthen data collection, collation and dissemination such as National SDG Index and an online national SDG Dashboard (NITI Aayog); National SDG Indicator Framework (MoSPI); State SDG Indices, SDG Cells (different States); Census of India (ORGI); and the Integrated Health Management System (MoHFW).

For details on each of the above four intervention areas, see Annex 5.

The UN's interventions demonstrate a strong sustainability focus, in line with principles of national ownership. However, the reach of these approaches needs to be extended for much-needed capacity strengthening at the State level, which is the most critical bottleneck in the States achieving the SDGs.

2.2. Evaluation Question 2: How internally and externally coherent has the UN system support been towards meeting the GoI-UNSDf objectives?

a. Internal Coherence

110. The large number of joint programming initiatives (371 as per UNINFO) shows good coherence among agencies working on common areas (for example, especially during the COVID-19 pandemic). The RC Office and individual agencies played leading coordination roles in such joint activities. The coming together of several UN agencies to pool their complementary skills and “delivering as one” has been vastly appreciated by various non-UN respondents. This is seen as the UN's biggest strength in India. Table 7 lists some of the commonly cited ‘successful’ examples of such joint work.

Table 7: Examples of various types of interventions under the GoI-UNSDf 2018-22

Activity type	Approach	Examples from UNSDF	UN Agencies	Government Counterpart
Policy Advocacy	Inputs for legislation and policy	Strategy paper: Female Labour Force Participation (RG6)	ILO, UNW, UNDP	NITI Aayog
		Facilitated engagement of marginalized populations for the Voluntary National Review (RG5)	UNRCO, UNDP, UNAIDS, others	NITI Aayog
		Protecting and supporting breastfeeding in the context of COVID – programme guidance and communication (RG4)	UNICEF, WHO, WFP	MoHFW

Activity type	Approach	Examples from UNSDF	UN Agencies	Government Counterpart
Thematic	Results Groups	MPTF IAP on Protection of women and girls from SGBV in COVID-19 (RG 7)	UNICEF, UNW, UNHCR, WHO	MWCD, MHFW, Education, Judiciary, Police
		Environment and Health Initiative: Antimicrobial Resistance & Antimicrobial Use under One-Health (RG 5)	UNEP, WHO, FAO	MoEFCC, MoHFW, ICAR, DAHD, Vet Universities
		UNESCO-UNICEF Collaboration on E9 Digital Learning and Skills for all (RG 3)	UNESCO, UNICEF	Ministry of Education
		Prevention and Management of Maternal, Adolescent and Childhood Obesity in India (RG4)	UNICEF, WHO, WFP	MoHFW
Programmatic	Joint Projects and Outcomes	UN-led PDNA after cyclone Fani and Kerala Floods (RG5)	Fani: 13 Agencies Kerala: 11 Agencies	GoO and GoK respectively
		Unified Budget, Results and Accountability Framework (UBRAF) (RG2)	8 Agencies	NACO, Gujarat SACS, India HIV AIDS Alliance
		MSME recovery and revitalisation (RG6)	ILO, UNIDO, UNDP	NITI, FICCI, sectoral associations, Trade unions
Learning, Knowledge Sharing	SSC, Knowledge Products, Convening	Census (RG 1)	UNDP, UNFPA, UNICEF, UNW	Office of Registrar General & Census Commissioner, India
		SDG Localisation, SDG Indices, SDG India Dashboard (RG 1)	UNRCO, UNDP	NITI Aayog, North-eastern States.
Technical	Technical Support	Support to Air Pollution Mitigation Strategy in India (RG 5)	7 UN Agencies	Several National and State Govt. Agencies – especially Haryana, Punjab, U.P., Bihar
		Rollout of eVIN and Co-WIN to all 733 districts in 36 States/ UTs (RG 2)	UNDP, WHO, UNICEF	MoHFW
Communications	Critical Information Dissemination	Support to SBCC on POSHAN Abhiyan and technical guidance on nutrition, food security and agriculture (RG 2)	WHO, WFP, FAO, IFAD and UNICEF	MWCD, GoI

Activity type	Approach	Examples from UNSDF	UN Agencies	Government Counterpart
Corporate Services	Common premises, HR, procurement, security, health services, IT, travel	UN's COVID-19 Duty of Care (RCO)	RCO-led with all UN agencies	NA

111. Responses to emergencies such as the Kerala and Odisha floods as well as the COVID-19 pandemic have been inspiring examples of well-coordinated joint UN agency work with a pooling of human and financial resources, close strategising and tightly monitored execution.

112. However, there is scope to improve the internal coherence among the UN agencies during non-emergency times. For example, respondents pointed to instances of competition between various agencies for working with the same Ministry and duplication of efforts among UN agencies. They pointed out that better coordination by the UNRCO could address gaps in the inter-RG sharing of knowledge. For instance, often two RGs would be working on similar issues, each without knowledge of what the other RG is doing.

i. Results Groups

113. Result Groups (RGs) have been an essential component for information sharing, joint planning and monitoring of the GoI-UNSDF achievements. RGs are “UN inter-agency working groups for which the convenor and partner UN agencies have been identified, for implementation and monitoring of the GoI-UNSDF outcomes”. Their functions are mentioned as follows:

“Results Groups will support the implementation, management, monitoring, and reporting of progress towards the expected outcomes, as articulated in the GoI-UNSDF results matrix. Seven innovative, scalable flagship programmes that are multi-sectoral and multi-agency have been identified - these are intended as catalysts for increased investment by the GoI and other sources of development finance, particularly vertical funds and the private sector, for scaling-up of development solutions.”⁴⁸

114. The seven inter-agency RGs provide a useful internal management structure for information sharing, coordination, and joint planning within the UN agencies. The Results Groups have conceived and implemented several joint programmes of importance.

115. The RGs met every quarter, but on ad hoc basis as required (for example, during the COVID response phase). Each RG is led by a Convening and a Co-convening agency, which undertakes the coordination, convening, information sharing and joint collaborations. In general, collaboration between agencies followed one of the following three modalities:

- Joint programme: usually governed by a project document with pooled or parallel funding
- Joint initiative: agencies working towards a common deliverable without any formal project document but with parallel funding
- Joint advocacy: Agencies coming together to advocate approaches with the Government or other stakeholders.
- Other Joint Work modality

⁴⁸ GoI-UNSDF 2018-22

116. While some Results Group were closer knit and focused, others were not so. However, every RG had at least one or more successful joint projects that they have supported in the GoI-UNSD 2018-22. Table 8 below presents 15 of the 237 joint projects to give a glimpse of the range of projects implemented by the RGs.

Table 8: Selected Projects of the seven RGs

RG	Case Study
RG 1	SDG Localisation – UNRCO+UNDP
RG 1	Joint UN Support for Census - Training and communication for the Census round 2021 – UNDP, UNICEF, UNFPA, UNW
RG 2	Unified Budget, Results and Accountability Framework (UBRAF) for support to transgender issues – UNAIDS + Other UN Agencies
RG 2	Support for Ayushman Bharat, including Pradhan Mantri Jan Aarogya Yojana and Health and Wellness Centers, for moving towards Universal Health Coverage
RG 2	Rollout of eVIN and Co-WIN for nation-wide COVID vaccination – UNDP, WHO, UNICEF
RG 2	HEALTH FIRST: Protecting health services and systems during the crisis – WHO, UNICEF + Other Agencies
RG 3	Technical support to strengthening data system and promotion of use of data in education - Unified District Information System for Education (UDISE) – UNESCO + Other agencies
RG 4	Support enhancing capacity of government and partners on nutrition and COVID-19 impact response programming (SBCC) – WHO + Other Agencies
RG 5	UN-led Post Disaster Needs Assessment (PDNA) post 2018 floods in Kerala - UNRCO + Other UN Agencies
RG 5	Support to Air Pollution Mitigation Strategy in India: FAO + Other UN Agencies
RG 5	Fostering Climate Resilient Upland Farming Systems in the Northeast (FOCUS) – IFAD + FAO
RG 6	MSME recovery and revitalization – ILO + UNDP + UNIDO + UNW
RG 7	Gender Transformative Accelerator within the GPECM Programme undertaken jointly by UNICEF and UNFPA
RG 7	NITI Aayog-United Nations Investor Consortium (IC) for Women Entrepreneurs – UNW+ Other UN Agencies
RG 7	Multi-Partner Trust Fund (MPTF) inter agency programme on Protection of women and girls from sexual and gender-based violence (SGBV) in the times of COVID-19 – UNICEF, UNW+ Other Agencies

A compilation of the above Case Studies can be seen in Annex 6.

ii. Areas for improvement in the Results Groups

ii.1. Reporting Workload

117. A major portion of the RGs is spent in planning, coordination and meeting multiple reporting requirements, both for their respective agencies as well as for UNINFO, often duplicating the same reports. As a result, the RGs had little time for strategic discussions and closer collaboration with key Government officials, or for planning joint programmes, joint initiatives or joint advocacy.

118. Two RGs hired a pooled resource person for coordinating meetings and for reporting, and feel that this resource has helped them save time. This approach could be institutionalised with other RGs as well.

119. Respondents however felt that this situation may change if proposed technology-based solutions to unify reporting are implemented. This is likely to happen given that the UNRCO is in the process of linking UNINFO to Agency reporting systems so that relevant reports could be automatically updated on UNINFO from agency reporting systems.

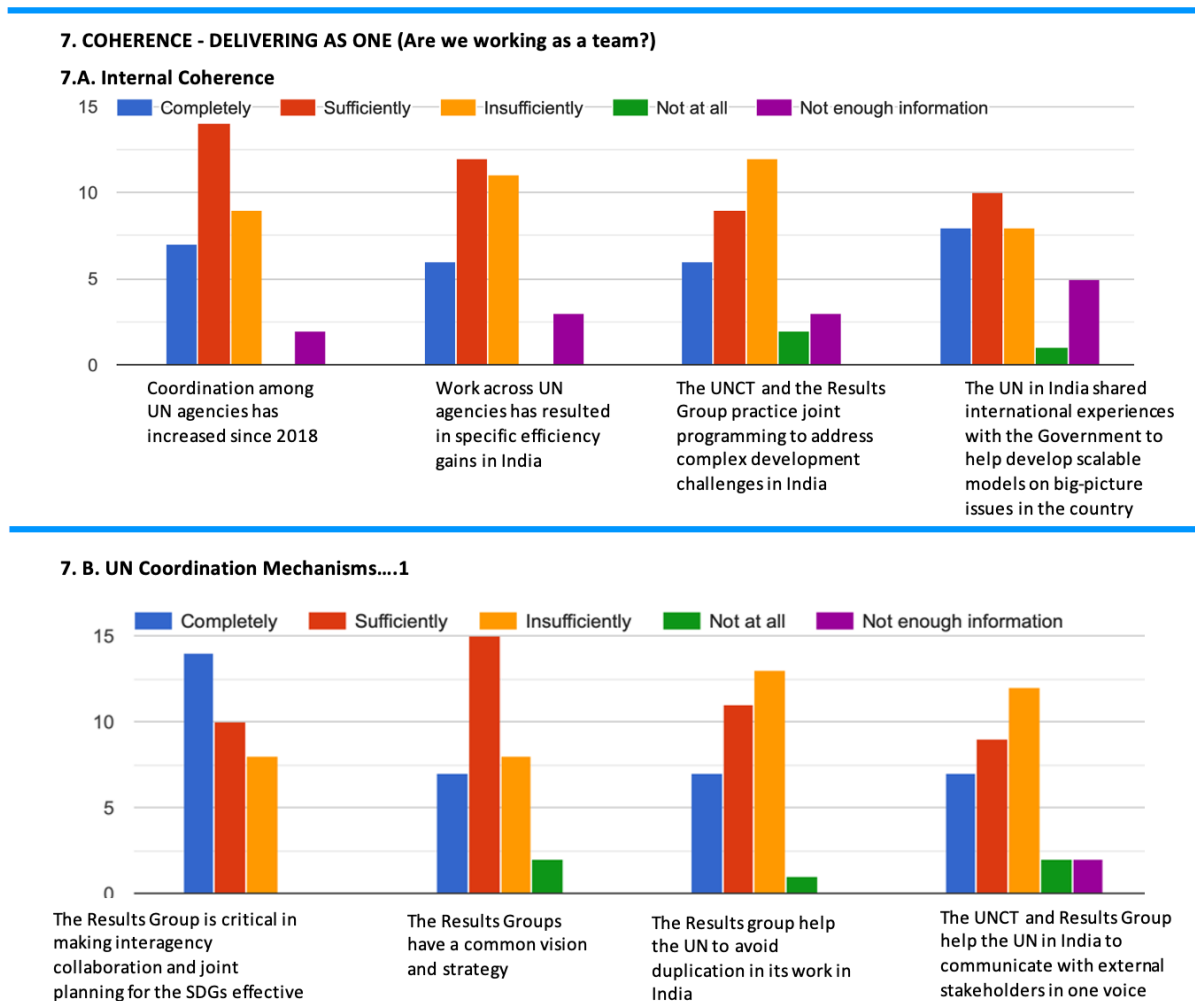
ii.2. Leadership of the RGs

120. That not all RGs were led by Agency heads or deputies has been another reason for lack of adequate strategic push by the RGs. This resulted in the discussions in the RGs becoming restricted to operational or technical levels. This gap could have been addressed if the RG Convenors had followed a well-defined TOR with mutually identified strategic thrust areas. This could have been facilitated if the RGs (occasionally if not permanently) had been led by respective Heads of Agencies or Deputies depending on the level of the issue being discussed.

ii.3. Membership of the RGs

121. Ideally all UN agencies working on the RG Outcome area ought to be members of the RG. However, the RGs were reported to be mostly inward looking. Members felt that interactions with other development partners (particularly Government and civil society groups) once or twice a year could help elevate the RG approach to more strategic issues. Members felt that extending occasional invitations to officials from Line Ministries, for example, for attending RG meetings could have enhanced the contribution of the RGs. Members felt that the involvement of the NITI Aayog representative dealing with the specific subject in the thematic Standing Committee meetings could add value.

122. Figure 9 below shows the results of the survey of UN staff (N=34) on the question of coherence.



123. The RGs have been constrained by over-emphasis on internal coordination and information sharing and need to be repositioned and strengthened to play a “strategic” role to the fullest extent possible.
124. Both the JSC and the RGs were largely demand driven, with the former providing close access to NITI Aayog while the RGs (though the coinciding Line Ministries) reflecting the needs of the Line Ministries. Thus, the interventions were largely prioritised on demand side rather than on supply side considerations.

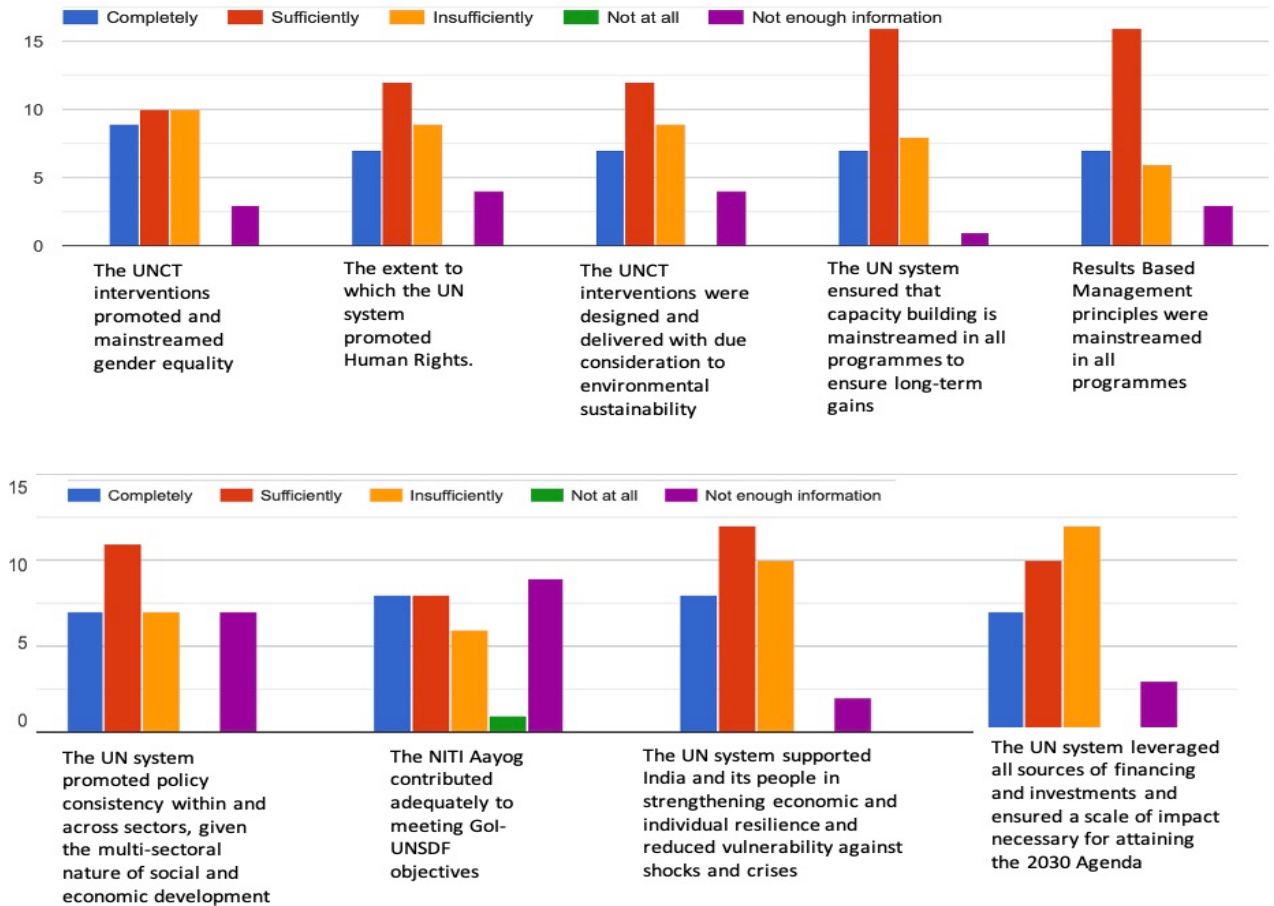
iii. Role of UNRCO

125. The decoupling of the UNRC function from UNDP, as part of UN reforms, has led to a greater leadership expectation from the UNRC. Under the new system, the RC is the representative of the UN system and has begun fulfilling the following expectations:
- provide leadership, coordination and convening for the UN Agencies
 - play a strong strategic role in facilitating and amplifying the UN’s impact in India, by enhancing the UN’s internal and external coherence
 - present a solution-oriented stance on the UN’s core normative issues (for example, human rights, LNOB, and gender discrimination).
126. The implementation of the GoI-UNSDF has been closely monitored by the UNCT as well as by NITI Aayog thereby ensuring that the funds were spent on planned activities. However, smaller agencies did express the view that they are unable to gain adequate traction with the Government because of paucity of funds. Such agencies have expressed the need for them to come together to garner resources from Global UN funds as well as CSR and donor funding.

2.3 Evaluation Question 3: How effectively has the UN system initiated and supported transformational changes towards meeting long term objectives of the GoI-UNSDF?

127. Transformational change is defined as how well the UN system leveraged its resources to enhance national and local capacities for long term gains; promoted inclusive and sustainable economic growth that leaves no one behind; strengthened ecological foundation of the economy and the society and supported India and its people in strengthening economic and individual resilience and reducing vulnerability against shocks and crises.
128. The Self-Assessment survey revealed that the UN staff were reasonably satisfied with the performance of the UN System in meeting the transformational change objectives of promoting capacity development, inclusive growth and strengthening resilience to shocks. (See blue-underlined sections in Figure 10 below).

Figure 10: Staff Survey Results - Has the UN promoted transformational change?



Source: UN Staff Self-Assessment Survey conducted by the Evaluation Team

a. National and local Capacity Development for long term gains

129. Sustainability and capacity development (CD) have been the cornerstone of the UN’s work in India especially at the state and local levels. Almost all UN agencies have used CD as a major tool not just for building in requisite capacities (for example, in COVID response) but also for strengthening programmes and delivery systems across the board.

b. Promote inclusive, sustainable economic growth and strengthen ecological foundations

130. Several of the Gol-UNSDF programmes have promoted inclusive growth through multiple strategies such as:

- Technological support for data systems and innovations (for example, eVIN, online SDG Dashboards) Capacity Development (for example, for frontline workers during COVID response, Self-Help Groups, PRIs)
- Support for policy change and drafting of Action Plans (for example, in the areas of air pollution and with the National Nutrition Mission)
- Technical assistance - most UN agencies support technical consultants who are seconded and placed in line ministries both at state and national level.

- Support to Migrant Labour, MSMEs facing issues due to the economic impact of the COVID 19 pandemic (See Box 7).

Box 7: Interventions to sustain inclusive economic growth during COVID 19

In 2021, UN Women's WeEmpowerAsia Programme partnered with public and private sector companies to create opportunities for female entrepreneurs and women-led businesses to grow while promoting gender equality at the workplace, marketplace and in communities. The ILO and UNDP supported industry associations, (including FICCI) to set up MSME helpdesks to build capacity for business continuity. State governments in Andhra Pradesh, Tamil Nadu, and Kerala trained nearly 10,000 youths, especially women, to set up and run their own enterprises using ILO's Start and Improve Your Business (SIYB) tool, with an additional 100 MSMEs, supplying to corporates and e-commerce, getting advised on becoming more competitive and responsible using ILO's Sustaining Competitive and Responsible Enterprises (SCORE) tool. In partnership with the United Nations Volunteers, the ILO trained more than 500 youths, especially in COVID-19 and in the cyclone-affected states of Maharashtra, Gujarat, West Bengal, Odisha, and Karnataka to start their businesses.

To support MSMEs in resuming operations post-lockdown in 2020 and guide them with recovery and revitalization following the market disruption due to pandemic, the ILO and UNIDO organized a bipartite dialogue in May 2020 for policy recommendations into MSME stimulus package. UNDP supported business continuity for nearly 9,000 MSMEs by providing them with information, training and support to access the government's COVID-19 response schemes. On the MSME day in 2021 organised by ILO, UNDP, UNWOMEN and UNIDO, further deliberated on innovative practices introduced by UN to support MSMEs recover. The Vice Chairman, NITI Aayog also addressed the meeting. Models promoted by the above UN agencies to support MSMEs to recover to prevent job losses were acknowledged by NITI Aayog and the Ministry of Labour and Employment.

Source: Case Studies from UN Agencies

c. Strengthen economic resilience and reduced vulnerability against shocks and crises

131. The GoI-UNSDf is underpinned by an overarching Theory of Change to achieve the seven strategic priorities and to make a tangible contribution to national priorities and SDGs. By recognising the risks that individuals and groups face due to vulnerabilities, it has promoted inclusion of children, women, and young people, Persons with Disabilities (PwDs) and other vulnerable communities, including populations from the North-East. All UN agencies conduct programmes to address development priorities and the needs of targeted vulnerable groups, including joint programmes such as the Global Programme to Accelerate Action to End Child Marriage (Box 8).

Box 8: Global Programme to Accelerate Action to End Child Marriage

UNICEF and UNFPA in partnership implement the GPECM (Global Programme to Accelerate Action to End Child Marriage), large scale programme to prevent child marriage in India. This programme started in 2016 for 15 years and is now in its second phase. UNICEF in 14 states across 175 districts and UNFPA in 4 states and across 66 districts work with the government and other stakeholders to roll gender responsive costed and resourced State Action Plans for adolescent development and preventing child marriage. This includes interventions for adolescent empowerment and participation, parenting and community engagement, building conducive environment in schools and other institutions, linkages to adolescent friendly services, building future pathways for girls and facilitating their transition to work and system strengthening on child marriage prevention. GPECM programming uses a multi-sectoral approach which includes multi-sectoral and department support such as it works with the Beti Bachao Beti Padhao initiative and other similar education related state schemes, cash transfer schemes such as Kanyashree in W. Bengal, National Health Mission and other programmes on skilling, employment and related opportunities.

Source: Case Studies from Agencies

132. In addition to the above, the UN has worked on issues affecting disadvantaged sections in the States such as:

- i. Addressing discriminatory norms and structures, empowering women and girls, and engaging men and boys to end GBV and harmful practices with local panchayats in Madhya Pradesh, Odisha, Bihar and Rajasthan (UNFPA)
- ii. Gender transformative interventions such as mainstreaming positive masculinity and gender sensitization in schools and communities in Assam, Rajasthan, West Bengal, Gujarat, and Maharashtra (UNICEF)
- iii. Addressing micronutrient deficiency in the Government's food-based safety nets through staple food fortification in Targeted Public Distribution System (TPDS), Mid-Day Meals (MDM) and Integrated Child Development Services (ICDS), malnutrition among children through improved take home rations (Integrated Child Development Services) and during emergency response in COVID crisis in 11 states through regional emergency food baskets.
- iv. Technical support to strengthen surveillance of food borne diseases through convergence of existing Government supply chains for the TPDS, MDM and ICDS. The UN also supported building innovative solutions which included strengthening of spice value chain, mobile storage units and *Annapurta* for automated grain dispensing (grain ATMs).

133. The UN can do more to build on its strength in knowledge generation from multiple interventions at national and global best practices, for scaling up. This is especially true for interventions where the outcome is dependent on a national/state partner. For example, a YUWAAH Portal has been developed to support the Government of Delhi for jobs for young people. The portal links job seekers to job listers. However, in the absence of a follow up evaluation study, it is difficult to assess how successful such an intervention has been in generating employment.

134. In summary, as India celebrates its 75th anniversary of Independence on August 15, 2022, it begins the era of a New India; an era where India strives to become a global leader in thought and action. The GoI has echoed this agenda of transformational change in the '*Strategy for New India @ 75*⁴⁹', which highlights development as a mass movement, where every Indian experiences better ease of living; broad-based and balanced economic growth across all regions, States and sectors; and a strategy to bridge the gap between public and private sector performance.⁵⁰ *Innovation, technology, enterprise, efficient management, transparency, governance and accountability*⁵¹ are some of the factors critical to bring about transformational change. In order to effectively partner with the government in this ambitious agenda, the UN needs to ensure that it provides high-level strategic, knowledge and technical support to design and implement national and state programmes which deliver large-scale impact in an accelerated manner to help India achieve the SDGs by 2030.⁵²

⁴⁹ <https://www.niti.gov.in/the-strategy-for-new-india>

⁵⁰ This strategy is all the more essential to transform the nation in the post-pandemic world.

⁵¹ All these are in line with the programmatic principles outlined in GoI-UNSDF, 2018-2022 and must guide future cooperative framework

⁵² Interviews: nodal ministries, state government representatives, CSO representatives, HoAs.

2.4. Evaluation Question 4: To what extent has the GoI-UNSDf implementation been in line with crosscutting principles?

135. Cross-cutting principles, as defined in the TOR, are inclusion, gender equality, human rights and environment.
136. The UN has been responsive to the needs and vulnerabilities of disadvantaged or marginalised groups identified in the GoI-UNSDf.⁵³ Section 2.3 lists the interventions targeted at inclusion of the most marginalised communities.
137. Additionally, the UN's gender sensitive service delivery, leadership, vocational training, entrepreneurship programme, and skills development education have contributed to the improvement of the socio-economic status of women as explained in section on Evaluation Question 3. (See also Box 9).

Box 9: Gender mainstreaming in the interventions of individual UN agencies

To a large extent, the UN has successfully fulfilled its advocacy roles and made contributions to short- and medium-term results for women's empowerment and gender equality. Gender is at least formally mainstreamed in interventions of individual agencies. Through gender sensitive service delivery, leadership, vocational training, entrepreneurship programme, and skills development education, the UN efforts have contributed to the improvement of the socio-economic status of women (including PwDs, women from refugee/migrant communities). The UN's advocacy work for women's rights and working with the Indian government and in partnership with CSOs and the private sector to help maintain and/or improve the policy, legislative, and institutional framework for gender equality, women's participation and leadership in economic and public life, and in preventing and combating violence against women and girls – needs to continue through its next cooperative framework. The UN also faces a lack of human resources allocated to work on gender within agencies. Additionally, only a small percentage of Joint UN programmes were related to gender equality and women's rights. There is need and scope for designing and implementing more such joint UN programmes.

138. The UN has contributed to strengthening policies and government programmes for improving the ecological and environmental situation in India in the fields of clean energy, reversing natural resource degradation, decarbonising industries, International Solar Alliance. The UN has supported the GoI in responding to several Multi-lateral Environmental Agreements, reversing air pollution and so on. See Annex 8 for full list of interventions in this area, and Box 10 below for summary of work on Air Pollution.

⁵³ The list of 16 targeted marginalized groups are: (i) Adivasis; (ii) Adolescents, Youth and Youth Workers; (iii) Bonded Labourers and Human Trafficking victims; (iv) Children; (v) Dalits; (vi) Denotified, Nomadic and Semi-Nomadic Tribes; (vii) Elderly; (viii) Farmers; (ix) Migrants and Urban Poor; (x) Persons from the North-Eastern Region; (xi) People Living with (PLHIVs); (xii) Persons with Disabilities (PWDs); (xiii) Sexual Minorities (lesbians, gay, bisexual, transgender, queer, intersex, asexual plus); (xiv) Women; (xv) Refugees and Asylum Seekers; (xvi) Religious Minorities.

Box 10: Support to Air Pollution Mitigation Strategy in India

The UN formed an Inter-Agency Air Pollution Scoping Mission in India led by UNDP and included FAO, UNEP, UNHABITAT, UNICEF, UNIDO and WHO to develop a cross-sectoral strategy for Air Pollution at different levels. The Mission conducted multiple interactions with Government (Ministries and Pollution Control Boards), academic and civil society institutions and gave inputs into the National Clean Air Programme. The following key issues were identified for action:

- a) Plans at the city level are largely urban-centric and transport focused. However, rural area emissions and emissions from industrial, construction, biomass and waste combustion are equally important and need to be addressed when tackling the overall air pollution problem.
- b) Coordination mechanisms for actions across states, cities and sectors have yet to be established, and this is critical for National Clean Air Programme (NCAP) implementation.
- c) Indoor sources of air pollution critical option in the mitigation mix. Clean cooking and heating fuel in households extremely relevant to health and air quality issues; to be integrated in implementation of NCAP.
- d) Smart Cities mission could offer a platform for implementation and linkage to city planning.
- e) The importance of emission reductions from industries that utilize coal should receive more priority.
- f) Awareness enhancement needed by linking with the health sector to incorporate its contribution.
- g) Synergy of NCAP with other relevant national level programmes for example, clean energy plan, smart city platform, Ujwala scheme, Non-Communicable Disease (NCD) programme, and industry transition to mitigate climate change.
- h) Enhanced enforcement mechanism and capacity building of the Central Pollution Control Board (CPCB) a key priority.

Prioritised areas for support to the Government were identified as follows:

- a) Effective cross-sectoral implementation of the National Clean Air Programme focusing on the capacity-building and mitigation measures for air pollution.
- b) Support selected cities in designing comprehensive Clean Air Action plans for replication across India.
- c) An umbrella project framework to be developed jointly by UN agencies in India in partnership with the MoEFCC and other relevant ministries to support implementation of NCAP.
- d) UNDP India Accelerator lab to serve as the innovative centre to advance innovative solutions and technical support to State level pollution control boards in consultation with UN agencies and MOEFCC. For example, the GeoAI technology platform is currently supporting Bihar State Pollution Control Board to improve environmental compliance of brick manufacturing industries.
- e) Demonstrate best practices and capacity building through pilot projects in focus areas.
- f) Raising public awareness for behavioral change; ensuring trained manpower, infrastructure on air pollution.
- g) Supporting MoEFCC, CPCB for roadmap for clean energy transition and industry decarbonization transition).
- h) Facilitating international and South-South cooperation and information exchange.

Source: Case Study from UN Agencies

3. CONCLUSIONS

a. Relevance

139. The UNSDF under review has been implemented through turbulent and difficult times because of the disruptions caused by the COVID-19 pandemic. The pandemic has led to a set-back in achievement of SDGs. The UN system has, however, shown remarkable responsiveness to urgent national needs as seen in the COVID-19 response.
140. The GoI-UNSDF is well aligned with development priorities of GoI, state governments, CSOs, private sector and other actors and is consistent with international conventions and Agenda 2030. It has served as a unifying mechanism to bring together all UN agencies together with State and non-State actors.
141. The UN's comparative advantages is in playing the following roles:
- analytic and normative (standard setting) role; knowledge management and advocacy;
 - convening of multi-stakeholder engagements and brokering partnership; and
 - operational roles including technical support, offering expertise as well as capacity building through training of key personnel
142. Additionally, the UN enjoys high credibility across stakeholders in the development space. During emergencies (such as floods and the COVID-19 pandemic) over the GoI-UNSDF period, the UN agencies has demonstrated singular unity of purpose, inspiring well-coordinated joint work, and pooling of human and financial resources for effective strategising and tightly monitored execution.
143. While India has made considerable progress, much work is still needed to achieve the SDGs by 2030. To leave no one behind, structural barriers such as discriminatory laws, social norms and stereotypes perpetuating inequalities need to be addressed. There are still considerable gaps in data on the actual attainment of SDGs by the most marginalised sections in various States.
144. Given the short time frame (eight years) left for 2030, the UN – as the key driver for SDGs globally – should focus its efforts on supporting India achieving the 2030 Agenda. It can build on lessons learned from the coherent and prioritised joint work as part of the COVID response.
145. The GoI is now expanding its focus beyond 2030 and towards 2047 i.e. 100th year of Independence, with the next 25 years being called the Amrit Kaal⁵⁴ period. Therefore, the UN agencies need to further align their activities to the policies and priorities being identified for 2047.

b. Coherence

146. **Internal Coherence:** Internal coherence among UN agencies (especially in emergencies such as COVID or floods and cyclones) has been effective and inspiring. There is potential for ensuring such internal coherence by strengthening collaboration during non-emergency times by consciously identifying areas of duplication and unnecessary competition to achieve complementarity and synergistic action.

⁵⁴ Amrit Kaal is considered the best and most auspicious time to start new work.

<https://www.thequint.com/news/india/amrit-kaal-meaning-origin-explained-union-budget-2022#read-more>

147. **External Coherence:** The interventions under the GoI-UNSDf have largely prioritised demand rather than supply side considerations. Both the JSC and the RGs have been largely demand-driven with the JSC providing close alignment to GoI's priorities and the RGs reflecting the needs of the corresponding Line Ministries

148. **The role of UNRCO in enhancing internal and external coherence:** The decoupling of the UNRC function from UNDP, as part of UN reforms, calls for actions to respond to the greater expectations from the UNRC and:

- provide stronger leadership, coordination and convening for the UN Agencies
- play a more strategic role in facilitating and amplifying the UN's impact in India, especially of smaller UN agencies, by enhancing the UN's internal and external coherence
- present a solution-oriented stance on the UN's core normative issues (such as human rights, LNOB, gender discrimination).

c. Effectiveness

149. The UN has been effective in several areas of operations which include:

- supporting the GoI and State Governments on technical and policy support around inclusive growth, environment and for improving public services;
- forging partnerships at national and states levels to respond to priorities; and
- building capacities, strengthening legal and policy frameworks, and ensuring improved access to services for vulnerable groups⁵⁵.

150. During the GoI-UNSDf under review, the UN focused more on operational roles including technical support, capacity building, provision of experts and programmatic interventions and less on areas of its comparative advantage vis-a-vis analytic and normative (standard setting) role, knowledge management and advocacy, and convening and brokering of multi-stakeholder engagements. This has limited the ability of the UN to lead strategic change at a national and state levels.

151. The UN has not been able to maximize its contributions because of:

- not being strategic enough – especially since it faces competition from international NGOs and consultancy firms in the areas of technical and programme management support.
- not being able to sufficiently scale up 'successful' models in priority areas; and
- not adequately leveraging its global presence and unique position to promote two-way knowledge sharing - facilitate and showcase India's achievements to the world and vice versa.

d. Efficiency

152. It has been difficult to establish with clarity the financial efficiency of the UN's operations in India, given time and resource constraints and an absence of specialised data.

⁵⁵ Some examples are: the health sector response to GBV; responding to vulnerabilities of children, women, and other disadvantaged groups (transgender, persons with disabilities, youth); creating gender sensitive service delivery, leadership; vocational training, entrepreneurship, skill development; and education.

153. However, the Evaluation Team finds that the UN's value add has been significant⁵⁶ in many areas (including COVID response) barring a few projects where the UN has supported Government on models or policy changes.

154. **External Management: Joint Steering Committee (JSC):** The JSC has been a critical external management mechanism responsible for strategic direction and alignment of the UN's interventions in line with the strategic priorities of the GoI. Greater engagement of Line Ministries and State Governments, which hold most of the operational budgets, could further enhance the effectiveness of the JSC. Creating appropriate platforms for increased participation of the State Governments and Line Ministries can further improve effectiveness and impacts by ensuring that the JSC addresses more closely the priorities of the State Government and the Line Ministries.

155. Additionally, focusing on achieving a few strategic outcomes that come under the oversight of the GoI-UNSDf within the UN (and in the JSC) becomes necessary given the UN's limited resources. This can be achieved if the JSC prioritises a small number of urgent development issues on which the UN can partner with the GoI and all other actors.

156. **Internal management: Results Groups (RGs):** The seven inter-agency RGs form a useful internal management structure for information sharing, coordination and joint planning. Nevertheless, various aspects of efficiency can be improved:

- Strategic efficiency: by improving engagement with central and state governments on strategic gaps in meeting Agenda 2030⁵⁷.
- Time use efficiency: by Reducing time spent on reporting using technology
- Planning efficiency: by enhancing RG's efficiency in joint planning.
- Leadership of the RGs: by focusing on strategic actions involving senior leadership of participating UN agencies.
- Membership of the RGs: by making the RGs less inward looking and increasing interactions with other development partners (especially Government and civil society other actors) to shift the RG focus on to more strategic issues

e. Sustainability

157. The GoI-UNSDf interventions demonstrate a strong focus on sustainability through the following mechanisms:

- models co-developed with government systems for ensuring sustainability;
- supporting capacity development at state and local levels;
- normative work with Government to change policies or programmes for greater inclusion; and
- strengthening data collection and dissemination systems

158. These approaches can contribute to much needed strengthening of systems and capacities at the State level in order to address critical bottlenecks for achieving the SDGs.

⁵⁶ Good examples include e-VIN and COWIN scaled up to 603 districts for nation-wide vaccination; National Clean Air Pollution Programme (NCAP), National SDG Dashboards and Indices, Health First response to COVID. Projects needing improvement is, for example, Investor Consortium for Women Entrepreneurs

⁵⁷ For example, the UN may need to engage more with Uttar Pradesh, whose performance is critical for achieving the SDGs in India.

f. Normative and convening role of the UN

41. The UN's standard setting and neutral convening role are valued as its core mandate and value add in India and globally. In the current Gol-UNSDF, the UN leveraged this advantage to convene various actors and push for SDGs, human rights, gender equality, and to Leave No One Behind.
42. The UN's global presence is seen as providing it a unique position to facilitate and showcase knowledge on India's achievements to the world and vice versa.
43. There is scope for further strengthening both the core functions (convening and knowledge sharing) in the coming Gol-UNSDF.

4. RECOMMENDATIONS

159. The UN should consider aligning its activities towards strategic cooperation and planning for 2047 as Gol expands its focus beyond 2030 and towards the 100th year of Independence.
160. The UN in India can and should do more in areas where it has a comparative advantage. These include support for analysis, standard setting, convening, and prioritising technical support and capacity strengthening and playing a more significant role as a think tank and a knowledge-based specialised institution.
161. The UN in India should act as a significant broker and convenor of credible and robust evidence in the coming years. This is in line with stakeholders' expectations from the UN to serve as a "knowledge exchange" to collate development experiences from other part of the world on what works and help adapt the same to Indian conditions and scale. Showcasing India's development achievements globally is another expectation that Gol has from the UN.
162. The UN should commit resources to maintain and enhance its partnerships with civil society and the private sector for enabling India to achieve the SDGs by 2030. This is required to complement the close collaboration with governments and enhance national ownership.
163. The UN should increasingly focus attention and resources to support the States to achieve the SDGs, as the States will be the stage for future action for Agenda 2030. The UN should use a variety of selection criteria for these states. It should consider focusing on states with a larger traction, and then scale up models developed to other geographies.
164. The UN should work at State level with a larger set of actors (not necessarily with larger resources). The UN should use multiple criteria for identifying geographical focus and prioritising its work at the State level. State and district level metrics and thematic criteria could be used for such prioritisation to include Blocks and Panchayats, Aspirational Districts, Bio-diversity Hotspots, Urban Centres with maximum air pollution, Semi-urban centres with potential to link youth trainees with industries, and cities where net zero transportation models can be demonstrated. The UN could prioritize states with a larger traction, and then scale up models developed to other geographies.
165. The UN should adopt more innovative, scaled up "whole-of-society" strategies and partnerships at all levels for accelerated achievement of SDGs. It should revisit and broad-base the UN's current partnership framework with actors other than national and state governments such as

CSOs, think tanks, private sector as well as with other UN agencies in other countries for sharing of learnings.

166. The UN should further leverage its normative role to advocate for SDGs, human rights, gender equality, and LNOB. The UN needs to undertake a critical self-assessment exercise of its normative role considering emerging national priorities and challenges confronting India. A strong pro-inclusion, pro-poor and pro-human rights normative role is the greatest expectation that the marginalised and vulnerable have from the UN. There is scope for more substantial coverage and mainstreaming of human rights, gender equality and women's empowerment in the forthcoming GoI-UNSDf.

167. The RGs should be repositioned to ensure that members spend more time focusing on the GoI-UNSDf Outcome level strategizing, planning and "think-tanking" rather than on internal reporting and operational issues. For this, the RG should morph into a strategic assessment, planning and monitoring body which interacts routinely with diverse permanent and non-permanent invitees, for instance, senior officials from the NITI Aayog, relevant Line Ministries, Academic Institutions, Think Tanks and CSO representatives. To carve a specialised niche and exploit its comparative advantages, the RG could adopt an "applied research" perspective on a highly prioritised short list of research questions on India's development bottlenecks, linked to the GoI-UNSDf Outcomes. This could place the UN's small size of the funding it brings to the entire development process in India at a realistic expectation level. Additionally, a think tank and knowledge focus would need the RGs to place a higher emphasis on joint strategizing, planning, implementing, and monitoring the achievement of Outcomes or "Pillars" proposed in the draft Cooperation Framework.

168. More specific recommendations are listed below:

Recommendation 1: The GoI-UNSDf 2023-27 should focus on accelerating the achievement of Agenda 2030 and beyond in line with UN reforms and post-COVID focus on building back better.

- Support GoI in its envisioning and strategic planning exercise for 2047.
- Leverage credibility and draw on learnings from UN reforms and COVID-19
- Support states and state institutions in filling systemic and capacity gaps to meet the SDGs
Enhance coordination at state level and present a complementary approach towards

Recommendation 2: The UN should re-position itself as a knowledge institution by capitalising on its global presence and convening power.

- Use complementarity and quality of its agency competencies to identify strategic gaps and models for achieving SDGs at scale.
- Leverage UN resources for strategic engagement with central and state governments on jointly determined key priority issues.
- Position itself and partner more effectively with NITI Aayog as a think tank and knowledge institution.

Recommendation 3: The next GoI-UNSDf should focus more on strategic outcomes and less on technical and operational issues.

- The next GoI-UNSDf should address strategic level issues, ensure more inclusive policy and programmatic spaces, and better monitoring and feedback loops for results.
- The JSC should facilitate greater participation of Line Ministries, state governments, national think tanks and academic experts to provide inputs on a regular basis in discussions on key priority issues.

- Adopt a more structured approach by institutionalising the Result Groups of the next Gol-UNSDF into Standing Committees chaired by the Secretary of the Ministry concerned. These Standing Committees should serve as an inter-ministerial and inter-agency platform for knowledge sharing, monitoring and decision making. The Chair of the Standing Committee could be a special invitee to the JSC when the concerned thematic area is being discussed. The chair of these Standing Committees may do periodically consult the concerned Member or Vice Chairman of NITI Aayog.
- Institute efficient communication between the Line Ministries and the concerned verticals of NITI Aayog to ensure a 'whole of government' and 'whole of UN' approach. The Line Ministries may consider inviting the concerned NITI Advisers to the annual exercises for finalizing the UN Agency-Line Ministry work plans as well as to strategic review meetings.
- Incorporate disability and inclusion more systematically into operations and find solutions to ensuring full enrolment of eligible marginalized and access to food through the food-based government safety nets programs.
- Shift from a focus on quantitative aspects of gender, equity and social inclusion mainstreaming to transformative actions

Recommendation 4: The UN should further strengthen its normative and convening role

- Perform its core mandate by pro-actively ensuring that no one is left behind from the SDG agenda.
- Adopt judicious championing and a constructive, solution-based approach to uphold its core values.
- Support Gol in tracking and meeting global commitments on various agreements
- Facilitate two-way knowledge sharing of best practices
- Leverage its communications competencies for stronger branding and visibility of the UN's work in India.

Recommendation 5: The UN should enhance inter-agency coherence and complementarity for coordinated work at all levels

- Play a strong strategic role in facilitating and amplifying the UN's impact in India by enhancing both internal and external coherence
- Strengthen inter-agency linkages and alignments to minimize overlaps and duplication, and increase joint work among UN agencies thereby ensuring efficient use of available resources
- Support smaller agencies and address under-served issues

ANNEXES

Annex 1: Terms of Reference for the Evaluation of the GoI-UNSDf (2018-22)

I. Background

The GoI-UNSDf 2018-22 for India outlines key strategic interventions by the UN in support of the national priorities. The GoI-UNSDf 2018-2022 for India has seven main priorities. Each priority has corresponding inter-agency Results Group and outputs to be achieved through joint work between Agencies and between the Government and other stakeholders. The priorities are: (i) Poverty and Urbanisation (ii) Health, Water and Sanitation (iii) Education (iv) Nutrition and Food Security (v) Climate Change, Environment and Disaster Resilience (vi) Skill Development, Jobs and Entrepreneurship and (vii) Gender Equality and Youth Development. The key partners in the implementation of the GoI-UNSDf are the following: NITI Aayog, line ministries, UN Agencies; development partners; and civil society organizations. The management processes are implemented by the UNCT, which is supported by inter-agency working groups including: (i) Results Groups (ii) the Operations Management Team; (iii) the Communications Team and (iv) the M&E group.

The year 2021 marks the penultimate year of the current cycle and requires an evaluation to be done to make any course corrections and inform the new cooperation framework. As a result, UNCT India in close partnership with the NITI Aayog and other national counterparts is initiating in the process of preparing the GoI-UNSDf 2018-2022 Evaluation in April 2021.

A Joint Steering Committee co-chaired by the Vice Chairperson NITI Aayog and the UNRC has been set up as a framework for the overall monitoring of the GoI-UNSDf and will guide this evaluation.

The Evaluation will use the United Nations Evaluation Groups (UNEG) Standards criteria (relevance, effectiveness, efficiency, and sustainability of results) as well as the key issues of design, focus and comparative advantage of the UN system, as basis for its objectives and key questions. In addition, the evaluation will address how the intervention sought to mainstream the five programming principles: Human Rights Based Approach, Gender, Environmental Sustainability, Result Based Management and Capacity Development. The evaluation will seek to be independent, credible and useful, and will adhere to the highest possible professional standards in evaluation. The evaluation will be conducted in a consultative manner and will engage the participation of a broad range of stakeholders. The evaluation process will also seek to capitalise on other evaluations that took place earlier or at the same time, including the Annual Progress Reports. Human rights and gender equality assessments will be mainstreamed throughout all aspects of the evaluation.

National counterparts will be major partners in the evaluation contributing both through data from national systems and validation of GoI-UNSDf evaluation results. The primary users of the evaluation are the decision-makers within the UNCT, including non-resident UN agencies, key government counterparts, civil society (especially LNOB population group) and respective UN executive boards or their equivalents. In addition, bilateral and multilateral donors in India, and the broader development partners are also seen as important audience of the evaluation.

Evaluation will be responsive to the needs and priorities of India and provide accountability and learning opportunities to the UN system to inform the future CF design and implementation.

II. Purpose of the Evaluation

The purposes of the present evaluation are to: (i) gather key findings and lessons learned to inform the next Cooperation Framework planning cycle; (ii) improve UN coordination in India; and (iii) support greater learning and accountability towards agreed national objectives and priorities in the country. More specifically: Learning - what works, what doesn't and why in the context of the GoI-UNSDf: The evaluation will provide important information for strengthening programming and results at the country level, by specifically informing the planning and decision-making for the future CF (2023-2027) and improving UN coordination at the country level. The Government of India, UNCT, donors, civil society and other key stakeholders can learn from the process of documenting good practices and lessons learned.

Accountability - of the UNCT to stakeholders: By objectively verifying results achieved within the GoI- UNSDF framework and assessing the effectiveness of the strategies and interventions used, the evaluation will enable the various stakeholders in the process, including national counterparts and donors, to hold the UNCT and other parties accountable for fulfilling their roles and commitments.

III. Management Arrangements

The Evaluation Team, led by the Team leader, will have overall responsibility for producing the GoI-UNSDF Evaluation Report and for quality and timely submission of the same report to the UN Resident Coordinator's office and UN Country Team (Heads of UN Agencies in India). The UN Group of Deputies will serve as the advisory/sounding board. Direct supervision is provided by the Evaluation Manager, a role to be carried out by the Resident Coordinator's Office, responsible for the day to day implementation of the evaluation and the management of the evaluation budget.

The Joint Steering Committee co-chaired by the Vice Chairperson, NITI Aayog and the UN Resident Coordinator is responsible for the proper conduct of the evaluations. The key role of the JSC is to ensure that 1) the evaluation process meets UNEG Norms, Standards and Ethical Guidelines and that 2) the evaluation findings are relevant, and recommendations are implementable and that 3) the evaluation findings are disseminated and available for use and learning from the evaluation.

The Evaluation Team comprises independent external evaluators. It has a Team Leader with extensive evaluation expertise and at least 2 members to allow triangulation of observations and validation of findings within the Team.

The evaluation receives Evaluation Support from the UNEDAP in providing technical advice for the evaluation process and reviewing key products (including the evaluation TOR, inception report and draft evaluation report), and coordinating agency evaluations, to the extent possible, as inputs to the evaluation. The evaluation will also receive guidance and support from the UNDCO to safeguard the independence and quality of the evaluation and to intervene in case of dispute.

IV. Objectives

The objectives of the evaluation are:

To assess the relevance, effectiveness, efficiency, and sustainability of the UN system support.

To assess the coherence of the UN system support

To assess the support to transformational changes in society as articulated in 2030 Agenda

To assess the conformity with the crosscutting principles

To make recommendations for the way forward

V. Scope of the Evaluation

The evaluation's period from January 2018 to December 2020 will also cover the design phase to draw lessons for the design of the new Cooperation Framework. The evaluation will cover contributions to outcomes of all programmes, projects and activities taken place in India by the UNCT and non-resident agencies in seven priority areas: poverty and urbanization; health, water, and sanitation; education; nutrition and food security; climate change, clean energy, and disaster resilience; skilling, entrepreneurship, and job creation; and gender equality and youth development. In principle, the evaluation will not evaluate the individual programmes or activities of UN agencies, but shall build on the available programme and project evaluations conducted by each agency. It will also examine the cross-cutting issues and the global UN programming principles (for example, leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability). The evaluation will take into account emerging issues, such as, those related to disasters, and the COVID-19 pandemic in both the evaluation contexts (for example, the UNCT's responsiveness, adaptation and reprioritization) and operations (for example, methods for managing stakeholder participation and inclusiveness during the COVID pandemic). The evaluation will also cover the effectiveness of UN agencies working together at the sub-national level on common objectives such as the SDGs, response to COVID-19 among others.

The evaluation will examine the result outcomes outlined in the Government of India-UN SDF 2018-2022 and the Evaluation Team will examine the following issues in preparation for the Evaluation 2021 in India.

VI. Indicative Evaluation questions

The evaluation will aim to answer the following questions which are grouped in four dimensions:

Relevance, effectiveness, efficiency, and sustainability of the UN system support

- The extent to which the objectives of GoI-UNSDf are consistent with country needs, national priorities, the country's international and regional commitments, including on leaving no one behind, human rights, sustainable development, environment, and the needs of women and men, girls and boys in the country.
- How resilient, responsive and strategic is the UNCT in addressing emerging and emergency needs? For example, in assessing the COVID-19 impacts and in reprioritizing/adapting its support to provide timely support to the country and to ensure the achievement of the GoI-UNSDf outcomes.
- The extent to which the UNCT has contributed to, or is likely to contribute to, the outcomes defined in the GoI-UNSDf. 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.
- 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.).
- The extent to which allocated funding adequately reflect the level of needs and the operating environment. Whether the funds allocated were adequate and utilized for the planned activities?
- Did the GoI - UNSDF objectives achieved within the agreed timelines?
- What have been the impact of the interventions in the short, medium and long term?

Coherence of the UN system support

- Has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?
- Has the GoI-UNSDf strengthened the position, credibility and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?
- Has the GoI-UNSDf strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?
- Has the GoI-UNSDf facilitated the identification of and access to new financing partners?
- Has the GoI-UNSDf flows at scale for national Framework reduced transaction costs for partners through greater UN coherence and discipline?
- Was the GoI-UNSDf supported by an integrated funding framework and by adequate funding instruments? What were the gaps?

Supporting transformational changes

- Has the UN system support extended in such a way to build national and local capacities and ensure long-term gains?
- Has the UN system leveraged all sources of financing and investments, rather than relying mostly on donor funding for its activities, to ensure the scale of impact necessary for attaining the 2030 Agenda?
- Has the UN system promoted and supported inclusive and sustainable economic growth that leaves no one behind and strengthen ecological foundation of the economy and the society?
- Has the UN system promoted or supported policies that are consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?
- Has the UN system supported the country and the people in strengthening economic and individual resilience and contributed to reducing vulnerability against shocks and crises?
- Assess the role of NITI Aayog and make specific recommendations relating thereto.

Conformity with the crosscutting principles

- Has the UN system support extended in such a way to promote inclusion of marginalised population groups and gender equality?
- Has the UN system support followed the Human Rights principles?
- Has the UN system support designed and delivered in due consideration to environmental implications?

The Evaluation Team is expected to elaborate on and translate them into methodological sub-questions in their inception report as well as provide relevant suggestions and solutions in the final evaluation report.

VI. Duties and responsibilities

The Evaluation will be conducted in close collaboration with the UN Resident Coordinator's Office, UNCT and national counterparts. Given the limited time available for conducting the evaluation, the Inter-Agency Results Group formed for the seven priority areas will be tasked with conducting a self-evaluation based on guidelines prepared by the Evaluation Team. Each Group will address the evaluation questions (and sub-questions that will be developed) by the Evaluation Team. The self-assessment is proposed to be based on the standard 6-point DAC evaluation ratings. The Evaluation Team shall use this as a starting point and validate the self-evaluation of the seven Inter-Agency Results Groups.

The evaluation will be conducted in three phases:

Phase 1: Preparation: the Evaluation Team, facilitated by UNCT, will develop an operational plan (an evaluation plan), which will include a design matrix, data collection and analysis methods (including the tools for self-evaluation), list of key stakeholders for interviews potential sites for field visits (if possible given COVID travel restrictions), iv) assess the availability of logistical and administrative support; and v) further identify and collect relevant reference material. This evaluation plan will be shared with the UNRC and the UNCT for approval. Evaluators will also prepare an evaluation matrix will be prepared during the inception phase to present the links between data collection methods, evaluation questions, sources, etc. Additionally, a rapid evaluability assessment will be undertaken during the inception phase to determine the availability of documentation, the quality of the GoI-UNSD framework and indicators, and gaps in information; this will inform the evaluation approach. All the above information will be presented in form of an inception report.

Phase 2: Conduct of data collection activities and the preparation of the evaluation reports:

a) Desk review of reference material: The Evaluation Team is responsible for reviewing the reference documents, reports and any other data and information provided by the UN RC Office. b) Main data collection: The Evaluation Team will conduct data collection activities as guided by the evaluation plan. They will conduct agreed-upon interviews with stakeholders. At the end of the data collection activities, a meeting will be organized by the Evaluation Team, led by the Evaluation Team Leader, participated by key stakeholder representatives, to present preliminary findings and obtain feedback from the stakeholders. c) Data analysis and reporting: The Evaluation Team will conduct further data analysis based on all information collected and prepare a draft evaluation report for the Evaluation upon completion of the main data collection and analysis activities. The Evaluation Team Leader will submit the report to the UNCT. d) Review of the draft report and finalization of the report: the draft Report will be submitted for factual correction and feedback to key stakeholders, including the Peer Support Group (PSG). The Evaluation Team, in consultation with the UNCT, will prepare an audit trail to indicate how the comments were taken into account, and will finalize the evaluation report.

Phase 3: Follow-up: The UNCT together with the UN RC Office will conduct follow-up activities, as guided by their respective processes and mandates. These will include dissemination of the evaluation findings and recommendations and preparation of a management response and ensuring feeding of recommendations for the design of a new CF design.

Specifically, the institute/ firm will be responsible for the following:

- Conduct a thorough preparatory work to define the specific evaluation strategies, data collection methods and required evaluation tools.
- Conduct preliminary research and desk review of relevant documents provided by UN RCO
- Develop a data collection plan including the data collection instruments to be used and a list of key stakeholders for interviews; In addition, the precise data collection methods should be identified following: (a) Analysis of availability of existing evaluative evidence and administrative data (b) Logistical constraints (travel, costs, time, etc) and (c) Ethical considerations
- Collect, analyse and synthesize primary and secondary data for the assigned thematic area, through interviews and meetings (virtual) with relevant UN staff, and key partners such as government

counterparts, beneficiaries, local partners, civil society organisations, private sector and academia, to provide the core inputs for the outcome analysis paper;

- Support data collection activities for the assessment and cross-cutting issues as might be required;
- Present preliminary evaluation findings to the NITI Aayog and UN in India at the end of the data collection activities;
- Prepare draft report and revise it as needed, as per comments received from the NITI Aayog and UN in India, including regional offices and other stakeholders

The evaluation will be conducted in a participatory manner, ensuring the involvement of key stakeholders (for example, government, civil society organizations, right holders, and donors) in all phases of the evaluation. All findings should be supported with evidence. Discussions with select stakeholders will also be held to validate the self-assessment by the Inter-Agency Working Groups. Triangulation will be used to ensure that the information and data collected are valid. A report will identify constraints, lessons and challenges in relation to the priority interventions as well as specific recommendations made to the UNCT.

VII. Expected outputs and indicative timeframe.

i. Inception Report, including proposed methodology and work plan:

The inception report is produced by the Evaluation Team to elaborate on how it will conduct the evaluation. It contains:

- an assessment of the evaluability of the GoI-UNSDf, including identification of data gaps and a proposal to address any limitation identified;
- an elaboration of the evaluation questions into methodological sub-questions (by result groups, by data-collection method, etc.);
- sources and methods for collecting data for each methodological sub-question; and
- a concrete plan of evaluation activities and a timeline, possibly with a tentative list of interviews to be arranged

ii. Draft and Final Evaluation Report with accompanied PPT presentations and relevant annexes

The evaluation report should be written in a clear and concise manner that allows readers to easily follow its logic. It should not be overly filled with factual descriptions, especially those available elsewhere. The focus of the report should be to present the findings, the conclusions, and the recommendations in a logical and convincing manner. It should contain:

- what was evaluated and why (purpose and scope);
- how the evaluation was conducted (objectives and methodology);
- what was found and on what evidence (findings and evidences/analysis);
- what has been concluded from the findings and in response to the main evaluation questions (conclusions);
- what are the recommendations; and
- what are the key lessons learned.

iii. Recommendations

Recommendations should be developed for the purpose to help the UNCT to improve its support towards the achievement of national goals and the SDGs. In particular, recommendations:

- must logically follow the findings based on evidences and the conclusions drawn from them, with their rationale clearly explained;
- must be relevant to the country context and to the improvement of the UN system support towards the achievement of national goals and the SDGs;
- should be developed with the involvement of relevant stakeholders to ensure the relevance and feasibility of the actions to follow; and
- must not be overly prescriptive so as to allow the UNCT to design concrete actions for implementation of the management response.

Report Structure

The report should include the following sections:

Executive Summary

Introduction (Context and national priorities, goals, and methodology, brief description of the results, limitations)

A Reflection on the main findings which considers: (a) the results of the desk review of existing documentation available, and (b) the interviews conducted with Heads of UN Agencies, selected senior programme staff, and selected senior Government officials

Results by GoI-UNSDf Outcomes with focus on national progress, specific contribution of UN agencies and resources mobilized etc.

Partnership and collaboration strategy among UNCT and other donors; and evaluation of the efficiency and effectiveness of GoI-UNSDf as a partnership framework

Lessons Learned

6. Conclusions
Recommendations - identifying issues and opportunities to consider in preparing for the next Cooperation Framework.

VIII. Impact of COVID-19 on the assignment

The World Health Organization declared COVID-19 a global pandemic on 11 March 2020 as the new virus rapidly spread to all regions of the world. While these extraordinary circumstances present a critical limitation for the conduct of the evaluation, the UNRCO will continue to monitor the situation as it evolves and reserves the right to adjust the evaluation plan as appropriate and in line with UNDP's principles of 'do no harm' and 'duty of care' for its staff and consultants.

In line with UNDP's financial regulations, when determined by the UNRCO and/or the institute/evaluation firm that a deliverable or service cannot be satisfactorily accomplished, that deliverable or service cannot be paid. Due to the on-going COVID-19 situation and its ramifications, the UNRCO may consider making a partial payment if the institute/firm invested time towards the deliverable but was not able to complete it due to circumstances beyond its control.

IX. Required Skills and Experience

The selected institute/firm will have one leader and at least two Team members. The Team should have ample collective knowledge of the national context in various areas of UN work. The Team should be built with due consideration to gender balance, and coverage of different subject areas of work by UNCT member agencies. The Team should have the following competencies:

- good understanding of the SDGs and their implications for development cooperation;
- good understanding of the role of the UN System in development cooperation in the context of India
- demonstrated analytical capacity, particularly in the case of the Team Leader, including gender and human rights
- proven experience in conducting evaluations of development programmes (minimum 10 years for the Team Leader (international experience mandatory for the Team Leader) and 3-5 years for other Team members);
- sound knowledge of the country context and an in-depth understanding of at least one area of work of UNCT members; collectively, Evaluation Team members should broadly cover all areas of UNCT activity; and
- demonstrated ability to write and communicate clearly in languages appropriate for the country

X. Competencies

In addition to the required skills and experience above, all experts must possess the following competencies:

- Functional competencies
- Strong analytical skills, including ability to quickly assess a diverse range of information with a discerning sense for quality of data; and
- Good mastery of information technology required for organized presentation of information.
- Development and Operational Effectiveness
- Ability to work under pressure, multi-tasking skills; and
- Availability to conduct required analysis within the agreed timelines.
- Corporate Competencies
- Ability to work in multicultural and multidisciplinary teams, acting with professionalism, diplomacy, tact and courtesy.

Annex 2: Details of Key Informant Interviews and Focused Group discussions

2.1. Persons Interviewed for the Evaluation

No	Name	Designation	Organisation
Donors			
1	Ms. Saachi Bhalla	Programme Officer	BMGF
2	Mr. Homero Hernandez	Country Program Manager for India	GAVI
Central Government			
3	Mr. Pravin Srivastava	Ex-Sec'y	MOSPI
4	Ms. Sunita Sanghi	Ex - Senior Adviser	Min. of Skill Dev
5	Mr. Avnish Kumar Mishra	DDG (BC&SF)	DEA
6	Prof. Molly Kaushal	Mission Director National Mission for Cultural Mapping	IGNCA
7	Prof. Senapaty	Ex-Director	NCERT
8	Mr. Barthwal	Secretary	MOLE
UN Heads of Agencies, Representatives			
9	Mr Tomio Shichiri	Representative	FAO
10	Ms. Dagmar Walter	Head and Director	ILO
11	Ms. Shoko Noda	Resident Representative in India	UNDP
12	Mr. Eric Falt	Director and Representative	UNESCO
13	Dr. Deepa Prasad, Mr. Sriram	Representing the Head	UNFPA
14	Ms. Parul Agarwala	Country Programme Manager	UNHABITAT
15	Mr. Yasumasa Kimura	Officer in Charge	UNICEF
16	Mr. Rene Van Berkel	UNIDO Representative	UNIDO
17	Mr. Shombi Sharp	UN Resident Coordinator	UNRCO
18	Ms. Kanta Singh	(OIC at the time of the interview)	UNWOMEN
19	Mr. Bishow Parajuli	Representative and Country Director	WFP
20	Dr. Roderico Ofrin	Representative	WHO
Earlier Resident Coordinators			
21	Ms. Dierdre Boyd		
22	Ms. Renata Dessallien		
23	Ms. Yasmin Ali Haque		
State Government			
24	Mr. Akash Deep	Mission Director, JJM/ Secretary, PHED	Assam
25	Mr. Anand Mishra	Director, Planning	Uttar Pradesh
26	Mr. Bhaskar Sarma	Commissioner-Cum-Secretary, DWCD	Odisha
27	Mr. Anindo Majumdar	Advisor - SDG	Arunachal
28	Mr. P S Baghel	Joint Director Planning, MP Tourism	Madhya Pradesh
29	Dr. Basu Sood	Director, Planning, GoHP	Himachal Pradesh
30	Shri Aravind Agrawal	Director ICDS	Odisha
CSOs			
31	Mr. Vivek Raj Anand	Humsafar Trust	Executive Director
32	Ms. Asha Hans	SMRC Bhubaneswar	Vice President
33	Ms. Suneeta Dhar	Independent Gender Expert	Independent

2.2. Focused Group Discussions conducted for the Evaluation

No	Name	Organisation
1	Results Groups: RG1 - Poverty and Urbanisation RG2 - Health and WASH RG3 – Education RG4 - Nutrition and Food Security RG5 - Climate Change, Environment and Disaster Resilience RG6 - Skilling, Entrepreneurship, Job Creation; RG7 - Gender and Youth (7 FGDs)	UN Agencies
2	UN Agency Staff: WHO, UNFPA, UNICEF, UNIDO, WFP, FAO, UNESCO, UNDP, UNRCO (9 FGDs)	UN Agencies
Central Government		
3	NITI Aayog Team, also present were MEA and DEA (1 FGD – 21 participants)	NITI Aayog
4	Ministry of Labour and Employment (1 FGD – 10 participants)	Min. of Labour and Employment

Annex 3: Detailed methodology and data collection tools

1. Evaluation Purpose, Objectives and Scope

1.1. Purpose of the Evaluation

The evaluation was to be responsive to the needs and priorities of India and provide accountability and learning opportunities to the UN system to inform the future Cooperation Framework design and implementation. The purposes of the present evaluation were to:

- gather key findings and lessons learned to inform the next Cooperation Framework planning cycle (2023-27)
- suggest ways to improve UN coordination in India
- support greater learning and accountability towards agreed national objectives and priorities.

1.2. Objectives of the Evaluation

More specifically, the Evaluation was expected to:

- ensure accountability of UN actions to stakeholders;
- provide a transparent and participatory platform for learning and dialogue with stakeholders regarding national progress, challenges and opportunities, and best approaches in the context of the system-wide national response; and
- deliver clear recommendations to support the next CF cycle and ensure accelerated progress towards SDGs

1.3. Scope of the Evaluation

The scope of the evaluation included a holistic assessment comprising of the following areas:

- The evaluation's reference period was from January 2018 to December 2020 and also covered the design phase to draw lessons for the design of the new Cooperation Framework (2023-27).
- The evaluation covered contributions to outcomes of all programmes, projects, and activities in India by the UNCT and non-resident agencies in the seven priority areas listed in section 1.3 above.
- In principle, the evaluation did not evaluate the individual programmes or activities of UN agencies but built on the available programme and project evaluations conducted by each agency.
- The evaluation also examined the cross-cutting issues and the global UN programming principles (for example, , leaving no one behind (LNOB), human rights, gender equality and women's empowerment, sustainability and resilience, and accountability).
- The evaluation considered emerging issues, such as those related to disasters, and the COVID-19 pandemic in both the evaluation contexts (for example, , the UNCT's responsiveness, adaptation, and re-prioritization) and operations (for example, , methods for managing stakeholder participation and inclusiveness during the COVID pandemic).
- The evaluation covered the effectiveness of UN agencies working together at the sub-national level on common objectives such as the SDGs, response to COVID-19 among others.
- The geographical scope of the evaluation was both at National Government and State Government levels, as the GoI-UNSDf and the UN agencies' work spanned both levels.

2. Evaluability Assessment

The Evaluation Team used the GoI-UNSDf Evaluability Assessment tool to ensure that the GoI-UNSDf being evaluated was indeed evaluable. The rating system was applied for all the Evaluability Assessment criteria based on which an overall score was generated. The GoI-UNSDf 2018-2021 scored positively in 89 per cent of the criteria. Following are the detailed scores:

No.	Section	Score Obtained	Maximum Score
1	The Common Country Assessment (CCA)	16	21
2	GoI-UNSDf Objectives – Alignment with SDGs, national priorities, GoI-UNSDf guiding principles and CCA	17	18
3	Technical Robustness of the GoI-UNSDf – Adequacy of the theory of change (TOC) detailed for the GoI-UNSDf	14	18
4	Performance Measurement Framework - Identification of GoI-UNSDf Results Matrix and relevant indicators of performance	23	30
5	Monitoring, Evaluation and Learning (MEL) Plan for the GoI-UNSDf	26	33

No.	Section	Score Obtained	Maximum Score
6	Availability of data and data collection	24	24
7	Process used for developing the Gol-UNSDF – Coordination and Cooperation	14	15
8	Gol-UNSDF Governance and Management Structures for M&E	26	27
9	Gol-UNSDF M&E Resources	24	24
	Total Score Obtained	184 (89%)	207

3. Analysis of the Theory of Change

The Evaluation Team reconstructed a revised Theory of Change (TOC) for the Gol-UNSDF based on available reports and revised Key Performance Indicators (KPIs) submitted to NITI Aayog. This revised TOC is given in Annex 9. The TOC was validated through feedback received from the Results Group over email, and then further refined in meetings with the Results Groups after the submission of the Inception Report.

4. The Evaluation Framework

4.1. The Evaluation Approach

The evaluation was carried out in accordance with UNEG Evaluation Norms and Standards of Evaluation and Ethical Standards as well as OECD DAC evaluation principles and guidelines. It was also fully compliant with the DAC Evaluation Quality Standards.

Consistent with the expectations, the evaluation was conducted as a systematic learning exercise for all programme stakeholders. It was, therefore, structured to generate and share experiences and practical knowledge. To achieve this, the evaluation adopted a consultative rather than an advisory tone. The evaluation emphasized the process to assess achievements on the outcomes and impacts and the hindrances faced by the Gol-UNSDF. It was emphasized to all stakeholders that the evaluation exercise was not about finding fault or a proxy for measuring individual or institutional performance. On the contrary, it was a forward-looking exercise keeping in mind the need to enhance impacts from future programming.

4.2. Evaluation Criteria

The following evaluation criteria were used for the evaluation in line with the OECD DAC guidelines:

a. Relevance: is the intervention doing the right things?

Responsiveness of the Gol-UNSDF to national objectives and priorities

b. Coherence: how well does the intervention fit?

Internal Coherence – Coherence within the UN System and with its norms and standards

External Coherence – Coherence of UN System with Government and other actors towards complementarity, harmonisation, and coordination

c. Effectiveness: is the intervention achieving its objectives?

Extent to which Gol-UNSDF achieved its objectives, results, including differential results across target groups

d. Efficiency: how well are resources being used?

The extent to which the Gol-UNSDF delivered results in an economic and timely way

e. Impact: What difference does the intervention make?

Extent to which Gol-UNSDF generated significant positive, negative, intended, unintended higher-level effects

f. Sustainability: Will the benefits last?

The extent to which the net benefits of Gol-UNSDF interventions continue

4.3. Evaluation Questions

Four Key Evaluation Questions and their sub-questions have guided the evaluation (Table 1 below).

Table 1: Evaluation Questions and sub-questions

Key Evaluation Questions	Sub-Questions
KEQ 1. To what extent has the UN system ensured relevance, effectiveness, efficiency, and sustainability of its	1.1. Relevance To what extent are the objectives of Gol-UNSDF consistent with country needs, national priorities, the country's international and regional commitments, including in leaving no one behind, human rights, sustainable development, environment, and the needs of women and men, girls, and boys in the country?

Key Evaluation Questions	Sub-Questions
<p>interventions under the GOI-UNSDF?</p>	<p>1.2. Effectiveness a. How resilient, responsive, and strategic is the UNCT in addressing emerging and emergency needs? For example, how well did the UNCT assess the COVID-19 impacts and reprioritise or adapt its support to provide timely support to the country and to ensure the achievement of the GoI-UNSDF outcomes?</p>
	<p>b. What is the extent to which the UNCT has contributed to, or is likely to contribute to, the outcomes defined in the GoI-UNSDF? Did the unintended results, if any, affect national development positively or negatively and to what extent have they been foreseen and managed?</p>
	<p>c. What have been the impacts of the interventions under the GoI-UNSDF in the short, medium, and long term?</p>
	<p>1.3. Efficiency a. What is the extent to which outcomes have been achieved with the appropriate amount of resources and maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.)?</p>
	<p>b. Were the GoI-UNSDF objectives achieved within the agreed timelines?</p>
	<p>c. What is the extent to which allocated funding adequately reflects the level of needs and the operating environment? Were the funds allocated adequate and utilized for the planned activities?</p>
	<p>1.4. Sustainability To what extent are the changes brought about by GoI-UNSDF likely to be maintained, broadened, and deepened for a reasonably long period of time after the current GoI-UNSDF period?</p>
<p>KEQ 2. How internally and externally coherent has the UN system support been towards meeting GOI-UNSDF Objectives?</p>	<p>2.1. Internal Coherence a. How well has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?</p>
	<p>b. How well has the GoI-UNSDF strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?</p>
	<p>c. To what extent has the GoI-UNSDF facilitated the identification of and access to new financing partners?</p>
	<p>d. How well was the GoI-UNSDF supported by an integrated funding framework and by adequate funding instruments? What were the gaps?</p>
	<p>2.2. External Coherence a. To what extent has the GoI-UNSDF strengthened the position, credibility, and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?</p>
	<p>b. How well have the GoI-UNSDF flows at scale for national Framework reduced transaction costs for partners through greater UN coherence and discipline?</p>
	<p>KEQ 3: How effectively has the UN system initiated and supported transformational changes towards meeting long term objectives of GoI-UNSDF?</p>
<p>b. How effectively did the UN system leverage all sources of financing and investments, rather than relying mostly on donor funding for its activities, to ensure the scale of impact necessary for attaining the 2030 Agenda?</p>	
<p>c. How well did the UN system promote and support inclusive and sustainable economic growth that leaves no one behind and strengthen ecological foundation of the economy and the society?</p>	
<p>d. How well did the UN system promote or support policies consistent among each other and across sectors, given the multi-sectoral nature of social and economic development?</p>	
<p>e. To what extent did the UN system support India and its people in strengthening economic and individual resilience and contributed to reducing vulnerability against shocks and crises?</p>	
<p>e. What has been the contribution of NITI Aayog in meeting the GoI-UNSDF objectives?</p>	

Key Evaluation Questions	Sub-Questions
KEQ 4: To what extent has the GoI-UNSDf implementation been in line with crosscutting principles of inclusion, gender equality, Human Rights and Environment?	a. How well has the UN system support been extended to promote inclusion of marginalised population groups and gender equality?
	b. To what extent has the UN system support followed the Human Rights principles?
	c. How effectively was the UN system support designed and delivered with due consideration to environmental implications?

4.4 Evaluation methodology, limitations and ethical considerations

The evaluation covered contributions to outcomes of all programmes, projects, and activities in India by the UNCT and non-resident agencies in the seven priority areas listed in section 1.3 above. In principle, the Evaluation Team did not evaluate the individual programmes or activities of UN agencies; rather it focused more on the effectiveness of UN agencies working together at the national and sub-national level on common objectives such as the SDGs, response to COVID-19 among others.

The evaluation examined the cross-cutting issues and the global UN programming principles (for example, , leaving no one behind (LNOB), human rights, gender equality and women's empowerment, sustainability and resilience, and accountability). The evaluation also considered emerging issues as well such as those related to disasters, and the COVID-19 pandemic in terms of the UNCT's responsiveness, adaptation, and re-prioritization, and its operations (for example, , methods for managing stakeholder participation and inclusiveness during the COVID pandemic).

Methodologically, the evaluation used a mix of summative and formative strategies. Where possible and available, the Evaluation Team used data available⁵⁸ from UN Agencies' Programmes. The design employed consisted of the following:

Non-experimental Design: The Evaluation Team attempted to estimate the changes brought about by the programme through the project M & E reports, interviews, and participatory and other evaluation tools.

Case Study and Key Informant Interview Design: Where possible and required, case studies and Key Informant data on the implementation of the GoI-UNSDf were used to draw qualitative inferences about the achievements and likely risks. A selection of Case Studies can be seen in Annex 6 and the list of Key Informants interviewed in Annex 2.

4.5. Sampling

The Evaluation Team adopted purposive sampling for the qualitative interviews in close collaboration with NITI Aayog and Office of the UNRC and focused on those key partners within agencies, ministries, and organizations most closely connected to the UN from among the stakeholders.⁵⁹ Based on ToR requirements, the evaluability assessment and discussions with the Office of the UNRC, the Evaluation Team selected to rely on a desk review and key informant interviews (KIIs) to inform the evaluation.

All the fieldwork tools incorporated a gender analysis. Furthermore, gender considerations, and principles of inclusion, participation and non-discrimination were integral to the evaluation methodology, data collection and reporting in line with UNEG Guidance on Human Rights and Gender Equality in Evaluation.⁶⁰

Data collection was conducted in-country between November 2021 and June 2022 through interviews with stakeholders in New Delhi and Arunachal Pradesh, Assam, Himachal Pradesh, Madhya Pradesh, Odisha and Uttar Pradesh.

⁵⁸ Secondary literature from UN agencies provided by UNRCO was reviewed. This included but was not be limited to: Inter-agency Results Group reports; Reports submitted to Donors on GoI-UNSDf ; Relevant M & E documents; Digital time series snapshots of the UNCT Results trackers and SDG portals; Digital Knowledge products developed under the project (case stories, process documentation, learning compendiums, policy briefs, papers, toolkits, manuals, SoPs, etc.); Evaluation reports: UN agency and programme evaluations; Reports of critical consultations and meetings organized under the programmes demonstrating influencing processes.

⁵⁹ Criteria for selecting individuals within each organization and entity include: Information richness (*respondents' sufficient familiarity with the activities to provide insights*), Accessibility, Diversity (*stakeholders represented national and sub-national stakeholders*).

⁶⁰ UNEG. 2014. Integrating Human Rights and Gender Equality in Evaluation. <http://www.uneval.org/document/detail/98011/02/2022>

5. The Evaluation Instruments

Based on the above design, and given the constraints imposed by COVID-19 situation, the following evaluation tools were used to arrive at the conclusions:

5.1. Document Review

Secondary literature from UN agencies provided by UNRCO were reviewed. This included (but was not limited to) the following documents:

- Inter-agency Results Group and UNINFO reports
- Reports submitted to Donors on GoI-UNSDf
- Relevant M & E documents
- Digital time series snapshots of the UNCT Results trackers and SDG portals
- Digital Knowledge products developed under the project (case stories, process documentation, learning compendiums, policy briefs, papers, toolkits, manuals, SoPs etc.)
- Evaluation reports: UN agency and programme evaluations
- Reports of critical consultations and meetings organized under the programmes demonstrating influencing processes.

5.2. UN Agency Self Assessments

The Evaluation Team followed a four-step process for self-assessments:

1. Design a self-assessment framework in relation to the GoI-UNSDf and the evaluation questions listed above using a 4-point DAC rating system
2. The Results Groups (and any other relevant stakeholders) scored themselves on the self-assessment.
3. While providing the Evaluation Team their scores, the scoring agencies and groups provided documentary evidence or point to Key Informants who would validate their self-assessments.
4. These Key Informants and documentary evidence was then analysed to arrive at conclusions.

The self-assessment tool and the respondent groups were finalized in consultation with the UNRCO India team. The results of the self-assessment survey are given in Annex 7.

5.3. Key Informant Interviews

Key Informant Interviews were conducted with the key informants. Criteria for selecting individuals within each organization and entity include:

- Information richness (*are the respondents sufficiently familiar with the activities to provide insights?*),
- Accessibility (*can the stakeholders be accessed by the Evaluation Team?*),
- Diversity (*Do stakeholders represent of the diversity of national and sub-national stakeholders?*).

The selection of KIIs was further refined during the evaluation according to the respondents' accessibility and availability. UNRCO/NITI Aayog provided necessary coordination support in ensuring that these meetings take place. A total of 18 KIIs were conducted with:

- UNRCO, UNCT and other key UN Agency Senior Management
- GoI-UNSDf Results Group leads and members
- Key National and State Government Officials
- Key Partner NGO and Civil Society Organisation Members
- Other relevant informants as suggested by UNRCO India

5.4. Case Studies

Short case studies (caselets) were prepared to capture the qualitative aspects of GoI-UNSDf's achievements and gaps. Information was gathered from the Interagency Results Groups, UN Agency M & E Reports, and other documents of UNCO India as well as from interviews with key informants and stakeholders. A list of selected Case Studies is given in Annex 6.

5.5. National Validation Workshop

The findings of the Evaluation were presented to the stakeholders at a National Validation Workshop in April 2022 where the next GoI-UNSDf was discussed which was attended by a large number of senior officials from Government of India, State Governments, UN Agencies and other key stakeholders.

Following the completion of data collection, the Evaluation Team analysed the evidence to produce findings, conclusions and recommendations. The Evaluation Team consistently used triangulation to corroborate findings and ensure that a rich, rigorous and comprehensive account was mapped against the evaluation

questions. This systematic approach enabled the validation of findings while avoiding bias, as far as is possible, in the evaluation judgement.

6. Limitations and Mitigation

Limitations: The Evaluation Team identified two limitations. One, the COVID-19 pandemic disrupted the working of the Results Groups and a new framework of cooperation had to be developed. The results thus were still not clearly quantifiable and available given the short duration of implementation. Two, the evaluation was constrained by the limited amount of time allocated to an evaluation of this level in terms of both level of effort and the request for the evaluation to be completed speedily. The Evaluation Team has attempted to address these limitations to the best of its abilities.

Mitigation measures: The Evaluation Team adopted several measures to ensure the quality of the evaluation products. These included:

- thorough adherence to the ToR;
- holding regular internal project management meetings to track delivery and quality, and dealt with any problems as they arose;
- compiling and documenting all relevant information into organised project files
- maintaining clear and open communication with the Office of UNRC/NITI Aayog at all times, and informing the Office of the UNRC of any problems or delays as they arose;
- seeking regular feedback from UNRC/NITI Aayog and incorporated said feedback into the evaluation design, process, and outputs; and
- ensuring accuracy and depth of analysis and soundness of arguments.

7. Ethical Protocols

The independent and professionally competent Evaluation Team was committed to carrying out the evaluation in accordance with UNEG Ethical Guidelines, and UNEG Code of Conduct for Evaluation in the UN system, as well as the OECD DAC evaluation principles, guidelines, and quality standards. The 2014 UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, the 2018 UN-SWAP Evaluation Performance Indicator and its related scorecard, the 2015 UN Women Evaluation Handbook on How to Manage Gender Responsive Evaluation, and the 2018 OHCHR Guidance on Human Rights-Based Approach to Data, were useful additional guidance material.

The evaluation employed an inclusive and participatory approach. Moreover, the evaluation followed a human rights-based approach through consultations with both duty bearers (UNCT) and rights holders (Government and intended joint programme beneficiaries). The Evaluation Team undertook to:

- a) exercising the commitment to avoid conflicts of interest in all aspects of their work, thereby upholding the principles of independence, impartiality, credibility, honesty, integrity and accountability;
- b) engaging appropriately and respectfully with participants in evaluation processes, upholding the principles of confidentiality and anonymity;
- c) ensuring that no human rights are violated;
- d) minimizing risks to, and burdens on, those participating in the evaluation;
- e) ensuring accuracy, completeness, and reliability; and fair and balanced reporting that acknowledges different perspectives; and
- f) discreetly reporting the discovery of any apparent misconduct to a competent body.

Key informants were assured of full anonymity and confidentiality of their responses. Informants and focus group participants were given the opportunity to give their informed consent by providing space for questions and answers prior to the interviews. All participants were given the opportunity to ask questions and for further explanation. The evaluation ensured that participation is voluntary. In those cases where some sensitive information may be provided or observed by the evaluators, where possible, the relevant institutions, including appropriate UN agencies were notified and requested to provide support.

Ethical considerations ensured that no human rights were violated. The Evaluation Team did not disclose at any level any names of any individuals, without their permission, who shared their experiences and views. Either at the time of evaluation or afterwards, the Evaluation Team ensured that the study process was not detrimental to their welfare.

8. Evaluation matrix (Including Criteria and Questions)

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
Evaluation Question 1. How well has the UN system able to deliver outputs and outcomes vis-à-vis the Theory of Change (ToC) and the Results Framework of the GoI-UNSDf?			
Relevance	1.1. How relevant are the objectives of GoI-UNSDf consistent with country needs, national priorities, the country's international and regional commitments, including in leaving no one behind, human rights, sustainable development, environment, and the needs of women and men, girls, and boys in the country?	<ul style="list-style-type: none"> Alignment between GoI-UNSDf and Policy Directions identified by NITI Aayog. Areas where the UN interventions led to formulation of national policies or programmes. Perceptions of various stakeholders on the relevance of the UN's work under the GoI-UNSDf. 	Desk review Self-Assessment Survey Validation & Learnings Workshop Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog, DEA, MEA Line Ministries UNCT and RG members State Government CSOs, Private Sector, etc.
Effectiveness	1.2. How resilient, responsive, and strategic is the UNCT in addressing emerging and emergency needs? For e.g., how well did the UNCT assess the COVID-19 impacts and reprioritise or adapt its support to provide timely support to the country and to ensure the achievement of the GoI-UNSDf outcomes?	<ul style="list-style-type: none"> Evidence of active role of the UN in response and recovery of COVID and other climate, disaster, and economic shocks during the GoI-UNSDf period. Percentage of resources that were repurposed towards national emerging and emergency situations. 	<ul style="list-style-type: none"> Desk review Validation & Learnings Workshop Self-Assessment Survey Key Informant Interviews NITI Aayog Line Ministries UNCT and RG members State Governments CSOs, Private Sector, etc.
	1.3. What is the extent to which the UNCT contributed to, or is likely to contribute to, the outcomes defined in the GoI-UNSDf? Did the unintended results, if any, affect national development positively or negatively and to what extent have they been foreseen and managed?	<ul style="list-style-type: none"> Percentage of GoI-UNSDf, SERF targets achieved No. of models where the UN supported national and central governments in designing and scaling up development models. 	Desk review Self-Assessment Survey Case Studies Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog Lime Ministries UNCT and RG members State Governments CSOs, Private Sector, etc.

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
	1.4. What have been the impact of the interventions under the GoI-UNSDf in the short, medium, and long term?	<ul style="list-style-type: none"> Evidence of interventions under the GoI-UNSDf that led to development of critical capacities of the UN Government and non-government partners. Evidence of interventions under the GoI-UNSDf that led to promotion of inclusive, sustainable, and ecologically sound development and cultural conservation. 	Desk review Self-Assessment Survey Validation & Learning Workshop Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog Line Ministries UNCT and RG members State Governments CSOs
Efficiency	1.5. What was 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.)?	<ul style="list-style-type: none"> Actual vs planned schedule and budget for a sample of agencies (both UN and Government) and external partnerships with local CSOs, business and other relevant actors. Perception of various stakeholders on the UN's efficiency in sharing critical information in a timely manner. Actions taken to mitigate time or budget problems Perceptions of RG members and non-members on the RG's role in enhancing internal and external coherence of the UN agencies. 	Desk review FGDs with Results Groups Self-Assessment Survey Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog State Governments UNCT and RG members
	1.6. Were the GoI-UNSDf objectives achieved within the agreed timelines?	<ul style="list-style-type: none"> Perception of various stakeholders on the UN's efficiency in delivering results in a timely manner. Instances of actions taken to mitigate time or budget problems 	Desk review FGDs with Results Groups Self-Assessment Survey Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog State Governments UNCT and RG members
	1.7. What is the extent to which allocated funding adequately reflects the level of needs and the operating environment? Were the funds allocated adequate and utilized for the planned activities?	<ul style="list-style-type: none"> Amount of funds raised from new sources in the GoI-UNSDf period 	Desk review FGDs with Results Groups Self-Assessment Survey Key Informant Interviews

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
			<ul style="list-style-type: none"> NITI Aayog UNCT and RG members
Sustainability	1.8. To what extent are the changes brought about by project likely to be maintained, broadened, and deepened for a reasonably long period of time after the current GoI-UNSDf period?	<ul style="list-style-type: none"> Long-term partnerships established during GoI-UNSDf period. Evidence of critical capacities developed during GoI-UNSDf. Results of Self-Assessment survey on sustainability of interventions. Evidence of relationship of GoI-UNSDf interventions to relevant SDGs and national plans. 	Desk review FGDs with Results Groups Self-Assessment Survey Validation & Learnings Workshop Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog State Governments UNCT and RG members CSOs

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
Evaluation Question 2. How coherent was the UN system support towards meeting GoI-UNSDf Objectives?			
Coherence	2.1. How well has the UN system collectively prioritized activities based on the needs (demand side) rather than on the availability of resources (supply side), and reallocated resources according to the collective priorities if necessary?	<ul style="list-style-type: none"> Results of Self-Assessment on Internal coherence of the UN. Perception of external stakeholders on coherence of UN with external stakeholders. Evidence of Joint programmes and joint advocacy during the GoI-UNSDf period. 	Desk review Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog UNCT and RG members State Government
	2.2. To what extent has the GoI-UNSDf strengthened the position, credibility, and reliability of the UN system as a partner for the government and other actors, and used effectively as a partnership vehicle?	<ul style="list-style-type: none"> Results of Self-Assessment on the UN's image as a reliable, credible partner Perception of role of UN as a complementary, credible, and reliable partnership vehicle by Government, Private Sector, Civil Society and Donors 	Desk review Self-Assessment Survey FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog, DEA, MEA Line Ministries UNCT and RG members State Government CSOs, Private Sector, etc.

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
	2.3. How well has the GoI-UNSDf strengthened the coherence of support by UNCT members towards the common objectives and to deliver quality, integrated, SDG-focused policy support?	<ul style="list-style-type: none"> External and internal stakeholders' perception on the alignment and coordination between UN programmes and government systems. 	Desk review Self-Assessment Survey FGDs with Results Groups Case Studies Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog State Government UNCT and RG members
	2.4. To what extent has the GoI-UNSDf facilitated the identification of and access to new financing partners?	<ul style="list-style-type: none"> Amount of finances raised under new financing mechanisms by the UN. 	Desk review Self-Assessment Survey Case Studies Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog Line Ministries UNCT and RG members State Government Private Sector
	2.5. How well has the GoI-UNSDf flows at scale for national Framework reduced transaction costs for partners through greater UN coherence and discipline?	<ul style="list-style-type: none"> Results of Self-Assessment on UN's role in reducing transaction cost under the GoI-UNSDf Perception of role of UN as a complementary, credible, and reliable partnership vehicle by Government, Private Sector, Civil Society and Donors 	Desk review Self-Assessment Survey Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog Line Ministries UNCT and RG members State Government
	2.6. How well was the GoI-UNSDf supported by an integrated funding framework and by adequate funding instruments? What were the gaps?	<ul style="list-style-type: none"> Amount of Resources available and utilised under the integrated funding framework for GoI-UNSDf. 	Desk review FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> UNCT and RG members

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
Evaluation Question 3: How effectively has the UN system initiated and supported transformational changes towards meeting long term objectives of GoI-UNSDF?			
Transformational change	3.1. To what extent was the UN system support extended to build national and local capacities and ensure long-term gains?	<ul style="list-style-type: none"> • Documented evidence of interventions under GoI-UNSDF to build capacities of various stakeholders. • Level of participation of NITI Aayog, Line Ministries and State Governments in implementation of the GoI-UNSDF in India. 	Desk review Self-Assessment Survey FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.
	3.2. How effectively did the UN system leverage all sources of financing and investments, rather than relying mostly on donor funding for its activities, to ensure the scale of impact necessary for attaining the 2030 Agenda?	<ul style="list-style-type: none"> • Amount of finances raised under new financing mechanisms by the UN. 	Desk review Self-Assessment Survey FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog • Line Ministries • State Government • UNCT and RG members
	3.3. How well did the UN system promote and support inclusive and sustainable economic growth that leaves no one behind and strengthen ecological foundation of the economy and the society?	<ul style="list-style-type: none"> • Evidence of interventions made under the GoI-UNSDF to promote the inclusion of LNOB population groups. 	Desk review Self-Assessment Survey FGDs with Results Groups Validation & Learning Workshop Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.
	3.4. How well did the UN system promote or support policies consistent among each other and across	<ul style="list-style-type: none"> • Evidence of interventions on work related to make national and state policies more consistent and synergistic. 	Desk review Self-Assessment Survey FGDs with Results Groups

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
	sectors, given the multi-sectoral nature of social and economic development?		Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.
	3.5. To what extent did the UN system support India and its people in strengthening economic and individual resilience and contributed to reducing vulnerability against shocks and crises?	<ul style="list-style-type: none"> • Evidence of interventions under Gol-UNSDf designed to address critical environmental issues and prepare resilience of communities against economic, disaster and climate shocks and risks in India. 	Desk review Self-Assessment Survey FGDs with Results Groups Case Studies Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.
	3.6. What has been the contribution of NITI Aayog in meeting the Gol-UNSDf objectives? Make specific recommendations relating thereto.	<ul style="list-style-type: none"> • Evidence of initiatives taken by NITI to enhance design and implementation of the Gol-UNSDf. 	Desk review Self-Assessment Survey FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog • UNCT and RG members
3.2. Cross Cutting Issues	3.7. How well has the UN system support been extended to promote inclusion of marginalised population groups and gender equality?	<ul style="list-style-type: none"> • Evidence of interventions under Gol-UNSDf for promoting gender equality and inclusion of LNOB populations. 	Desk review Self-Assessment Survey FGDs with Results Groups Case Studies Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	ENQUIRY AREAS	METHODS AND SOURCES
	3.8. To what extent has the UN system support followed the Human Rights principles?	<ul style="list-style-type: none"> Evidence of interventions under Gol-UNSDf for promoting human rights. 	Desk review Self-Assessment Survey FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> UNCT and RG members CSOs, Private Sector, etc.
	3.9. How effectively was the UN system support designed and delivered with due consideration to environmental implications?	<ul style="list-style-type: none"> Evidence of interventions under Gol-UNSDf for promoting environmental sustainability and building resilience of populations at climate change, ecological and disaster risks. 	Desk review Self-Assessment Survey FGDs with Results Groups Case Studies Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog Line Ministries State Government UNCT and RG members CSOs, Private Sector, etc.

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	INDICATORS	METHODS AND SOURCES
4. Evaluation Output - What are the main lessons learned from the Gol-UNSDf (2018-22)?			
Lessons Learned	4.1. What are the most important lessons learned from the implementation of the Gol-UNSDf (2018-22)?	<ul style="list-style-type: none"> Results of Self-Assessment Surveys Focus Groups and Key Informant Interviews 	Desk review Self-Assessment Survey FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> NITI Aayog, DEA, MEA Line Ministries State Government UNCT and RG members CSOs, Private Sector, etc.
	4.2. What are the major opportunities and risks for the next Cooperation Framework (2023-27)?	<ul style="list-style-type: none"> Results of Self-Assessment Surveys Focus Groups and Key Informant Interviews 	Desk review Self-Assessment Survey

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	INDICATORS	METHODS AND SOURCES
			FGDs with Results Groups Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.
	4.3. What should be the future strategy of the UN system in India, considering COVID-19 and other recent developments at national and international levels?	<ul style="list-style-type: none"> • Results of Self-Assessment Surveys Focus Groups and Key Informant Interviews 	Desk review Self-Assessment Survey FGDs with Results Groups Validation & Learning Workshop Case Studies Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.
	4.4. What are the ways in which the relationship between the UN System and National and State Governments should be enhanced to ensure better synergies in their mutual long-term advantages and comparative advantages?	<ul style="list-style-type: none"> • Results of Self-Assessment Surveys Focus Groups and Key Informant Interviews 	Desk review Self-Assessment Survey FGDs with Results Groups Validation & Learning Workshop Case Studies Key Informant Interviews <ul style="list-style-type: none"> • NITI Aayog, DEA, MEA • Line Ministries • State Government • UNCT and RG members • CSOs, Private Sector, etc.

Annex 4: Budgets and Interventions under the GoI-UNSDF 2018-22

GoI-UNSDF 2018-22 Expenditure by Year

Year	Expenditure M USD
2018	271.73
2019	173.51
2020	148.78
2021	169.32
Total Expenditure	763.33

GoI-UNSDF 2018-22 Expenditure by Outcome

Outcome	Expenditure M USD
OC 1: Poverty & urbanisation	78.55
OC 2: Health and WASH	347.90
OC 3: Education	42.02
OC 4: Nutrition and Food Security	103.09
OC 5: Climate Change, Environment, DRR	78.98
OC 6: Skilling, Entrepreneurship, Jobs	23.81
OC 7: Gender Equality & Youth Development	88.98
Total	763.33

Typology of the interventions made under GoI-UNSDF 2018-22

UN Function	No. of Interventions per function (%)	Intervention Area	No. of interventions	% of all interventions
Analysis, normative and knowledge management	41.90	Analytic Reports	51	13.7
		Normative Work	27	7.3
		Knowledge Management	1	0.3
		Policy Support	65	17.5
		Models	11	3.0
Convening Role	3.10	Convening	11	3.0
Operational role - technical support, training, project support	55	Technical Support	105	28.3
		Project Support	39	10.5
		Capacity Building	61	16.4
Total			371	

Annex 5: Interventions to develop Capacity and Models, Norms, Data and Convening

The UN system adopted the following explicit strategies to ensure sustainability of the UN's interventions:

1. Design and integration of developmental models into government systems
2. Support to capacity development at various levels
3. Normative work with Government to change policies or programmes for greater inclusion
4. Setting up and strengthening systems for robust and quick data collection and dissemination
5. Convening Interventions
6. Technical and Operational support

Details of interventions made under each of the above strategies are given below.

1. Design and integration of developmental models into government systems

The UN designed several models through pilots that were later integrated into the state and central government systems. Following are the major developmental models were designed, tested and scaled up into Government systems under the GoI-UNSDF:

1. Models for integrated farming systems piloted in rainfed areas of Maharashtra, Odisha, and Rajasthan (FAO).
 - o Model for Landscape based Integrated Rainfed Agriculture Systems piloted in Nuapada, Odisha (FAO).
 - o A Sugar beet pilot model was implemented in Baramati, Maharashtra (FAO).
 - o In Bikaner, Rajasthan a model for support to pastoralists and their animals was developed (FAO).
2. Technical support provided for two model units for production of nutritious fortified take home rations in Uttar Pradesh (WFP).
3. 'Socially Smart City' model developed for supporting Government of India's Smart City Mission in two cities - Bhubaneswar and Patna (UNFPA)
4. Marketplace model for sex workers for expanding livelihood options
5. Linguistic survey and model of Multi-lingual instructional strategies piloted in 50 schools (UNESCO).
6. Pimpri Chinchwad Municipal Corporation, Maharashtra supported for design of India's first social impact bond for strengthening healthcare infrastructure as a replicable financing model (UNDP).
7. Labour resource centres piloted in Chhattisgarh – both mobile labour resource centres and at government offices at the district level – to facilitate access to social protection schemes and entitlements.
8. Finalization of India: Mercury Initial Assessment (MIA) report, including interventions to mainstream mercury priorities as well as a national action plan (UNDP)
9. Developed 22 departmental disaster management (DM) plans, including COVID specific SOPs with focus on gender and marginalized communities for the Government of Maharashtra (UNDP)
10. Developed Responsible Tourism Protocols for 8 Gram Panchayats and 54 accommodation owners for tourism hotspots around Munnar in Kerala (UNDP)
11. Preparation of Voluntary Certification Guidelines for Access & Benefit Sharing for enhanced adoption and reporting by private sector, on use of biological resources (UNDP)

2. Support to capacity development at various levels

Capacity development (CB) has been a cornerstone of the UN's work in India especially at state and local levels. Following are the major areas for capacity enhancement under the GoI-UNSDF:

i. Health Sector before and during COVID Response

1. The Health System Strengthening (HSS) programme of Government of India to successfully strengthen the immunization landscape of India (UNDP, UNICEF, WHO)
2. Developing the capacity of over 51 thousand cold chain handlers on real-time vaccine logistic management and temperature monitoring on eVIN digital platform (UNDP)
3. Training over 1.2 million frontline workers across 349,000 Covid vaccination centres to digitize vaccination status on Co-WIN (UNDP)
4. Systems capacity on maternal nutrition services in COVID-19 (WHO)

5. Frontline workers, primary care physicians, paediatricians for essential service packages to newborns, young infants and children under five (WHO)
6. Staff of 11 medical colleges in Rajasthan, Gujarat and Chandigarh on evidence based practices and respectful maternity care (WHO)
7. Anemia Mukht Bharat e-Training modules (Hindi, English) for MoHFW (WHO)
8. Frontline workers for COVID-19 vaccination and immunization drives such as Intensified Mission Indradhanush (WHO, UNICEF)
9. 50,000 healthcare workers (counsellors, psychiatrists, ASHAs, and others) across India for Mental Health and Psychosocial Support during the pandemic (UNICEF, UNFPA).
10. 2500 Civil Society Organizations actively engaged in community engagement on COVID Appropriate Behaviour and vaccine demand generation (UNICEF)
11. District Nodal Officials on air pollution & human health (UNEP)

ii. Gender Based Violence, Child Marriage, Sexual and Reproductive Health

1. 215,303 community workers and allied frontline workers on GBV (UNICEF)
2. State governments in data quality for planning and scaling up RMNCH+A (UNFPA)
3. District level government officials implementing Beti Bachao Beti Padhao in Rajasthan, Punjab, Madhya Pradesh, and GBSS⁶¹ in Maharashtra (UNFPA)
4. 102,221 Health and Wellness Ambassadors in 20 states on SRH
5. 246 Medical Officers and health professionals in Maharashtra, Gujarat, Rajasthan and Chandigarh on comprehensive health sector response to violence and medico-legal care of survivors of sexual violence (UNFPA)
6. 1800 National Adolescent Counsellors in 35 States/UTs reaching 50 million adolescents on integrated COVID and SRH
7. One Stop Centres in Bihar, Punjab and Chhattisgarh on Child Marriage.
8. Staff from 35 PHCs and CHCs on integrated SRH HIV services in 6 districts of Gujarat (UNAIDS).

iii. Sustainable farming systems and natural resources

1. 1.09 lakh state-level government and other stakeholders implementing the in PM Fasal Bima Yojana (crop insurance scheme) (UNDP). 123,075 participants trained in 903 trainings from Aug 2018 till 31 March 2022. Major stakeholders trained include- State Govt officials, Bankers, Staff of Insurance Companies, CSC- VLEs, and Kisan call Centre.
2. National, state and landscape level institutions on conservation of globally significant biological resources of mountain landscapes (UNDP)
3. State Governments of Chhattisgarh and Odisha for effective implementation of the Forest Rights Act 2006 (UNDP).
4. Farmer Field Schools and a participatory discovery-based learning approach to scale up Zero Budget Natural Farming in all districts of Andhra Pradesh (FAO).
5. 557 participants on "On-farm and mass production protocols of bio-agents and microbial-agents for Fall armyworm management" (FAO)

iv. Education, Disaster preparedness and Skilling

1. Gram Panchayat members on child-friendly local governance (CFLG) in Uttar Pradesh, Maharashtra, Odisha, Chhattisgarh, Karnataka and Andhra Pradesh (UNICEF).
2. State capacities for convergent planning delivering quality ECE (UNICEF).
3. 100,000 School Management Committees in school management in Jharkhand, Rajasthan, Uttar Pradesh
4. Communities for institutionalizing capacity and governance for water management (UNICEF)
5. Web-based e-learning module for Census house listing operations submitted to ORGI (UNFPA)
6. National Institute of Disaster Management, State Disaster Management Authorities, interagency groups (IAGs) and others on inter-sectoral humanitarian action (UNICEF-Sphere India)
7. Line-departments, partners in 17 states on risk-informed programming, Emergency Preparedness (UNICEF)

⁶¹ Global Programme on Son Preference and Gender- biased Sex Selection

8. Curricula on career guidance and counselling, 21st century skills & entrepreneurship, TOTs, etc. for young people, skilling and enterprise promotion institutions, educational institutions and industry associations. (UNDP).
9. Development of Standard Operating Procedure for setting up of Youth Employability Service Centre (District Employment exchange, State government of Karnataka)(UNDP)
10. ToT on Pre-Employment Orientation, Pre-Departure Orientation, and Post-Arrival Orientation of employers and multi-stakeholders hiring migrant labour. (IOM)
11. GIS-Enabled Entitlement Tracking System (GEET) an app to help households gain information on daily wages, pensions and other government welfare schemes they are eligible for.
12. Sustainable Cities Integrated Approach Pilot sustainability strategies into urban planning and management Bhopal, Guntur, Jaipur, Mysuru and Vijayawada.

3. Normative work with Government to change policies or programmes for greater inclusion

Several interventions were made to develop normative products (Standards, guidelines, protocols, and drafting of policies). The major ones are listed in below on the UN's normative work.

i. Support to national or sub-national strategic plans

1. National strategic plan on HIV AIDS of 'Three Zeros' - i.e., zero new infections, zero AIDS-related deaths and zero discrimination (UNAIDS)
2. National Strategic Plan for Ending TB by 2025 (WHO)
3. Support for developing the International Solar Alliance Country Partnership Framework
4. Supported MoEFCC to finalise the mercury action plan (UNDP)
5. Feasibility assessment of implementing WHO guidelines on breastfeeding during COVID-19 in public health facilities (WHO, UNICEF)
6. 51 integrated district plans to prevent child labour and exploitation of children (UNICEF)
7. Support to drafting a State Action Plan on Gender Responsive Budgeting in Tamil Nadu (UN Women).
8. National Action Plan on Business and Human Rights (UNDP)
9. India Cooling Action Plan for efficient, integrated and resilient cooling systems and cold chains from village to city level
10. Support 94,000 schools to develop and implement Swachhta action plans (UNICEF)
11. Climate change and disaster management plans for Shimla, Navi Mumbai, Vijayawada, Cuttack, and Vizag
12. Simulation exercise for Vizag, Vijayawada and Shimla
13. Social and Behaviour Change Communication (SBCC) action plans for ODF plus in 12 states and in 9 states for water supply.
14. Partnership with Indian Institute of Technology, Gandhinagar to develop climate risk assessment and sectoral advisories towards preparedness planning and response actions.
15. Support eight states to develop and implement catch up and learning recovery programme to address and mitigate learning loss for 15.83 million children due to the pandemic (UNICEF)
16. Improved and systematic budgeting for nutrition in state budgets of Odisha, Gujarat and Maharashtra and in PIPs across all UNICEF supported states (UNICEF)
17. Technical support to develop a convergent action plan for prevention of Child Marriage under the *Beti Bachao Beti Padhao* programme in Rajasthan (UNFPA)
18. District action plans on Early Child Marriage and adolescent empowerment are supported for operationalization in 175 districts (from 144 districts in 2020) in 10 states. Prevention of 2807 child marriages in 6 states (UNICEF)
19. Technical support to the Ministry of Panchayati Raj and SDMAs in Gujarat, West Bengal, Odisha (cyclone); Assam, Bihar, Kerala, Maharashtra, Madhya Pradesh (floods) to develop multisectoral child sensitive Disaster Management Plans.

ii. Support to new policy formulation processes

1. Migration Policy of Government of India with specific policy guidance for their protection
2. First national policy dialogue on child overweight and obesity convened by NITI Aayog and co-hosted with the One United Nations (One-UN) and with eight Ministries
3. Evidence-based policy guidance on stopping intimate partner and sexual violence before it occurs with a framework called RESPECT Women (UN Women, other UN Agencies)
4. Development of a VAW Prevention strategy and State Women's Policy for Tamil Nadu (UN Women)

5. Advocacy and technical support to Odisha government on Early Child Marriage resulting in scaling up to 9822 of Child marriage free villages; Policy commitments and action on child marriage in Andhra Pradesh, Telangana, Maharashtra, West Bengal (UNICEF)
6. New state women policy and action plan to end VAW and GBV in states of Maharashtra, Punjab, Tamil Nadu, Andhra Pradesh, Himachal Pradesh, Madhya Pradesh, Manipur
7. India Norway Marine Pollution Initiative providing policy and technical support to Marine Litter Cell constituted by MoEF&CC (UNEP)
8. Support to National Dialogue on “Indian Agriculture Towards 2030: Pathways for Enhancing Farmers’ Income, Improving Nutritional Security and Achieving Sustainable Food Systems” by research support on eight priority themes
9. India Wage Report 2020 (ILO)
10. Report: Employment, Labour Force and the Working Population in India 2000-2019 (ILO)
11. Inputs into the Government's National Action Plan on Business and Human Rights (IOM)
12. Inputs into the National Migration Labour Policy NITI Aayog (IOM)

iii. Development of protocols and guidelines

1. Development of national guidelines for proficiency in reading with understanding and numeracy (NIPUN Bharat) (UNICEF)
2. Finalization of the Disaster Scorecard and submission to MHA
3. Foundational Literacy & Numeracy (FLN) roadmap, guidelines, instructional plans (UNICEF)
4. Supporting MoE in developing guidelines for co-located Early Childhood Development centres, benefitting about 11 million children across India (UNICEF).
5. Development of guidelines and standard procedures on responsive parenting programmes in Bihar, Chhattisgarh, and Uttar Pradesh. (UNICEF)
6. Protocols for counselling survivors of GBV at One Stop Centers (Crisis Centres) for Mental Health and Psychosocial Support (UNFPA)
7. Developed protocols and guidelines in reopening schools and early childhood development centres safely in a phased manner adopted in 17 states (UNICEF)
8. Supported Punjab DWCD for developing Covid-related Standard Operation Protocols/guidelines for Sakhi One Stop Centres (UNW)
9. Facilitated an Antimicrobial Use protocol, later validated in two locations on poultry and livestock farms (FAO)
10. Guidelines for COVID Vaccination Drive and operational Guidelines for Co-WIN Platform (UNICEF, WHO, UNDP)
11. National Stigma and Discrimination guidelines related to HIV (UNDP)
12. Support in developing Ministry of Corporate Affairs National Guidelines on Responsible Business Conduct (UNDP)
13. Guidelines to ensure food safety across the food supply chain to reduce risk of transmission of COVID-19 (FAO, WHO)
14. A guidance note on supporting healthy diet for all age groups during COVID-19 pandemic (WHO, UNICEF and UNWFP)
15. A common toolkit & guidelines on policy rules on biomedical waste in Agra (UNEP)
16. New guidelines accompanied by online trainings, intensified screening and treatment of children with SAM (UNICEF).
17. Support for national guidelines and state action plan on social behaviour communication change on Ending Violence Against Children and GBV (UNFPA)
18. Feasibility assessment of implementing WHO guidelines on breastfeeding during COVID-19 in public health facilities (WHO)

4. Setting up and strengthening systems for robust and quick data collection and dissemination

The UN supported various interventions to enhance data availability and usage by the governments:

1. Support NITI Aayog to develop SDG Index of States and the online national SDG Dashboard
2. Support MOSPI for the National SDG Indicator Framework
3. Support various states for State SDG Indices
4. Support for setting up SDG State Cells and SDG data systems
5. Support to link SDGs to State Budgets
6. Support to the ORGI for Census of India

7. Support to MoHFW for Integrated Health Management System
8. Support integrated reporting system on maternal and child death and causes
9. Support NITI Aayog in formulation of the Multidimensional Poverty Index for the country.

5. Convening Interventions

Multiple stakeholders were convened on several issues during the GoI-UNSDf period:

1. Movers Workshops on gender equality (UNDP)
2. Session on addressing maternal, adolescent and childhood overweight and obesity at the Second Annual National Conference of the Epidemiology Foundation of India (UNICEF, WHO and WFP)
3. Workshop with frontline workers and senior WCD officials responsible for enforcing the POSH Act (Protection of women from Sexual Harassment Act, 2013) in Delhi (UN Women)
4. Two stakeholder consultative workshops for state officials including State pollution control board, state urban development department, municipalities, training programmes under the initiative on biomedical waste management (UNEP)
5. Round Table conference on alternatives to Plastics with stakeholders from various fields - chefs, food columnists, start-ups using alternatives to plastics (UNEP)
6. Stakeholder consultation workshops on marine pollution (UNEP)
7. Youth Co-Lab National Springboard Programme (incubation programme) in collaboration with Atal Innovation Mission, NITI Aayog and Climate Collective Foundation (UNDP)
8. Community radio workshop to build the capacities to report on displacement issues and promote peaceful co-existence between refugees and host communities (UNESCO and SMART)
9. Six virtual meetings and one four-day physical workshop to discuss quantitative aspects of projections of land use, population, employment and GDP and labour income for two scenarios (Industrial Agriculture and Natural Farming) (FAO, RySS)
10. National Dialogue: Indian Agriculture Towards 2030: Pathways for Enhancing Farmers' Income, Improving Nutritional Security and Achieving Sustainable Food Systems in the context (FAO)
11. Virtual workshop on FIES (Food Insecurity Experience Scale) – an experience-based measure of household or individual food security (FAO)
12. Workshop on 'Strengthening Mainstreaming Efforts in National AIDS Control Programme to prevent, support and treat the HIV infected and at-risk communities' and '2nd National Health Symposium for LGBTQIA+' (UNAIDS).
13. Consultation workshops with Labour Unions on workers organizations and evaluate and overcome any challenges. (IMO)
14. National workshop on Human Trafficking and Bonded Labour, Entrepreneurship and Skill Development and Migration (IOM).
15. Support to the International Solar Alliance (ISA), an alliance of over 101 countries, by mobilizing expertise to build its operational and programmatic capacities for implementation of multi-country projects.
16. Partnership with the Livelihoods India Summit 2021 under the theme 'Looking Beyond Immediate Recovery: Pathways to Sustainable and Resilient Local Livelihoods' wherein three sessions, one each on promotion of aspirational rural jobs, development pathways for social protection, and green recovery, aimed to address the need to reimagine sustainable development in the post-pandemic world, were conducted.

6. Technical and Operational support by the UN under GoI-UNSDf

The UN agencies supported their respective Line ministries and State Governments to enhance the quality of the national and other programmes by providing technical and operational support. Some examples are as follows:

1. Computation of Multi-dimensional Poverty Index (MPI) and make it available for all state and UTs (Priority 1); Government partner: NITI Aayog
2. Routine immunization intensification activities such as Mission Indradhanush (MI) (now extended under Gram Swaraj Abhiyaan (MI-eGSA)) (Priority 2); Government partner: MoHFW
3. Institutionalization of life skills and career guidance for adolescent girls and boys in schools in 11 States (Priority 3); Government partners: NCERT, State Department of Education, SCERT, State Madarsa Board (Bihar), Department of Tribal Affairs (Odisha), and others

4. Achievement of and distribution through the social safety nets, nutritionally enhanced and diversified food basket (including millets and pulses) in select states (Priority 4); Government partners: Scheduled Caste and Scheduled Tribes Development Department (Odisha) and others
5. Technical support for the implementation of the Hydrochloroflourocarbon (HCFC) phase-out management plan (Priority 5); Government partners: MoEFCC and others
6. District-level employment hubs to enhance employable skills (in particular, digital skills) of women and female labour force participation (Priority 6); Government partners: MoWCD; MoSDE, and State Governments
7. Support national and select sub-national/state governments to prevent and respond to GBV through capacity building at different levels for example, frontline workers, panchayats representatives and others (Priority 7); Government partners: MoWCD, MoHA, MoH&FW, MoPR, MoRD

Source: UNINFO and UNRCO Reports

Annex 6: Selected Case Studies from work under GoI-UNSDf 2018-22

1. RG 1: SDG Localisation – UNRCO+UNDP

Provided support in the preparation of SDG India Index. The SDG India Index 2021 and Dashboard prepared. Also, the UN supported several states in setting up the SDG coordination centres for SDG localisation (UNDP). <https://sdgindiaindex.niti.gov.in/#/ranking>

2. RG 1: Joint UN Support for Census - Training and communication for the Census round 2021 – UNDP, UNICEF, UNFPA, UNW

The joint programme is providing technical support to ORGI in a) Training support and b) development of creatives for publicity and communication for the Census 2021 (delayed)

UNFPA is supporting development of Web and mobile version of training modules for House listing, National Population Register and Population Enumerators. This will be used for the training of around 3 million census enumerators and their supervisors.

The web-modules and mobile apps are to be in English and in 17 languages. As of now, web-module of House listing and National Population Register in English has been completed and awaiting final approval by the ORGI, while the translation work is progressing and will be finalized once the English modules are approved.

Census put on hold due to COVID 19.

3. RG 2: Unified Budget, Results and Accountability Framework (UBRAF) – UNAIDS + Other UN Agencies

The interventions under the UBRAF fund/ programme were undertaken to address the overall health needs, human rights barriers and the social determinants of HIV/AIDS which has a direct or indirect effect on the HIV Prevention and Control efforts among People living with and at risk of HIV. The People living with and at risk of HIV like Transgenders, Sex workers, people who inject drugs (PWIDs), etc. are among the most marginalized communities and the COVID-19 pandemic has further increased the inequalities faced by them.

UNDP in coordination with UNAIDS strengthened systems to increase access for entitlements and services among PLHIV and key populations in six states. UNDP partnered with community- based organizations to improve access to COVID related and social protection schemes in six states of India.

The COVID-19 Social Protection intervention linked 42,000 members of PLHIV and key populations including LGBTQI+ communities to social protection schemes provided by the government for COVID-19 relief so that they are provided some economic protection during the pandemic. The intervention highlighted the need for continuous tracking and monitoring the uptake of social protection schemes by the PLHIV and Key populations. With this learning, UNDP is supporting NACO in various Social Protection interventions, including the updation of the Social Protection databases, Capacity needs assessment of HIV Programme Officials at the state level on Social Protection and currently developing Social Protection training modules.

UNDP in partnership with State Health Department and Social Welfare Department and CBOs has organised various COVID-19 vaccination camps targeting the transgender communities and other key populations in Gujarat, West Bengal, Haryana and Odisha and vaccinated members of the communities.

UNDP developed the Framework Document for Transgender Welfare in India, in partnership with the CBOs Humsafar Trust and C-SHaRP, with the aim to support the implementation of the Welfare measures for the transgender communities by the Ministry of Social Justice and Empowerment. The Framework document was developed to facilitate the Ministry of Social Justice and Empowerment (MoSJE) to design and implement the SMILE Scheme for the transgender persons.

UNDP organized the 2nd National Symposium on LGBTQI+ Health in collaboration with USAID and CBO partners in December 2021. The Symposium was attended by more than 1000 participants virtually and in person and discussed a wide range of issues on health policies for LGBTQI+ communities, programmes and research. Under the guidance of the NACO, the symposium has led to the development of a two-year Action Plan for implementation by various stakeholders.

Process of support given to Govt./ Other Stakeholders

The assistance provided to the Government and other stakeholders includes both policy level support like the development of Framework document on Transgender Welfare and implementation support like the Social Protection activities which directly benefitted the community during the COVID-19. The findings of the LGBTQI Health Symposium are expected to facilitate policy, programme and research recommendations for multiple stakeholders in India.

The lockdown and restrictions due to COVID-19 resulted in slow implementation of activities but it was successfully implemented with the active involvement of the communities themselves.

The social protection intervention reached more than 1,00,000 members of the PLHIV and KP communities and 42,000 among them were linked to social protection schemes. This ensured achievement of 100 per cent of the project objective.

Over 35 per cent of the social protection intervention was supported from UBRAF resources of which 65 per cent was funded from UNDP's COVID response fund. The intervention was implemented involving community-based organizations and PLHIV networks on the ground. The social protection intervention provided immediate relief to the communities during COVID-19 pandemic. The Framework document on Transgender Welfare and the LGBTQI Health Symposium were aimed at and will continue to improve policies and programmes for the welfare of the LGBTQI Communities, in the long run.

During the social protection intervention, community champions were created and trained to continue the work. Further, capacity building of functionaries of National AIDS Control Programme was done. The framework document on Transgender welfare supported the Ministry of Social Justice and Empowerment to design and implement the SMILE Scheme for Transgenders. The LGBTQI Health Symposium was conducted in collaboration with NACO to institutionalize and implement the recommendations.

Internal Coherence: Regular sharing of inputs and experiences through meetings of the Joint UN Team under the leadership of UNAIDS.

External Coherence: Through regular meetings, consultations and more.

4. RG 5: UN-led Post Disaster Needs Assessment (PDNA) post 2018 floods in Kerala - UNRCO + Other UN Agencies

Following the devastating floods and landslides in Kerala, the state government commissioned the United Nations to conduct a Post Disaster Needs Assessment (PDNA). The PDNA was led by the Government of Kerala under the guidance of the Ministry of Revenue and Disaster Management and Directorate of Fisheries. The PDNA aimed to assess the damage, loss, and recovery needs across key affected sectors of the state economy. A first in India, the Kerala PDNA is unique as it offers policy recommendations, suggestions for appropriate recovery-related institutional arrangements, and options for financing recovery.

The PDNA in Kerala was initiated on 18 September 2018, engaging over 100 people from the government and international agencies. It complements the Joint Rapid Damage and Needs Assessment conducted by the World Bank and the ADB which assessed the damage and recovery needs of 12 sectors and social impacts. The PDNA covers the following sectors:

- Social Sectors: Housing, Land and Settlements; Health and Nutrition; Education; Cultural Heritage;
- Productive Sectors: Agriculture, Fisheries and Livestock;
- Infrastructure Sectors: Water, Sanitation and Hygiene; and
- Cross-Cutting Sectors: Environment; Employment and Livelihoods; Disaster Risk Reduction; Gender and Social Inclusion; and Local Governance.

The Kerala PDNA started with an orientation on the methodology and agreements on the scope of the assessment. Data was collected over a 10-day period with field visits by all sector teams to the 10 most affected districts. The field visits were held to gather first-hand information on the extent of damage as well as to validate data given by the various government departments. Meetings were held with district and panchayat officials, members of various local associations, women's groups and affected people. These visits

helped to assess the human impact of the disaster and develop recovery strategies focused on helping the most vulnerable people recover. A civil society expert group consultation was held to gather views of diverse groups on rebuilding Kerala. The first draft of the PDNA report was presented to the Chief Secretary and Secretaries of the Line Ministries on 11 October 2018 and revised with inputs and feedback from relevant ministries and KSDMA. The final report was submitted to the Chief Minister of Kerala on 26 October 2018. PDNA completed with strong participation and support from Govt of Kerala and extensive participation from World Bank, ADB, all UN agencies and others.

PDNA report available at https://sdma.kerala.gov.in/wp-content/uploads/2019/03/PDNA-report-FINAL-FEB-2019_compressed.pdf

5. RG 5: Support to Air Pollution Mitigation Strategy in India: FAO + Other UN Agencies

UN Inter-Agency Air Pollution Scoping Mission in India: The Scoping Mission laid the groundwork through multi-level interactions with stakeholders: government (Ministries and Pollution Control Boards), academic and civil society institutions, triggered a discussion on interventions at the national, state and city level. The focus was to understand the status and identify gaps of clean air plans of three cities and establish synergies at the local and national level. The Scoping Mission was led by UNDP and included FAO, UNEP, UN/HABITAT, UNICEF, UNIDO and WHO, bringing together different aspects and viewpoints for incorporation into a cross-sectoral strategy at different levels. A detailed report identifying the gaps, recommendations, suggested strategies for the UN to address Air Pollution was shared with all stakeholders.

Key issues/areas that came up where action is need and which could be strengthened during implementation include:

- a) Plans at the city level are largely urban-centric and transport focused. However, rural area emissions and emissions from industrial, construction, biomass and waste combustion are equally important and need to be addressed when tackling the overall air pollution problem.
- b) Coordination mechanisms for actions across states, cities and sectors have yet to be established, and this is critical for NCAP implementation.
- c) Indoor sources of air pollution were not considered as a key option in the mitigation mix identified by cities. Clean fuel transformation in households for cooking and heating is relevant to health and air quality issues and should be integrated in the implementation of NCAP.
- d) The links to the Smart Cities mission which would offer a platform for implementation and linkage to city planning were seen as weak and require strengthening.
- e) The importance of emission reductions from industries that utilize coal should receive more priority.
- f) Awareness could be raised further by enhancing communication and by linking with the health sector to incorporate its contribution.
- g) Synergy of NCAP with other relevant national level programmes could be enhanced such as with the clean energy plan, smart city platform, Ujawala scheme, NCD programme, and industry transition to mitigate climate change.
- h) Enhanced enforcement mechanism and capacity building of the Central Pollution Control Board (CPCB) needs to be strengthened as a key priority.

Recommendations for the UN in India aims to work together with development partners to support the Government in operationalizing a coordinated effort through:

- a) Effective cross-sectoral implementation of the National Clean Air Programme focusing on the capacity-building and mitigation measures for air pollution.
- b) Support selected cities in designing comprehensive Clean Air Action plans that can be replicated across the country.
- c) An umbrella project framework document to be developed jointly by UN agencies in India in partnership with the MOEFCC and other relevant ministries to support implementation of NCAP.
- d) UNDP India Accelerator lab to serve as the innovative centre to advance innovative solutions and technical support to State level pollution control boards in consultation with UN agencies and MOEFCC. Eg: The GeoAI technology platform is currently supporting Bihar State Pollution Control Board, to improve environmental compliance of brick manufacturing industries.
- e) Demonstrating best practices and capacity building by different UN Agencies through pilot projects in focus areas.

- f) Raising public awareness that leads to behavioral changes through data dissemination and public outreach programmes for inclusive public participation and for ensuring trained manpower and infrastructure on air pollution.
- g) Supporting MOEFCC and CPCB with long-term solutions. (for example, roadmap for clean energy transition and industry decarbonization transition).
- h) Facilitating international and South-South cooperation and information exchange.

6. RG 5: Fostering Climate Resilient Upland Farming Systems in the Northeast (FOCUS) – IFAD + FAO

The livelihood systems and food habits of people in Nagaland and Mizoram have evolved around a shifting system of agriculture known as *jhum*, which is part of the local cultural heritage and identity of the state. The *jhum*-based upland farming system in Nagaland and Mizoram covers nearly 60 percent of the total agricultural area. Approximately 100,000 hectares (ha) of forest area is cleared for *jhum* cultivation each year. The production system is subsistence oriented, with landholdings of less than one ha of *jhum* and one ha of terrace cultivation. However, the largely self-sufficient system is now being disrupted due to shortening of *jhum* cycles as a result of low productivity and increasing population. The shortening of *jhum* cycles perpetuates poverty on account of low productivity coupled with high costs of clearing forests at an increased frequency. Changing climate patterns are further exacerbating these disruptive trends. Climate change adaptation in this region is critical since more than 81 percent of the population is rural and dependent natural resources and on climate-sensitive production systems.

The situation calls for increasing the capacity of farmers towards more resilient and sustainable agriculture practices to adapt adequately to climate change and its challenges. Such capacity building is envisaged to be achieved through a multiple-tier training system. Cognizant of these challenges, the governments of Nagaland and Mizoram is seeking to promote climate-resilient and remunerative agricultural practices through the twin approaches of a) systematically aligning *jhum* cycles to the natural regeneration cycle of forests; b) encouraging sedentary agriculture wherever possible. In this context, the International Fund for Agricultural Development (IFAD) is supporting the State Government through a project titled, Fostering Climate Resilient Upland Farming Systems in the North East (FOCUS). The project is planned to address issues facing *jhum* cultivation through: (i) better *jhum* cultivation practices that are more productive and sustainable; elongating the cultivation cycle by up to two years, with longer fallow periods (up to 15 years); and (ii) supporting *jhum* farming households in adopting alternative farming systems, particularly sedentary farming. Along with improving the productivity of agriculture and livestock systems. The project will enhance farmers' incomes to help reduce pressure on natural resources as also increase resilience to climate change. As farmers move to more market-orientated production, the project will support improved market access and value chain development. The overall goal of the project is to increase incomes of 137,000 rural highland farming households in Nagaland and 64,500 households in Mizoram and enhance their resilience to climate change.

The Food and Agriculture Organization of the United Nations (FAO) provided technical assistance to the State governments through two mechanisms – an IFAD-funded Technical Assistance and a FAO-funded Technical Cooperation Programme. The objective of FAO Technical Assistance was to strengthen capacities of government institutions and extension services in Nagaland and Mizoram to support highland farmers in improved *jhum* management; land-use planning (fallow management and community conservation area management); Sloping Agricultural Land Technology (SALT); settled agriculture; livestock management; and monitoring and evaluation. Major intervention of FAO includes Training of Master Trainers (MTs) and technical backstopping, developing knowledge products, and building a Management Information System (MIS) for effective project management and knowledge services.

In the IFAD-funded FAO Technical Assistance, FAO trained a total of 93 Master Trainers in Nagaland and 78 in Mizoram. Technical backstopping was provided to the Master Trainers while delivering trainings to the block officers and village workers. FAO developed four training manuals for each state on the four core project intervention areas, i.e, (i) Agronomy of Sustainable *Jhum* and Terrace Rice Cultivation; (ii) SALT & SWC; (iii) Animal Husbandry and (iv) Horticulture. FAO prepared 79 leaflets for Nagaland and 91 for Mizoram on various topics of the above core intervention areas. To help the Government plan effective agricultural land use, FAO developed agro-climatic maps for the project districts in Nagaland and Mizoram. FAO developed the MIS for the larger FOCUS project for facilitating effective monitoring, and trained the Government on using the MIS system. Additionally, through the FAO-funded Technical Cooperation Programme, FAO conducted studies conducted studies on sustainable *jhum* in Nagaland and Mizoram, livestock development in Mizoram, and

millet value chain analysis in Nagaland. A guidebook on Nagaland's Community Seed Bank was developed. Besides, FAO analysed the value chain of select crops and livestock; and developed four business plans for different commodities in each of the project States.

7. RG 7: Gender Transformative Accelerator within GPECM Programme jointly by UNICEF and UNFPA

UNICEF and UNFPA in partnership implement the GPECM (Global Program to Accelerate Action to End Child Marriage), large scale programme to prevent child marriage in India. This programme started in 2016 for 15 years and is now in its second phase. UNICEF in 14 states across 175 districts and UNFPA in 4 states and across 66 districts work with the government and other stakeholders to roll gender responsive costed and resourced State Action Plans for adolescent development and preventing child marriage. This includes interventions for adolescent empowerment and participation, parenting and community engagement, building conducive environment in schools and other institutions, linkages to adolescent friendly services, building future pathways for girls and facilitating their transition to work and system strengthening on child marriage prevention. GPECM programming uses a multi-sectoral approach which includes multi-sectoral and department support such as it works with the Beti Bachao Beti Padhao initiative and other similar education related state schemes, cash transfer schemes such as Kanyashree in W. Bengal, National Health Mission and other programmes on skilling, employment and related opportunities. Some of the outcomes of this joint programming include

- Reached nearly 11 million adolescents (70 per cent being girls) with essential services and of this half were during the pandemic response; Upscaled the work on ECM
- Leveraged more than 60 million (compared to 40 million in 2020) from government resources by providing technical support and streamlining convergence through key national and state flagships
- District action plans on ECM and adolescent empowerment are supported for operationalization in 175 districts (from 144 districts in 2020) in 10 states. 13 million parents' and community members' have been reached with information and knowledge on harms of child marriage and gender-based violence.
- Evidence generation, high level political advocacy which led to raising visibility of the issue. Both these were relevant for the better buy in of the government on child marriage and the necessity for political action. UNICEF and UNFPA are in the process of shaping two critical pieces of evidence namely Age of Consent and Compulsory nature of Marriage

To ensure the joint programming is driving gender transformative outcomes, the Gender Transformative Accelerator (GTA) tool had been developed and used to facilitate a process to identify concrete actions for both organisations to become more gender transformative. This was facilitated by both UNICEF and UNFPA focal points at HQ through an LTA agency. Series of 3 workshops involving sectoral and state office staff from UNICEF and UNFPA participated in this exercise. GTA tool allows for critical reflection and awareness to understand how programs are addressing structural barriers on gender inequity and provides practical actions to advance this agenda.

Some of the identified actions in the joint roadmap include integrate gender transformative approach in capacity building curricula and measurements; deepen work on masculinities and engaging men and boys and gender differentiated strategy to skill building and employability. UNICEF and UNFPA are now working collectively to action these recommendations and have allocated resources to ensure they can be undertaken in an efficient manner.

UNICEF and UNFPA have provided support under the GPECM programming to the Odisha government to strengthen the Advika platforms that impart critical life skills for adolescent girls which is now reached one million girls. The programme recently leveraged INR 10 million from the state government to create gender friendly resources for adolescent girls. More details in the link below.

http://www.eneews.nic.in/html/ltr_10100.pdf

<https://pragativadi.com/advika-reach-10-lakh-adolescent-girls-in-just-a-year/>

8. RG 7: NITI Aayog-United Nations Investor Consortium (IC) for Women Entrepreneurs – UNW+ Other UN Agencies

The UN in India (led by UNDP, and WeEmpower Asia, the EU funded programme of UN-Women) and the Women Entrepreneurial Platform (WEP) of NITI Aayog had partnered to establish the NITI Aayog-United Nations Investor Consortium (IC) for Women Entrepreneurs. Established in 2018, the platform seeks to accelerate growth opportunities for women-led businesses, advancing the goals of the 2030 Agenda of Sustainable Development by specifically targeting SDG5 towards an equitable ecosystem for women

entrepreneurs. The platform provides a holistic approach to entrepreneurship support programmes by focussing on access to finance for women entrepreneurs along with offering mentorship, capacity building, and networking opportunities.

Since its inception in 2018, the platform has evolved significantly. In response to COVID-19, the IC intensified its efforts and offered strategic 1:1 mentorship; expert sessions and critical investor connects for fundraising to promising entrepreneurs. The IC so far has been able to reach out to more than 200 women entrepreneurs across the country through various online and offline interventions and is now poised as a key platform to strengthen the ecosystem for promising women entrepreneurs. Through our work, we hope to foster greater investment, mentoring and network support for gender-diverse founding teams and keep the community of women entrepreneurs growing and achieving for a more inclusive and entrepreneurial future.

COVID PROJECTS

9. RG 2: Rollout of eVIN and Co-WIN – UNDP, WHO, UNICEF

The Electronic Vaccine Intelligence Network (eVIN) is a unique innovation that brings together technology, people and processes to strengthen the vaccine supply chain in India. It is an initiative of the Ministry of Health and Family Welfare, Government of India and supported by the United Nations Development Programme. eVIN was developed much ahead of COVID in 2014 and aimed for immunization health system strengthening. eVIN, the mobile-cloud technology-based system for real time visibility of vaccine stocks and storage temperatures, is fully operational in entire India, covering all the 733 districts across 36 states and UTs and all 28,994 CCPs public health facilities are routinely using the eVIN system. eVIN has helped build capacities of 48,950 cold chain handlers in strengthening the vaccine management system of India, through 1323 batches of trainings. At present, over 25,015 cold chain equipment are equipped with temperature logger that support remote temperature monitoring of vaccines in storage. The smartphone app-based innovation has helped digitize the entire vaccine logistics and supply chain in the country and has now evolved to an advanced version to integrate with Co-WIN and incorporate new features. Despite the vigorous and meticulous engagement of UNDP teams in the momentous task of COVID-19 vaccine rollout, the UNDP teams are ensuring that support to the Routine Immunization programme does not get adversely affected and are regularly providing support to the health department for routine immunization activities and are engaged in regular monitoring through eVIN.

The eVIN and Co-WIN systems complement each other. While eVIN is for vaccine supply chain and logistics management, CoWIN registers, tracks and communicates with the beneficiaries; the two apps are working in tandem to support India's COVID-19 vaccination drive. There is no end-to-end solution available at present globally that compares to eVIN and CoWIN together.

10. RG 2: Design and rollout of Co-WIN – UNDP, WHO, UNICEF

In its fight against the COVID-19 pandemic, the Government of India launched the world's largest vaccine drive on January 16, 2021, prioritizing 30 million healthcare and frontline workers and gradually including all citizens in a phased programme. To support this Herculean task of providing free of cost vaccination against the COVID-19 to a population of 1.3 billion people, the Ministry of Health and Family Welfare, Government of India, developed the Co-WIN (Winning Over COVID-19) digital platform for managing beneficiaries and vaccination. CoWIN is a citizen-centric solution that facilitates registration and booking of appointments for vaccination, regular reminders and communication, provision of vaccination certificates for citizens. The platform helps programme managers and vaccinators to create and manage sessions, develop reports, and monitor progress.

UNDP has been providing technical and implementation support to the Ministry of Health and Family Welfare for roll-out of the CoWIN platform across the country. More than 1.1 billion citizens registered on CoWIN portal through online and on-site modes (scalable up to one billion plus citizens). More than 2 billion doses of vaccine have been administered and duly recorded on CoWIN and nearly 9.5 million vaccination sessions held across the country. Vaccination sessions are being conducted across 3,27604 centres, 73 per cent of which are in rural areas. Vaccination coverage in hard-to-reach tribal areas better than the national average. Real-time monitoring of national vaccination programme with desegregated demographic and geographic data at the national, sub-national, local, and health facility level is being done, while seamless integration and roll-out of newly approved vaccines with different vaccination schedules is being facilitated. UNDP has trained and is

providing guidance and support to over 1.5 million frontline workers engaged in the COVID vaccination drive including health workers, government staff, medical officers, and others.

11. RG 2: HEALTH FIRST: Protecting health services and systems during the crisis – WHO, UNICEF + Other Agencies

For sensitizing frontline functionaries of various government programmes (including remote public health facilities and community-based health workers) for promoting and supporting breastfeeding among COVID-19 positive mother infant dyads as per global guidance from WHO. Tool kit was used to sensitize national programme managers pan India on the evidence and latest guidance on breastfeeding in the context of COVID-19 to support implementation of evidence-based guidance. Following materials have been reviewed, endorsed and distributed by the MoHFW:

- Breastfeeding policy for hospital: click link [here](#)
- Decision tree posters in English and Hindi: click link [here](#)
- FAQs on breastfeeding during COVID-19: click link [here](#)
- Flyers on breastfeeding in English and Hindi: click link [here](#)
- Guidance note “Animal milk as an option for newborn and infant feeding in case of non-availability of own mother’s breastmilk and donor human milk especially during the COVID pandemic” in English and Hindi: click link [here](#)
- Pledge for breastfeeding in English and Hindi: click link [here](#)
- Guidance on Continuation of Breastfeeding and Functioning of Comprehensive Lactation Management Centers (CLMCs) amid COVID-19 Pandemic
- Videos to promote breastfeeding among COVID-19 positive mothers
- Posters for World Breastfeeding Week

Process of support given to Govt. and Other Stakeholders

Technical support was provided to contextualize and design programme and communication tool kit. Also, WHO organized a webinar on the WHO guidelines on breastfeeding during COVID-19 along with MoHFW, WHO SEARO and WHO HQ with participation from over 400 national and state programme managers from across India. Experts and partners participated to sensitize them on the evidence and latest guidance on breastfeeding in the context of COVID-19 and discuss implementation challenges.

12. RG 4: Support enhancing capacity of government and partners on nutrition and COVID-19 impact 2esponse programming (SBCC) – WHO + Other Agencies

1. Standard tool kit on breastfeeding and complementary feeding endorsed by Ministry of Health and Family Welfare available and used.
2. Social media package on breastfeeding and complementary feeding available and disseminated.

This package was used pan India utilizing the platforms under the National Health Mission and POSHAN Abhiyaan– India’s flagship multi-sectoral programme to accelerate improvements in maternal and child nutrition.

The second wave of COVID-19 pandemic resulted in closing down of the Anganwadi Centres (wherever the centres had resumed its services recently), significantly reduced foot fall at antenatal clinics/outreach centres and the frontline functionaries namely the Auxiliary Nurse Midwives, Anganwadi Workers and ASHAs were entrusted with the task of contact tracing and supporting COVID vaccination. This affected delivery critical nutrition messages to families, requiring tapping alternate channels to reach critical information on nutrition to families.

Building on the existing mechanism of partner coordination, UNICEF and WHO jointly with Ministry of Health and Family Welfare, developed programme guidance on infant feeding (with focus on breastfeeding) and COVID for use both at health facilities and in community settings. These efforts were complemented with a social media package on maternal and infant nutrition developed jointly by Alive & Thrive, WeCan and UNICEF.

13. RG 6: MSME recovery and revitalization – ILO + Other

The MSME sector is a key employer of women and of fostering entrepreneurship. Therefore, the UN agencies, International Labour Organisation (ILO), United Nations Industrial Development Organization (UNIDO), UN Women, and United Nations Development Programme (UNDP) have been working on helping India 'build forward better' by placing MSME's at the heart of a more sustainable and equitable recovery from COVID-19 and advance towards achieving the Sustainable Development Goals (SDGs) by 2030.

In 2021, UN Women's WeEmpowerAsia Programme partnered with public and private sector companies to create opportunities for female entrepreneurs and women-led businesses to grow while promoting gender equality at the workplace, marketplace and in communities. The ILO and UNDP have supported industry associations, including the Federation of Indian Chambers of Commerce and Industry (FICCI), to set up MSME help desks to build capacity for business continuity. State governments in Andhra Pradesh, Tamil Nadu, and Kerala trained nearly 10,000 youths, especially women, to set up and run their own enterprises using ILO's SIYB tool, with an additional 100 MSMEs, supplying to corporates and e-commerce, getting advised on becoming more competitive and responsible using ILO's SCORE tool. In partnership with the United Nations Volunteers, the ILO trained more than 500 youths, especially in COVID-19 and in the cyclone-affected states of Maharashtra, Gujarat, West Bengal, Odisha, and Karnataka to start their businesses.

UNDP's work has aimed to enhance the role played by women in rural business value chains, enabling them to take key business decisions and interface with market players, thereby promoting women's entrepreneurship. Through this approach, UNDP's COVID-19 socio-economic response has provided nearly 17,000 artisans, farmers and micro-entrepreneurs handholding and mentoring support and facilitated linkages with finance and markets, both physical and digital.

Along with UNIDO, UN Women and UNDP, the ILO showcased female entrepreneurs who innovated in the face of the pandemic to put responsibility, inclusivity, and sustainability at the heart of their business strategies, product portfolios and operations to come out stronger on MSME Day on 25 June, which saw over 100 participants and the vice-chairman, NITI Aayog speak at the opening. WEA's Industry Disruptor intervention was implemented in its second phase in 2021 and identified and trained over 80 women entrepreneurs on gender-responsive business development strategies, access to finance, markets, and technical skills in collaboration with seasoned mentors. The entrepreneurs were then linked to a global peer community managed by the DO, UN Women's implementing partner. As a result, Amazon is considering two enterprises for integration into their e-commerce platform, and two solutions will be developed further by H&M and the private equity platform WinPE.

To support MSMEs in resuming operations post-lockdown in 2020 and guide them with recovery and revitalization following the market disruption due to pandemic, the ILO and UNIDO had organized bipartite dialogue in May 2020 for policy recommendations into MSME stimulus package. The MSME day in 2021 organised by ILO, UNDP, UNWOMEN and UNIDO, further deliberated on innovative practices introduced by UN to support MSMEs recover. The event had Vice Chairman, NITI Aayog setting the context. Models promoted by the four UN agency partners and its contribution in COVID-19 recovery, recognized by stakeholders and NITI specifically acknowledging the need for concerted efforts to support MSMEs to recover to prevent job losses

14. RG 7: Multi-Partner Trust Fund (MPTF) inter agency programme on Protection of women and girls from sexual and gender-based violence (SGBV) in the times of COVID-19 – UNICEF, UNW+ Other Agencies

Across 17 States, this joint programme enhances protections for women and girls from sexual and gender-based violence (SGBV) in the pandemic context. With a focus on the most vulnerable groups, it: (1) ensures availability of and accessibility to gender responsive and age sensitive SGBV protections; (2) improves access to gender sensitive justice systems for women and girls at risk and/or survivors of SGBV; (3) raises awareness among women and girls of SGBV risks and harmful practices, and empowers and engages them in decision making; and (4) reduces women's and girls' economic vulnerability and increases their access to livelihood and income generation programmes.

The targets of this joint programme were:

- 250,000 women and girls survivors of SGBV have improved access to essential services;
- 446,000 women, girls and care givers received MHPSS;
- 2,665,000 adolescents and youth reached through community-based interventions and public awareness raising campaigns;

- 500,000 women, girls, men and boys reached outreach through media campaigns including social media platforms;
- 127,000 child protection functionaries trained, and 2,000 women functionaries trained on SGBV;
- 5,000 (3000 males, 2000 females) Law Enforcement and Judicial Officials trained on SGBV, including cyber safety;
- 100,000 Women Self Help Groups (SHGs) trained on SGBV, reaching out to a million women;
- 10,000 women benefited from livelihood programmes.

Geographical coverage: 17 states

Duration: Dec 2020 – Mar 2022

- Despite the devastating second wave of COVID-19, programme interventions by UNICEF, UNHCR, UN Women, and WHO strengthened the protection of women and girls in India from sexual and gender-based violence amidst the pandemic. In the first half of 2021, progress helped ensure that gender responsive and age sensitive SGBV-related essential services were available to women, girls, and survivors of SGBV. In supporting government and partners at the national and state levels, the programme:
- Supported the training of 62,315 child protection functionaries and partners, which then reached 896,451 children and women across the states of Chhattisgarh, Bihar, Uttar Pradesh, Madhya Pradesh, and Rajasthan with interventions that mitigated, prevented, and responded to GBV
- 34,752 children and caregivers benefitted from community-based mental health and psychosocial Support (MHPSS) through expanded helplines, virtual safe spaces, online counseling sessions, and community-based channels that mobilized youth and local volunteers
- 7,707 functionaries and personnel of the Department of Women and Child Development in Delhi, Madhya Pradesh, and Rajasthan received capacity building through UN Women-supported interventions, including the eight 'Ask the Expert' virtual training sessions, which were the first of a series of capacity building trainings. The training sessions were conducted on requests from state governments to equip functionaries with updated knowledge and information to protect themselves and supporting the women at risk and survivors about COVID-19 safety protocols and busting myths related to vaccination. They were trained on pathways and processes to support survivors during full and partial lockdown with updated information on various helplines, referral systems and understanding of various gender laws. Globally as well as in India, pandemic has seen the rise in online violence, keeping this aspect in mind the functionaries were trained on laws and referral processes for online violence.
- Trained 831 personnel of the law enforcement and justice sector, 1,688 paralegal volunteers and 110 support persons on SGBV/VAC (violence against children) and gender/child friendly procedures, resulting in more than 2,000 cases reported under the Protection of Children from Sexual Offences Act
- Reached and engaged 737,014 women, girls, boys, and men through online and offline outreach interventions conducted by UN agencies to raise awareness on SGBV prevention and response, mental health, and COVID-19 related information
- UN Women and partners supported a conditional and unconditional cash transfers programme by linking women to government security and livelihood schemes in the three programme states. UN Women worked closely with CSO partner to strengthen a cadre of 140 frontline women grassroots leaders with resources, information, access to insurance, emergency kits etc., and empowered them to reach and identify vulnerable at-risk women in the communities for the conditional and unconditional cash transfer. The community leaders selected the most vulnerable women who are at risk or survivors of violence and are either widowed/orphaned/aged, differently abled, COVID-19 survivors have suffered the loss of the bread earner of the house or another family member, migrant worker rendered jobless due to the pandemic. They followed a MIS structure to take information about the bank details. The state teams of the CSOs vetted the case and verified the information for transfer. So far 4743 women have received the unconditional cash transfer and 98 women with conditional cash transfers. The women who received conditional cash transfer were also trained on digital and financial literacy.
- In Delhi NRC and Telangana, UNHCR conducted skill trainings for 203 refugee women and 16 refugee men on enterprise development, tailoring, and paper bag and jute bag making with monthly incentives; and 51 refugee women provided with microgrants of \$INR 25,000/person started small businesses
- UN Women has developed 'SAMBAL', a strength giving AI chatbot against gender-based violence to bridge the information gap for survivors and allies of violence by supporting them in understanding & navigating mental health, medical & legal procedures in collaboration with technical partners DolphinChat. A soft launch of the chatbot was organized on 10th December 2021, International Human Rights Day during 16

Days of Activism against gender based violence during the joint Programme Showcase organized by MPTF partner agencies.

- 90 civil society partners and community focal points working with refugee communities were trained through a joint initiative of UN Women and UNHCR on awareness of gender-based violence, protection from COVID-19 and COVID-19 vaccines. UN Women and UNHCR jointly organized training sessions through which the experts gave sessions on COVID-19, protocol, vaccinations process and for refugees, physio-social support and wellness during pandemic and finally, gender sensitization and prevention against violence against women. The community mobilizers who work closely with the refugee community acted as translators during the sessions.
- The pandemic brought into focus the need for better digital communications and digital solutions for delivering programmatic results. Frontline workers could not work to full capacity, physical access and support was rendered difficult, and lack of online tools and connectivity, all hampered provision of essential GBV services. In the context of travel restriction and social distancing, technology and online platforms came in as prominent way to deliver capacity building sessions for partners on all fronts. By engaging with technology firms and digital platforms, the programme interventions could reach a broader scope of the target population, despite the limited movement. It will be important to address the issue of digital divide while promoting digital based programming, in order to ensure that the most vulnerable groups of women and children can be reached.

UN Women Country Office partnered with Department of Women and Child, Government of Delhi and NCT and with support from Delhi Metro Rail Cooperation and launched a public awareness campaign around cyber safety, as part of the campaign for 16 days #MamlaUrgentHai. Messaging on Delhi Metro enabled an outreach to wide group of people who belong to different age group, regions, and gender to generate awareness about cyber safety for women and girls, since Delhi Metro Rail Corporation (DMRC) is amongst the top three metro systems in Asia. The Delhi Metro Rail Corporation makes 2,700 trips per day carrying 1.5 million passengers, who on an average travel 17 kilometres each.

15. COVID Duty of Care

In January 2020, under the leadership of the DO/UN Resident Coordinator, the UN Security Management Team (SMT) in India came together to ensure a coordinated, system-wide effort for duty of care in the wake of the COVID-19 pandemic. The response includes the drafting of a Pandemic Preparedness and Response plan, focusing on health, safety and security, medical response and continuity of critical functions, and the constitution of a COVID-19 Crisis Management Team and a Pandemic Working Group to provide technical inputs towards implementation of the plan. A UN Medical Advisor was appointed to guide the SMT on medical response planning for duty of care. A common UN Medical Response Plan, co-financed by all agencies, has been established to augment individual UN agencies' duty of care responsibilities.

The duty of care response includes regular SMT meetings; the appointment of COVID-19 Coordinators, national and state-level COVID-19 focal points, doctors, stress counsellors and patient care coordinators; development of the MEDEVAC framework; as well as procuring equipment (oxygen cylinders, oxygen concentrators, oximeters) and ambulance services at the national level and in the states. This arrangement stood the UN in good stead in the first and the second peak of the pandemic. Although there had been severe shortages during the second wave, the UN was able to ensure continuing duty of care by procuring additional home care equipment and appointing additional doctors. In addition, agencies also accelerated their efforts.

16. RG 3: E9

The UN is spearheading a global initiative on digital learning and skills for all, while targeting marginalized children and youth with an express goal of closing the digital divide and on driving rapid change in education systems in three of the five priority areas of the 2020 GEM Declaration: (i) support to teachers; (ii) investment in skills; and (iii) narrowing the digital divide (gender, socio-economic status, location etc.). Bangladesh, Brazil, China, Egypt, India, Indonesia, Mexico, Nigeria and Pakistan (having the long-standing history of partnership and collaboration under the banner of E9 since 1993) offer an initial springboard to accelerate progress on digital learning and skills in the immediate term and ultimately on the SDG4 agenda in the longer term. These countries are among the world's most populous (4.1 of 7.9 billion) with large youth populations (1.6 billion by 2030) and with a high potential demographic dividend in low and low middle income countries. The education systems are among the largest in the world; representing 51.6 percent of all learners of the world at all levels.

Most countries have federal, decentralized education systems for education delivery, with diverse and complex governance and finance structures.

To achieve scale with speed and quality on digital learning and skills, and to ensure that the marginalized, especially girls, are reached, requires 'high level political engagement, stronger collective action and diversified partnerships,' as espoused by the SDG4 Steering Committee. To this end, the United Nations Secretary General and Bangladesh (as Chair of the E9) with the support of UNICEF, UNESCO, the Global Education Coalition and Generation Unlimited, convenes consultations with education ministers and a high-level strategic meeting with Heads of State from nine high population countries to propose digital learning and skills as a potential accelerator to recovery and advancing the SDG4 agenda.

UNESCO India and UNICEF India collaborated and worked well together towards government engagement for E9 initiative on Digital Learning and Skills for all in India with additional inputs from UNESCO and UNICEF personnel. The brief was later reviewed and validated by relevant national authorities and institutions.

A launch event for the initiative was held on 6 April 2021 during the ministerial meeting. During this meeting, Ministers of Education of the E-9 high population countries (Bangladesh, Brazil, China Egypt, India, Indonesia, Mexico, Nigeria, and Pakistan) expressed their political commitments to scale up existing and new digital learning and skills opportunities and close the digital divide in order to accelerate progress towards the global goal on education (SDG4). The launch event saw active participation from Government of India as well as private sector. The event saw live participation from Sanjay Shamrao Dhotre, who was Minister of State for Education as well as Minister of State for Electronics and Information Technology. The event showcased Indian government's learning management system, Diksha, that was presented by Shankar Maruwada of EkStep Foundation.

After the event, the UN FOs, including UNESCO New Delhi and UNICEF offices in India closely followed up with the government. The ministry of education was encouraged to identify opportunities and needs for scaling up equitable access to digital learning and skills as part of an initiative that seeks to accelerate progress on SDG4.

Given the success of the first event, a second event was proposed for July 2021 with the heads of states. UNESCO NDL in this connection, shared all the official documents of the E-9 Secretariat with the national authorities (with CC: UNICEF India), in this case Ministry of Education from time to time. Requests was sent through the Director of Office and national government was encouraged to secure the attendance of the Head of State/Government from the country – either in person or by video (preferred live appearance). Byjus Raveedran, private sector CEO of Byjus was approached by UNESCO New Delhi to participate in this event along with all the other CEOs.

Upon the request of the Ministry of Education, UNESCO New Delhi and UNICEF India Office prepared a draft Roadmap as attached to support the National Government participation. It included:

- Initiative 1: Connect every learner to information, educational opportunity, and choice through "internet connectivity"
- Initiative 2: Accelerate access to "devices for education" to support inclusive, equitable and quality learning outcomes
- Initiative 3: ICT capacity development of teachers for effective delivery of online and blended learning

However, the last-minute ministerial changes on 7th July and all minister meeting planned by the Prime Minister for 14th July, made it difficult to seek confirmation on the participation of the State of the Head. The meeting was then postponed

17. RG 2: WASH - UNICEF

Supebeda is a village situated in Deobhog block of Gariyaband district in Chhattisgarh. Supebeda has a total population of 1308 at present. There are around 313 houses in Supebeda village. It is believed in general that the deaths in recent years in village are supposedly due to Chronic Kidney Disease (CKD) could possibly be due to exposure to poor quality of drinking water and soil contaminated by fluoride, arsenic and other heavy metals. However, this needed to be backed by a proper scientific study. The issue of suspected deaths in this village was highlighted in media for some years and it was also raised in state assembly. The same issue of Supebeda suspected CKD was raised during Annual review meeting of UNICEF chaired by Chief secretary of

Chhattisgarh on 12 March 2019. It was discussed with Joint UN mission on 23rd Jan 19 at Raipur and a request was made to provide technical support in assessment of field situation as well as to ascertain the cause of deaths.

A detailed report on the situation and specific intervention on provisioning safe drinking water and health aspects gave Govt. of Chhattisgarh a base for conducting periodic testing of quality of water by PHED, series of consultations on the issue by Health and Family Welfare Department with experts of national and international repute along with line departments, academic institutions like AIIMs and other state medical colleges, initiate the epidemiological study, etc.

Considering the background and magnitude of the issue, a joint desk review of all the documents received from Health, PHED was done. A short visit in the affected area was conducted to understand demography, socio economic, cultural practices. The visit to village included interaction with community members and inspection of drinking water supply system. Meeting with key Government officials at the state, district and blocks was done to understand the interventions undertaken at various level.

Analysis of drinking water test reports undertaken by various agency from May 17 to Aug 18 and comparative chart for contaminants in Drinking water of Supebeda village, Chhattisgarh, India compared to Bureau of Indian Standards and WHO drinking water guidelines and probable health impacts done by the expert from UNICEF and WHO helped Govt. of Chhattisgarh in understanding the water quality situation of the Supebeda village which required special focused intervention.

Analysis of Health Status based on secondary reports and documents gave a clear picture of actual death count and differences in reporting by media. Further the report dealt with the actual death rate in the village compared to Crude Death Rate (CDR) of Chhattisgarh, analysis of cause of death, various other factors which has influence of the health conditions.

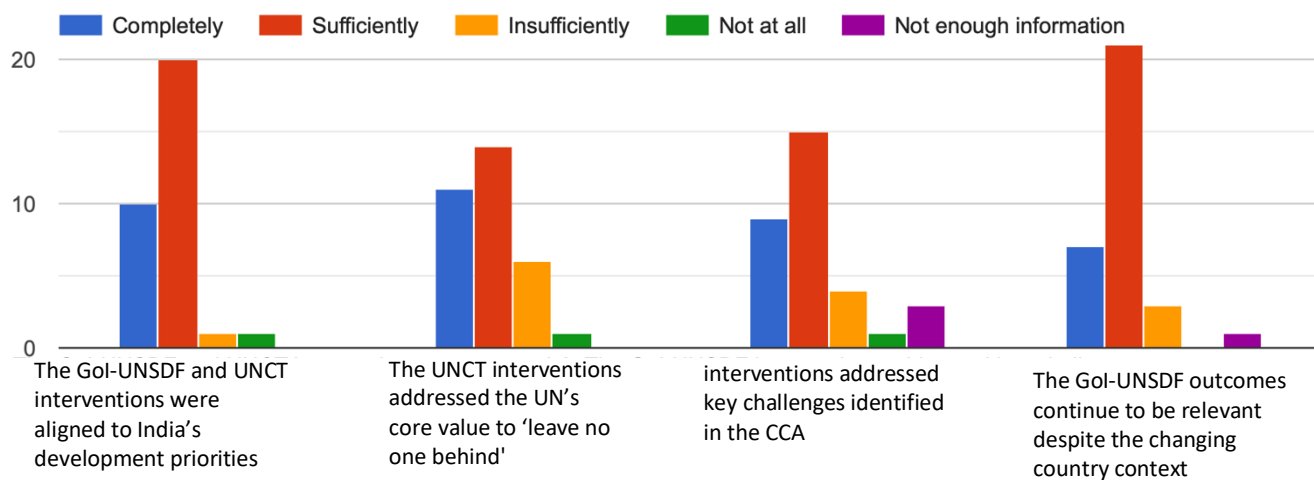
Specific recommendations were offered to Govt. of Chhattisgarh on provisioning safe drinking water and on health aspect. Some important recommendation was to have periodic comprehensive water testing and analysis of all sources of water in Supebeda village to understand the trend, water testing was suggested to do twice in a year i.e. once in mid-May and other in mid-Oct for 3 years to understand the trend in the quality of water, restrict ground water extraction and promotion of recharging of ground water, discharge of back wash water from FRP and ARP, Integrated Fluoride Mitigation and formation of a Fluoride Mitigation cell at district level under the Chairmanship of District Collector was suggested to be done for its mitigation with convergent action by allied Govt. departments.

On health aspects key recommendations were specially on understanding the death pattern in the locality, to avoid invasive procedure of intervention to reduce the fear of community, Sensitization and community inclusion in the programming, tracking prevalence of fluorosis. It was suggested to conduct a comprehensive epidemiological study considering various environmental risk factors such as contaminated drinking water, unsafe food (grown with contaminated water), occupational exposure, industrial pollution and other factors like Hypertension, Diabetes, Thyroid, Dietary pattern, Smoking and alcohol, etc.

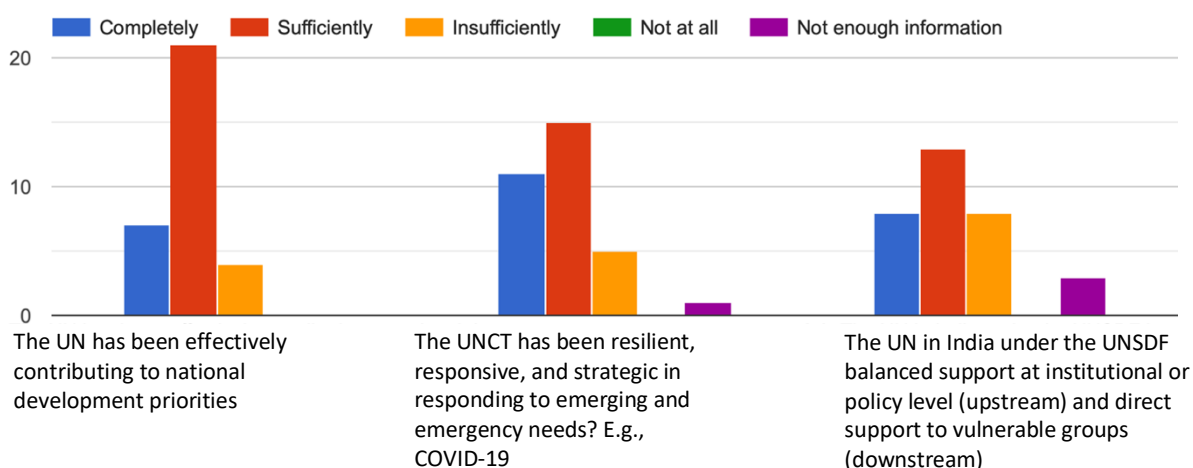
As a follow up action water quality testing protocol for Supebeda and neighboring villages was prepared jointly by UNICEF and WHO and shared with Govt of Chhattisgarh. Based on the expert group report of WHO and UNICEF, Govt. of Chhattisgarh started the periodic testing of quality of water by PHED in reputed NABL laboratory of India, series of consultations on this issue was organized by Health and Family Welfare Department with experts of national and international repute along with line departments, academic institutions like AIIMs and other state medical colleges, initiate the epidemiological study. COVID pandemic in early 2020 demanded greater attention of Health and Family Welfare Department and district administration on dealing with the spread of COVID and issues around it. May be pandemic situation affected the pace of work on this Supebeda issues.

Annex 7: Results of the Staff Self-Assessment Survey

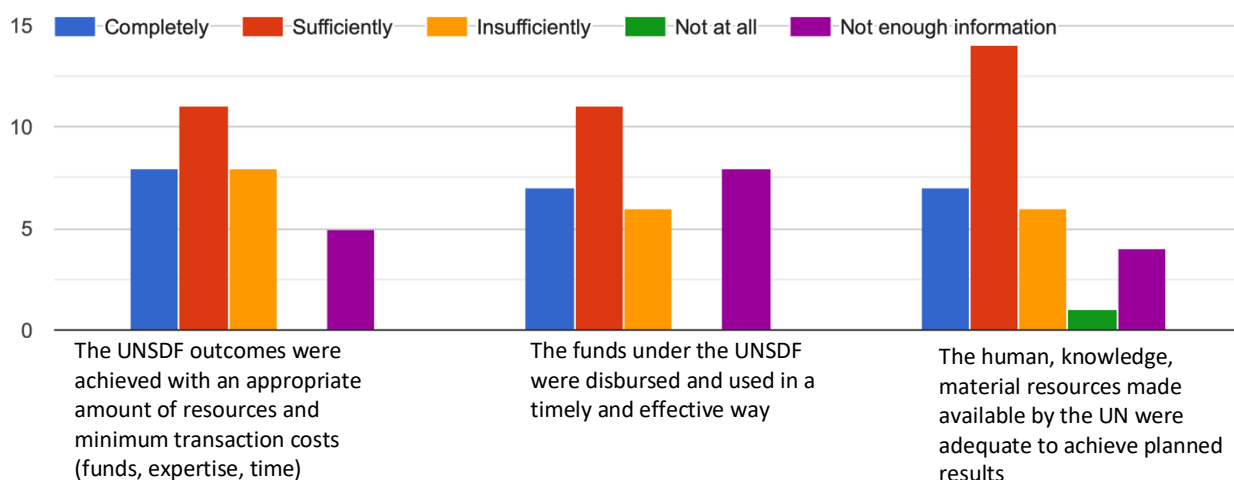
1. Relevance (Are we doing the right thing?)



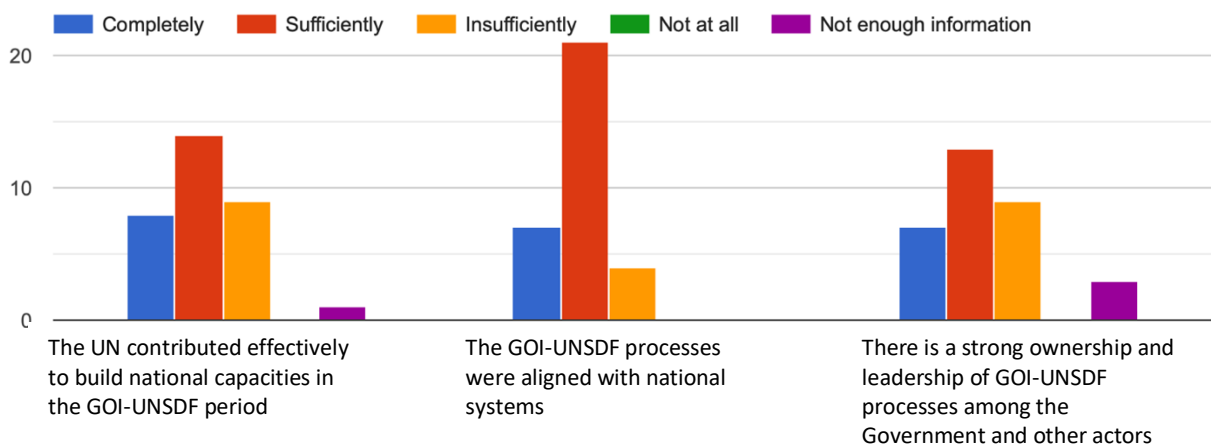
2. Effectiveness (Are we making a difference)



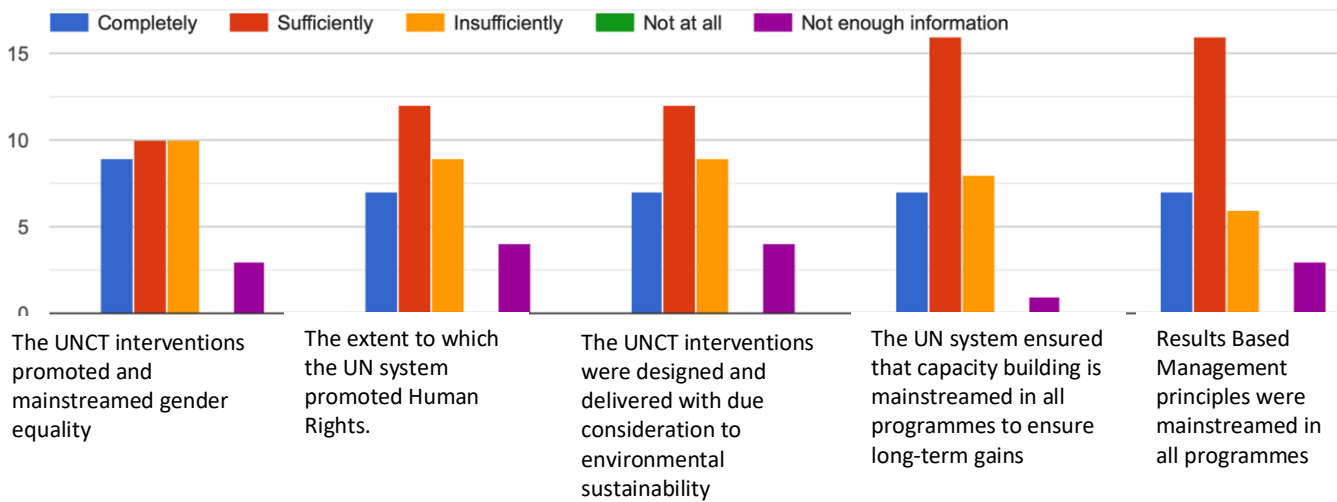
3. Efficiency (Are we doing things right?)



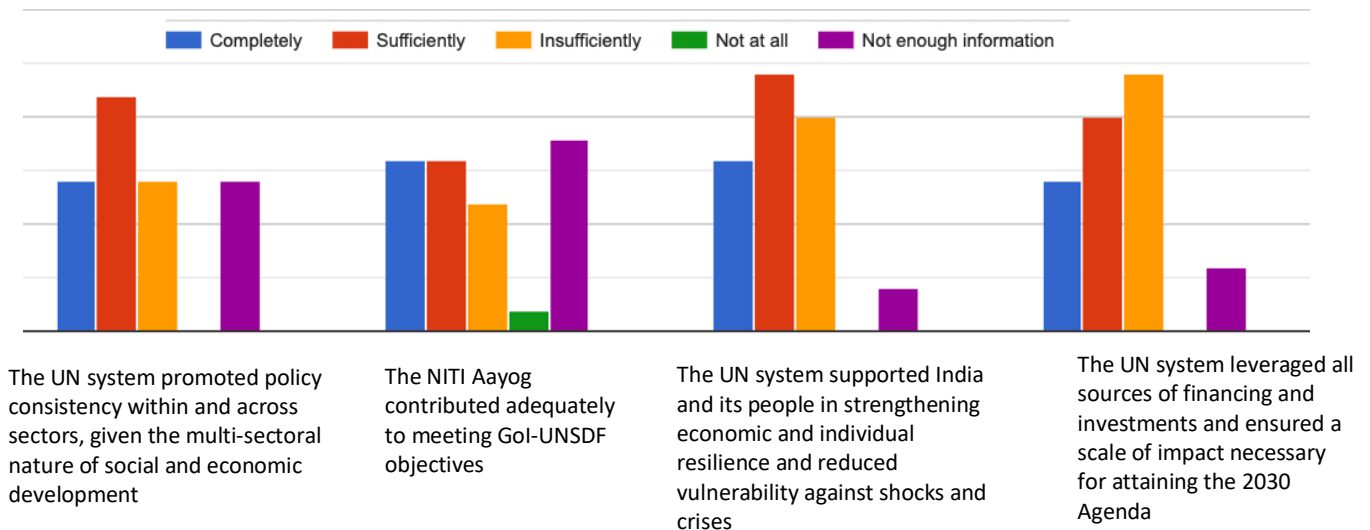
4. Sustainability (Will our results continue after funding ends?)



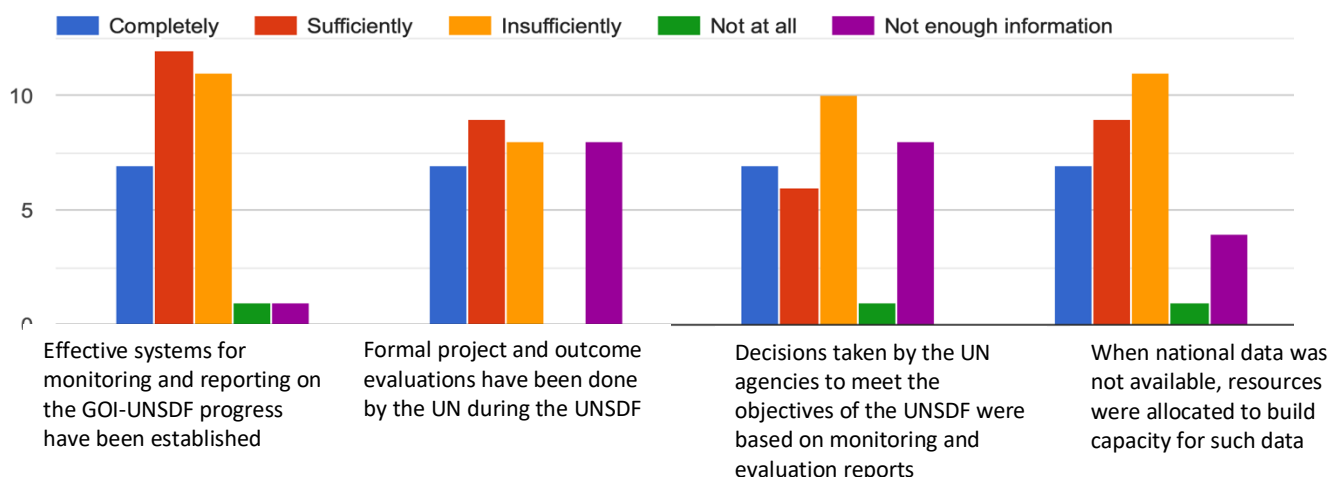
5. CROSSCUTTING ISSUES (Are we maintaining our core values?)..1



5. CROSSCUTTING ISSUES (Are we maintaining our core values?)..2

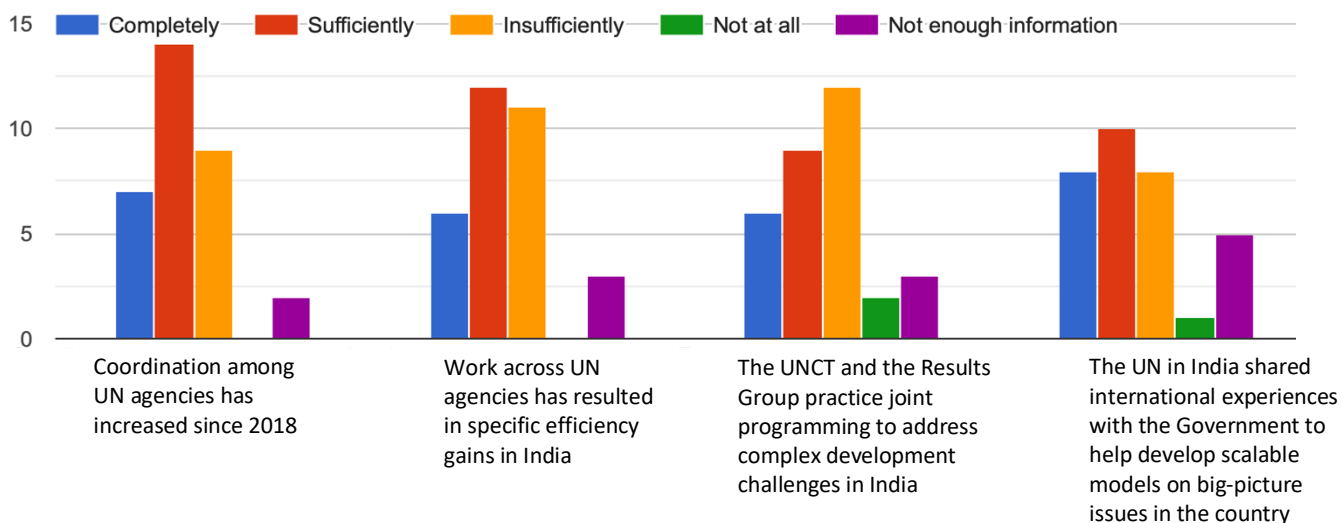


6. MONITORING AND EVALUATION (How well do we assess ourselves?)

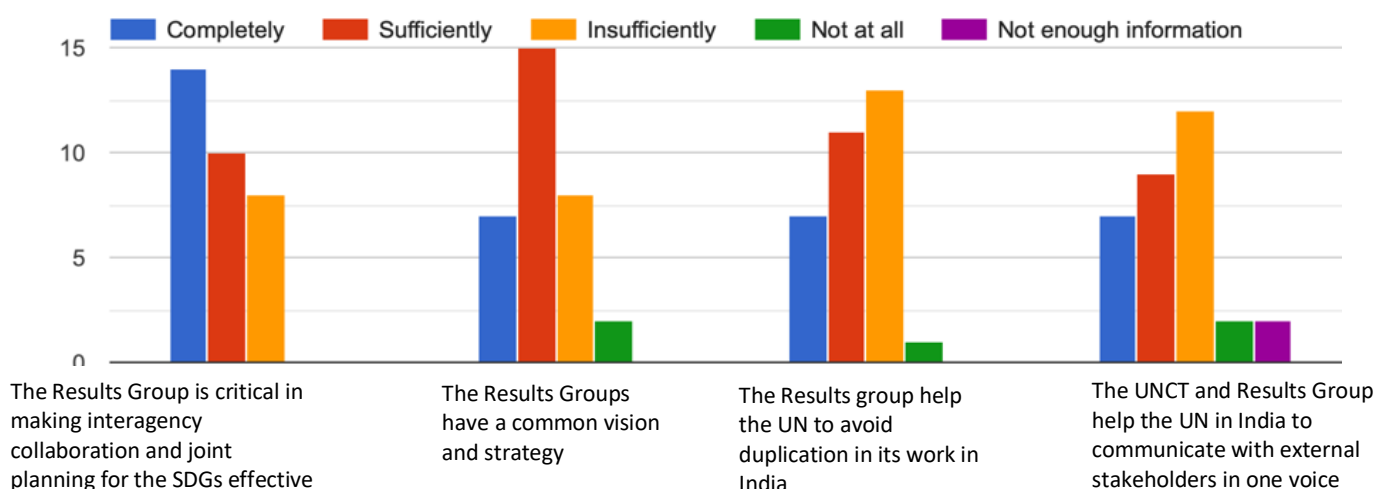


7. COHERENCE - DELIVERING AS ONE (Are we working as a team?)

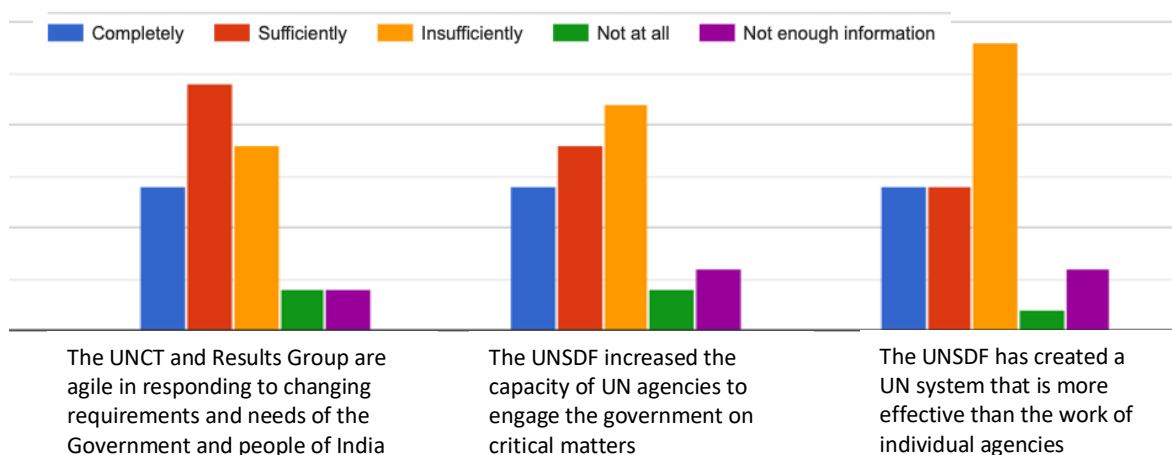
7.A. Internal Coherence



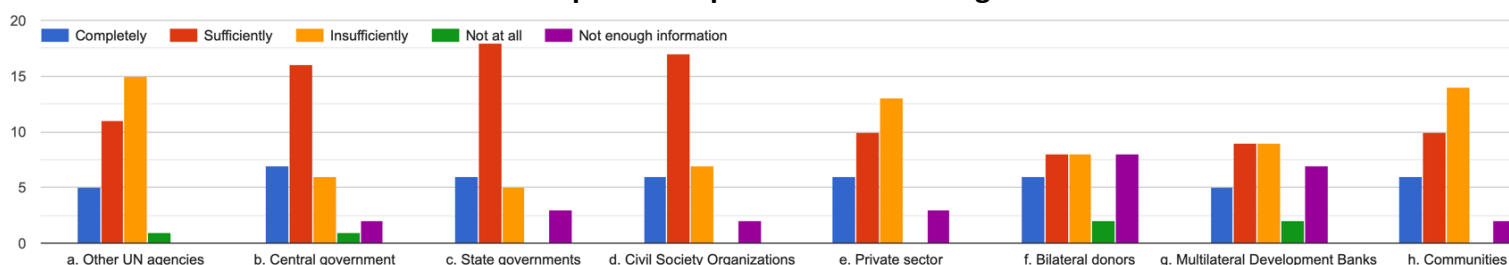
7. B. UN Coordination Mechanisms....1



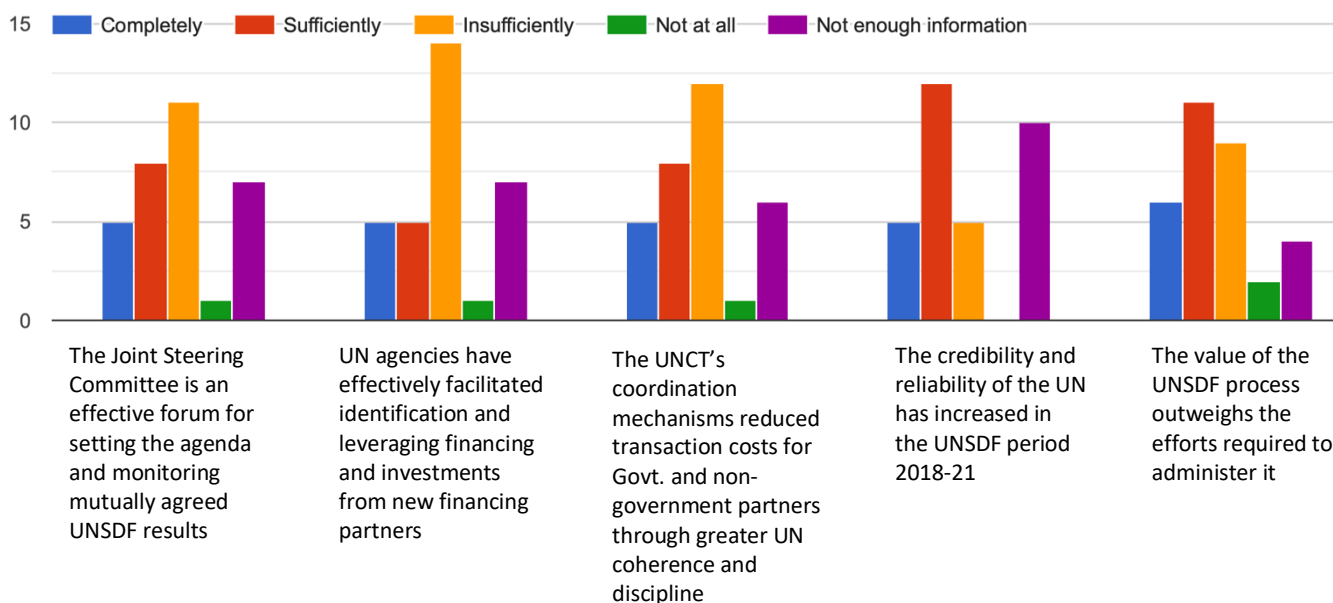
7. B. UN Coordination Mechanisms....2



8. Please rate effectiveness of UN partnerships with the following



9. National and State coordination mechanisms



Annex 8: Interventions in Environment and Ecological Strengthening

a. Develop Capacities

1. Disaster response and recovery - Kerala flood response, Fani Cyclone
2. Social sector recovery and emergency preparedness
3. Research institutions - develop learning packages on legal provisions - Access and Benefit Sharing
4. Local communities in five biodiversity and forest landscapes
5. State nodal institutions, departments, Municipal Corporations - climate change and DRR
6. Institutions – surveillance, monitoring of antimicrobial resistance - human and animals
7. At-risk community, youth, adolescents - safe behaviours and piloting of Accountability to Affected Population
8. Capacity gap assessment- national, state, landscape level – conserving globally significant biodiversity
9. Preparedness - frontline staff of Forest, Animal Husbandry, PHC, and communities - zoonotic diseases, ecosystem loss
10. Awareness of Central Board of Indirect Taxes and Customs, Ministry of Finance, and Wildlife Crime Control Bureau, MOEFCC for controlling illegal trade in wildlife.

b. Models, Technology Support

1. Clean technologies - reduce occupational health risks - wastes, effluents, toxic chemicals
2. Climate change mitigation in energy intensive sectors
3. Urban Low Emission Development Strategies
4. Data and reporting progress on global biodiversity targets - CBD Secretariat
5. Enhance resilience and sustainability of livelihood options in rural rain-fed areas
6. Gender, poverty focused climate resilient agriculture and market interventions - Nagaland and Mizoram
7. Innovative model - plastic waste management
8. Integrate Climate change, DRR indicators into state sectoral plans, programmes
9. Integrate gender responsive irrigation water management in extension systems
10. Phase out of Hydrochlorofluoro carbon - Foam and RAC sector
11. Cost effective RE technology for rural livelihoods
12. Counter measures to plastic pollution
13. Non-POPs alternatives to DDT
14. Renewable energy technologies for manufacturing enterprises
15. Site specific conservation of endangered species (for example, snow leopards) in high mountain landscapes
16. Solar home systems for women owned community based organizations
17. Sustainable management of Fall Army Worm in India - Time critical measures
18. Efficient, integrated, resilient - cold chains - village to city

c. Technical Support

1. Risk informed programming and SBCC - Health, Nutrition, WASH, Education, Child Protection
2. Scale-up Zero Budget Natural Farming - policy support, Farmer Field Schools
3. Proposal of Bay of Bengal Large Marine Ecosystem Programme- Phase 2
4. formulation of National Disaster Management Information System
5. government to identify policy options to build back better by utilizing COVID-19 recovery and stimulus efforts and to accelerate broader reforms and investments in sustainable development (renewable energy, sustainable public procurement, public transport, etc.)
6. implementation of National Agroforestry Policy
7. MoAFW and MoRD to develop agricultural sustainability measurement model
8. National and State Governments to institutionalize the SDGs (to planning, monitoring and efforts related to the capacity development process)
9. preparation of Air Pollution mitigation strategy
10. Women small and marginal farmers to undertake solar drying to dehydrate and sell agricultural products.
11. GoI - sustainable public procurement
12. NDMA - National Guideline on disability-inclusive DRM
13. Institutionalise Child Centred DRR Roadmap, risk-informed GDPDs, etc.
14. Post Cyclone FANI Damage, Needs Assessment and recovery planning

15. Strengthening SDFs
16. Eco-sensitive post-COVID economic recovery - climate proof rural infrastructure; energy access
17. GoI - link between biodiversity and human health, and strategy for high risk pathogens
18. Biodiversity Finance Plan – incl. innovative financial mechanisms for biodiversity conservation

d. Research and Policy Support

1. Biodiversity conservation, NRM and livelihoods
2. Operationalising the International Solar Alliance
3. Marine pollution
4. One Health Approach focusing on emerging zoonotic infectious diseases
5. Agriculture, allied sector - national, state and local levels – agro-biodiversity and NBTs
6. Municipal Bodies, Health Care Facilities – biomedical, municipal waste management
7. Environmental dimensions of antimicrobial resistance in India
8. Advocacy campaign to support GoI to phase out single use plastic by 2020
9. Study on Impact of Climate Change on Human Development and Poverty

Priority	Situational Analysis	Result Areas	Strategies	Flagship Programme	Outcome and Indicators
Priority 1 - Poverty and Urbanisation	<ul style="list-style-type: none"> India has recorded sustained high economic growth for over two decades. While average incomes have increased at the national level, there is growing income inequality across states and social groups. Income poverty has declined at a rapid pace over the past two decades. However, much of India's poverty is concentrated in rural areas and in low-income states as well as among socially disadvantaged groups Although India has made momentous progress in reducing MPI, 364 million are still MPI poor. The four states of Bihar, Jharkhand, Uttar Pradesh and Madhya Pradesh account for more than half of MPI poor in India. Urban growth is mired in challenges 	<ol style="list-style-type: none"> Poverty reduction with special focus on vulnerable populations Sustainable urbanisation especially for urban poor and slum dwellers 	<ul style="list-style-type: none"> Improve data and evidence on long-term demographic trends on urbanisation and social protection for all excluded populations Support innovative sectoral development solutions for and by marginalised communities using resilient housing, traditional knowledge and digital solutions. Support government for national SDG related programs including National Urban Housing and Habitat Policy, Swachh Bharat Urban and sustainable city missions; public finance for inclusive development planning. Strengthen partnerships with : <ul style="list-style-type: none"> Private sector for National Voluntary Guidelines (on Social, Environmental and Economic Responsibilities of Business) CSOs to target marginalised groups Various stakeholders for refugee protection, resettlement and operations 	Supporting localisation of the SDGs at national, state and Gram Panchayat level.	Outcome 1: By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods in poor and excluded urban areas. <p>Key Performance Indicators</p> <ol style="list-style-type: none"> % of poor households with deprivations in select states. Proportion of the population facing impoverishing health expenditures. No. of states and UTs providing single point access to services at the local level. No. of states implementing digital or any other innovation in public service delivery. % of vulnerable, marginalised population groups obtain tangible benefits from enabling legislations, schemes. No. of States where GPs prepare integrated SDG plans with participation of vulnerable population. % of vulnerable HH with children receiving cash transfer from flagship social protection national or state programs <ol style="list-style-type: none"> No. of children receiving cash transfer from flagship social protection programs at national or state level. No. of States increasing budget allocations (by 3% points) for key programs for children and adolescent in health, education, nutrition and protection. Proportion of Union budget earmarked for SC, ST, children, women and PWDs. Proportion of total government spending on essential services (education, health and social protection). % of poor households covered through formal and affordable and accessible housing. No. of new partnerships for social housing and related skills development formed between government, private sector, vertical funds, and foundations. Proportion of cities with integrated development plans. Proportion of population living in cities that implement urban and regional development plans integrating population projections and resource needs by size of the city. % of scheduled tribes and other forest dwelling women with access to forest land for habitation, cultivation and forest based livelihoods. Strengthened capacity of practitioners to implement actions to improve urban habitats No. of cities adopting and implementing environmentally friendly and resilient local building technologies.
Priority 2 - Health, Water and Sanitation	<ul style="list-style-type: none"> Despite major health gains, overall, access to good quality health care is far from universal The reach of primary health care remains limited. India faces a high burden of both communicable and non-communicable diseases Low public spending on health has aggravated the challenges in providing universal health coverage. There is limited access to sexual and reproductive health services, especially among people living in interior rural areas and among marginalized young people. Diseases from poor water and sanitation account for at least 60 percent of the environmental health burden in India. 	<ol style="list-style-type: none"> Health: Accelerate UHC, rights based HIV and reproductive health, epidemic control, early childhood health systems, NCDs, anti-microbial resistance, drug abuse and control of tropical diseases. Water and sanitation: Sustain ODF communities, enhance awareness for WASH and prevention of water contamination and integrate WASH and menstrual hygiene in schools. 	<ul style="list-style-type: none"> Improve surveillance and response systems for diseases and emergencies; partnerships with critical institutions; support exchange of global innovations and assessments of wash services. Support integration of innovative solutions with private sector for access to and delivery of services; country-wide polio infrastructure and for monitoring WASH and climate resilience. Support government for accelerating UHC through HWCs and PMJAY, IHIP, CB of health force, public health surveillance of vaccine preventable diseases and National Strategic Plan for Tuberculosis Elimination. Also support acceleration of POSHAN Abhiyan, Swachh Bharat Abhiyan, Air Pollution, NCDs, regulatory system for drugs and vaccines in "Make in India" and SBCC for WASH and JJM. Build partnerships in health and WASH with national and state governments, private sector, CSOs, and other partner agencies. 	Protect all children from vaccine-preventable diseases by strengthening innovations to support Government efforts at immunisation (incl. Mission Inradhanush) in surveillance, quality service delivery and scaling up supply.	Outcome 2: By 2022, there is improved and more equitable access to, and utilization of, quality, affordable health, water, and sanitation services. <p>Key Performance Indicators</p> <ol style="list-style-type: none"> Maternal Mortality Ratio Under-Five Mortality Rate Neo-Natal Mortality Rate % Children under-1 year of age who are vaccinated with Pentavalent-3-11 % Women of reproductive age (15-49 yrs) having unmet need for family planning % Proportion of women (30-69 yrs) that are screened for cervical cancer at least once in their lifetime % Out-of-pocket expenditure on health as part of total health expenditure Proportion of the population (or sub-population) facing catastrophic health expenditures at 25% threshold Proportion of total government spending on health Households using improved sanitation facility Households with an improved drinking-water source Un-detected or un-treated hypertension among persons (aged 18 years and over) Un-detected or un-treated diabetes among persons aged (aged 18 years and over) % Institutional births % PLHIV tested and know their status % PLHIV on ART % PLHIV on ART with viral suppression % HIV+ Pregnant Women on ART for PMTCT Reduction in New HIV Infections % of adolescent girls 15-19 years who are already mothers or pregnant at the time of survey % of children (ages 12-23 months) fully immunised % of pregnant women receiving 4 or more ANC visit % of children with diarrhoea in last two weeks, who received Oral Rehydration Solution Proportion of rural population practicing open defecation

Annex 9: Reconstructed Theory of Change for the GoI_UNSDF 2018-23

Priority	Situational Analysis	Result Areas	Strategies	Flagship Programme	Outcome and Indicators
Priority 3 - Education	<ul style="list-style-type: none"> India made considerable gains in literacy, education and network of educational institutions. Equity and quality remain concerns at all levels of schooling Children from marginalised groups face learning challenges. ASER 2016 found that first time in 10 years, reading and arithmetic scores improved in public schools in early grades. Learning outcomes at Grades 5 and 8 remain low due to teacher shortages, poor preparation, weak supervision, instructional support, work conditions, low motivation. Severe quality gaps and lack of teachers in TVET sector. 	<ol style="list-style-type: none"> Reaching vulnerable and deprived children, especially out-of-school children and in under-served areas Adapting international best practices for non-conventional learning and education Supporting community level care providers and advocates to demand inclusive, quality education. 	<ul style="list-style-type: none"> Support innovative solutions for flexible learning of vulnerable groups, enhance quality of TVET, promote higher education qualification program. Support Government programs to expand early childhood care and education, improve teaching and learning practices, (incl. foundational literacy, numeracy, gender-sensitive and life skills education), expand TVET, align formal and non-formal education with employer and market demands, and strengthen sector monitoring and targeting for effective public education spending. Support interventions for children and youth not in education or training. 	<p>Support all children in school and learning through strengthening Samagra Shiksha, National Early Childhood Care and Education Policy for inclusive, quality learning for young children, and the National Education Policy 2020 targeting 100% GER by 2030.</p>	<p>Outcome 3: By 2022, more children, young people, and adults, especially those from vulnerable groups, enjoy access to quality learning for all levels of education.</p> <p>Key Performance Indicators</p> <p>3.1 ACCESS: Net and Adjusted Attendance and enrolment Rates A) Pre-primary- 21 (Gross Enrolment Ratio) B) % of children (3 to 5 years) enrolled at Early Childhood education C) Primary (Net Attendance Rate) D) Lower secondary (Elementary) – Net Attendance Rate E) Secondary (secondary and higher secondary)- Net Attendance Rate 3.2 ACCESS: Gross Enrolment Rate ; Tertiary 3.3 ACCESS: Out of school children ; Primary school going age group ; Estimated No. of Out-of-school children of primary school age ACCESS: Out of school children; Lower secondary (Elementary school going age) Estimated No. of Out-of-school children of lower secondary school age 3.4 ACCESS: % Young persons (15-24) not in education or training 3.5 ACCESS: 3.5 Literacy rate for young (15-24 years) and adults (15 years+) 3.6 QUALITY: Average Scale Score in Reading comprehension and Mathematics, at grade 3, 5 and 8; Average Scale Score in Reading comprehension (RC)and Mathematics, at grade 3 3.6.2 QUALITY: Average Scale Score in Reading comprehension and Mathematics, at grade 5 3.6.3 QUALITY: Average Scale Score in Reading comprehension and Mathematics, at grade 8 3.7 QUALITY: Completion rates for primary, lower secondary and higher secondary school- Primary QUALITY: Secondary, (lower secondary) 3.8 QUALITY: % of children achieving minimum proficiency level in Reading and Mathematics at grades 3, 5 & 8 3.9 QUALITY: Transition rate 3.10 QUALITY: Proportion of schools with access to adapted infrastructure and materials for students with disabilities and disabled friendly ramp and toilets</p>
Priority 4 – Nutrition and Food Security	<ul style="list-style-type: none"> India has expanded food production and built up adequate safety stocks of food grains. GOI runs large food security and anti-poverty programs. Though under-nutrition levels among children have come down over the past decade, levels of stunting among children remain unacceptably high. Concerns of obesity, poor dietary practices, and inadequacy of food in-take are concerns. Women and girls are particularly disadvantaged because of anaemia and other nutritional deficiencies. There are new challenges to agriculture productivity – e.g. climate change, biodiversity loss, imbalanced fertiliser use, groundwater levels, food safety, inadequate sanitation, insufficient hygiene. 	<ol style="list-style-type: none"> Scale-up nutrition systems and services; improve young child feeding, caring practices at home. Greater efficiency and effectiveness of safety nets in National Food Security Act, esp. for vulnerable groups. Increase farm incomes; diversify food baskets for small and marginal farming HH. Improve HH food access by enhanced LL, purchasing power. Strengthen agriculture and Livelihoods in anti-poverty programs, esp. MGNREGA and NRLM; strengthen market linkages for farmer. Increase food safety, reduce foodborne infections causing malnutrition and nutrition insecurity. 	<ul style="list-style-type: none"> Improve data, evidence for more effective monitoring, evaluation, knowledge management on nutrition and food security. Support innovative centralised models to scale up food basket diversification through PDS, MDM, ICDS and maternity benefits. Support government though capacity development to scale up nutrition services and outcomes for children and women; advocate for greater budgets for maternal and child malnutrition; improve age-appropriate complementary feeding practices for 50% 6-8 month-old children, and coordinate multi-sectoral nutrition interventions. Strengthen partnerships with CSOs, local governments and private sector actors incl. logistics, supply chain, food safety nets. Engage technology businesses, scale up good manufacturing practices, improve efficiency of value chains. Support government for enhanced production of legumes, minor crops, crop-intensification of high-value commodities, irrigation, improved seeds, improved farm field schools, women's right to land and BCC. 	<p>Improved nutrition to fuel India's human capital development through support to National Nutrition Strategy, State Nutrition Mission, anaemia control program, complementary feeding practices, WASH, food fortification, nutrition education and nutrition sensitive agriculture.</p>	<p>Outcome 4: By 2022, all children enjoy essential nutrition services and rural smallholders, other vulnerable groups have improved livelihoods and greater access to a nutritionally adequate food basket.</p> <p>Key Performance Indicators</p> <p>4.1. % Children under five years of age who are stunted 4.2. % of rural households consuming less than 80% percent of RDA (Ref States: rural Odisha and North-East) 4.3. All Children 6–23 months of age who were fed minimum dietary diversity. 4.4. % Women of reproductive age (15-49 years) with anaemia, 4.5. % Pregnant women (15-49 years) with anaemia 4.6. % of women owning the agricultural land 4.7. % increase in agriculture productivity (per hectare yield) of small and marginal holders of major crops 4.8. % Income of rural small holders in targeted States, Districts (example: annual income by small holders (1.01-2.0 ha) 4.9. % Agricultural area under productive and sustainable agriculture (2.4.1) 4.10. % of gross area under legume based cropping system (nutrition sensitive agriculture)</p>

Priority	Situational Analysis	Result Areas	Strategies	Flagship Programme	Outcome and Indicators
Priority 5 - Climate Change, Environment and Disaster	<ul style="list-style-type: none"> India is 5th most affected country by weather loss in 2018 (2020 Climate Risk Index). India set ambitious targets in solar, wind energy; established ISA, an alliance of 121 solar-resource-rich countries Environmental degradation, climate change, disasters, ineffective waste and chemical management have disproportionate impact on women and children India's natural resource base is eroding rapidly. India has one of largest populations living on degraded land. India was among 5 countries most frequently hit by natural disasters (2002- 2013). Leading issues are air pollution, plastic waste, biomedical waste have contributed to poor environmental and community health outcomes in all strata, with disadvantaged being more impacted. 	<ol style="list-style-type: none"> More clean, efficient energy- rural communities; enhanced energy efficiency in intensive sectors to reduce GHGs; innovative partnerships on solar and renewable energy. Help meet national commitments - Paris agreement; integrate climate change adaptation, mitigation, disaster risk reduction, Aichi, national biodiversity conservn. coastal ecosystems; phase out HCFC, manage natural, cultural heritage; improve air quality (major cities); mainstream "one Health" approach across sectors and policies. 	<ul style="list-style-type: none"> Improve data, evidence for policy and decision making on climate and disaster; degrading natural resources, water quality; water resources, biodiversity, air quality. Support innovations in ecosystem management (esp. mountain and coastal), agriculture and allied activities in line with global, national commitments; scale up technological, institutional, financial models for climate change mitigation and adaptation, air quality, waste, plastic and chemical management, water and biodiversity conservation and management; support Gol's Electricity for All goal. Support Government in implementing phase out of Ozone Depleting Substances and HCFCs, integrate SDGs, contribute to national policies on affordable- clean energy for vulnerable groups; post-disaster recovery and emergency response and support systems. Promote innovative partnerships and incentivise adoption of energy efficiency and renewable energy technologies and solutions in energy intensive sectors such as buildings, transport, railways and small industries. 	<ul style="list-style-type: none"> Support Gol in air, water pollution control, ex-situ solutions for sustainable crop residue management. Support NCAP, Plastic Waste Management Rules, Biomedical Waste Management Rules, National Water Mission, Jal Jeevan Mission, Swachh Bharat Mission and National Mission on Biodiversity and Human Well-being and meeting national commitments on POPs. Support prevention and containment of zoonotic infections and AMR through the one Health Approach in India to improve human health, animal health and environment with focus on efficient response to disasters and pandemics. 	<p>Outcome 5: By 2022, environmental and natural resource management (NRM) is strengthened and communities have increased access to clean energy and are more resilient to climate change and disaster risks.</p> <p>Key Performance Indicators</p> <ol style="list-style-type: none"> Annual reduction in tons of CO2 (tCO2/year) in line with the Nationally Determined Contribution (NDC) and commitments under the UNFCCC Extent of implementation of HCFC Phase-Out Management Plan (HPMP) No. of State governments that adopt and implement climate adaptation and disaster risk reduction strategies in line with the Sendai Framework Terrestrial, coastal and marine areas protected, restored or managed through integrated programs for ecosystem resilience and community based climate adaptation, Integrated approaches adopted to reduce air pollution, health and environmental degradation with a focus on chemicals and waste management Proportion of population with primary reliance on clean fuel and technology Land degradation arrested and rehabilitated, and sustainable land and ecosystem management promoted for enhanced resilience of vulnerable communities and landscape. Amount of biodiversity attributable public expenditure for biodiversity conservation and management (Revised indicator) Proportion of population with access to electricity Renewal share of installed generating capacity No. of states with strategies for enhancing adaptive capacity and dealing with climate extreme weather events.
Priority 6 - Skilling, Entrepreneurship, and Job Creation	<ul style="list-style-type: none"> India's high economic growth rates over past two decades have not been accompanied by creation of enough decent jobs. A large proportion of workers – over 90 percent - working in India's unorganized sector - are vulnerable with few or no employment rights, benefits, and social protection. Women's participation in workforce remains low at around 20% as against the global average of 40%. Social norms, discrimination, violence continue to impact how and where women work. India faces a serious shortage of skilled labour reflecting the mismatch between demand and supply of labour. Producers of goods and services, especially in primary, MSME sectors face severe constraints to access input and product markets. 	<ol style="list-style-type: none"> Support Govt. missions on economic growth, job creation, e.g. Make in India, Start-up India, Skill Up India. Support innovative job creation and entrepreneurship strategies for inclusion of youth, women, migrants, marginalized groups, in low-income states, North-East and potential sectors (MSME, rural labour markets, labour-intensive manufacturing infrastructure, green industry, affordable housing). Improve quality and delivery of employment, skills, school-to-work transition, policy for innovation, digitalisation; state social protection; enhance participation of women in workforce; transition to formal economy. 	<ul style="list-style-type: none"> Support innovative solutions for skilling, enterprises in emerging sectors such as retail, housing, roads, energy, financial services, infrastructure, manufacturing, and green technology; state level strategies on migration and development; enabling systems on finance, technology, mentorship for large scale enterprise promotion. Support government efforts in delivery of employment and skills training; state level strategies on migration and development; MSMEs in emerging sectors and value chains; gender responsive social protection measures; national legislation on workers' rights. Strengthen partnerships for skilling and enterprise promotion; associations of marginalised groups; CSOs for socio-economic inclusion of marginalised groups and multi-stakeholder support to transition of youth to work force. 	<ul style="list-style-type: none"> Skilling for young people, especially young women to accelerate pace and scale of delivery of skills and entrepreneurship development programs. Enhance quality, affordability, and accessibility for women and other vulnerable and marginalized communities, esp. in core sectors identified under Make in India, Skilling India, Start-up India campaigns. 	<p>Outcome 6: By 2022, people vulnerable to social, economic and environmental exclusion have increased opportunities for productive employment through decent jobs and entrepreneurship.</p> <p>Key Performance Indicators</p> <ol style="list-style-type: none"> % MSMEs owned by sex and age % of youth aged 15-29 who are not in employment, education or training (NEET) (by sex) % of eligible population covered by employment-related social security systems, i.e., aggregate of NREGP, EPFO and ESIC) No. of people certified under the Recognition of Prior Learning (RPL) framework, No. of States adopting skill and entrepreneurship development policy and reporting increase in budgetary spending Proportion of time spent on unpaid domestic and care work No. of manual scavengers rehabilitated under the Self-Employment Scheme for Rehabilitation of Manual Scavengers Unemployment rate, by sex, age and persons with disabilities Labour force participation rate for women

Priority	Situational Analysis	Result Areas	Strategies	Flagship Programme	Outcome and Indicators
<p>Priority 7. Gender Equality and Youth Development</p>	<ul style="list-style-type: none"> Women, children, and young people, especially girls, are among some of the most vulnerable and marginalised groups in Indian society due to deeply embedded patriarchal structures and adverse social norms. India is home to an estimated 354 million people between the ages of 15 and 29, comprising 31 percent of the country's population. The Government recognises that ending violence against women and girls is a key priority, including combatting trafficking of women and girls, domestic violence, sexual harassment, and ensuring public safety. Overcoming systemic patriarchal and gender barriers are necessary for women and girls to exercise choice and take advantage of opportunities. Greater investments are required for mitigating risks and vulnerabilities facing children. 	<ol style="list-style-type: none"> Support increased protection of children, women from violence, abuse, exploitation, incl. domestic violence, trafficking, sexual, other exploitation; eliminate all harmful practices (e.g. gender biased sex selection, child and forced marriage; FGM, dowry, etc.). Increase access, ownership of economic assets (e.g. land, loans, homes); recognise unpaid care, domestic work. Strengthen implementation of legislation to protect rights of women, girls, young people incl. gender-responsive budgeting and planning at national, state level. Expand opportunities for social, political, economic participation of young people. Strengthen national data systems for high-quality, timely, reliable data disaggregated by gender, disability and age (e.g. persons from 0 to 24 years). 	<ul style="list-style-type: none"> Generate data and evidence on issues (e.g. son preference, child and forced marriages, FGM, dowry) and policies for women, poor and marginalised groups; enhance awareness and information in these groups about their legal rights and engaging with law enforcement agencies; provide inputs to Youth Development Index. Support innovative sectoral development solutions for poor, marginalised communities (esp. women and girls) and youth led initiatives for implementation of SDGs. Support government to implement programs to prevent GBV, SRH for girls and women, needs of intra-national and international women migrants and communication on non-traditional roles. Strengthen partnerships to promote young people as champions against GBV; youth volunteering for leadership and community development; multi-stakeholder partnerships for gender-equal opportunities and skilling, career guidance for youth; support women's organisations and collectives. 	<p>Improving child sex ratios in Beti Bachao Beti Padhao (BBBP) districts by supporting implementation of BBBP and other programs, and gender critical laws for preventing discrimination, harmful practices against women and girls.</p>	<p>Outcome 7: By 2022, women, children, and young people have improved access to equal opportunities and an enabling environment, to advance their social, economic and political rights.</p> <p>Key Performance Indicators</p> <ol style="list-style-type: none"> 7.1.1. % Women and girls ages 15-49 years subjected to physical, psychological or sexual violence by an intimate partner in the previous 12 months 7.1.2. % of women age 15-49 who have experienced physical or sexual violence 7.2. Child (0-6) Sex Ratio 7.3. % Women aged 20-24 years who were married or in union before age 18 7.4. Proportion of women with single ownership of housing and/or land 7.5. Youth Development Index 7.6. Gender Inequality Index 7.7. % of women having an account at a formal financial institution 7.8. % of female borrowers under NRLM program 7.9. No. of adolescent girls and boys receiving at least one program or scheme targeted at adolescents 7.10. Proportion of Children below 5 years whose births have been registered and have a certificate 7.11. % No. of Ministries and State Departments that have institutional mechanisms to promote gender-responsive budgeting

Assumptions

- Effective and proactive engagement from Government and partners takes place towards the achievement of national priorities, SDGs and UNSDF goals.
- Various stakeholders engage to develop a common understanding, ownership and action on key strategies to meet the UNSDF objectives.
- Government makes necessary staff available for capacity building and supports mechanisms for sustainability.
- Government translates acquired knowledge and capacity into operation design, implementation and decision-making.
- Reach of necessary capacity strengthening reaches all levels including lower levels of government.
- Good inter-ministerial coordination exists to provide multi-dimensional solutions to issues identified in the UNSDF.
- Policy level initiatives at national and sub national levels result in gender equitable and inclusive access to resources.
- Government of India and state governments allocate adequate resources for enhanced efficiency and efficiency through critical reforms in targeted sectors.

Assumptions (continued)

- The poor and marginalised sections can access various safety nets to meet basic requirements.
- Gender norms are transformed to provide space for women and girls to be safe, healthy, and skilled to participate in social, cultural and economic spheres.
- Robust evidence exists on all target areas for the UN to advocate with the government.
- Weather, climate and epidemic related shocks are not too disruptive to prevent the development process for the most marginalised populations.
- Adequate government structures exist with the required capacity and coverage of territories where the most vulnerable populations reside.
- Universal social protection mechanisms exist and are regulated by the government.
- The UN and its partners work in a flexible and adaptive manner to adjust support in accordance with changing context and needs.

Abbreviations: AMR - Anti Microbial Resistance; ART - Anti Retroviral Therapy; ASER - Annual State of Education Report; BCC - Behaviour Change Communication; CB - Capacity Building; CO2 - Carbon Di Oxide; CSO - Civil Society Organisation; FGM - Female Genital Mutilation; GBV - Gender Based Violence; GHG - Green House Gases; GP - Gram Panchayat; HCFC - Hydro Chloro Fluoro Carbons; HPMP - HCFC Phase-Out Management Plan; HH - Household; HWC - Health and Wellness Centres; ICDS - Integrated Child Development Scheme; IHIP - Integrated Health Information Portal; JIM - Jal Jeevan Mission; LL - Livelihood; MDM - Mid Day Meal; MGNREGA - Mahatma Gandhi National Rural Employment Guarantee Act; MPI - Multidimensional Poverty Index; MSME - Micro, Small and Medium Enterprises; NCAP - National Clean Air Programme; NCD - Non Communicable Disease; EPFO - Employees' Provident Fund Organisation; ESIC - Employees' State Insurance Corporation; NRLM - National Rural Livelihoods Mission; ODF - Open Defecation Free; PMJAY - Pradhan Mantri Jan Arogya Yojana; PMTCT - Prevention of mother-to-child transmission of HIV; POPs - Persistent Organic Pollutants; POSHAN - PM's Overarching Scheme for Holistic Nourishment; PWD - Persons with Disability; SBCC - Social and Behaviour Change Communication SC - Scheduled Castes; SDG - Sustainable Development Goals; SRH - Sexual and Reproductive Health; ST - Scheduled Tribes; TVET - Technical and Vocational Education and Training UHC - Universal Health Care; UNFCCC - United Nations Framework Convention on Climate Change; UNSDCF - United Nations Sustainable Development Cooperation Framework; WASH - Water, Sanitation and Hygiene;

