Independent Evaluation Office
United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION
INDIA

ANNEXES

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ANNEX 1. TERMS OF REFERENCE

INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts "Independent Country Programme Evaluations (ICPEs)" to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level, as well as the effectiveness of UNDP's strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.[1] The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

This is the third country-level evaluation conducted by the IEO India. In 2002 and 2012 IEO conducted Assessment of Development Results of UNDP's activities in India for the period from 1997 to 2002 and 2004 to 2011 respectively. The ICPE India will focus on UNDP's work during its current programme cycle, 2018-2022, with a view to contributing to UNDP's preparation of the next country programme starting in 2023. The ICPE will be conducted in collaboration with the Government of India, with the India Country Office, and with the UNDP Regional Bureau for Asia and the Pacific.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country's need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. Thus, this ICPE will also consider the degree to which UNDP has been able to adapt to the crisis and support the country's preparedness, response to the pandemic and its ability to recover meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

NATIONAL CONTEXT

India is a lower-middle income country and the fifth largest economy in the world with an estimated population of about 1.30 billion**.** India's Human Development Index value for 2019 is at 0.645, placing the country at a medium level of human development.[2] Its GDP more than tripled in the past two decades, increasing from 0.87 trillion in 2000 to 2.94 trillion in 2019 at a constant 2010 US$. The slow growth in rural incomes and global trade negatively affected recent growth patterns in 2020, further exacerbated by the COVID-19 pandemic.[3] While pre-pandemic forecast predicted a 4 % and 6.2% economic growth in 2020

and 2021, the latest forecast factoring in the impact of COVID-19 predicts -9% in 2020 before growth recovers at 8% in 2021.[4]

The rapid economic expansion of India has translated to a significant decrease in the incidence of poverty. lifting 90 million people out of extreme poverty in the 2011-15 period.[5] In 2019 however, 10.7% of the employed population was below the 1.90 PPP a day poverty line.[6] The pandemic has severely affected the informal sector, which employed the majority of India's population.[7] It also triggered a domestic migration crisis where millions of unemployed wage workers left cities for the countryside.[8] As half of India's population lives close to the poverty line, any shortfall in income or loss of job increases their risk of slipping back into poverty. Key mitigations actions taken by India's government included, among other liquidity and financial support programme for small and medium enterprises, employment schemes for migrant workers and the development of an integrated pan-India social protection system, moving away from a primary focus on rural areas to include the informal sector and the urban poor.[9]

Women are particularly affected by poverty and discrimination, with India ranking 131 out of 155 countries on the gender inequality index.[10] Female participation in labour force is 21 per cent, against the global average of 42 per cent[11] in 2019. Their share of job losses due to the pandemic resulting from the industry mix alone is estimated at 17 percent.[12]

Universal access to health and primary care is a significant challenge, with considerable geographic and social disparities regarding healthcare access. [13] Key factors affecting India's poor performance in the health sector include insufficient health-related public spending, poor human capital, shortage of infrastructure, weak management, limited community participation, and neglect of the social determinants of health.[14]

The environment and climate change represent a significant threat to India's sustainable growth. The majority of India peninsular rivers have a short flowing period and are heavily polluted; 90% of wastewater discharged in rivers does not meet meat environmental norms. Forest degradation is a key environmental challenge as nearly half of the forested area covering 23% of the country is degraded.[15] Climate change poses additional environmental stress making India monsoon more unpredictable with an increasingly negative impact on agriculture.[16] In 2019, India was the seventh most-affected by the devastating impact of climate change globally.[17] Despite the fact that India emits 7.1 per cent of global emissions and has per capita emissions that are 60 per cent lower than the global average. India is among the few countries that are on track to meeting their Paris Agreement commitments. [18]

UNDP PROGRAMME STRATEGY IN INDIA

UNDP is a long-time- partner of India, being present in the country since 1951 and working in a wide array of development areas. This included system and institutional strengthening, inclusive growth, sustainable livelihoods, energy environment and resilience, with an average yearly programme budget of US$46.4 million in the past 12 years. Overall, the IEO's Assessment of Development Results for 2004-2011 found that the effectiveness of UNDP contribution has varied. There are examples of highly effective work, such the subnational Human Development Reports, as well as capacity development activities in governance, poverty reduction and energy and environment. At the same time, there were challenges with the lack of strategic focus and synergies between projects and programmatic approaches, short implementation periods and sudden closure of projects.

The 2018-2022 programme builds on the past programme's achievement [19] and lessons drawn from the mid-term programme review and the past country programme action plan evaluation. The programme sought to strengthen institutions, systems and inadequate capacities across sectors to accelerate inclusive

and sustainable development. It also aimed to promote innovation, risk taking and to improve transparency through modernization and digitalization of India's national programmes and missions.
The current programme focuses on achieving the Sustainable Development Goals, in alignment with India's new national development vision, India 2030 and the Sustainable United Nations Sustainable Development Framework 2018-2022. It has three main focus areas:

i. Institutional and systems strengthening for service delivery, especially in national priority areas of e-governance, Digital India, citizen-centric service delivery, effective implementation, effective justice delivery and SDG planning, budgeting, coordination and monitoring.
ii. Accelerating inclusive growth through strengthening institutional linkages between enterprise and skills-training providers and identifying synergies between national programmes and missions to assist marginalized groups'[20] access to sustainable skills, jobs, livelihoods and productive assets.
iii. Energy conservation, environmental sustainability, stronger natural resource management and community resilience with a focus on innovation and ability to access, manage and deliver high quality results using Global Environment Facility (GEF) and climate financing and integration of internationally adopted frameworks and policies for climate change and DRM within national and state-level institutions, systems and processes.

Implementation of this country programme is supported by the renewed partnership and blending finance solutions, leveraging financial and technical resources from various sources and scale and south-south expertise.[28]

The structural change of the UNDP India country office in 2017 due to reduced core funding and the COVID-19 pandemic has presented the CO with considerable challenges but also opportunity to implement activities and support India to prepare, respond, and recover from the pandemic. Along with rethinking current programme activities, additional resources have been raised for national and state-level responses in supporting health systems, addressing social and economic impact and supporting multisectoral coordination and inclusive response.

The total estimated budget in support of the three priority areas is about US$ 349m (see table 1 above), 52% of which was allocated to the area of "Energy, environment and resilience" (Outcome 3), and 48% almost equally shared between the areas of " strengthening systems and institutions" (outcome 1) and "Inclusive growth" (outcome 2). The available budget to date represents 54% of the expected resources, and delivery is 55.8% of the total available budget (see Table 1 below).

Programme expenditure to date shows that UNDP has the highest concentration of activities in supporting public health systems for inclusive service delivery (output 1.3), representing 31% of the overall programme expenditure over the past three years. Sustainable management of natural resources and ecosystems, ozone-depleting substances, chemicals and wastes (output 3.2) is the second major intervention area, with 26% of programme expenditure. Support for the institutionalization of climate change and DRR (output (3.1) is the third-largest work area and represents 14% of overall programme expenditure. The promotion of inclusive employability, skilling, employment and entrepreneurship models (output 2.1) is the fourth largest area of work, representing 9% of programme expenditure.

Table 1: United Nations Sustainable Development Framework outcomes, UNDP Country Programme Outputs and Indicative Resources (2018-2022)				
UNSDF+ Outcomes	**CPD Outputs**	**Programme finance in US$ million (2018-2021*)**		
		Planned resources	**Budget**	**Expenditure**
Outcome 1: **By 2022, there is improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services**.	**Outputs 1.1:** Institutions strengthened to support implementation and monitoring of the SDGs. **Outputs 1.2:** Systems strengthened for increased access to entitlements, services, justice and finance. **Outputs 1.3:** Improved efficiency and effectiveness in public health systems for service delivery benefitting women and the poor. **Output 1.4:** Increased provision of digital government services to citizens. **Output 1.5:** Partnerships forged between government, private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility (CSR) and foundations that provide innovative and effective new development solutions that harness South-South opportunities.	**Regular resources:** 11 **Other resources:** 72.49	65.30	40.87
Outcome 2: **By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded,**	**Output 2.1:** Models with large-scale replicability, integrating employability, skilling, employment and entrepreneurship targeting women and poor people are developed. **Output 2.2:** Poor and vulnerable have the capacity,	**Regular resources:** 8.02 **Other resources:** 76.32	35.68	20.36

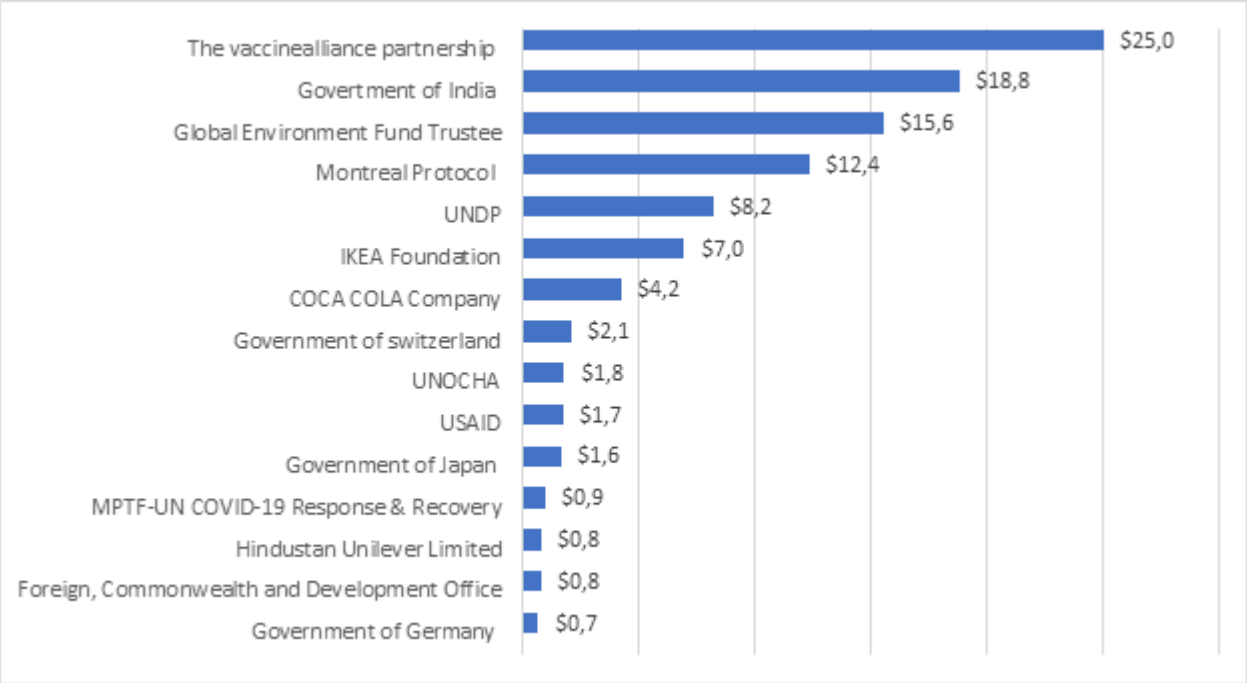
in rural and urban areas.	options and opportunities to move out of deprivation. **Output 2.3:** Partnerships for skill development and integrated housing solution forged between government, private sector, multilateral and bilateral agencies, vertical funds, CSR and foundations.			
Outcome 3: **By 2022, 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**	**Output 3.1:** Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate change and disaster risk reduction at national and subnational levels. **Output 3.2:** Effective solutions developed at national and subnational levels for sustainable management of natural resources and ecosystems, ozone depleting substances, chemicals and wastes. **Output 3.3:** Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal clean energy access. **Output 3.4:** Blended finance mechanisms developed to strengthen sustainable energy and environment solutions.	**Regular resources:** 11 **Other resources:** 170.26	84.45	43.43
Grand total*		**349.09**	**188.83**	**105.35**

Source: *UNDP India Country Programme Document 2018-2022 and ATLAS extraction (07 January 2021)*
**Financial figures include US$3.40 million of available budget and US$ 0.69 million of expenditure not allocated to any of the three outcome areas.*

Resources to implement UNDP's country programme in India are provided by the Vaccine Alliance Partnership (24% of programme expenditure),the Government of India at national and state level (18%),

the Global Environment Fund and Trustee (15%), the Montreal Protocol (12%), UNDP (8%), the IKEA Foundation (7%), the Coca-Cola company (4%) and other donors (see figure 1 below).

Figure 1: Top 15 donors to UNDP programme in US$ million



Source: *and ATLAS extraction (07 January 2021)*

SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to inform the development of the CPD for the next programme cycle. They are conceived as both accountability and learning tools, in that they aim to provide an account of results achieved and examine factors – both positive and negative that have driven performance.

The ICPE India will focus on the country programme approved by the Executive Board for the period 2018-2022 and will take into account interventions that may have started in the previous programme cycle but continued in the current one, as well as any changes made to the CPD due to various reasons. The ICPE will pay close attention to UNDP's response to the COVID19 pandemic in the country.

The scope of the ICPE includes the entirety of UNDP's development programmes in the country funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included. Also included are any activities UNDP country office has engaged that are considered crucial for the political and social agenda of a country, although they may not necessarily be done as part of a specific project.

METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.[21] The ICPE will address the following key evaluation questions.[22] These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will be reviewed.

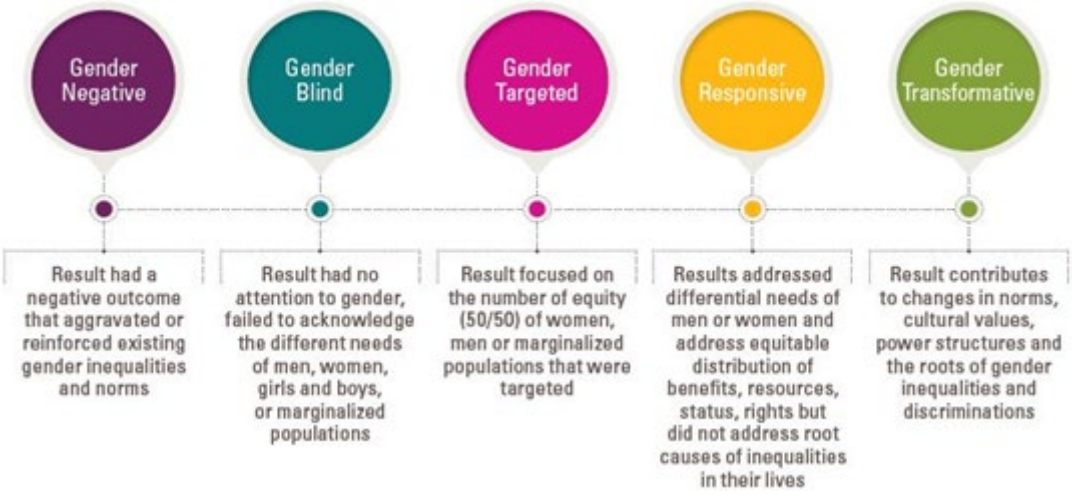
The effectiveness of the common country programme will be analysed under evaluation question 2. This will include an assessment of the UNDP achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

UNDP support to country's preparedness, response and recovery process to the COVID-19 pandemic will be addressed in question 3 by analysing UNDP's programme adaptation to the COVID-19 situation, the relevance of UNDP's support to the country including its alignment to national policies and other UN agencies and donors' interventions as well as by assessing the effectiveness of the support provided and the sustainability of results achieved.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 4. The utilization of resources to deliver results (including managerial practices); the extent to which the Country Office fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation); and the integration of gender equality and women's empowerment in design and implementation of the CPD are also some of the aspects that will be assessed under this question.

Special attention will be given to integrate a gender-responsive and intercultural focus to the evaluation approach to data collection methods. In this context, the evaluation will analyse the extent to which UNDP India support was designed to and did contribute to gender equality. This analysis will be conducted considering the gender marker[23] and IEO's gender results effectiveness scale (GRES). The GRES classifies gender results into five categories as indicated in the schematic below. In addition, gender-related

questions will be incorporated in the data collection methods and tools, such as the interview questionnaire, and reporting.



ICPE rating system: Based on the rating system piloted by the IEO under its Independent Country Programme Review (ICPR) model and the lessons learned from its application, the IEO is currently developing a rating system for ICPEs which will be applied on a pilot basis to ICPEs in 2021. Ratings will be given for performance at the output and outcome levels. Outputs will be rated against UNDP country programme progress/ achievement towards each of the planned outputs. Outcomes will be rated against UNDPs contribution to CPD Outcome/ UNSCDF outcome goals.

IEO will employ a rating system for all ICPEs starting in 2021. The rating system was first piloted in 2020 and is currently being refined. Details will be provided in due course prior to the implementation of the ICPE.

DATA COLLECTION AND ANALYSIS

Assessment of data collection constraints and existing data. The ICPE will include an initial assessment of existing data and potential data collection constraints and opportunities. In terms of availability of decentralized evaluations, the Evaluation Resource Center (ERC) information indicates that 28 evaluations were planned as part of the current programme cycle, and at the time of this TOR preparation, eight project evaluations had been completed. The completed project evaluations cover approximately 15% of programme expenditure to date and focused mostly on climate change and DRR (Output 3.1), sustainable natural resource management (Output 3.2) and renewable energy (output 3.1). One evaluation covered the area of skill development and employment (output 2.1). The quality of project evaluations is moderate. Five out of the eight completed project evaluations were quality assessed. Three of them were assessed as moderately satisfactory, one as satisfactory and one as unsatisfactory.[24] In addition to project-level evaluations, the CO has completed last year a mid-term review of the country programme. Together these projects and programme evaluations provide a good basis of evaluative evidence for implementing this ICPE. The mid-term review in particular will be used to guide validation of progress and course correction recommended and to deepen analysis of UNDP value added and ways forward for the next programme cycle.

The remaining 20 project evaluations include 12 project evaluations in the climate change, natural resource management and renewable energy (outcome 3), five in the area of employment and skill development

(outcome 2) and 2 in the area of institutional and system strengthening (outcome 1). In addition, one outcome evaluation is planned by the CO in 2022. Out of these 19 remaining project evaluations, only six are planned to be completed this year alongside the ICPE. Overall, the area of institutional and system strengthening (outcome 1) has a relatively weaker evaluative basis compared to the others two outcomes areas of the current CPD. The evaluation team will address this by allocating relatively more human resources and efforts to assessing UNDP contributions to outcome 1.

The CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR), UNDP's COVID-19 Mini-ROAR, and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by the Country Office, to interpret the UNDP programme goals and to measure and assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to understand goals and map assumptions against the expected and achieved results. In addition, primary data collection will depend on COVID-19 restrictions and the possibility of conducting virtual consultation. In response to these constraints, the evaluation team will expand the number of interviews with key informants as well as recruit national expertise and/or consultants familiar with India context and challenges and engage with think tanks, academia and research institutes.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and telephone/zoom interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, the Country Office and RBAP, and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the Country Office to identify relevant UNDP partners and beneficiaries to be consulted, as well as those who may not work with UNDP, but play a key role or help the valuation assess UNDP contributions to the CPD outcomes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

The criteria for selecting projects will include:

- Programme coverage (projects covering various components, projects and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and the current cycle);
- Degree of "success" (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports

(ROARs); and evaluations conducted by the country office and partners, including quality assurance reports available. A questionnaire will be administered to the country office and expected to be completed at least two weeks prior to the beginning of the data collection consultations.

All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with UNDP's gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the programme and operations. Gender-related data will be collected by using corporately available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes and the GRES.

MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the India Country Office, the Regional Bureau for Asia and the Pacific and the Government of India. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

Country Office in India: The Country Office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, complete the country office questionnaire and provide factual verifications of the draft report on a timely basis. The Country Office will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries). The Country Office staff will also be interviewed. To ensure the independence of the exercise and the anonymity of interviewees, the Country Office staff will not participate in the stakeholders' interviews. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RB. It will support the use and dissemination of the final ICPE report at the country level. The Country Office and IEO will organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented.

UNDP Regional Bureau for Asia and the Pacific: The UNDP Regional Bureau for Asia and Pacific will support the evaluation through information sharing and will participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the implementation of the evaluation recommendations, as defined in its management response.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- Lead Evaluator (LE)*:* IEO staff member with overall responsibility for developing the evaluation design and terms of reference; leading and managing the conduct of the ICPE, preparing/ finalizing the evaluation report; and organizing the stakeholder debrief, as appropriate, with the Country Office.

- Associate Lead Evaluator (ALE): IEO staff member with the general responsibility to support the LE, in particular during the data collection and analysis, consultants' management and the preparation of final report. Together with the LE, the ALE will help backstop the work of other team members.
- Research Associate (RA): IEO internal consultant in charge of supporting the LE/ALE in the preparation of terms of reference, background research, data collection and analysis and the final report.
- Consultants: Three external consultants, preferably nationals from India, will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE, they will conduct preliminary desk review, develop a data collection plan, conduct data collection, prepare outcome analysis papers, and contribute to the final ICPE report.
- Think thanks: IEO will explore partnering with nationally based think tanks, research institutions, and academia to strengthen its data collection and analysis capacity amid operational challenges in the pandemic to ensure the team has a good understanding of the national and different local contexts and an improved access to beneficiaries.

The roles of the different members of the evaluation team can be summarised in Table 2.

Table 2: Data collection responsibilities (tentative)

Outcome/Area	**Data collection and report**
Outcome 1	ALE + Consultant 1/
Outcome 2	LE + Consultant 2
Outcome 3	LE + Consultant 3
Gender equality	ALE + All
Strategic positioning issues	LE
Operations and management issues	ALE+ALL

EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

Phase 1: Preparatory work. Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international development professionals with relevant skills and expertise will be recruited. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material and identify specific evaluation questions, and issues. Further in-depth data collection will be conducted, by administering a questionnaire to the Country Office. Based on this, detailed questions, gaps and issues that require validation during the data collection phase will be identified.

Phase 3: Data collection. The evaluation team will engage in data collection activities, depending on COVID restrictions, most to all consultations shall be virtual. The estimated duration of the data collection period will be 2 to 3 weeks. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the data collection phase, the evaluation team may hold a debriefing presentation of the key preliminary findings to the Country Office when all additional data gaps and areas of further analysis should be identified for follow-up.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE and ALE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and an external reviewer. The quality assured draft report will then be circulated to the Country Office and the UNDP Regional Bureau for Asia and the Pacific for factual corrections. The second draft, having taken into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the India Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

Phase 5: Publication and dissemination. The ICPE report, including the management response, and evaluation brief will be widely distributed electronically. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The India Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Asia and the Pacific will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

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TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively[25] as follows:

Table 3: Timeframe for the ICPE process going to the Board in September 2022 (tentative)		
Activity	**Responsible party**	**Proposed timeframe**
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE/ALE	March
Selection of other evaluation team members	LE/ALE	April
Phase 2: Desk analysis		
Preliminary desk review of reference material	Evaluation team	June 2021
CO questionnaire	Evaluation team	July 2021
Phase 3: Data collection		
Data collection and preliminary findings	Evaluation team	July- August 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE/ALE	September 2021
Zero draft ICPE for clearance by IEO	LE/ALE	October 2021
First draft ICPE for CO/RB review	CO/RB	October 2021
Second draft shared with the government	CO/GOV	November 2021
Draft management response	CO/RB	December 2021
Final debriefing with national stakeholders	CO/LE	December 2021
Phase 5: Production and Follow-up		
Editing and formatting	IEO	January 2022

ANNEX 2. EVALUATION FRAMEWORK

Evaluation Questions	Sub-questions and their linkages to rating criteria matrix	Data/Info to be reviewed/collected	Data collection methods and tools (e.g.)	Data analysis (e.g.)
EQ1. What did the UNDP country programme intend to achieve during the period under review?	1.1 To what extent is the UNDP country programme relevant to the national development challenges and objectives? 1.2 To what extent has the UNDP country programme addressed the needs of vulnerable and marginalized groups and promoted LNOB principles, Human Rights and gender? 1.3 To what extent does the UNDP country programme have a sound theory of change based on reasonable assumptions? To what extent is the portfolio composition appropriately supporting the theory of change and maximizing interlinkage for combined impact? 1.4 To what extent and how has the programme design and implementation changed from the initial CPD? To what extent and how do these changes affect the relevance of the CPD? 1.5 To what extent does the UNDP country programme seek synergy and partnerships with UNCT and other development actors (donors, IFIs, multilateral and bilateral agencies, I/NGOs, CSOs, private sector, etc.) in its programme design?	- UNSDF & CPD - Indicative Country Office Results and Resources Framework (from CPD) - Current Country Office Results and resources framework (if different from the one included in the CPD) - Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board. - Data to validate CO explanation of changes in context since CPD approval (if any significant changes have occurred). - UNDP's interventions strategy, e.g. theory of change (if available, or reconstructed) that maps an expected pathway of change, logic and assumptions, including plans detailing required financial resources and capacity for programme	- Desk/literature review of relevant documents (including problem analysis conducted by the CO) - Advance questionnaire to the CO - Semi-structured interviews/focus groups with relevant stakeholders - Field studies/visits or survey to beneficiaries (as possible) - Other as appropriate	- Map a theory of change to identify the logic, sequence of events and assumptions behind the proposed programme, including hypothesis of unintended consequences. - Problem analysis of underlying development challenges - Mapping of key development actors - Mapping of UNDP programmatic partnerships - Stakeholder analysis - SMART analysis of CPD indicators - Triangulate data collected from various sources and means (e.g. cross check interview data with desk review to validate or refute TOC).

	1.6 To what extent does the UNDP country programme optimize UNDP's comparative advantage and strategic positioning in the country? 1.7 How can UNDP adjust its next country programme priorities and approach to the current context and expected challenges?	implementation (and evidence of their provision) - UNDP risk analysis matrix - UNCT reports and workplans - National data (e.g. SDG, human development data, ODA, national budget, etc. - Literature on development and development cooperation in India		
EQ2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	2.1 To what extent did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)? 2.2 To what extent and how did the achieved results contribute to (or are likely to contribute to) the CPD outcomes?	- Results Oriented Annual Reports - CO self-assessment of performance , ROARs and country programme reports covering CPD period to date - Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence of attribution of related changes to UNDP interventions - Programme level audits and evaluations available. - UNDP country programme's social and environmental standards	- Desk/literature review of relevant documents - Assessment of ROARs, GRES as well as indicators status to assess progress and trends - Project QA data extraction - Advance questionnaire to the CO - Semi-structured interviews/focus groups with relevant stakeholders	- Contribution analysis against TOC assumptions and hypothesis of unintended consequences - Counterfactual analysis to check whether results could have been delivered without UNDP - Analysis of evaluations and audits - Stratification of results information by beneficiary type, including by m/f, disability, socio-economic status, age as far as possible. Thematic assessment to deepen results and fill gaps.

	2.3 To what extent did the UNDP country programme advance "Leave No One Behind",[1] GEWE and Human Rights? 2.4. To what extent did the implementation and results of the CPD adhere to sustainable development principles? [2] 2.5. Are their signs that UNDP has helped developed the capacities and financial resourcing required to sustain results? 2.6 Is there evidence that the initiatives supported by UNDP have scaled up beyond their funded targets? 2.7. Were there positive or negative, direct and indirect unintended outcomes?	- Perspectives of country office staff and key stakeholders, including their observation of results and unintended consequences - Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPE project list. - UNCT documentation - Relevant national data and reports - Other, as required	- Field studies/visits or survey to beneficiaries (as possible) - Other as appropriate	- Summary of outcome indicator and status - Analysis of corporate surveys - Trend analysis of ROARs & GRES - Triangulate data collected from internal and external, primary and secondary information.

[1] [1] In Leave no one behind categories (UNDP Corporate Planning System): People living in peri-urban areas; People living in rural areas; People living in slums; People living in urban areas; Internally displaced persons; Migrants; Persons directly affected by natural disasters; Persons negatively affected by armed conflict or violence; Refugees; People living in multi-dimensional poverty; People living under the national poverty line; Unemployed persons; Key populations for HIV, tuberculosis and malaria; Minorities (e.g. race, ethnicity, linguistic, religion, etc.); Persons with disabilities (PwD); Sexual and gender orientation; Women; Youth.

[2] Measures are taken to a) reduce the likelihood of negative consequences for social justice/economic performance/political stability/gender equality /emerging over time, b) reduce the likelihood of negative consequences on the environment emerging over time and c) to promote adaptation

EQ 3: To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?	4.1 To what degree has UNDP's COVID support been relevant to the needs of India? 4.2 How well has UNDP's support and response been aligned with government plans and support from other UN agencies, donors, and NGOs/CSOs? 4.3 How well has UNDP supported the country to develop responses that reduced loss of life and protected longer-term social and economic development? To what extent were these responses equitable? 4.4 To what extent were UNDP's funding decisions informed by evidence, needs analysis, risk analysis and dialogue with partners? To what extent did the decisions made support efficient use of resources? 4.5 To what extent has the support contributed to the development of social, economic and health systems in India, and for them to be equitable, resilient and sustainable?	- Internal information on design, targeting, implementation, and results of UNDP COVID response, including the mini-ROARs, COVID-19 monitoring dashboard, etc. - External information on design, targeting, implementation, and results of national COVID response, including those of UN agencies, donors, and NGOs/CSOs - External information on national COVID recovery plans across health and key social and economic sectors. - Information on national social, economic and health systems in India, including associated implementation capacities - Government and external partners' perspectives on UNDP's COVID support, including their observation of results and unintended consequences	- Desk/literature review of relevant documents - Assessment of mini-ROARs and end of year ROARs, UN/UNDP COVID-19 response indicators, monitoring dashboard, etc. - Key informant interviews with health, social and economic sector stakeholders - Advance questionnaire to the CO - Key informant interviews with UNDP staff - Other as appropriate	- Comparison of UNDP's COVID response plans with national, sectoral, and partner plans, with a focus on links, additionality, gaps, duplications or conflicts - Review of UNDP and national COVID response targeting plans and associated coverage data, with stratification of most vulnerable/often excluded groups. - Review of UNDP COVID implementation reports for efficiency information – timeliness of response, sufficiency and use of financial resources. - Contribution and thematic analysis of stakeholder perspectives. - Counterfactual analysis to check whether results could have been delivered without UNDP. - Triangulate data from desk review and interviews with survey to close gaps and findings

EQ4. What factors contributed to or hindered UNDP's performance and may influence the sustainability of results?	3.1 What design, implementation, and contextual factors have contributed to or hindered CPD India's results (output and outcome)? 3.2 What design, implementation, and contextual factors have influenced the way that women (and other groups of interest) experience and benefit from UNDP's support? 3.4. To what extent has the UNDP country programme been implemented efficiently, and what effect have these factors had on the results? (including timeliness, human resources use and management, financial resources management, M&E) 3.5 To what did partnerships with other UN agencies and other development partners (including donors, IFIs, multilateral and bilateral agencies, I/NGOs, CSOs, private sector, and use South-South and triangular cooperation mechanisms) contributed to or hindered UNDP's performance? (Coherence 2 B) 3.6. What design, implementation, and contextual factors have influenced the scale up achievement in the CPD?[3] 3.7. What design, implementation, and contextual factors have influenced the sustainability of results?	Secondary and primary information in the following areas, from internal and external sources[4]: - Programme design information (especially alignment with national priorities; mix of up/downstream interventions; short/long term, use of evidence, ToC and workplans) - Partnerships - lists, agreements, results-data, and post-project reviews - Innovation, knowledge management, use of lessons learned and South-South and Triangular Cooperation - Sustainability (incl. exit strategies, national ownership, piloting and scaling-up) - Design, reports and audits on Social & Environment Standards' (incl. human rights, GEWE, environment sustainability, targeting and coverage) - Use of financial, human and other resources - Implementation and oversight (incl. NIM/DIM,	- Project QA data extraction - Advance questionnaire to the CO - Semi-structured interviews/focus groups with relevant stakeholders - focus on validating or refuting lines of inquiry - collecting perceptions and observations on the "why" and factors that influence or impede effectiveness; - Field studies/visits or survey to beneficiaries (as possible) - Spot check status of implementation of recommendations from previous ADR/ICPE - Tabulation of corporate surveys data - Survey(s) to cover gaps or validate preliminary findings	- Completion of a template of 'factors' with analysis of 'strength of influence (extent the factors affect UNDP's ability to achieve its objectives)' - Contribution analysis against TOC assumptions and unintended consequences - Counterfactual analysis to check whether results could have been delivered without UNDP - Thematic analysis of evaluations and audits - Thematic analysis of corporate surveys - Trend analysis of ROARs & GRES - Cross-check interview data with desk review to validate or refute lines of inquiry – highlighting data on the "why" and factors that influence or impede effectiveness; (check for unintended outcomes) - Triangulate data from desk review and interviews with survey to close gaps and findings

[3] See the UNDP Guidance Note on Scaling-Up Development Programmes (2013)

[4] See the factor assessment sheet for the 'working definition' of the factor typology.

		portfolio management, risk management, flexibility, M&E) - Other important factors relevant to UNDP India country programme	- Other as appropriate -	

Note 1: The evaluation questions in the TOR and UNDP rating guidelines (references) for the basis of the matrix. The IEO rating guide will be shared later.
Note 2: The data sources to respond to UNDP IEO should be treated as suggested list of possible data sources and do not need to be used in totality.

ANNEX 3. RECONSTRUCTED THEORY OF CHANGE

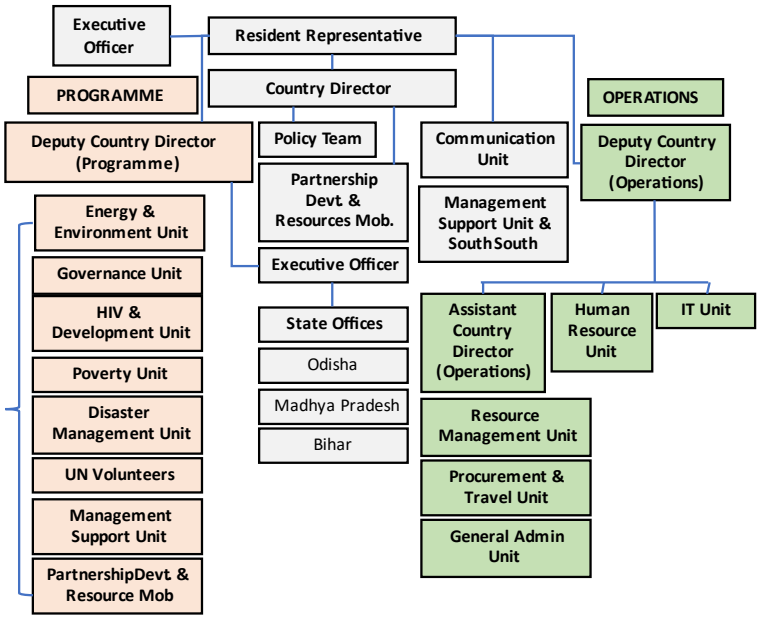
Thematic area	Output	Outcome	Impact
Systems strengthening for service delivery	Institutions strengthened to support implementation and monitoring of the SDGs Systems strengthened for increased access to entitlements, services, justice and finance. Improved efficiency and effectiveness in public health systems for service delivery benefitting women and the poor. Increased provision of digital government services to citizens.	Improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services.	Eradication of poverty and hunger Improved human development outcomes
Inclusive growth	Models with large-scale replicability, integrating employability, skilling, employment and entrepreneurship targeting women and poor people are developed. Poor and vulnerable have the capacity, options and opportunities to move	Institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas.	Mitigation of inequality Universal access to sustainable livelihoods
Energy, environment and resilience	Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate change and disaster risk reduction Effective solutions developed for sustainable management of natural resources and ecosystems, ozone depleting substances, chemicals and wastes. Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal clean energy access.	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.	Reduction in greenhouse gas emissions and chemical waste Establishment of a circular economy Resilient communities

Cross-cutting: partnerships; innovation; gender equality and social inclusion; financing for development

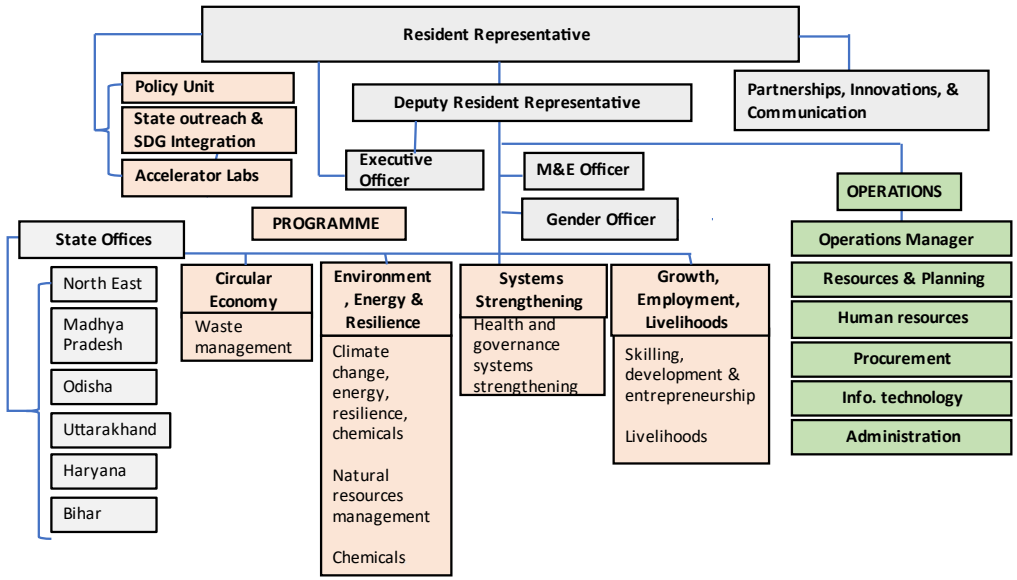
Assumptions:
-Proactive engagement from the government and a stable governance contact
-There will be adequate human and financial resources available,
-UNDP would establish stronger state presence
-UNDP will be able to successfully scale-up model and pilots with the support of government, CSOs and other bilateral/ multilateral partners.

ANNEX 4. CHANGES IN THE ORGANIZATIONAL STRUCTURE

UNDP India CO Organogram (Old)



UNDP India CO Organogram (New)



ANNEX 5. PEOPLE CONSULTED

Government

Aditya Narayan Singh, Additional Director, Ozone Cell, Ministry of Environment, Forest, and Climate Change
Avanish Mishra, DDG, Department of Economic Affairs, Ministry of Finance
D. Sathiyan, Chairman and Secretary, Spices Board India, Ministry of Commerce & Industry
Dr. Amit Mallick, Inspector General of Forests, National Tiger Conservation Authority, Ministry of Environment, Forest and Climate Change
Dr. Ashok Ghosh, Chairperson, Bihar State Pollution Control Board
Dr. Debapriya Dutta, Adviser & Head, Science for Equity Empowerment and Development (SEED) Division, Government of Telangana
Dr. Dhananjai Mohan, Director, Wildlife Institute of India, Government of India
Dr. Lakshmanan S, State Mission Director of NHM for Assam (HSS1), Government of Assam
Dr. Nava Jit Kapoor, Joint Secretary, Ministry of Tribal Affairs
Dr. Shalini Rajneesh, Additional Chief Secretary / Principal Secretary of Planning, Planning & Development Department of Karnataka, Government of Karnataka
Dr. Tariq Thomas, Secretary, Urban Development, Government of Goa
Dr.Vinod B. Mathur, Chairman, National Biodiversity Authority
Dushyant Thakor, Senior Vice President, Invest India
Jayesh Ranjan, Principal Secretary, Industries, Commerce and IT, Ministry of Science and Technology
K.K Nath, Commissioner and Secretary, Transformation & Development Department, Government of Assam
Kamal Kishore, Member Secretary, National Disaster Management Authority
Kavita Rana, Assistant Project Director, NCT of Delhi
Keshav Koirala, Assistant Disaster Management Specialist and Training Officer, State Disaster Management Authority, Government of Sikkim
Mr.Braj Singh, Director, Directorate of Environment and Forest, Government of Manipur
Naresh Goel, Deputy Director General, NACO, Ministry of Health and Family Welfare
Samgra Shiksha, Former R for Career Guidance and Counseling Bureau, Government of NCT of Delhi
Sanyukta Samaddar, Advisor (SDGs and Rural Development), NITI Aayog
Secretary and Deputy Secretary, State Disaster Management Authority, Government of Maharashtra
Shri Nitesh Kumar, Joint Secretary, MoYS
Shri. Choudhary Mohd. Yasin, State Mission Director of NHM for J&K (HSS2), Government of J&K
Shri. Katamaneni Bhaskar, State Mission Director of NHM for Andhra Pradesh (HSS2), Government of Andhra Pradesh
Shrimati, Sunita Sangi, MoSDE
Smt. Sonika, State Mission Director of NHM for Uttarakhand (HSS2), Government of Uttarakhand
Smt. Usha Sharma, Secretary, Ministry of Youth Affairs and Sports
V.V. Harshan, Assistant Vice President, Invest India
Vikas Sheel, Additional Secretary, Ministry of Health and Family Welfare
Vishal Pratap Singh, Deputy Secretary, Department of Economic Affairs, Ministry of Finance
Vivek Sharma, Consultant/project team leader, State Disaster Management Authority, Government of Himachal Pradesh

United Nations

Ankit Sood, Head of System Reforms, WFP India
Danish Ahmed, WHO Country Office India
Debjani Samantaray, National Project Manager, UNV
Deidre Boyd, Resident Coordinator, UN India
Dhuwarakha Sriram, Leading GenU India, UNICEF
Dr. Bhrigu Kapuria, Immunization Specialist, UNICEF
Dr. Rija Andriamihantanirina, Immunization Specialist, UNICEF
Kanta Singh, Country Programme Manager, UN Women
Mr. Eric Kenefick, Deputy Country Director, WFP India
Parul Agarwala, Country Programme Manager, UN-Habitat
Renata Lok-Dessallien, Former Resident Representative, UN India
Sudipta Bhadra, National Programme Officer, ILO

Academia & Research Organisations

Dr. Rita Pandey, Professor, National Institute for Public Finance and Policy
Dr. Ritu Mathur, Head, Integrated Assessment & Modelling
Shikha Bhasin, Senior Programme Lead, Technology, Finance and Trade, CEEW
Mr. Vijay Nirmal, Associate Director, Climate Policy Initiative
Ms. Aparna Joshi, Assistant Professor, Tata Institute of Social Sciences (TISS)
Prof R.S.Aggarwal, IIT, Delhi
Prof S.Mohan, IIT, Chennai

CSOs

Archana Shukla, Senior Manager, Change Alliance
Arrasappa, President, Karnataka Small Scale Industry Association
Arun Nalavadi, Executive Director, Magic Bus Foundation
Arun, Magic Bus
Avinav Kumar, Head of Programmes, PHIA Foundation
Devidas Nimje, Senior Programme Manager, Samarthan
Dr. Bibhuti Lahkar, Programme Secretary, Aaranyak (Assam)
Humana People to People Foundation
Kailash Khandelwal, Director, Hmana People to People
Liby Johnson, Executive director, Gram Vikas
Mr. Pradyut Bhattacharjee, Executive Director, Sesta (Assam)
Ms.Nalini Shekar, Co-Founder, Hasiru Dala
Nirmal Mohanty, Project Manager, Gram Vikas - Odisha
Nishant Chadha, Head of Research, India Development Foundation
Parul Singh, Lead, Program Design and Impact Assessment, Head Held High Foundation
Prasanna Rao, Managing Director, Arya Collaterals Warehousing Ser. P Ltd
Rama Debi, Founder President, ALEAP India
Sudha Mullapudi, Founder, Abhihara Social Enterprise

Suvendu Rout, Vice President, ACCESS Development Services

Private sector

Alka Majumdar, HSBC Foundation
Aparna Dua, Principal and Senior Manager, Asha Impact
Arya Colateral
Barkha Jolly, HSBC Foundation
Bijoy Peter, Head of Technical Services, GS1 India
Deepak Arora, Nayara Industry
Dr. S K Khanduri, Consultant, former Senior Technical Advisor for NRM programme
Dr.Manoranjan Pattanayak, Executive Director- Economics and Public Policy, PwC India
Gunjam Patel, SAP Labs
Meyyappan N, Leader, Social Finance, Nishith Desai Associates
Neha Kumar, India Programme Manager, Climate Bonds Initiative
Piya Bhalla, Social Impact Director, Quilt.AI
Rajeev Ralhan, Executive Director - Clean Energy, PwC India
Rajesh Ayapilla, Director - CSR and Sustainability for India and South west Asia, The Coca-Cola Company
Ramraj Pai, CEO, Impact Investors Council
Ritesh Sinha, Head-Projects, CSR, HDFC Bank
Sameer Arora, CEO, Industrial Foams Private Limited
Sanjay Dube, President and CEO, International Institute for Energy Conservation
Shenoy Mathew, General Manager, Arya Collateral
Stakeholders from chemical management
Vandana Verma, IKEA Foundation

Multilateral/Bilateral Organizations

Balaka Dey, Program Management Specialist, Disaster Management & Education, USAID
Daljeet Kaur, Climate and Environment Advisor, FDCO
Kavita Sachwani, Lead, Water Resources Group 2030, World Bank
L. Homero Hernandez, Senior Country Officer, GAVI Alliance
Shishir Seth, Chief of Unit, Governance and Partnerships, International Solar Alliance
Smita Singh, Senior Project Manager, European Union

Beneficiaries

Beneficiaries from Disha Pilots
Frontline health workers (meetings with female cold chain handlers, through IVRS)
Households with COVID induced vulnerabilities who accessed Social Protection benefits with UNDP support
Lead farmers in NE region
Tribal claimants who received FRA entitlements

UNDP India CO

Aarti Dayal, Livelihoods Project Design Officer

Abha Mishra, State Head, Odisha
Aliaksandr Chaliadzinski, Operations Manager
Alka Narang, Adviser Gender and Social Inclusion
Amee Misra, Senior Economist and Policy Lead
Amit Kumar, Project Coordinator
Ankit Agrahari, Programme Officer
Anusha Sharma, Project Officer, Natural Resource Management
Arun Arumughan, Procurement Analyst
Charu Sethi, Team Leader, Strategic Partnerships
Debjani Samantary, National Project Manager
Digvijay Singh, Social Protection Specialist
Dilip Singh, National Project Manager
Dr. Ruchi Pant, Head, Climate Change, Resilience & Chemicals Management
Govindraj Jeyachandran , State Head, Karnataka
Jaimon Uthup, Interim State Head, Uttarakhand
Jiji Bhattacharjee, HR Analyst
John Borgoyary, State Head, North East
Karanraj Chaudri, Head of SDG Finance
Krishnan Srinivasraghavan, Head of Exploration
Kumar Saket, State Head, Madhya Pradesh
Manish Mohandas, Programme Officer, Resilience
Manish Pant, Programme Manager, Health and Governance Systems Strengthening
Momin Jaan, M&E Analyst
Mukund Raj, Head of SDGCC Karnataka
Nadia Rasheed, Deputy Resident Representative
Namrata Dadwal, Communication Specialist
Pankaj Mehta, Finance Analyst
Prepsa Saini, Health and Nutrition Consultant
Raja Mani, Digital Media Associate
Ravi Chandra, Value Chain Officer
Rozita Singh, Head of Solutions Mapping
Saba Kalam, Programme Officer
Sangita Khadka, Communications SURGE Support
Shoko Noda, Resident Representative
Srikrishna Balachandran, Project Manager - Project Prithvi
Sushil Chaudhary, National Programme Officer
Swayamprabha Das, Gender Focal Point
Swetha Kolluri, Head of Experimentation
Upasana Sikri, Technical Expert - ADP
VIkas Verma, State Head, North
Yuta Kono, SDG Coordination Officer

(Former staff)
Clement Chauvet, Chief, Skills and Business Development
Dr. Preeti Soni, Head, APCTT, UN ESCAP
Harsh Singh, Programme Adviser
Prabhjot Sodhi, Programme Director, Centre for Environment Education

UNDP

Francine Pickup, Resident Representative, UNDP Serbia
Jaco Cilliers, Manager, UNDP Bangkok Regional Hub
Marta Vallejo, Strategic Planning Advisor, UNDP RBAP
Mohammad Younus, India DESK and Team Leader for South Asia, UNDP Bangkok Regional Hub
Ram Iyer, Management Support Team Leader, UNDP Bangkok Regional Hub
Tshering Pem, Programme Specialist, UNDP Bangkok Regional Hub
Wei Zhang, Assistant Resident Representative, UNDP China
Yuri Afanasiev, Resident Representative, UNDP South Sudan

Other:

Outcome Harvesting Virtual Session on SDG Realization and COVID Socio-economic Recovery

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Industrial bodies like CII, FICCI and private players like Larsan and Turbo and others are involved in skill training.

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ANNEX 7. PROJECT LIST

Project ID	Project title	Output ID	Output Title	Output Start date	Output end date	Impleme -ntation modality	Total Budget (2018-2021)	Total Expenditure (2018-2021)	Gender Marker
Outcome 1 - By 2022, there is improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services.									
105286	Enhancing the Outreach and SDG Integration in States	106513	Enhancing the Outreach and SDG	1/1/2018	12/31/2022	DIM	$3,115,331	$2,825,265	GEN1
110391	SDG Coordination Centre establishment	109331	Estb SDG Coord Centre-Haryana	1/1/2018	4/30/2021	DIM	$1,745,195	$691,396	GEN2
		117582	Estb SDG Coord Centre- Punjab	8/21/2019	8/20/2022	DIM	$638,493	$591,636	GEN2
119967	SDGCC in Nagaland	116290	SDGCC-Nagaland	11/27/2019	12/31/2021	DIM	$227,586	$194,279	GEN2
120802	Accelerator Lab-INDIA	116841	Accelerator Lab - India	6/1/2019	12/31/2021	DIM	$868,039	$835,991	GEN2
129490	SDGs Integration,Policy Adv, Financing & Partnership Dev	123136	SDG Integration & Financing	7/1/2020	12/31/2022	DIM	$777,830	$556,642	GEN2
111545	Fast tracking tribal development in multiple states	110527	Strengthening system- Tribal	6/1/2019	2/28/2021	DIM	$165,702	$164,165	GEN2

98752	GAVI Phase II-Improving vaccination systems	101970	Improving vaccination systems	1/1/2017	12/31/2022	DIM	$45,614,464	$40,804,425	GEN2
107172	eVin Support	107550	eVin support	1/1/2018	12/31/2021	DIM	$11,172,351	$9,611,002	GEN2
110722	Improved Health and Development	109911	Innovative Sol-Improved Health	1/1/2018	12/31/2020	DIM	$348,815	$323,975	GEN2
126880	COVID-19 Strengthened early resp	120797	COVID-19 Health Systems PVT	3/30/2020	9/30/2021	DIM	$356,999	$311,321	GEN2
		121047	COVID-19 Health Systems	4/12/2020	3/31/2021	DIM	$222,850	$217,296	GEN2
		121048	COVID-19 Socio-economic Respon	4/12/2020	3/31/2021	DIM	$277,600	$193,757	GEN2
		121049	COVID-19 Multi-Sectoral Respon	4/12/2020	3/31/2021	DIM	$491,000	$426,079	GEN2
127845	COVID -19 INDIA Response - (JSB)	121788	COVID-19 Health Systems-JSB	6/1/2020	3/31/2021	DIM	$1,782,000	$1,780,446	GEN2
		121790	COVID-19 HRights SocEcoImp JSB	6/1/2020	3/31/2021	DIM	$2,306,465	$2,056,165	GEN2

129489	IT Health Supply Chain Mgt	123135	IT Health Supply Chain Mgt	7/17/2020	3/31/2023	DIM	$50,001	$0	GEN2
110396	SDG Finance Facility 2020	109335	SDG Finance Facility	12/1/2018	12/31/2020	DIM	$399,870	$319,024	GEN2
121477	SDGCC KARNATAKA	117195	SDGCC KARNATAKA	4/15/2020	12/31/2022	DIM	$302,656	$276,493	GEN2
119212	Support SDG Implementation	115726	Support SDG Impl&Acc&Part Dev	5/1/2019	3/31/2021	DIM	$660,327	$429,907	GEN1
130126	NITI AYOG- INCLUSIVE & EQUITABLE GROWTH	123569	NITI AYOG-INCLUSIVE & EQUITAB	8/11/2020	8/10/2023	DIM	$572,617	$336,000	GEN2
Outcome 2 - By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas.									
107327	Strengthening NYKS and NSS	107642	Strengthening NYKS and NSS	7/1/2018	12/31/2021	DIM	$3,739,471	$2,950,748	GEN2
110079	Enhancing Effectiveness of Tribal Dev	109173	Enhancing Effectiveness of Trb	3/1/2018	6/12/2021	DIM	$1,744,074	$1,162,621	GEN2
110080	Crop Insurance	109174	TSU- Crop Insurance	3/1/2018	3/31/2021	DIM	$3,629,517	$1,903,480	GEN2

121502	Infrastructure climate resilient growth	122503	COVID- 19 Integrated Support	4/1/2020	3/31/2021	DIM	$600,000	$498,144	GEN2
127930	COVID-19 India's Response - MPTF	121878	COVID-19 Socio-eco Resp-MPTF	5/25/2020	3/31/2021	DIM	$1,000,000	$996,814	GEN2
128824	Skill Development & Enterprise Promotion	122693	Skill Develop & Enterprise-IG	7/1/2020	3/31/2023	DIM	$2,277,158	$1,423,402	GEN2
85889	Fast Tracking Rural Housing Construction in Odisha	93366	TechSupport Rural House-Odisha	1/1/2015	10/31/2021	DIM	$7,792,103	$6,719,145	GEN2
112026	Achieving 2030 Agenda for Sustainable Development in AP	110712	O2.3_Business and Human Rights	6/1/2018	12/31/2021	DIM	$409,321	$256,128	GEN2
		110753	O2.3_Youth Co:Lab	6/1/2018	12/31/2021	DIM	$143,300	$109,142	GEN2
		110822	O3.2_Disaster Risk Reduction	6/1/2018	12/31/2021	DIM	$55,300	$54,923	GEN2
80436	Creating Employment & Entrepreneurship Opp. for Women	90113	Increasing women's income	10/1/2014	12/31/2021	DIM	$10,531,886	$8,902,393	GEN2
80552	Capacity Building for Entrepreneurs in Madhya Pradesh	90214	Building institutional struct	8/1/2015	7/31/2019	DIM	$388,802	$277,171	GEN2

127845	COVID -19 INDIA Response - (JSB)	121789	COVID-19 Incl&Int CrisisMgtJSB	6/1/2020	3/31/2021	DIM	$742,783	$702,736	GEN2
110393	Support to Rural Livelihoods Mission in Uttarakhand	109333	Tech Support SRLM Uttarakhand	1/1/2018	12/31/2021	DIM	$2,214,666	$1,609,897	GEN2
		117158	Uttarakhand-CPPGG	9/23/2019	9/22/2022	DIM	$464,494	$375,937	GEN2
		118971	Uttarakhand-Workforce Dev (WB)	8/14/2019	6/30/2023	DIM	$237,561	$208,512	GEN2
105285	Capacity Building of MSME in the Northeast	106512	Capacity Building of MSME	8/1/2017	6/30/2021	DIM	$818,591	$610,239	GEN2
Outcome 3 - 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.									
70193	Preparation of Third National Communication (TNC)	84310	3rd National Communication Plan	1/1/2013	12/31/2021	NIM	$6,329,772	$5,316,395	GEN1
74684	Strengthening climate change planning and implementation	86974	Strengthening Energy Efficiency	1/1/2013	6/30/2018	DIM	$0	$36,926	GEN0

		86975	Strengthening climate change	1/1/2013	12/31/2021	DIM	$3,253,799	$2,777,545	GEN2
75890	Strengthening community resilience to disasters	87556	Strengthening comm. resilience	1/1/2013	1/31/2021	NIM	$2,003,994	$1,859,780	GEN2
85842	Market transformation (SLCCAP)	93346	Market transformation (SLCCAP)	5/1/2015	3/31/2021	NIM	$2,917,361	$2,458,349	GEN1
93522	Dev.Support Services-Disaster Risk Reduction	97731	Development Support Services	1/1/2016	12/31/2021	DIM	$1,145,535	$958,330	GEN2
97042	Enhancing Climate Resilience of India's Coastal Community	100901	Enhancing Climate Resilience	1/1/2016	6/30/2025	NIM	$1,010,455	$816,466	GEN2
99227	GCF Readiness & Preparatory Support to GOI	102533	GCF Readiness & Preparatory	10/3/2016	12/31/2019	DIM	$263,858	$241,943	GEN2
101020	Disaster Risk Recovery - Kerala and Odisha	103730	Kerala Flood Response-Shelter	8/1/2018	9/17/2019	DIM	$1,357,564	$1,356,617	GEN2
		112393	KeralaFloods-EarlyRecv&Livelih	8/1/2018	1/31/2020	DIM	$2,280,892	$1,242,207	GEN1
105684	GEF Small Grants Programme-PPG	106831	GEF small grants programme-PPG	6/1/2019	3/31/2021	DIM	$85,966	$84,685	GEN2

107177	Resilience building of Communities in Guwahati & Ranchi	107555	Community Based Dis Prep.-GUWA	1/1/2018	12/31/2021	DIM	$774,131	$491,544	GEN2
		116756	Community Based Dis Prep-JHKD	3/6/2019	12/31/2021	DIM	$653,469	$557,608	GEN2
107322	GEF7-CBIT-PPG	107637	GEF7-CBIT-PPG	6/20/2019	6/30/2021	DIM	$93,880	$69,915	GEN2
119895	Support to International Solar Alliance	116245	Support to ISA	8/1/2019	12/31/2021	DIM	$31,488	$4,947	GEN1
121502	Infrastructure climate resilient growth	117220	ICRG -Climate Resilient Growth	9/12/2019	2/9/2023	DIM	$1,184,711	$1,118,227	GEN2
125704	GCF readiness-Second phase PIMS 6539	119988	GCF readiness-Second phase	2/4/2020	12/31/2021	DIM	$289,696	$192,534	GEN2
35901	Phase-out of Ozone depleting substance	52931	Phase out of Ozone Depleting	4/1/2004	9/30/2019	NIM	$238,001	$0	GEN1
37869	Phase-out in the Metal Cleaning Sub-sector	41505	Phase out in metal cleaning	11/1/2004	12/31/2018	DIM	$403,000	$403,000	GEN0
60659	Mainstreaming Coastal & Marine Biodiversity Conservation	76477	Biodiversity Conservation	1/1/2011	12/31/2020	NIM	$621,685	$579,484	GEN2
71718	HCFC Phase-out management plan (HPMP) Stage-I for India	85155	HCFC Phase-out Management	1/1/2013	12/31/2018	DIM	$1,133,184	$1,088,822	GEN0

75746	India High Range Landscape	87493	India High Range Landscape	5/1/2014	3/31/2022	DIM	$3,798,470	$2,863,259	GEN2
85200	HPMP Phase II	92915	HCFC Phaseout Management Plan	6/1/2016	12/31/2022	DIM	$25,373,192	$22,091,439	GEN1
		115466	ISP	1/1/2019	12/31/2022	DIM	$538,000	$477,682	GEN1
		120086	ISP Phase-XII	1/1/2020	12/31/2022	DIM	$476,367	$476,187	GEN1
85837	Supporting Mercury Inventorisation	93341	Supporting mercury inventory	1/1/2016	5/1/2020	DIM	$992,857	$656,187	GEN1
91297	Securing livelihoods Himalayas	96606	Securing livelihoods Himalayas	1/1/2017	12/31/2023	NIM	$9,570,899	$8,031,607	GEN2
93430	Accelerated phase-out of CFC production in India	100805	CTC Phase Out Plan	6/1/2016	12/31/2018	DIM	$61,976	$41,125	GEN0
96923	Plastic Waste Management Programme: A Partnership	100826	Plastic Waste Recycling	1/1/2018	6/15/2024	DIM	$9,906,698	$7,883,902	GEN2
120096	Conservation of Wild Cats in India	116396	Small Cat & Leopard conservatn	1/1/2019	3/31/2021	DIM	$150,000	$140,217	GEN2
121267	Strengthen Chemicals and Environment Initiatives	117077	Strengthen Chem&Env Initiative	7/1/2019	12/31/2020	DIM	$180,000	$143,549	GEN1

80379	Access to Clean Energy	90089	Scaleup-Access to Clean Energy	1/1/2015	12/31/2020	NIM	$896,980	$422,656	GEN2
76208	Strengthening Natural Resource Management	87718	Strengthening resource mgmt.	10/1/2013	12/31/2021	DIM	$844,300	$802,666	GEN2
98682	HCFC Phase-out Mgmt Plan II, RAC Service Sector (HPMP 2)	108314	TRANCHE I HPMPII Fire Fighti	12/20/2017	12/31/2023	NIM	$0	$0	GEN1
60871	GEF Small Grants Programme - 5th Operational Phase	76820	Small Grant Programme	1/1/2012	3/31/2019	OTHERS	$99,185	$70,180	GEN2
104663	Energy Efficiency in Railways	106142	Solar in Railways	7/1/2017	8/30/2019	DIM	$134,798	$132,882	GEN0
119622	Needs Assessment & Recovery- Cyclone Fani Odisha	116063	Assesment&Recvry-Odisha Fani	5/14/2019	2/15/2020	DIM	$100,000	$80,913	GEN1
47594	4NR Support to GEF CBD Parties 2010 biodiversity targets	93061	BIOFIN Germany 2	12/4/2014	3/31/2020	DIM	$2,885	$2,723	GEN1
		95431	BIOFIN CO India	5/27/2015	3/31/2020	DIM	$408,942	$334,762	GEN1
105341	UN Partnership for Action on Inclusive Green Economy	106637	UN PAGE (ODA Countries)	7/1/2017	12/31/2021	DIM	$298,572	$134,510	GEN0
		110884	UN PAGE (Germany)	7/1/2017	12/31/2021	DIM	$100,279	$50,000	GEN0

106358	Biodiversity Finance Initiative (BIOFIN) Phase II	108639	BIOFIN II India	1/1/2019	12/31/2021	DIM	$392,700	$314,389	GEN2
95244	Nagoya Protocol	99240	Nagoya Protocol	7/6/2016	12/23/2020	DIM	$348,561	$288,481	GEN1
106015	Sixth National Reports on Biodiversity in Asia	106961	6th National Reports in Asia	11/25/2017	6/30/2020	DIM	$125,044	$94,510	GEN2
101219	Post Disaster Needs Assessment and Recovery Preparedness	103841	PDNA & Recovery Preparedness	12/1/2016	11/30/2019	DIM	$101,052	$89,828	GEN2
115482	Global Water and Ocean Governance Support Programme	113069	Water Governance Support Progr	1/1/2019	12/31/2023	DIM	$101,180	$70,091	GEN2
Others									
81451	Innovation Facility	90714	Country & Regional Initiatives	6/1/2014	12/31/2020	DIM	$33,064	$33,054	GEN1
109147	Communication and Outreach	108547	Communication and Outreach	1/1/2018	12/31/2021	DIM	$864,340	$541,978	GEN2
119266	Technology Innovation lab	115784	Technology Innovation lab	4/23/2019	4/22/2022	DIM	$1,158,789	$774,564	GEN2

98310	RBAP Pipeline Development Fund	101680	RBAP Pipeline&Innovation Fund	1/1/2016	12/31/2020	DIM	$0	-$17	GEN1
		105163	RBAP Economist 2017-2020	1/1/2016	12/31/2021	DIM	$107,250	$105,115	GEN1
117975	Localizing SDGs in India	115056	Localizing SDGs in India	1/1/2019	12/31/2021	DIM	$636,403	$973	GEN2
107170	AGENCY SUPPORT INITIATIVES	107548	UN AGENCY SUPPORTSERV-INDIA	1/1/2018	12/31/2021	DIM	$309,657	$173,411	GEN1
							$193,070,099	**$160,684,840**	

***Source**: Data from Power BI as of March 2022*

ANNEX 8. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Description	Indicator	Outcome Indicator Baseline	Outcome Indicator Target by 2022	Outcome Indicator Value 2018	Outcome indicator value 2019	Outcome indicator value 2020	Outcome indicator value 2021
Outcome 1: By 2022, there is improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services.							
1.1: Number of states/ Union Territories providing multiple services through single point of access at the local level	Indicator 1.1.1 : Number of states/Union Territories providing multiple services through single point of access at the local level	0	10	0	0	1	36
1.2: Number of states in which gram panchayats prepare integrated plans with participation of vulnerable population groups to achieve the SDGs	Indicator 1.2.1: Number of states in which gram panchayats prepare integrated plans with participation of vulnerable population groups to achieve the SDGs	0	10	1	1	1	3

1.3: Number of states implementing digital or other innovations in public service delivery	Indicator 1.3.1: Number of states implementing digital or other innovations in public service delivery	0	10	21	27	36	36
Outcome 2: By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas.							
2.1: Number of documented, replicable models demonstrating integrated/sectoral development solutions for vulnerable groups	2.1.1: Number of documented, replicable models demonstrating integrated/sectoral development solutions for vulnerable groups	0	30	11	11	11	N/a
2.2: Percentage of poor households covered through formal/affordable and accessible housing	2.2.1: Percentage of poor households covered through formal/affordable and accessible housing	0	30	16.4	17	18	20

2.3: Number of new partnerships for social housing and related skills development formed between government, private sector, vertical funds and foundations	2.3.1: Number of new partnerships for social housing and related skills development formed between government, private sector, vertical funds and foundations	0	10	10	14	19	19
2.4: Percentage of scheduled tribes and other forest dwelling women with access to forest land for habitation, cultivation and forest based livelihoods	Indicator 2.4.1: Percentage of scheduled tribes and other forest dwelling women with access to forest land for habitation, cultivation and forest based livelihoods	17.8	30	5.6	10.2	12	12.46
2.5: Number of states adopting skills and entrepreneurship development policies and reporting an increase in budgetary spending	2.5.1: Number of states adopting skills and entrepreneurship development policies and reporting an increase in budgetary spending	5	N/a	0	0	0	0

2.6: Percentage of vulnerable and marginalized population groups obtaining tangible benefits from enabling legislation and schemes	2.6.1: Percentage of vulnerable and marginalized population groups obtaining tangible benefits from enabling legislation and schemes	0	30	N/a	N/a	N/a	n/a
Outcome 3 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.							
3.1: Annual reduction in tons (millions) of CO2 (tCO2/year) in line with the nationally determined contribution and commitments under UNFCCC	3.1.1: Annual reduction in tons (millions) of CO2 (tCO2/year) in line with the nationally determined contribution and commitments under UNFCCC	0.5	1.5	0.5	0.6	0.64	0.72
3.2: Extent of implementation of HCFC phase-out management plan	3.2.1: Extent of implementation of HCFC phase-out management plan	0.1	0.35	0.1	55.76	55.76	55.76

3.3: Number of state governments adopt and implement climate adaptation and disaster risk reduction strategies in line with the Sendai Framework	3.3.1: Number of state governments adopt and implement climate adaptation and disaster risk reduction strategies in line with the Sendai Framework	2	6	2	3	5	6
3.4: Terrestrial, coastal and marine areas protected, restored or managed through integrated programmes for ecosystem resilience and community based climate adaptation	3.4.1: Terrestrial, coastal and marine areas protected, restored or managed through integrated programmes for ecosystem resilience and community based climate adaptation (in lakh hectares)	1,900,000	2,100,000	1,900,000	2,600,000	2,600,000	3,567,100
3.5: Integrated approaches adopted to reduce pollution and environmental degradation with a focus on chemicals and waste management	3.5.1: Integrated approaches adopted to reduce pollution and environmental degradation with a focus on chemicals and waste management	0	N/a	2	4	5	3

3.6: Enhanced energy access within vulnerable communities	3.6.1: Enhanced energy access within vulnerable communities	0	N/a	0	15,000	23,000	26,500

Output Description	Indicator	Indicator Description	Output Indicator Baseline	Output Indicator Target by 2022	Output Indicator Value 2018	Output indicator value 2019	Output indicator value 2020	Output indicator value 2021
Outcome 1: By 2022, there is improved and more equitable access to, and utilization of, quality affordable health, nutrition, and water and sanitation services.								
CPD Output 1.1: Institutions strengthened to support implementation and monitoring of the SDGs	Indicator 1.1.1 Number of states in which Gram Panchayats prepare integrated plans focusing on SDGs.	1.1.1.1. Number of states in which Gram Panchayats prepare integrated plans focusing on SDGs.	0	10	1	1	1	3

CPD Output 1.2: Systems strengthened for increased access to entitlements, services, justice and finance.	Indicator 1.2.1 Number of states/Union Territories integrating access to legal aid and other public entitlements.	1.2.1.1. Number of states/Union Territories integrating access to legal aid and other public entitlements.	10	15	10	10	11	16
CPD Output 1.3: Improved efficiency and effectiveness in public health systems for service delivery benefitting women and the poor.	Indicator 1.3.1 Number of states covered through health systems strengthening - benefitting women and the poor.	1.3.1.1. Number of states covered through health systems strengthening - benefitting women and the poor.	12	36	21	27	36	36
CPD Output 1.4: Increased provision of digital government services to citizens.	Indicator 1.4.1 Number of states with national services portal providing digital services.	1.4.1.1. Number of states with national services portal providing digital services.	0	8	0	0	5	36

CPD Output 1.5: Partnerships forged between government private sector, multilateral and bilateral agencies, vertical funds, Corporate Social Responsibility (CSR) and foundations that provide innovative and effective new development solutions that harness South-South opportunities.	Indicator 1.5.1 Number of new partnerships and/or South-South innovations	1.5.1.1. Number of new partnerships and/or South-South innovations	0	10	5	9	14	16
Outcome 2: By 2022, institutions are strengthened to progressively deliver universal access to basic services, employment, and sustainable livelihoods to the poor and excluded, in rural and urban areas.								
CPD Output 2.1: Models with large-scale replicability integrating employability skilling employment and entrepreneurship targeting women and	Indicator 2.1.1 Number of states providing career counseling in state-run educational and vocational establishments targeting women and poor	2.1.1.1. Number of states providing career counseling in state-run educational and vocational establishments targeting women and poor	2	5	4	4	5	5

poor people are developed.	Indicator 2.1.2 Number of states promoting women owned enterprises with a focus on marginalized communities (especially women and youth) through policy advisory and technical assistance support	2.1.2.A Number of states promoting women owned enterprises with a focus on marginalized communities (especially women and youth) through policy advisory and technical assistance support	0	5	N/a	N/a	N/a	3
	Indicator 2.1.3 Number of collectives of poor producers initiating and continuing access to capital and risk management through new modes of financing	2.1.3.1. Number of collectives of poor producers initiating and continuing access to capital and risk management through new modes of financing	0	10	5	10	10	10

CPD Output 2.2: Poor and vulnerable have the capacity options and opportunities to move out of deprivation.	Indicator 2.2.1 Number of replicable models demonstrating integrated/sectoral development solutions for women, poor, vulnerable groups, particularly in tribal, mining and Left-Wing Extremism areas; and aspirational districts	2.2.1.1 Number of replicable models demonstrating integrated/sectoral development solutions for women, poor, vulnerable groups, particularly in tribal, mining and Left-Wing Extremism areas; and aspirational districts	0	10	1	2	3	4
	Indicator 2.2.2 Percentage increase in vulnerable groups obtaining tangible benefits from enabling legislations and schemes (segregated by vulnerable groups)	2.2.2.1 Percentage increase in vulnerable groups obtaining tangible benefits from enabling legislations and schemes (segregated by vulnerable groups)	0%	30%	5.60%	10.20%	12.50%	22.20%

	Indicator 2.2.3 Percentage increase in poor gaining access to improved, context relevant housing.	2.2.3.1 Percentage increase in poor gaining access to improved, context relevant housing.	0%	20%	16.40%	17%	20%	22.70%
CPD Output 2.3: Partnerships for skill development and integrated housing solution forged between government, private sector, multilateral and bilateral agencies, vertical funds, CSR and foundations.	Indicator 2.3.1 Number of new partnerships with public & private sector facilitated by UNDP in skill development and integrated housing solutions	2.3.1.1 Number of new partnerships with private sector facilitated by UNDP in skill development	5	15	10	14	17	17
		2.3.1.2 Number of new partnerships with private sector facilitated by UNDP in integrated housing solutions	0	5	1	1	2	2

Outcome 3 : 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.								
CPD Output 3.1: Effective institutional, legislative and policy frameworks in place to enhance the implementation of climate change and disaster risk reduction at national and subnational levels.	Indicator 3.1.1 Number of national, state and sectoral disaster risk reduction and climate change strategy/action plans that also address gender considerations implemented.	3.1.1.1. Number of national, state and sectoral disaster risk reduction and climate change strategy/action plans that also address gender considerations implemented.	2	10	2	5	8	10
CPD Output 3.2: Effective solutions developed at national and subnational levels for sustainable management of natural resources and ecosystems, ozone depleting substances, chemicals and wastes.	Indicator 3.2.1 Number of policies and programmes promoting sustainable livelihoods and incorporating gender responsive strategies for natural resources and ecosystems management.	3.2.1.1. Number of policies and programmes promoting sustainable livelihoods and incorporating gender responsive strategies for natural resources and ecosystems management	4	7	6	7	7	7
	Indicator 3.2.2 Number of scalable initiatives incorporating improved management of ozone depleting substances, chemicals and/or wastes	3.2.2.1 Number of scalable initiatives incorporating improved management of ozone depleting substances, chemicals and/or wastes	2	4	4	4	4	4

CPD Output 3.3: Inclusive and sustainable solutions adopted to achieve increased energy efficiency and universal clean energy access.	Indicator 3.3.1 Underserved, poor communities and women benefiting from new partnerships with funding for sustainable energy solutions in millions.	3.3.1.1 Underserved, poor communities and women benefiting from new partnerships with funding for sustainable energy solutions (in millions)	0.1	1.03	0.2	0.35	0.4	0.5
	Indicator 3.3.2 Number of sectors upscale energy efficiency, and/or renewable energy coverage.	3.3.2.1 Number of sectors upscale energy efficiency, and/or renewable energy coverage.	5	10	6	10	10	10
CPD Output 3.4: Blended finance mechanisms developed to strengthen sustainable energy and environment solutions.	Indicator 3.4.1 Number of blended finance mechanisms developed, and funds mobilized	3.4.1.1 Number of blended finance mechanisms developed, and funds mobilized	1	4	4	5	5	5

Source: UNDP Corporate Planning System

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