



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION

India

EVALUATION PERIOD: 2018-2021

COUNTRY PROFILE

Population

1.38 billion
people
(2020)



\$1,927
(2020)

GDP per
capita

Poverty headcount

22.5% at
\$1.90 per day
(2020)



2.3% of total
workforce with
formal training
(2017)

Skills training

Gender equality

Ranked 131 of 155
countries
(2021)



Seventh most-
affected country
(2021)

Impact of climate
change

PROGRAMME OUTCOME AREAS

Expenditure by outcome (2018-2021)
Millions (\$)

Outcome 1: Institutional and systems strengthening for service delivery	\$62.8
Outcome 2: Inclusive growth	\$28.4
Outcome 3: Energy, environment and resilience	\$67.3
Other cross-sectional projects	\$1.3

Total expenditure: 159.7 M

CONCLUSIONS

1. UNDP is valued as a strategic, reliable and responsive development partner, but its level of support to formerly prominent areas of poverty reduction and governance has declined.
2. Efforts to strengthen health systems, integrate the Sustainable Development Goals and support the COVID-19 response and recovery showed good progress. A key hindering factor has been limited upstream policy and analytical work.
3. UNDP contributed to skills building and employment models and helped strengthen Government programmes. Scaling-up of skilling models has been difficult, due in part to the pandemic and resource availability.
4. UNDP successfully contributed to multiple areas of environment, climate change and biodiversity work. Contributions were more limited in sustainable energy, financing and preventive approaches.
5. Some programmes achieved gender-responsive results, but in general, gender equality and women's empowerment measures were inconsistently applied, and results were inadequately measured.
6. Corporate change management and restructuring of the Country Office has undermined the strategic management of UNDP's programme of work.



RECOMMENDATIONS FOR UNDP

1. Reposition UNDP as a thought leader and strengthen the Policy Unit to drive upstream analytical work and inform policy at national and State levels.

3. Take stock of skilling and employment models that demonstrate significant and sustainable results and focus on strategic partnerships.

5. Reprioritize UNDP's presence at State level by linking the decentralization process to Sustainable Development Goal localization work.



2. Support the sustainable finance agenda with high quality knowledge and research outputs, together with technical capacity-building assistance.

4. Modify and enhance the design of energy, environment and resilience programmes to be more coherent and results-oriented, paying more attention to preventive approaches.

6. Systematically integrate gender equality into all of UNDP's work for transformative results.

ABOUT THE INDEPENDENT EVALUATION OFFICE

By generating evaluative evidence, the Independent Evaluation Office (IEO) supports UNDP to achieve greater accountability and facilitates improved learning from experience. The IEO enhances UNDP's development effectiveness through its programmatic and thematic evaluations and contributes to organizational transparency.

ABOUT ICPEs

The IEO of UNDP conducts Independent Country Programme Evaluations (ICPEs) to assess UNDP's performance at the country level. These evaluations support the formulation of a new UNDP country programme strategy in facilitating and leveraging national efforts to advance inclusive and sustainable development.

