



2023

TRIBAL PORTFOLIO EVALUATION



Sweta Mishra

swetamishra1@gmail.com

TRIBAL PORTFOLIO EVALUATION REPORT

Name of the evaluation intervention:	Tribal Portfolio Evaluation
Date of Report	20.12.2023
Countries of the evaluation intervention	India
Name and organisations of evaluators	Sweta Mishra, Independent Consultant
Name of the organization commissioning the evaluation	UNDP India

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PROJECT INFORMATION

Project Information		
Project title	Enhancing Effectiveness of Tribal Development Programmes in India (phase 1) Enhancing Effectiveness of Tribal Development Programmes in India (phase II)	
Atlas ID	Award ID: 00110079, Output ID: 00109173 (Phase 1) Award ID: 00110079, Output ID: 00133704 (Phase 2)	
Corporate outcome and output	<p>UNSDCF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.</p> <p>CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.</p>	
Country	India	
Region	India	
Date project document signed	February 2018 (Phase I)	
Project dates	Start	Planned end
Phase 1	13 th June 2018	12 th June 2023
Phase 2	13 th October 2022	12 th October 2024
Project budget	USD. 2,513,192 (Phase 1) USD. 1,505,708 (Phase 2)	
Project expenditure at the time of evaluation	USD 1,619,876 (Phase 1) USD 169,590 (Phase 2)	
Funding Source	UNDP TRAC, Ministry of Tribal Affairs (MoTA), Foundation of Ecological Security (FES), Government of Uttarakhand, Government of Telangana (Phase 1) Ministry of Tribal Affairs (MoTA), Government of India (Phase 2)	
Implementing Party¹	UNDP	

¹ The entity that has overall responsibility for implementation of the project (award), effective use of resources and delivery of outputs in the signed project document and workplan

EVALUATION INFORMATION

Evaluation Information		
Evaluation type (project/outcome/thematic/country programme etc)	Tribal Portfolio Evaluation	
Final/Mid Term/ Other	Other- Portfolio	
Period under evaluation	Start	End
	2018	2023
Evaluators	Sweta Mishra	
Evaluator email address	swetamishra1@gmail.com	
Evaluation dates	Start	End
	1 st November 2023	31 st December 2023

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ACRONYMS AND ABBREVIATIONS

CFR	Community Forest Rights
CO	Country office
COGES	Country Office Gender Equality Strategy
CPD	Country programme document
CSO	Civil society organization
CSR	Corporate social responsibility
EMRS	Eklavya Model Residential School
FRA	Forest Rights Act
GCF	Green Climate Fund
GEWE	Gender Equality and Women Empowerment
GoI	Government of India
HDI	Human Development Index
ICPE	Independent Country Programme Evaluation
IFR	Individual Forest Rights
LNOB	Leave no one behind
MOEFCC	Ministry of Environment, Forest and Climate Change
MoHFW	Ministry of Health and Family Welfare
MoPR	Ministry of Panchayati Raj
MoRD	Ministry of Rural Development
MoTA	Ministry of Tribal Affairs
NIF	National Indicator Framework
NTRI	National Tribal Research Institute
PMAAGY	Pradhan Mantri Adi Adarsh Gram Yojana
PMU	Project Management Unit
PVTG	Particularly Vulnerable Tribal Group
ROAR	Results-Oriented Annual Report
SDGs	Sustainable Development Goal
SOP	Standard Operating Procedures
UNDP	United Nations Development Programme
UNSDF	United Nations Sustainable Development Framework
UNV	United Nations Volunteers

Executive Summary

The Tribal initiative of UNDP India is situated under SDG Acceleration Portfolio and implementing the projects “Enhancing Effectiveness of Tribal Development Programmes in India” (Phase 1 & Phase 2). The Phase 1 project was initiated in June 2018 and completed its tenure in June 2023. Currently the Phase 2 of the project under Tribal Portfolio is ongoing which has been initiated from October 2022 and has the duration till October 2024.

Purpose of Evaluation: The purpose of the Evaluation is to assess the performance of the overall Tribal Portfolio since 2018 to date, with a focus on whether the portfolio is on-track to achieve its objectives; identify lessons learnt and develop recommendations that can be taken forward to the next stages of the programme design and interventions. The project and the activities implemented under the Tribal portfolio were evaluated against the results criteria specified in the evaluation criteria: relevance, coherence, effectiveness, efficiency, and sustainability, and human rights, gender equality and disability inclusion.

Key Outputs Envisaged: The key outputs envisaged by the portfolio is to: (a) strengthen the capacities of Ministry of Tribal Affairs, Government of India for effective planning, design and monitoring of tribal welfare programmes in the country; (b) strengthen gender responsive regulations and gender integration in all programmes which will enhance the effectiveness of the interventions; (c) Forge partnerships and support the State Governments in effective implementation of protective legislations and upscaling of innovative solutions which will ensure improved tribal governance and livelihood options for the most vulnerable and disadvantaged groups. The Tribal Portfolio of UNDP in India strives to achieve these objectives through effective implementation of carefully crafted projects in various locations of the country.

Evaluation Approach & Methods: The evaluation used desk reviews of project documents, Key Informant Interviews (KIIs), stakeholder consultations to derive implementation details to inform the evaluation. A detailed evaluation matrix that intended to capture pertinent information regarding each aspect of implementation such as: Relevance, Efficiency, Effectiveness, Sustainability, Human rights, Gender equality and LNOB; was developed. Performance Rating was done on a four-point rating scale, with 4 being the highest and 1 the lowest rating. The evaluation of the Tribal Portfolio was carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAC Principles.

Evaluation Findings

Relevance (Highly Satisfactory/Achieved): The programme is aligned with the priorities and needs of the Government, and it can be adapted to the changing development priorities and challenges. The ‘Tribal Portfolio’ through its partnership and technical support to the national and state governments reaches out to more than hundred million tribal population across the country, the second largest indigenous population in the world. The interventions under the portfolio through a collaborative approach with the national and state government contributes to achieving the Sustainable Development Goals (SDG) targets with the inherent principle to Leave No One Behind (LNOB) and offers global learnings that seeks to contribute to the broader discourse on welfare and development of the indigenous and most vulnerable population.

Leveraging on its international expertise on SDGs and wide array of work on indigenous communities, UNDP has been able to position itself as a **trusted and valued partner** of the government (both National & State) and other development actors. Programme logic is well thought of and rationalized, and the project interventions are focused on the key objectives of the programme to result intended outputs. Overall, the Tribal Portfolio is in line with national development priorities, with the United Nations Sustainable Development Framework (UNSDF) and UNDP strategic plan.

Efficiency (Satisfactory/Mostly Achieved): There was reasonable adherence to good project management & completion of timelines within budgets. Some delays occurred in project delivery due to delayed approval process and fund release from government. It was also observed that the UNDP's Human Resource (HR) hiring, and procurement process is often prolonged due to the meticulous adherence required to comply with the intricate UN procurement systems, which at times delays the delivery of outputs (particularly for short term government projects).

The portfolio has maintained a good management efficiency ratio, followed the monitoring & reporting guidelines, timely delivery and risk management meetings are done. UNDP support to the Ministry of Tribal Affairs (MoTA) and engagements with State Tribal Departments and CSOs in the states of Chhattisgarh, Maharashtra and Odisha contributed to strengthening implementing agency capacities and effective programme designing and monitoring.

The evaluation observed that there is limited evidence of joint programming across thematic programme units within UNDP that can leverage the multi-disciplinary expertise across the programme teams in the central office as well as in the state offices. The portfolio could further leverage on its comparative advantage by bringing in global UNDP expertise (such as developing Tribal development Index, Multi-Dimensional Poverty Index for Tribals in lines with Human Development Index, climate resilient livelihood solutions etc.). Although instances of cross-learning and networking amongst national and state governments as well as development partners are noted like facilitating series of regional consultations on Forest Rights Act, formation of thematic working groups to define the path of tribal development in the State of Chhattisgarh etc. have been commendable steps, the need of more frequent and structured interactions with development partners, policy makers, academia, CSOs etc. is articulated.

Tribal Portfolio has successfully leveraged Govt. funding (around USD 40 million over the years), improved its delivery rate and improved funding pipeline over the years. Still there is scope of exploring more funding partners to augment the interventions. Scope of engagement with private partners, explore CSR fundings etc. for innovative solutions and sustainable development initiatives needs to be emphasized.

Effectiveness (Satisfactory/Mostly Achieved): UNDP has shown tangible results through its SDG integration efforts, support for building the capacities of the **poor and vulnerable**. Cooperation and coordination of the PMU, governments & other stakeholders have been contributing to the effectiveness of the tribal development programme interventions.

UNDP played a significant role in systems strengthening within the Ministry through its sustained efforts leading to streamlining of funds under Article 275 (1), PVTG Grants, institutionalize the Tribal Sub Plan (TSP) funds etc. UNDP has played an instrumental role in supporting the design of the Inter-Ministerial Coordination Framework and mechanism under the guidance of NITI Aayog, which now mandates the Ministry of Tribal Affairs to monitor

‘Scheduled Tribe Component (STC)’ funds of Central Ministries. With UNDP’s technical assistance, robust monitoring tools and digital platforms have been established for better implementation and monitoring of national programmes and schemes. However, it was also observed that the scalability of the portals like AdiGram has not been achieved to the optimum which needs to be revisited and worked upon. Going forward, care should be taken to involve the State Governments and implementing agencies from the inception stage while devising the digital portals for coherent understanding on the purpose and use of the portal and accordingly features of portal need to be collectively decided and agreed upon for better performance outcomes.

A significant area of institutional strengthening process observed was the enhancement in the functional effectiveness of Project Appraisal Committee (PAC) for systematic review of the projects sanctioned to State Tribal Institutes (TRIs) and Centre of Excellence (CoEs). Technical inputs from UNDP helped in forging new partnership with agencies (both govt. & private), resulting in empanelment of more than 38 CoEs with the Ministry (from just 3 CoEs during the initial period) in the areas of digital governance, education, health, skill development and livelihood, etc.

Further, demonstrating use of **Innovative Local Solutions** through the development partners in different States like **1000 Springs Initiatives**; CFR governance model in Maharashtra, Recognition of Habitat Rights of PVTGs in Chhattisgarh etc. has led to setting examples for effective delivery of basic services through innovative local solutions. However, upscaling of the innovation solutions is still a challenge. Mechanisms for upscaling of the innovative pilots needs to be strategized through concerted efforts, building partnerships and dialogues with the States to translate the good practices into policy directions.

The above evidences clearly indicate substantial contributions of the portfolio to the CPD linked Output 2.3 (Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.) and its contribution to the UNSDCF Outcome 4 (By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women). The portfolio also has meaningful and ongoing contributions to the National goal Achieving SDGs by 2030 aligned with national priorities including Skill India; Financial Inclusion; Digital India; National Rural and Urban Livelihood Missions). On the Strategic Plan Outcome 2: “No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development”.

Sustainability (Satisfactory/Mostly Achieved): Tribal Portfolio of UNDP has emphasized national-level ownership of its programmes through strong engagement with the government and making appropriate linkages with the national-level policies and processes in both systems strengthening, and inclusive growth portfolios. Government and other partners have shown positive interest to continue to support the initiatives and possibly provide scale up support as needed.

UNDP India’s Independent Country Program Evaluation (ICPE) in 2022 has acknowledged that UNDP support to the Ministry of Tribal Affairs (MoTA) and engagements with State Tribal Departments and CSO in the states of Chhattisgarh and Odisha has contributed to strengthening implementing agency capacities. The evaluation also observed that technical support is sought by Ministry of Tribal Affairs (MoTA) in revamping of Tribal Research Institutes

(TRIs) for quality research on tribal issues and trainings of different stakeholders on tribal development programmes and policies at regular intervals. UNDP needs to strategize mechanisms and explore the feasibility of partnership with State TRIs and Tribal Welfare Departments to bridge the existing gap between MoTA & TRIs.

The programme inputs have led to policy and programme design, capacity building of institutions, knowledge products and innovative local solutions which have the potential of replicability by the States, which are positive signs of sustainability of the programme.

Human rights, Gender equality and LNOB:(Moderately Satisfactory/Shortfalls): The portfolio has diligently integrated the needs of the most vulnerable and disadvantaged group, youth and women into the project design, and the implementation has resulted in some positive changes. Adequate targeting of **vulnerable groups (Scheduled Tribes and Particularly Vulnerable Tribal Groups)** has been done during the implementation of the program. Overall, the contribution of the Tribal Portfolio to evidence-based policymaking that can tackle systemic inequalities and ‘reach the furthest first’ and ‘leave no one behind’ can be traced back to the portfolio’s interventions

However, **integrating gender equality** in all its programmes still remains a challenge. Programmes like Forest Rights Act has strong gender components but it is not found across all programmes and also lacks the priority of the Ministry. FRA portal designed by UNDP in States of Chhattisgarh and Odisha has provisions to capture gender disaggregated data and both the States are collecting and compiling the gender disaggregated data. However, It was found that gender equality and inclusiveness were not consistently part of programme outcomes and lacked a holistic and fully responsive approach.

Conclusion

Overall, the portfolio’s performance has been satisfactory, relevant, efficiently implemented, and shows potential for sustainability. The portfolio has addressed the development priorities of the country and has made important contributions in areas such as strengthening the institutional capacities of National and State Governments, facilitating in effective implementation of protective legislations like Forest Rights Act, PESA etc. across the country, devising monitoring indicators and tools to track and improve the performance of the tribal development programmes in the country etc. The portfolio has been very diligent in targeting the intended beneficiaries i.e., most vulnerable and disadvantaged population, particularly vulnerable tribal groups, and has promoted gender inclusion but there are limitations found in the integration of gender and focus on women during the programme interventions.

Through a steadfast commitment, the portfolio has garnered recognition as a reliable partner of the government and other development actors in driving sustainable tribal development initiatives and fostering positive change. The evaluation acknowledges various constraints that hindered the efficiency, effectiveness, and project sustainability. There is a large scope for leveraging effective partnerships with relevant stakeholders, engagement with private sector to generate more resources such as more funding, technical support, extension services, capacity building support etc. to implement larger scale programs for deeper impacts.

Recommendations

1. Enhance ministry effectiveness by implementing a Feedback Monitoring System for regular review of consultants, project progress, planning and reporting to senior officials.
2. Form Theme-Based Working Groups, including UNDP staff, consultants, MoTA representatives, and experts for critical gap analysis, issue-based discussions, and mid-course corrections, whilst establishing a dedicated group for Gender Inclusion strategies.
3. Create a common platform for policymakers, CSOs, development agencies, academia, and tribal representatives to facilitate open dialogue and discussions for improved programme planning and design. Similar platforms for knowledge sharing and issue-based discussions may further be replicated for better programme outcomes and benefits for targeted population.
4. Integrate gender-specific monitoring indicators into tribal development programs, ensuring better targeting and collection of gender-disaggregated data. Sensitize government officials to integrate gender into programme outputs.
5. Utilize UNDP's global and Country Office expertise to develop the Tribal Development Index and Vulnerability Mapping. Explore research opportunities in Tribal Health and Education Programmes, focusing on gap analysis and designing innovative programmes which are core mandates of the Ministry targeting towards tribal development.
6. Forge partnerships with state governments, CSOs, universities, and research institutes to upscale successful pilots and innovative local solutions. Collaborate with Tribal students pursuing PhD for research interventions aligned with tribal culture.
7. Establish linkages with the Ministry of Panchayati Raj, aligning Tribal development with thematic SDG-based monitoring and ongoing convergence efforts across ministries.
8. Create programmatic linkages with other UNDP CO units, such as Climate Change, Biodiversity and NRM, and Livelihood Programmes, inclusive growth, livelihood and skilling advocating for forest-based livelihood through policy dialogues and best practices sharing.
9. Establish linkage with NITI Aayog, advocating for Forest Commons and the integration of forest-based livelihood frameworks into policy planning and monitoring indicators. Collaborate with MOSPI to incorporate NIF indicators for tenurial security.
10. Going beyond, expand funding sources beyond government donors by strategically engaging with additional funding partners, donors, and ethical private agencies to enhance intervention capabilities.

Introduction

Introduction

UNDP has been working in India with the National and State Governments, development partners in almost all areas of human development. Working towards eradicating poverty, reducing inequalities, strengthening local governance, enhancing community resilience, protecting the environment, supporting policy initiatives and institutional reforms, and accelerating sustainable development for all has been the key priority areas of UNDP's work in India.

With projects and programmes in every state and union territory in India, UNDP works with national and subnational government, and diverse development actors to deliver people-centric results, particularly for the most vulnerable and marginalized communities. As the integrator for collective action on the Sustainable Development Goals (SDGs) within the UN system, UNDP is committed to supporting the Government of India's national development vision and priorities and accelerating the achievement of the SDGs for the people and the planet.

UNDP India's Country Programme, 2018-2022, has completed its final year of implementation. The new Country Programme (2023-2027) builds on UNDP's prior work and aims to provide an integrated approach to development solutions in three strategic portfolios:

- Strong, accountable and evidence-led institutions for accelerated achievement of the SDGs
- Enhanced economic opportunities and social protection to reduce inequality, with a focus on the marginalized
- Climate-smart solutions, sustainable ecosystems and resilient development for reduced vulnerability

The Tribal initiative of UNDP India is situated under SDG Acceleration Portfolio and implementing the project "Enhancing Effectiveness of Tribal Development Programmes in India" (Phase 1 & Phase 2). The Phase 1 project was initiated in June 2018 and completed its tenure in June 2023. Currently the Phase 2 of the project under Tribal Portfolio is ongoing which has been initiated from October 2022 and has the duration till October 2024.

Purpose of Evaluation

The purpose of the Evaluation is to assess the performance of the overall Tribal Portfolio since 2018 to date, with a focus on whether the portfolio is on-track to achieve its objectives; identify lessons learnt and develop recommendations that can be taken forward to the next stages of the programme design and interventions. The project and the activities implemented under the Tribal portfolio were evaluated against the results criteria specified in the evaluation criteria: relevance, effectiveness, efficiency, and sustainability, and human rights, gender equality and disability inclusion.

Key Outputs Envisaged:

The key outputs envisaged by the portfolio is to: (a) strengthen the capacities of Ministry of Tribal Affairs, Government of India for effective planning, design and monitoring of tribal welfare programmes in the country; (b) strengthen gender responsive regulations and gender integration in all programmes which will enhance the effectiveness of the interventions; (c) forge partnerships and support the State Governments in effective implementation of protective legislations and upscaling of innovative solutions which will ensure improved tribal governance and livelihood options for the most vulnerable and disadvantaged groups. The Tribal Portfolio of UNDP in India strives to achieve these objectives through effective implementation of carefully crafted projects in various locations of the country.

The Tribal Portfolio of UNDP India was conducted 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 efforts towards achieving the sustainable development goals (SDG) targets.

Key Evaluation Questions:

The evaluation was guided by four main evaluation questions (Box 1). It presents findings, conclusions and recommendations which

will serve as an input to the formulation of UNDP’s India new Country Programme Document (CPD) for 2023–2027.

(Detailed evaluation questions and criteria is given in the section Evaluation Approach & Methods and the Evaluation Matrix shared in **Annexure 1**)

Evaluation Questions

1. What did the UNDP Tribal Portfolio 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. How relevant, coherent efficient, effective, sustainable the UNDP Tribal Initiative has been, together with the degree of inclusiveness on crosscutting elements such as Gender Equality, Women Empowerment, Human Rights, and Leave No One Behind (LNOB)
4. What factors contributed to or hindered UNDP’s performance and the sustainability of results?

Primary Audience of the Report:

The primary audiences for the evaluation are the UNDP India country office (CO), the UNDP Executive Board and, the Government of India.

Background

UNDP Strategic Plan 2023-2027 is anchored in the 2030 Agenda for Sustainable Development, committing to the inclusiveness and leave no one behind. In this connection, empowering tribal populations is an important work of UNDP India as clearly set out in both the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027 for India and Country Programme Document (CPD) 2023-2027 of UNDP India.

The country programme 2023-2027 of UNDP India is aligned with UNDP Strategic Plan 2022-2025 and is derived from the UNSDCF. It has been prepared in consultation with over 50 partners ranging from the Government of India (Department of Economic Affairs and line ministries) and state governments to the private sector, civil society, bilateral development partners and academia. It has three programme priorities as shown below:

- Programme priority 1: Strong, accountable and evidence-led institutions for accelerated achievement of the Sustainable Development Goals
- Programme priority 2: Enhanced economic opportunities and social protection to reduce inequality, with a focus on the marginalized
- Programme priority 3: Climate-smart solutions, sustainable ecosystems and resilient development for reduced vulnerability

The tribal initiative of UNDP India is situated in Programme priority 2, and contributes to CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc. and subsequently contribute to Outcome #4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women. The tribal initiative further contributes to UNDP Strategic Plan outcome #2 “No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development”, and National Priority “Achieving SDGs by 2030 aligned with national priorities including Skill India; Financial Inclusion; Digital India; National Rural and Urban Livelihood Missions.”

UNDP’s Tribal Initiative in India

The Government of India has accorded high priority and adopted multifaceted development strategies to promote socio-economic growth of Scheduled Tribes (STs) constituting 8.6% of the India’s population. This includes protective legislations like the Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, Special Central Assistance to Tribal Sub Plan (SCA to TSP), Scholarship for ST students, Empowerment of Particularly Vulnerable Tribal Groups (PVTG), Grant under Article 275(1) of the Constitution of India, Panchayats (Extension to the Scheduled Areas) Act, 2006 and Minor Forest Produce Act 2005, Support to TRIs, hostel facilities for ST boys and girls, vocational education training centres, scholarships for higher education etc. Focused attention is being given to the 100

most backward districts, predominately with large tribal population, to bring them on par with the national average on various human development parameters.

The Government of India has undertaken various affirmative actions to systematically reduce development deficit in the tribal regions to ensure holistic development and socio-economic empowerment of tribal communities. Realising the multiplicity of development challenges associated with the tribal, the Ministry of Tribal Affairs being the nodal agency, has adopted a multi-faceted strategy incorporating protective legislation, efficient delivery of basic services and strengthening of institutions to address critical gaps in tribal development.

Despite significant investment by the Government, development and empowerment of Scheduled Tribes continues to remain a challenge. Innovative, context appropriate solutions need to be developed and supported for scale up. Capacity of various stakeholders engaged in the development of STs needs to be built and sufficient orientation regarding the unique and distinct character of the tribal people. In this context, the project **“Enhancing Effectiveness of Tribal Development Programmes in India”**, was agreed upon between the **Ministry of Tribal Affairs and the UNDP India. This partnership was formalized in 2018 and has been approved till June 2023.** The partnership aimed to strengthen implementation and monitoring of programmes for development and operational effectiveness and to demonstrate innovative, scalable, integrated development solutions in tribal areas for holistic development of STs dominated areas.

The project focused on strengthening the implementation and monitoring of national schemes/programmes for development and operational effectiveness. The project specifically contributed to –

- Identify critical gaps in the implementation of flagship schemes/programmes of the Ministry of Tribal Affairs and improve operational effectiveness Facilitate establishment of real-time web/mobile based dashboards and visualization portals for systematic monitoring of schemes/programmes.
- Development and maintenance of Tribal Repository web portals - coordination, collection and collation of materials from State Governments
- Technical support to convergence efforts of the ministry with various Ministries/Departments for coordinated action for tribal development
- Design and facilitate demonstration of innovative solutions/models
- Prepare policy briefs and document, best practices and success stories
- Development of IEC (Information, education and communication) material for dissemination

Further, the national level work was supplemented with efforts at the State level. Owing to the importance of the Forest Rights Act, the partnership with the State Tribal Departments of Chhattisgarh and Odisha was initiated through funding support with Foundation of Ecological Security (FES) strengthening the implementation of the FRA Act, 2006 focusing on the community forest governance. The interventions were broadly categorized as – policy action, institutional strengthening, capacity building and knowledge management which were

achieved through embedding of technical experts within Department of Tribal and Schedule Caste, Government of Chhattisgarh.

The partnership with Government of Uttarakhand also got initiated with the signing of the Memorandum of Agreement between UNDP and State Tribal Research-cum-Cultural Centre and Museum, Dehradun, Government of Uttarakhand in August 2021 for a period of one year under the guidance of the Ministry of Tribal Affairs. The UNDP was mandated to provide technical assistance to set up the National Tribal Research Institute and strengthen monitoring mechanisms, build capacities, research and documentation, promote innovations and forge partnerships for holistic development of the Schedules Tribes. The partnership with the Tribal Cultural Research and Training Institute, Government of Telangana focused on undertaking research and evaluation Studies on Farmer Producers Organization (FPOs) in 5 villages and Natural farming implemented in the Tribal villages of Telangana State.

Projects under UNDP's Tribal Initiative

The Tribal initiative of UNDP India is situated under SDG Acceleration Portfolio and implementing below projects.

1. Enhancing Effectiveness of Tribal Development Programmes in India (phase 1) (2018 – 2023)

The purpose of this project is to promote development, empowerment, and inclusiveness of tribal populations through enhancing access to forest land rights, developing mechanism and tool to monitor the performance on tribal development fund, increasing joint ownership of title amongst Scheduled Tribes and other forest dwellers, and strengthening basic service delivery in tribal areas.

- Output 1: Increase in Scheduled Tribes and Other Forest Dwelling Communities accessing rights over forest land and resources for habitation, cultivation and forest based livelihood with joint ownership
- Output 2: Mechanism and tools developed to monitor the performance of tribal development funds
- Output 3: Increase in joint ownership of title amongst Scheduled Tribes and Other Forest Dwelling Communities accessing rights over forest land and resources for habitation, cultivation and forest-based livelihood
- Output 4: Strengthening systems for delivery of basic services in tribal areas and promoting tribal culture through evidence-based advocacy and documentation

Table 1: PROJECT INFORMATION					
Project title	Enhancing Effectiveness of Tribal Development Programmes in India (phase 1)				
Quantum ID	Award ID: 00110079, Output ID: 00109173				
Corporate outcome and output	<p>UNSDCF Outcome 4:</p> <p>By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.</p> <p>CPD Output 2.3:</p> <p>Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.</p>				
Gender Marker	Gen 2				
Country	India				
State	National, Chhattisgarh, Telangana, Uttarakhand				
Date project document signed	February 2018				
Project dates	<table border="1"> <thead> <tr> <th>Start</th> <th>Planned End</th> </tr> </thead> <tbody> <tr> <td>13 June 2018</td> <td>12 June 2023</td> </tr> </tbody> </table>	Start	Planned End	13 June 2018	12 June 2023
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Project budget	USD. 2,513,192				
Project expenditure at the time of evaluation	USD 1,619,876				
Funding source	UNDP TRAC, Ministry of Tribal Affairs (MoTA), Foundation of Ecological Security (FES), Government of Uttarakhand, Government of Telangana				
Implementing party	UNDP				

2. Enhancing Effectiveness of Tribal Development Programmes in India (phase 2): October 2022-October 2024

The purpose of this project is to promote development, empowerment, and inclusiveness of tribal populations through strengthening institutional capacity of MoTA and relevant subnational institutions, and development of robust digital platforms, tools and mechanisms for better implementation and monitoring of national schemes/programmes.

- **Output 1:** Strengthened institutional capacity of the Ministry of Tribal Affairs as well as the implementing agencies at State and below to ensure effective implementation of flagship development programmes for tribal communities
- **Output 2:** Robust digital platforms, tools and mechanisms developed for better implementation and monitoring of national schemes/programmes to make the flagship programmes more coherent and relevant to Tribal needs and aspirations and more informed decision making to aid convergence efforts

Table 2: PROJECT INFORMATION		
Project title	Enhancing Effectiveness of Tribal Development Programmes in India (phase 2)	
Quantum ID	Award ID: 00110079, Output ID: 00133704	
Corporate outcome and output	<p>UNSDCF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.</p> <p>CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.</p>	
Gender Marker	Gen 2	
Country	India	
State	National	
Date project document signed	-	
Project dates	Start	Planned End
	13 October 2022	12 October 2024
Project budget	USD. 1,505,708 (INR 122,820,577)	
Project expenditure at the time of evaluation	USD 169,590	
Funding source	Ministry of Tribal Affairs (MoTA)	
Implementing party	UNDP	

Table 3: Programme Interventions Alignment with UNSDCF, CPD & National Priorities

Support Areas	Partnership	Alignment with UNDP Strategic Plan, CPD, & National Priorities
Improvement in robust implementation, monitoring and innovation for development and operational effectiveness by using the advancement in technological arena	Ministry of Tribal Affairs	UNSDCF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women. CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.
Strengthening capacities to execute and monitor the implementation of different government programmes and schemes of the Central and State Government for tribal development		
Forging innovative partnerships		
Strengthening capacities for effective implementation of Forest Rights Act 2006, more specifically Community Forest Rights at various levels	Foundation of Ecological Security (FES)	National Priority Achieving SDGs by 2030 aligned with national priorities including Skill India; Financial Inclusion; Digital India; National Rural and Urban Livelihood Missions. UNDP Strategic Plan outcome #2 No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development.
Innovative Solutions		
Building engagement between practitioners and State Governments etc.		
Setting up of the Project Management Unit within the National Tribal Research Institute and implement interventions to strengthen monitoring mechanisms, conduct capacity building programmes and development of communication and documentation products.	State Tribal Research-cum-Cultural Centre and Museum, Dehradun, Government of Uttarakhand Signing of the MoA in August 2021 for a period of one year	
Undertake Evaluation Studies on Farmer Producers Organization (FPOs) in 5 villages and Natural farming implemented in the Tribal villages of Telangana State.	Tribal Cultural Research and Training Institute, Government of Telangana	

Evaluation Scope & Objectives

The evaluation focused on aforementioned two projects (phase 1 and 2) with detailed objectives below:

Key Objectives

1. Determine whether and to what extent the individual projects outcomes are being achieved or are likely to be achieved by end of the programme cycle
2. To assess the impact and degree of contributions of UNDP's Tribal initiative in India, and how it contributed to the UNDP India's CPD 2023-27, particularly to the linked CPD Output, Strategic Plan Outcome, UNSDCF Outcome, and National Goal.
3. To assess whether the projects are the appropriate solution to the problem(s) identified by the National and State governments.
4. To assess the alignment of the UNDP's Tribal initiative to Country Office Gender Equality Strategy (COGES), Global Gender Equality Strategy, and to assess the level of gender mainstreaming, inclusion of people with disability, tribal populations, transgender and other marginalized groups, and inclusion of human rights-based approach.
5. To reflect on how relevant, efficient, effective, sustainable the UNDP Tribal Initiative has been, together with the degree of inclusiveness on crosscutting elements such as Gender Equality, Women Empowerment, Human Rights, and Leave No One Behind (LNOB).
6. To document lessons learned, best practices, and innovative ideas generated by the UNDP Tribal initiative as well as their challenges, limitations and proposed solutions, which can be replicated or addressed in the ongoing and future tribal projects and UNDP's effort in tribal development and empowerment in India.
7. To assess whether UNDP's partnership strategy has been appropriate and effective. Including partnership that can contribute to enhanced inclusiveness of women and marginalized groups.

The evaluation was guided by the UNDP India SOP on Evaluation and ensured gender integration across the sections. The evaluation looked at UNDP's tribal initiative in India in a holistic and comprehensive manner, including SWOT analysis. Further, the evaluation also focused on:

Underlying factors: The evaluation attempted to analyse the underlying factors beyond UNDP's control that influenced the outcome including Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis including gender elements. The evaluation also tried to distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, potential financial constraints, the degree and type of stakeholders and partners' involvement in the completion of outputs, and how processes were managed/carried out.

Strategic Positioning of UNDP: The evaluation examined the distinctive characteristics, comparative advantages, and features of UNDP's tribal initiative and how it has shaped UNDP's relevance as a current and potential partner in India. The Country Office (CO) position was analyzed in terms of communication that goes into articulating UNDP's relevance, or how the CO is positioned to meet partner needs by offering specific, tailored services to these partners, creating potential added value by responding to partners' needs, mobilizing resources for the benefit of the country, not for UNDP, demonstrating a clear breakdown of tailored UNDP services and having comparative advantages relative to other development organizations in area of tribal development and empowerment.

Evaluation Approaches & Methods

In view of the above-mentioned objectives and scope of the evaluation, a semi structured qualitative approach was adopted to gather required information related to the evaluation criteria. Overall data were collected mainly through the review of project documents, records and secondary sources and key informant interviews. The evaluation provides evidence-based information that is credible, reliable, and useful and must be easily understood by project partners.

Data was mainly collected from the existing information sources through a comprehensive desk review that includes the analysis of relevant project documents, studies, surveys information, data/statistics, and triangulation of different studies. The details of data collection methods are laid out in the following.

The in-depth desk review was followed by interviews with all key partners and stakeholders. Semi structured questionnaire, wherever appropriate, were used for qualitative information. The evaluation included a wide participation through interviews, discussions, and consultations of all relevant stakeholders including the UN, the Government of India, CSOs and development partners

Briefing and debriefing sessions with UNDP was done before finalization of the evaluation findings.

Desk Reviews

The evaluation reviewed portfolio and project documents comprising, but not limited to, the ones listed in **Annexure 4**. All the information collected through these sources were analyzed in detailed to draw informed conclusions about the portfolio's performance.

Stakeholder Consultations and Key Informant Interviews

The evaluation relies mostly on qualitative research tools to comprehensively assess various aspects of the project. These include evaluating the effectiveness of the strategies and activities implemented, identifying positive achievements resulting from the intervention, understanding the challenges encountered during the interventions, and examining the steps taken to address these challenges. Furthermore, the evaluation aimed to extract valuable lessons from the project's implementation and provide insightful recommendations to guide future project endeavors.

To achieve these goals, semi-structured interviews were conducted with key informants representing a diverse range of stakeholders. The selection of interviewees was done in consultation with UNDP. The key informants included representatives from the UNDP Tribal Portfolio Team, UNDP senior officials, Senior officials from Ministry of Tribal Affairs, Government of India, representatives from CSO partners etc. (List of Key Informants Interviewed is provided at **Annexure 5**)

Evaluation Criteria

In accordance with UNDP evaluation guidelines, the evaluation assessed the implementation of the Projects undertaken under the Tribal Portfolio of UNDP using the OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, and sustainability.

- **Relevance:** Is the Intervention doing the right things? The extent to which intended outputs and outcomes of the project are consistent with national and local policies and priorities and the needs of intended beneficiaries.
- **Effectiveness:** Is the intervention achieving its objectives? The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups.
- **Efficiency:** How well are resources being used? The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely manner.
- **Sustainability:** Will the benefits last? The extent to which the net benefits of the intervention continue or are likely to continue.
- **Gender Equality, Human Rights, and Leave No One Behind (LNOB):** To what extent has the portfolio integrated Human Rights Based Approach in the design, implementation, and monitoring of the project? To what extent has the project promoted positive changes in gender equality and the promoting the rights of women and persons with disability?

Evaluation Questions

The consultant will consider the following questions. However, the evaluation team is expected to add and refine these questions in consultation with UNDP and key stakeholders.

1) Relevance

- Extent to which the UNDP's tribal initiative is relevant to national and state strategies/priorities and the SDGs.
- Extent of the contributions of UNDP tribal initiative towards development, empowerment and inclusiveness of tribal populations in India with particular focus on SDG5.
- How relevant is UNDP's support for different partners: national and state authorities of India, development partners, civil society, community-based organizations, women groups and the private sector?
- To what extent does UNDP's tribal initiative contributes to the UNDP India's CPD 2023-27, particularly to the linked CPD Output, Strategic Plan Outcome, UNSDCF Outcome, and National Goal.
- Were the strategies, outputs and activities realistic, appropriate and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?
- How well aligned the UNDP's tribal initiative has been to Country Office Gender Equality Strategy (COGES), Global Gender Equality Strategy, and assess the level of

gender mainstreaming, inclusion of people with disability, transgender, and other marginalized groups, and inclusion of human rights-based approach.

2) Efficiency

- How do UNDP practices, policies, decisions, constraints; capabilities affect the efficiency of the projects? Has UNDP's strategy in producing the projects' outputs been efficient and cost-effective?
- Was coordination among various stakeholders in the UNDP tribal initiative efficient in project implementation? Were there any overlaps and duplications?
- Synergies between national and state institutions, development partners, CSOs and academia for UNDP support in programming and implementation.

3) Effectiveness

- Was the scope of interventions realistic and adequate to achieve results?
- Contributing factors and impediments to the achievement of the outcome results through related supported project outputs.
- Assessment of the capacity and institutional arrangements for the implementation of the UNDP's tribal initiative in view of UNDP's support to the Government of India
- Were the projects effective in responding to the needs of beneficiaries, and what are results achieved? Are they inline from the needs of women, people with disability, transgender and other marginalized groups?

4) Sustainability

- Extent to which UNDP established mechanisms to ensure sustainability of the UNDP's tribal initiative, including assessment on long term perspective whether UNDP tribal initiative can effectively support relevant national and subnational authorities, local communities, and civil society in improving service delivery.
- Extent of the viability and effectiveness of partnership strategies in relation to the sustainability of UNDP's tribal initiative, including assessment on how potential areas of partnerships with other national institutions, CSOs, UN Agencies, private sector, and development partners in India could be explored in order to make tribal development, empowerment and inclusiveness more sustainable.
- Assess how studies and available data of tribal development, empowerment and inclusiveness were used to build the sustainability of the initiative.
- Assess the likelihood of continuation and sustainability of the initiative and benefits during the remaining period of the current program cycle and beyond.
- What are lessons learned, best practices, and innovative ideas generated by UNDP tribal initiative as well as its challenges, limitations and proposed solutions, which can be replicated or addressed in the ongoing and future tribal projects and UNDP's effort in tribal development, empowerment and inclusiveness in India. They should include gender and LNOB elements.

5) Gender Equality, Human Rights, and Leave No One Behind (LNOB)

- Has UNDP tribal initiative successfully demonstrated that SDG 5 is a cross cutting thematic for tribal development, empowerment and inclusiveness?
- Was the initiative successfully engaged with communities living in vulnerable conditions including women, persons with disabilities, transgender and non-binary persons etc? Was the initiative effective in responding to relevant needs of those living in marginalized conditions?
- Are there best practices and challenges related to GEWE and LNOB from the initiative that can be scaled up?

Ethical considerations

The evaluation of the Tribal Portfolio was carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAC Principles.

UNEG ethical guidelines of integrity, accountability, respect, and beneficence were always followed. Evaluation purpose was truthfully and transparently communicated, and the principle of evaluation independence was adhered to. It is advised that access to the evaluation report is made available to all participating stakeholders irrespective of power, and is preferably published online for transparency.

According to UNEG, qualifications, expertise and experience of the evaluator are among key factors contributing to ensuring evaluation integrity. The evaluator's background information is provided at **Annexure 6**

Furthermore, the duly-signed Pledge of Ethical Conduct in Evaluation is provided as **Annexure 7**

Limitations of the Evaluation

- The major limitation of the process was that evaluation had limited scope of reaching out to external stakeholders. The stakeholder consultations included mostly UNDP staff, senior consultants of UNDP and officials from Ministry of Tribal Affairs.
- Perspectives and voices from civil society and the private sector as well as other UN agencies were not captured directly due to limited time
- Due to time constraint the evaluation had rely on the desk reviews of the project documents, annual reports, interaction with stakeholders and key informant interviews

However, the in-depth desk reviews of the documents and interactions with key stakeholders, project partners, senior consultants, feedback of senior government officials and development partners is adequate to derive informed evaluation findings and recommendations

Data Analysis

The Data Analysis adhered to the following the following steps:

Step one: A detailed evaluation matrix was developed to list out all the key questions that need to be answered for the team to assess the portfolio in a coherent manner. Questions were drafted under overarching topics of relevance, efficiency, effectiveness, sustainability, and human rights, gender equality and disability inclusion. (Evaluation Matrix is provided at Annexure 1) Separate set of structured and semi structured questionnaires were devised for each of the stakeholders like for the Government partners, for the UN staff, senior consultants partner organizations etc. There were instances where one question was asked to multiple stakeholders, and the evaluator was able to receive different responses from varying perspectives. This allowed the evaluation to look at a certain topic from different angles and derive unbiased opinions.

Step two: The evaluation conducted detailed **desk analysis** to review the project documents, strategy documents and all the relevant documents suggested and provided by the UNDP team to understand the theoretical aspect of the project implementation and use some of the details mentioned in the reports to refine to the questionnaires developed. For specific implementing agencies and partners, particular questions were added that specifically drilled down into the aspects of challenges in implementation, readiness at entry, non- performance, delays etc., whereas in questionnaires for some agencies and personnel, additional queries on recommendations, lessons learned, and impact were added.

Step three: The evaluation team conducted detailed **Key Informant Interviews and stakeholder consultations**. All the interviews started with asking the stakeholders broader question regarding the overall implementation, funds allocation, activities performed, activities remaining to be implemented, challenges, lessons learned and recommendations for the Tribal Initiatives in India. Ample space was allowed for the stakeholder to elaborate on a particular issue they wanted to be highlighted in the report. Additional supporting documents were requested from the stakeholders whenever the evaluation team felt it was necessary to validate the responses with document evidence.

Step four: Triangulation of information was used to allow the verification of different information. Similar questions were used to various parties to examine the same aspects. Various methods were used as described above e.g., desk reviews, stakeholder consultations, digital data collection etc. to validate the responses received from different avenues, to eliminate any biasness in the data collection and increase reliability.

The draft report was shared with the stakeholders and the findings and ratings were extensively discussed during the debriefing meeting with the stakeholders. Consolidating and organizing all the information collected through various tools, data sources and stakeholders' comments, details were framed in a concise manner to be illustrated in this **final report**.

Evaluation Findings

Tracing the Journey

The UNDP – MoTA partnership was initiated during 2012 – 13, with UNDP’s core principles of Inclusive Growth and Leaving No one Behind & Reaching Farthest First at its key mandate. Ministry of Tribal Affairs (MoTA), Government of India, being the nodal Ministry for overall policy, planning & coordination of programmes for development of Scheduled Tribes and Particularly Vulnerable Tribal Groups, the most disadvantages, marginalized and vulnerable population, it was very apt for UNDP to partner with the Ministry to pursue the agenda of Inclusive growth with Central & State Governments and to address the critical gaps in development of STs

During the initial stages of partnership with MoTA during 2012 –13 (which is prior to the evaluation period), one of the most progressive rights-based legislation, Forest Rights Act amended Rules was notified during 2012 and MoTA, being the Nodal Department for implementation of Forest Rights Act was struggling for effective rolling out and implementation of Forest Rights Act across the country.

UNDP played a very crucial role at this stage as a **Knowledge Partner** to MoTA extending its technical support towards the following areas:

- Enhancing the Capacity of Ministry
- Institutional Strengthening
- Capacity building of officials within Ministry, State Government and key stakeholders
- Knowledge Support to Ministry
- Strengthening the key Tribal Development Programmes

UNDP’s support was critical as MoTA had limited experience & expertise in implementation of right based legislations (FRA). UNDP extended support in designing the knowledge products like training modules, Frequently Asked Questions, process guidelines on different provisions of Forest Rights Act. Going beyond, UNDP also extended support in facilitating Regional Consultations on Forest Rights Act to strengthen the capacities of senior officials of State Governments. Further, support was also extended in facilitating the Ministry in issuance of clarificatory orders and guidelines as well as legal assistance to the Centre and State Governments ensuring effective implementation of the historic legislation. Further monitoring tools and digital portal was established to track the implementation of the Act by the States.

Further during this stage of partnership, UNDP also worked with the Ministry in strengthening of the systems within the Ministry and accordingly steps were taken to institutionalize the Tribal Sub Plan (TSP) funds. UNDP played an instrumental role in supporting the design framework for Inter-Ministerial Coordination for the review of TSP Funds. For the first time, review of TSP funds was done by the Inter-Ministerial Coordination Committee under the chairpersonship of Cabinet Secretary under the guidance of NITI Aayog and Prime Minister’s

Office which was a game changer in positioning Ministry of Tribal Affairs as one of the key Ministries working towards the development of Scheduled Tribes and as per the Constitutional mandate the TSP funds have to be allocated by all Ministries towards the development purpose of the tribal population.

Such critical support by UNDP was highly acknowledged by the senior officials in the Ministry of Tribal Affairs and this **laid the foundation for strategic partnership between UNDP – MoTA, which has evolved and flourished over more than a decade.**

The UNDP partnership is highly valued by the Government and realization and recognition by MoTA regarding the critical value addition that UNDP brings to the tribal development interventions led to UNDP forging into partnership with Ministry of Tribal Affairs, Govt, of India with 100% government funding during 2018. This was the first ever government sponsored (with 100% govt. funding) programme within UNDP.

Since then (2018), the partnership is strong and has evolved over the years. The collaborative efforts of UNDP- MOTA is leading towards achieving the larger objective of tribal development by **leveraging each other's strengths**

Tribal Development Interventions and Partnership (Since 2018 till date)

The Ministry of Tribal Affairs, Government of India and United Nations Development Programme (UNDP) entered into a partnership for the implementation of project 'Enhancing Effectiveness of Tribal Development in India' on 13th June 2018 for a period of two years. Under the scope of this agreement, UNDP extended technical assistance to MoTA by bringing in technical experts in different thematic areas to support different schemes/programmes of the Ministry. The first phase of the project focussed on strengthening the implementation and monitoring of national schemes/ programmes for development and operational effectiveness. The project specifically contributed to

- Improving implementation of Forest Rights Act 2006 with focus on, Community Forest Rights and Community Forest Resource Rights to the vulnerable Scheduled Tribes and other Traditional Forest Dwelling communities
- Demonstration of innovative integrated development solutions for development of tribal regions
- Setting up of systems and mechanisms, especially by using data driven ICT enabled tools for effective implementation and monitoring of different government programmes and schemes for tribal empowerment, including tracking of sex disaggregated data.

The experts provided technical and legal assistance by identifying critical gaps, providing support through evidence-based research and coordinating with state level agencies to develop implementable on ground solution models. Technical experts supported various Divisions of the MoTA, mainly, Forest Rights Act, PVTG, EMRS, Livelihood, TRI, COE, CLM, Article 275 (1),. along with conceptualising designing and rolling out of various IT based initiatives across the work areas.

Evaluation Findings - Tribal Portfolio Performance Rating

A detailed evaluation matrix that intended to capture pertinent information regarding each aspect of implementation such as: Relevance, Efficiency, Effectiveness, Sustainability, Human rights, Gender equality and disability inclusion; was developed. The information collected from the desk reviews, stakeholder interviews, field assessments, beneficiary feedback were all used to answer each of the questions in the matrix. Based on details compiled the evaluation was able to paint a fair picture of the status of programme implementation under the Tribal Portfolio and its likelihood to achieve the development objectives. The evaluation utilized a very wide range of stakeholders for consultations and relied on an extensive review of project documents, which helped to derive unbiased conclusions about the quality of performance.

The implementation was measured based on the following rationale –

Table 4: Performance Rating: A four-point rating scale is used, with 4 being the highest and 1 the lowest rating.

Rating	Results Achieved/Not Achieved	Remarks
Rating # 4	Highly Satisfactory/Achieved	A rating of this level means that outcome exceed expectations/All intended programme outputs and outcomes have been delivered
Rating # 3	Satisfactory /Mostly Achieved	A rating of this level is used when there are some limitations in the contribution of UNDP programmes that prevent an excellent rating but there were no major shortfalls. Many of the planned programme outputs/outcomes have been delivered and expected results likely to be achieved. Overall, the assessment is substantially positive, and problems were small relative to the positive findings
Rating # 2	Moderately Satisfactory/ Shortfalls	A rating of this level is used when significant shortfalls are identified, but there were also some positive findings. Only some of the intended outputs and outcomes have been completed/achieved. Overall, the assessment is less positive
Rating #1	Unsatisfactory (U)/Not Achieved	A rating of this level means that the contribution of the UNDP programme faced severe constraints and the negative assessment outweighs any positive assessments. There has been limited or no achievement of planned outputs/outcomes

Key Findings – Tribal Portfolio Performance Rating and Summary of Findings

Key Criteria & Parameters	Overall Rating	Remarks/Justification
1. Relevance	4	<p>The programme is aligned with the priorities and needs of the Government and it can be adapted to the changing development priorities and challenges. The ‘Tribal Portfolio’ through its partnership and technical support to the Ministry of Tribal Affairs in policy and programme design and in strengthening of the systems within the Ministry to effectively monitor the tribal welfare programmes, reaches out to more than hundred million tribal and most vulnerable population across the country, the second largest indigenous population in the world.</p> <p>The interventions under the portfolio through a collaborative approach with the national and state government contributes to achieving the Sustainable Development Goals (SDG) targets with the inherent principle of gender equality, Leave No One Behind (LNOB) and offers global learnings that seeks to contribute to the broader discourse on welfare and development of the indigenous and most vulnerable population. The interventions have incorporated gender equality and specific needs of tribal women and girls in its project design.</p> <p>Leveraging on its international expertise on SDGs and wide array of work on indigenous communities, UNDP has been able to position itself as a trusted and valued partner of the government (both National & State) and other development actors. Programme logic is well thought of and rationalized, and the project interventions are focused on the key objectives of the programme to result intended outputs.</p> <p>Overall, the Tribal Portfolio is in line with national development priorities, with the United Nations Sustainable Development Framework (UNSDF) and UNDP strategic plan.</p>
1.A. Adherence to national development priorities	4	
1.B. Alignment with United Nations/UNDP goals	4	
1.C. Relevance of programme logic	4	
1D. Coherence (Internal & External Programme Coherence)	4	
2. Efficiency	3	<p>There was reasonable adherence to good project management & completion of timelines within budgets.</p>
2.A. Timeliness	3	

<p>2.B. Management efficiency</p>	<p>3</p>	<p>Some delays occurred in project delivery due to delayed approval process and fund release from government.</p> <p>It was observed that the UNDP's Human Resource (HR) hiring and procurement process is often prolonged due to the meticulous adherence required to comply with the intricate UN procurement systems, which at times delays the delivery of outputs (particularly for short term government projects) and calls for attention of the UNDP management to address the same on priority.</p> <p>The portfolio has maintained a good management efficiency ratio, followed the monitoring & reporting guidelines, timely delivery and risk management meetings are done. UNDP support to the Ministry of Tribal Affairs (MoTA) and engagements with State Tribal Departments and CSOs in the states of Chhattisgarh, Maharashtra and Odisha contributed to strengthening implementing agency capacities and effective programme designing and monitoring. However, it was observed that institutional knowledge and resources of the Country Office, and UNDP globally remain underutilized, and it did not adequately emphasize on convergence of different programme wings within UNDP and utilize some of its own in-house expertise. The evaluation observed that there is limited evidence of joint programming across thematic programme units within UNDP that can leverage the multi-disciplinary expertise across the programme teams in the central office as well as in the state offices. The portfolio could further leverage on its comparative advantage by bringing in global UNDP expertise (such as developing Tribal development Index, Multi-Dimensional Poverty Index for Tribals in lines with Human Development Index, climate resilient livelihood solutions etc.).</p> <p>Although instances of cross-learning and networking amongst national and state governments as well as development partners are noted like facilitating series of regional consultations on Forest Rights Act, formation of thematic working groups to define the path of tribal development in the State of Chhattisgarh etc. have been commendable steps, the need of more frequent and structured interactions through a dedicated platform is articulated. Evaluation identifies the need for creation of</p>
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		<p>such interactive platforms that will expand the scope of dialogue and learning inputs from development partners, policy makers, academia, CSOs and target population (Tribal representatives like youth, women etc), consolidate the information and inputs received from different stakeholders and create centralized data at Ministry level; which would allow Ministry to effectively plan, coordinate and strategize future interventions on tribal development.</p> <p>Tribal Portfolio has successfully leveraged Govt. funding (around USD 40 million over the years), improved its delivery rate and improved funding pipeline over the years. Still there is scope of exploring more funding partners to augment the interventions. Scope of engagement with private partners, explore CSR fundings etc. for innovative solutions and sustainable development initiatives needs to be emphasized</p>
3. Effectiveness	3	UNDP has shown tangible results through its SDG integration efforts, support for building the capacities of the poor and vulnerable . Cooperation and coordination of the PMU, governments & other stakeholders have been contributing to the effectiveness of the tribal development programme interventions.
3.A. Achieving stated outputs and outcomes	4	
3.B. Programme Inclusiveness (especially those at risk of being left behind)	3	UNDP played a significant role in systems strengthening within the Ministry through its sustained efforts leading to streamlining of funds under Article 275 (1), PVTG Grants, institutionalize the Tribal Sub Plan (TSP) funds etc.. UNDP has a played an instrumental role in designing the Inter-Ministerial Coordination Framework and mechanism under the guidance of NITI Aayog, which now mandates the Ministry of Tribal Affairs to monitor ‘Scheduled Tribe Component (STC)’ funds of Central Ministries.
3.C. Programming processes adhered to sustainable development principles	3	With UNDP’s technical assistance, robust monitoring tools and digital platforms have been established for better implementation and monitoring of national programmes and schemes. However, it was also observed that the scalability of the portals like AdiGram has not been achieved to the optimum which needs to be revisited and worked upon. While AdiGram was initially designed to monitor the programmes/schemes under Article 275 (1) and PVTG Grants, the expectation

from the portal has undergone changes at multiple levels within the government. Going forward, care should be taken to involve the State Governments and implementing agencies from the inception stage while devising the digital portals for coherent understanding on the purpose and use of the portal and accordingly features of portal need to be collectively decided and agreed upon for better performance outcomes.

A significant area of institutional strengthening process observed was the enhancement in the functional effectiveness of Project Appraisal Committee (PAC). Mechanisms were established for systematic review of the projects sanctioned to State Tribal Institutes (TRIs) and Centre of Excellence (CoEs) and technical inputs from UNDP helped in forging new partnership with agencies (both govt. & private), doing exemplary work in tribal development which has the potential for upscaling, resulting in empanelment of more than 38 CoEs with the Ministry (from just 3 CoEs during the initial period) in the area of digital governance, education, health, skill development and livelihood, etc.

Further, demonstrating use of **Innovative Local Solutions** through the development partners in different States like innovative use of localised resources by harnessing the potential of perennial springs (**1000 Springs Initiatives**) to meet the water needs of the remote tribal communities, especially, PVTGs; development of GIS enabled Entitlement Tracking (**GEET**) System to link tribal communities with their rightful entitlements; CFR governance model in Maharashtra, Recognition of Habitat Rights of PVTGs in Chhattisgarh etc. has led to setting examples for effective delivery of basic services through innovative local solutions. However, upscaling of the innovation solutions is still a challenge. Mechanisms for upscaling of the innovative pilots needs to be strategized through concerted efforts, building partnerships and dialogues with the States to translate the good practices into policy directions. Overall, the Tribal Portfolio has made strong contributions in the areas of training, capacity building, knowledge product development, setting of monitoring indicators, evidence-based monitoring and tracking of programmes which has led to the overall strengthening

		<p>of institutional capacities of both Ministry and the State Governments</p> <p>The above evidences clearly indicate substantial contributions of the portfolio to the CPD linked Output 2.3 (Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.) and its contribution to the UNSDCF Outcome 4 (By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women). The portfolio also has meaningful and ongoing contributions to the National goal Achieving SDGs by 2030 aligned with national priorities including Skill India; Financial Inclusion; Digital India; National Rural and Urban Livelihood Missions). On the Strategic Plan Outcome 2: “No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development”.</p>
4. Sustainability	3	<p>Tribal Portfolio of UNDP has emphasized national-level ownership of its programmes through strong engagement with the government and making appropriate linkages with the national-level policies and processes in both systems strengthening, and inclusive growth portfolios. Government and other partners have shown positive interest to continue to support the initiatives and possibly provide scale up support as needed. UNDP India’s Independent Country Program Evaluation (ICPE) in 2022 has acknowledged that UNDP support to the Ministry of Tribal Affairs (MoTA) and engagements with State Tribal Departments and CSO in the states of Chhattisgarh and Odisha has contributed to strengthening implementing agency capacities. The programme inputs have led to policy and programme design, capacity building of institutions, knowledge products and innovative local solutions which have the potential of replicability by the States, which are positive signs of sustainability of the programme. However, structured mechanisms of cross learning among States and Ministry needs to be developed which will help in</p>
4.A. Sustainable capacity	3	
4.B. Financing for development	3	

		<p>upscaling of the innovative solutions by the States. The evaluation also observed that technical support is sought by Ministry of Tribal Affairs (MoTA) in revamping of Tribal Research Institutes (TRIs) for quality research on tribal issues and trainings of different stakeholders on tribal development programmes and policies at regular intervals. UNDP needs to strategize mechanisms towards this and explore the feasibility of partnership with State TRIs and Tribal Welfare Departments to bridge the existing gap between MoTA & TRIs.</p>
<p>5. Human rights, Gender equality and LNOB</p>	<p>2</p>	<p>The program has diligently integrated the needs of the most vulnerable and disadvantaged group, youth and women into the project design, and the implementation has resulted in some positive changes. Key Informant Interviews and stakeholder consultations reveal that adequate targeting to vulnerable groups (Scheduled Tribes and Particularly Vulnerable Tribal Groups) have been done during the implementation of the program.</p> <p>However, integrating gender equality in all its programmes remains a challenge. Programmes like Forest Rights Act has strong gender components, but it is not found across all programmes and lacks the priority of the Ministry. FRA portal designed by UNDP in States of Chhattisgarh and Odisha has provisions to capture gender disaggregated data and both the States are collecting and compiling the gender disaggregated data. However, gender disaggregated data is yet to be compiled by different States and Centre level on FRA title holders.</p> <p>It was found that gender equality and inclusiveness were not consistently part of programme outcomes and lacked a holistic and fully responsive approach. The Ministry has an approach of designing tribal development programme which are gender neutral and at times, it becomes difficult for UNDP project team to make the integration of the gender, justice, inclusion of PWD, LGBTQ+ in programme outputs. Overall, the contribution of the Tribal Portfolio to evidence-based policymaking that can tackle systemic inequalities and ‘reach the furthest first’ and ‘leave no one behind’ can be traced back to the portfolio’s interventions</p>

Evaluation Findings (Output wise Performance)

Output 1: Increase in Scheduled Tribes and Other Forest Dwelling Communities accessing rights over forest land and resources for habitation, cultivation and forest-based livelihood with joint ownership

Findings: UNDP has worked closely with the government at national and state level to strengthen the implementation of the right based legislation (Forest Rights Act) in the country. The technical assistance of UNDP to Ministry of Tribal Affairs and the State Governments has led to strengthening the capacities of Ministry and State Government to effectively track and monitor the progress of recognition of Individual & Community Forest Rights Titles in favour of forest dwelling Scheduled Tribes and Other Traditional Forest Dwelling Communities across the country. Despite of the successes, it has been observed that integrating gender component into the programme design of Ministry still remains a challenge. Gender disaggregated data on number of women receiving land titles under FRA is not being captured by the Ministry through the MPR submitted by the States. The FRA portal designed with the technical support of UNDP for two States (Chhattisgarh and Odisha), though has the provisions of capturing the gender disaggregated data. UNDP worked with the Ministry and extended technical support in formulation of process guidelines/clarifications to resolve implementation hurdles, facilitated series of regional consultations and training programmes for capacity enhancement of national and state governments, provided assistance under research, technical, legal and monitoring areas for improved implementation of the Act, and development of knowledge products to address knowledge gaps etc.

With MoTA at the national level, UNDP has also been part of and provided technical support to two committees drafting the guidelines for Community Forest rights and Guidelines for the Recognition of Habitat Rights of PVTGs and Rights of Pastoral Communities. According to the Ministry, UNDP has also been successfully coordinating the Inter-Ministerial Coordination Committee on Forest Rights. Though the Ministry of Tribal Affairs (MoTA) had very limited experience of execution of such right based legislations earlier, the support of UNDP has led to **strengthening capacities as well as confidence of Ministry to effectively implement the historic pro people legislation of Forest Rights Act**

Going beyond just extending support towards effective implementation of FRA, UNDP has worked with development partners like FES and other local CSO partners in setting models of Community Forest Resource (CFR) governance and regenerative Livelihoods of Tribals in states like Chhattisgarh and Maharashtra. The interventions have set examples of how the forest rights esp CFR rights can be translated to improving wellbeing of forest dwelling tribal communities through community forest resource governance and convergence model. Such examples have the potential of replicability and can be adopted by the States. Efforts need to be geared towards partnership with the State Governments and extend support to adapt and upscale the CFR governance models for secured livelihoods of the tribals.

Output 2: Mechanism and tools developed to monitor the performance of tribal development funds

Findings: UNDP worked closely with the Ministry in strengthening of the systems within the Ministry and accordingly steps were taken to institutionalize the Tribal Sub Plan (TSP) funds. UNDP has played an instrumental role in designing the Inter-Ministerial Coordination Framework under the chairpersonship of Secretary MoTA, for the review of TSP Funds (now

STC Funds). The Allocation of Business Rules of the Government of India now mandates the Ministry of Tribal Affairs to monitor 'Scheduled Tribe Component (STC)' funds of Central Ministries based on the framework and mechanism designed by NITI Aayog.

The Ministry of Tribal Affairs (MoTA) being the nodal Ministry for overall policy, planning and coordination of programmes for development of STs, has been pursuing the agenda of inclusive growth with Central and State governments to address the critical gaps in development of Scheduled Tribes. Various schemes and programmes are being implemented by MoTA such as Special Central Assistance to Tribal Sub Plan (SCA to TSP); Grant under Article 275(1) of the Constitution of India; Post-Matric Scholarship for ST Students; Conservation - cum-Development Plan for Particularly Vulnerable Tribal Groups, Grant to Aid to Tribal Research Institutes etc. for development of the STs in addition to the rights based legislation – Forest Rights Act 2006. UNDP has played a crucial role in extending technical support in devising monitoring indicators and establishing online monitoring systems to track the progress of fund allocation and utilization under each programmes, beneficiaries targeted and actual progress achieved under each programme.

Output 3: Strengthening systems for delivery of basic services in tribal areas and promoting tribal culture through evidence-based advocacy and documentation

Findings: UNDP has supported the Ministry in evidence-based data analysis for programme review and designing of new programmes based on critical gaps and needs of the tribal communities. The collection, compilation and analysis of real time data from the ground has led to evidence-based data driven monitoring & analytical planning through infrastructure gap analysis of around 1,17,000 tribal-dominated villages.

Further, UNDP has extended its technical assistance in conceptualizations, planning and implementation of Pradhan Mantri Adi Adarsh Gram Yojana (PMAAGY) for holistic development of Tribal communities in the area of health, education, livelihood, skill development of tribal youth and women with special emphasis on PVTG. The gaps identified in the tribal dominated villages with the technical support of UNDP, will lead to improvement of infrastructure facilities in vital sectors such as provision of safe tap drinking water, health care services, sustainable livelihood options and skill development trainings, specifically for tribal girls and women etc.. The improved infrastructure and expanded livelihood options in their village will have positive impact on tribal girls and women enhancing their access to basic services and entitlements.

The evidence based data collected and analyzed from different States on the status of Particularly Vulnerable Tribal Groups (PVTGs) has been critical in preparing the roadmap of interventions of Pradhan Mantri Particularly Vulnerable Tribal Group (PM PVTG) Mission.

Further, UNDP played a crucial role in establishment and operationalization of National Education Society for Tribal Students (NESTS) within the Ministry. The technical assistance of UNDP extended in development of systems for human resource, financial and administrative management, curriculum design, capacity building programmes for Principals and Teachers, affiliations of schools to CBSE etc. has immensely helped and contributed in building a conducive system for promotion of Ekalavya Model Residential Schools (EMRS) to deliver its objective of providing quality education to ST students in remote areas and to enable them to access the best opportunities in education. The establishment of residential schools (EMRS) in remote tribal hinterlands has led to enhanced outreach to tribal girls and their increased enrolment in higher education.

Assessing the critical development gaps in tribal areas and facilitating in identifying priority projects has helped in strengthening the service delivery systems, prioritizing the target groups (most vulnerable population) and critical areas to be funded under for PVTG Grants, Grants under Article 275 (1), SCA to TSS etc in consultation with States through data-based Planning and Monitoring. Critical inputs like capturing sex disaggregated data have helped to understand the gendered development gaps and improve the monitoring system.

Further, demonstrating use of **Innovative Local Solutions** through the development partners in different States like innovative use of localised resources by harnessing the potential of perennial springs (**1000 Springs Initiatives**) to meet the water needs of the remote tribal communities, especially, PVTGs and reduce the burden on women to collect water from distant locations; development of GIS enabled Entitlement Tracking (**GEET**) System to link tribal communities with their rightful entitlements; CFR governance model in Maharashtra, Recognition of Habitat Rights of PVTGs in Chhattisgarh etc. has led to setting examples for effective delivery of basic services through innovative local solutions. **The evaluation noted that** upscaling of the innovative pilots has not happened as envisaged and there is need to have partnerships and dialogues with the States to **translate the good practices into policy directions.**

Output 4: Strengthened institutional capacity of the Ministry of Tribal Affairs as well as the implementing agencies at State and below to ensure effective implementation of flagship development programmes for tribal communities

Findings: The technical assistance under the project has demonstrated significant achievement in strengthening implementation of Protective legislations like Forest Rights Act and Panchayats Extension to Scheduled Areas (PESA) and flagship programmes of Central government through Training and Capacity building programmes of stakeholders, regional consultations, development of Knowledge Products and technological support in implementation of programmes.

A significant area of institutional strengthening process observed was the enhancement in the Functional Effectiveness of Project Appraisal Committee (PAC). UNDP played a crucial role in extending technical assistance to review the proposals submitted by the State Tribal Research Institutes under the scheme 'Support to TRIs'. Mechanisms were established for systematic review of the projects sanctioned to TRIs and Centre of Excellence (CoEs). The establishment of Digital Portals (Tribal Repository/Adi Prashikshan etc) helped to capture the activities taken up by TRIs & CoEs which not only enhanced the quality of projects submitted to MoTA by the TRIs and CoEs but the review process also led to identification of gaps within the State TRIs and accordingly design steps to revamp & enhance the capacities of TRIs. Under the Centre for Excellence scheme, the technical inputs of UNDP helped in forging new partnership with agencies (both govt. & private) doing exemplary work which could be upscaled for tribal development and presently, 38 CoEs have been recognised by MoTA (initially it was just 3 CoEs) in the area of digital governance, health, skill development and livelihood, water, research etc.

The continuous partnership and sustained efforts in the areas of training, capacity building, cross learning, knowledge product development, setting of monitoring indicators, evidence-based monitoring and tracking of programmes has led to the overall strengthening of institutional capacities of both Ministry and the State Governments.

Further, UNDP's support to MoTA and National Tribal Research Institute (NTRI) towards facilitating the country wide training and capacity building programmes for ST-PRI members through the State TRIs was also a positive step towards strengthening of systems at grass root level for enhanced decision-making capabilities of ST PRIs for effective delivery and implementation of protective legislations like FRA, PESA, POA etc.

However, it was also observed that the revamping of State Tribal Research Institutes needs to be revisited and re-strategized as these are areas where in technical support is sought by MoTA. UNDP needs to devise mechanisms and explore feasibility of partnership with State TRIs and Tribal Welfare Departments which will help to bridge the gap between MoTA & State Tribal Research Institutes (TRIs).

Output 5: Robust digital platforms, tools and mechanisms developed for better implementation and monitoring of national schemes/programmes to make the flagship programmes more coherent and relevant to Tribal needs and aspirations and more informed decision making to aid convergence efforts

Findings: With UNDP's technical assistance, robust monitoring tools and digital platforms have been established for better implementation and monitoring of national programmes and schemes. UNDP's technical and knowledge support has led to promotion of adoption of digital technologies for improved monitoring by conceptualisation, designing and supporting development of various internet-based systems and IT platforms namely - Performance Dashboard (dashboard.tribal.gov.in), NGO Portal, TRI Portal (tritribal.gov.in), National Migration Support Portal (shramshakti.tribal.gov.in), 'Adi Parasaran (Media Corner)', Document Management System (tribal.gov.in/mtad), ADIGRAM. ADI Prashikshan etc.. The mother website of the Ministry of Tribal Affairs (<https://tribal.nic.in>) was also renovated to make it more user-friendly, interactive, and mobile friendly with enhanced design and layout in record 7 days; such digital tools have helped to make the flagship programmes of the Ministry more coherent and relevant to tribal needs and aspirations and more informed decision making to aid convergence efforts. The digital portals have the provisions of capturing the sex disaggregated data which is helping to track the women beneficiaries covered under different programmes and schemes. Adi Prashikshan portal helps to capture the State wise information on number of tribal girls and women have received trainings under different programmes like skill development trainings, training on protective legislations like FRA, Prevention of Atrocities (POA) etc. The portal helped to capture the disaggregated data on number of women ST PRI members trained by different States. Similarly, the FRA portal designed with the technical support of UNDP for the States of Chhattisgarh and Odisha has provisions to capture the specific data on number of women FRA right holders. Such disaggregated information has helped the government in better targeting of beneficiaries and monitoring of the programmes

However, the evaluation also observed that though the digital platforms have improved the monitoring of the schemes but the scalability of the portals has not been achieved to the optimum which needs to be revisited and worked upon. State Governments have to be sensitized on using the portals for the real time data inputs. Further, in the coming days, care should be taken to involve the State Government from the inception stage while devising the digital portals and the monitoring indicators should be collectively decided and agreed upon for better performance outcomes.

Issues & Challenges

1. Limited Scope for Quality Inputs & Innovativeness

Day to day assignments of MoTA are accomplished by the Consultants but their inputs and involvement in programme innovations and quality inputs towards programme and policy design is very limited. Due to lack of structured mechanisms and platforms the engagement of consultants in qualitative inputs and engagement with senior officials is currently limited which needs to be strategized and ways needs to be worked out towards designing such platform.

Further, lack of structured meetings for programme designs & improvements (Project Steering Committee meetings have not happened since last 2 years) has limited the scope of involvement of UNDP Country Office staff in providing technical inputs in Qualitative improvement in the Govt's/Ministry's programme and helping them prioritizing the targets.

2. Gender Integration – Still a Challenge

In spite of UNDP's mandate of gender integration and its sustained efforts, integrating Gender Component in all the programmes/schemes of MoTA is still a challenge. Though efforts have been geared by UNDP, gender inclusiveness and equality were not consistently part of programme outcomes and lacked a holistic and fully responsive approach. Disaggregated gender data on programme targets and beneficiaries is yet to be collected and compiled for all tribal development programmes at the Centre as well as State level. Though UNDP has tried to incorporate monitoring indicators on gender disaggregated data but such disaggregated information us yet to be collected or maintained for all programmes.

3. Evaluation of Tribal Programmes and Schemes

Third Party evaluations of government programmes are not being done which limits the scope of programme improvement. Research inputs and activities often take a backstage while running after deadlines and targets. UNDP needs to focus more on qualitative research inputs, evaluation and impact assessment of government projects and demonstration of good practices and its upscaling for better outcomes of tribal development interventions.

4. Hiring of Human Resource (HR) & Procurement– Time Consuming

Human Resource hiring & Procurement process in UNDP is often prolonged due to the meticulous adherence required to comply with the intricate UN procurement systems, which at times delays the delivery of outputs (particularly for short term government projects) and calls for attention of the UNDP management to address the same on priority.

5. Feedback & Monitoring Mechanism

Interface of Consultants and departmental staff of MoTA is on a daily basis but performance assessment of the Consultants is not being done by UNDP on a regular basis and is limited to annual appraisals. Regular feedback mechanism and quality-based inputs will help to improve the programme outcomes as well as the performance of the Consultants.

Conclusion

Overall, the portfolio's performance has been satisfactory, relevant, efficiently implemented, and shows potential for sustainability. The portfolio has addressed the development priorities of the country and has made important contributions in areas such as strengthening the institutional capacities of National and State Governments to effectively implement the right based legislations like Forest Rights Act across the country, devising monitoring indicators and tools to track the Scheduled Tribe Component (STC) funds for tribal development, qualitative inputs to improve the performance of the tribal development programmes in the country. The portfolio has been very diligent in targeting the intended beneficiaries i.e., most vulnerable and disadvantaged population, particularly vulnerable tribal groups, and has promoted gender inclusion but there are limitations found in the integration of gender and focus on women during the programme interventions

Through a steadfast commitment, the portfolio has garnered recognition as a reliable partner of the government and other development actors in driving sustainable tribal development initiatives and fostering positive change. However, the evaluation found limited evidence of joint programming across thematic outcome areas within UNDP that can leverage the multi-disciplinary expertise across the programme teams in the UNDP central office and in the state offices.

The portfolio shows varying levels of successes under different projects. The portfolio demonstrates strength in relevance and coherence towards the underlying issues in the country and the care with which the portfolio is addressing them through various projects. However, synergies across projects have not been sufficiently promoted in the current implementation practices. The evaluation recommends to leverage UNDP's global and Country Office expertise by tapping into its core capabilities in areas of research, critical gap analysis and designing innovative programmes focused on tribal health, education and livelihoods, aligning with the core mandates of the Ministry targeting towards tribal development.

The evaluation acknowledges various constraints that hindered the efficiency, effectiveness, and project sustainability. The tribal portfolio holds strong potential to produce notable impacts, provided that the portfolio adequately and urgently addresses the constraints for sustainability and scale up. Establishing linkages with State Governments and fostering convergence with different ministries like Ministry of Panchayati Raj (MoPR), Ministry of Environment, Forest and Climate Change (MoEFCC), Ministry of Statistics and Programme Implementation (MOSPI) etc. will strengthen the efforts and outreach of the programmes and facilitate the upscaling of innovative solutions.

There is a large scope for leveraging effective partnerships with relevant stakeholders, engagement with private sector to generate more resources such as more funding, technical support, extension services, capacity building support etc. to implement larger scale programs for deeper impacts.

Recommendations

- 1. Enhance ministry effectiveness by implementing a Feedback Monitoring System for regular review of consultants, project progress, planning and reporting to senior officials.**

Improve the functional effectiveness of Mandated Structures & Mechanisms within the Ministry for better outcomes of the programmes. Feedback Monitoring System needs to be established within the Ministry which will ensure a regular review of the Consultants along with progress of the projects, planning and reporting to senior officials of MoTA and UNDP.

- 2. Form theme-based Working Groups, including UNDP staff, consultants, MoTA representatives, and experts for critical gap analysis, issue-based discussions, and mid-course corrections, whilst establishing a dedicated group for Gender Inclusion strategies**

Form Theme Based Working Groups, comprising of UNDP core staff, consultants, representatives from MoTA and domain experts which will help in critical gap analysis of the project outputs, enable issue-based discussions and take mid-course corrections, wherever required. Specific working group on Gender Inclusion needs to be formed to devise strategies for gender inclusiveness in all programmes, document the good practices on gender mainstreaming and woman empowerment which can be upscaled etc.

- 3. Create a common platform for policymakers, CSOs, development agencies, academia, and tribal representatives to facilitate open dialogue and discussions for improved programme planning and design. Similar platforms for knowledge sharing and issue-based discussions may further be replicated for better programme outcomes and benefits for targeted population.**

Need to create a common platform that will convene the policy makers, CSOs, development agencies, academia and target population (Tribal representatives) to open dialogue and discussions that can feed into programme planning and design. Similar platforms may be developed for dialogues on knowledge sharing and issue-based discussions for better programme outcomes and benefits for the targeted population.

- 4. Integrate gender-specific monitoring indicators into tribal development programs, ensuring better targeting and collection of gender-disaggregated data. Sensitize government officials to integrate gender into programme outputs**

Gender specific monitoring indicators need to be incorporated in monitoring tools of all tribal development programmes to ensure better targeting as well as collection and compilation of gender disaggregated data. Sensitization of government officials to develop better understanding on the integration of the gender in programme outputs is essential.

- 5. Utilize UNDP's global and Country Office expertise to develop the Tribal Development Index and Vulnerability Mapping. Explore research opportunities in Tribal Health and Education Programmes, focusing on gap analysis and designing innovative programmes which are core mandates of the Ministry targeting towards tribal development.**

There is a need to leverage more on UNDP's global expertise and Country Office expertise tapping into its core capabilities, particularly in areas such as developing the Tribal Development Index and Vulnerability Mapping aligned with the Human Development Index for better targeting of tribal development programmes. It is also recommended to explore the Research Scope in Tribal Health and Education Programmes like impact assessment studies of the different government programmes and schemes in these thematic areas, gap analysis and designing innovative programmes in these areas which are core mandates of Ministry targeting towards tribal development.

- 6. Forge partnerships with state governments, CSOs, universities, and research institutes to upscale successful pilots and innovative local solutions. Collaborate with Tribal students pursuing PhD for research interventions aligned with tribal culture.**

Forging partnerships with state governments to ensure cross learnings and upscaling of tribal development programmes. Efforts should be geared to engage with and sensitize the state governments and CSOs to upscale the successful pilots and innovative local solutions which will help translate the good practices into policy directions. Explore collaboration with Universities and Research Institutes and involve the Tribal Students pursuing PhD in Universities in different research projects for research interventions and studies of Ministry and State Tribal Welfare Departments which will not only unfurl the scope of engagement of tribal youth in research activities and but also help in aligning the programmes as per the tribal culture and ethics.

- 7. Establish linkages with the Ministry of Panchayati Raj, aligning Tribal development with thematic SDG-based monitoring and ongoing convergence efforts across ministries.**

Establish linkage with Ministry of Panchayati Raj and leverage the thematic SDG based monitoring initiated by MoPR (theme 9) and the ongoing convergence efforts across ministries to include the Tribal development and forest-based livelihood as one of the key areas of focus.

- 8. Create programmatic linkages with other UNDP CO units, such as Climate Change, Biodiversity and NRM, and Livelihood Programmes, inclusive growth, livelihood and skilling advocating for forest-based livelihood through policy dialogues and best practices sharing.**

Establish Programmatic linkages with the other units working within UNDP. such as Climate Change and Forest Governance, Biodiversity and NRM Programmes, Programmes working on inclusive growth, livelihood and skilling and establish a framework of working on forest-based

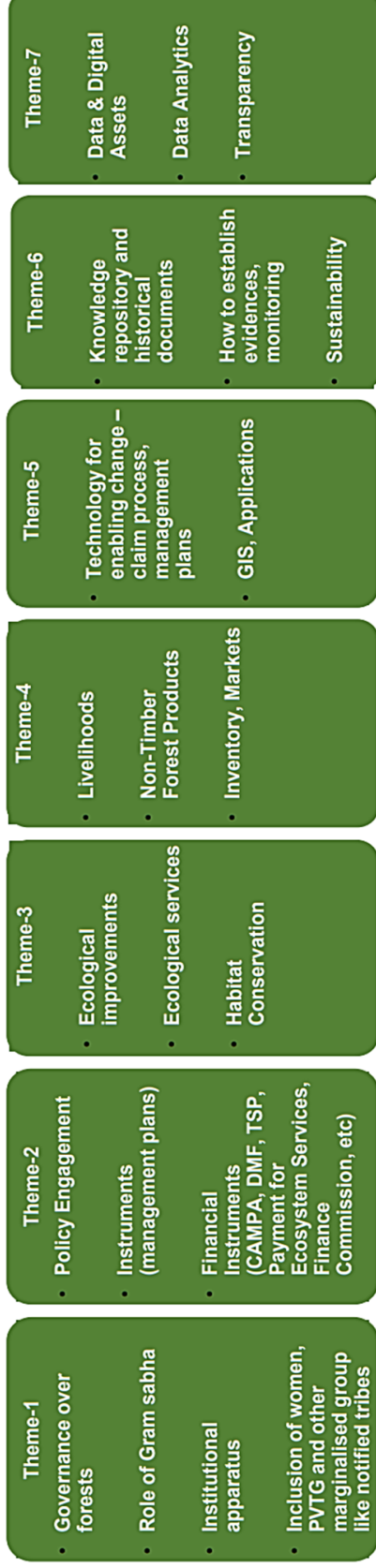
livelihood and advocate through various government and state partnerships for ripple effect. This can be initiated through policy dialogues, sharing of best practices, developing approach papers etc.

9. Establish linkage with NITI Aayog, advocating for Forest Commons and the integration of forest-based livelihood frameworks into policy planning and monitoring indicators. Collaborate with MOSPI to incorporate NIF indicators for tenurial security.

Establish Linkage with NITI Aayog and advocate on Forest Commons and forest-based livelihood framework and integrate the same in the policy planning and monitoring indicators. (*Proposed framework for upscaling of CFR governance is provided for consideration*). Work with MOSPI to incorporate NIF indicators to capture the data related to forest-based livelihood and tenurial security through issue of guideline, developing monitoring frameworks.

10. Going beyond government donors/funds, UNDP may strategically plan to explore the scope of engaging with more funding partners/donors and private agencies (complying to ethics and humanitarian needs) to augment the intervention

Forest Commons & Forest Based Livelihood (Upscaling CFR @ Scale)



- Need based on long-term requirements to influence practice & policy
- Annual Learning Events & thematic Meetings
- Forging Partnership based on thematic interest (and coalitions) (including State Government & Community Partnership)
- Partners take responsibility as per Annual workplan developed
- Outputs collated, synthesised & shared through publications & in the meets
- Collective responsibility and learning

Lessons Learnt

- There is a strong willingness shown by the National Government and State Governments to partner with UNDP recognizing the substantial value it contributes in terms of international exposure, comprehension of national priorities, and the wealth of knowledge and technical expertise it brings to the partnership.
- Strong need for building the institutional capacities of the government for effective and efficient delivery of the programmes. Expectations from the projects are high, which cannot be all met by UNDP alone. Several partnerships and collaborations have been established with government entities at various administrative levels, as well as with development partners active in the field to ensure sustainability of activities, and possibly scale up.
- It is important to engage the programme team and the stakeholders (States and implementing partners) while devising the monitoring indicators for design the portal which will help in better response of the States during programme implementation
- The portfolio has lagged in terms of optimum resource mobilization due to limited diversification and insufficient identification of opportunities. Partnerships and collaborations are very important to ensure cost efficiencies in implementation.
- The portfolio has very diligently carried out the programme deliverables however not drawn the strengths of the other working units with UNDP. Programmatic linkages and convergence with the other units working within UNDP. such as Climate Change and Forest Governance, Biodiversity and NRM Programmes, Programmes working on inclusive growth, livelihood and skilling will enhance the outcomes of the programmes and optimize the benefits reaching out to the most marginalised and vulnerable population.
- Provisioning of adequate financial and human resources with technical and domain expertise, to consistently operationalize the project activities is utmost crucial for efficient and effective implementation.

THE EVALUATION MATRIX

Relevant evaluation criteria	Key questions	Specific sub questions	Data collection methods/ tools	Indicators/ success standards	Methods for data analysis
Relevance	<p>- To what extent the Portfolio is coherent with Government's policies?</p> <p>- To what extent does the intervention support national legislation and initiatives that aim to improve gender equality and human rights? What lessons can be learned?</p> <p>- To what extent the UNDP tribal portfolio addressed the synergies and interlinkages with other interventions carried out by UN and other development partners?</p>	<p>- Was the program in line with the government policies and UNDP's strategy for development?</p> <p>- Did the portfolio address the priority problems faced by the target beneficiaries?</p> <p>- How well are the Tribal Portfolio interventions fit with or complement to the other interventions in the country, sector or by UNDP?</p>	<p>Desk review: Study of project documentation and additional material provided by UNDP team.</p> <p>Semi-structured interviews of the project stakeholders.</p>	<p>- The program is in line with the Government priorities as stipulated and similar strategies, the UNDP Country Programme Document (2018- 2023), United Nations Sustainable Development Cooperation (UNSDCF), donors' strategies, and the Sustainable Development Goals.</p> <p>- The project activities, outputs, outcomes, and the indicators are adequately defined, realistic, feasible and measurable.</p> <p>- The program looks promising to contribute to the long-term development results of UNDP and the Government</p>	<p>The evaluation primarily used qualitative analysis.</p> <p>Step 1: Collect the relevant data from the various data sources.</p> <p>Step 2: Consolidate, filter, and condense the data collected from the desk review, stakeholder consultations and key informant interviews.</p> <p>Step 3: Analyze data as per the evaluation criterion and evaluation questions, and provide findings, recommendations & conclusions.</p>

				and meet the strategic needs of the target beneficiaries.	
Efficiency	<ul style="list-style-type: none"> - Has the programme been implemented within its stated timeframe and cost estimates? - Did the programme interventions focus on the set of activities that were expected to produce significant results? - Were there sufficient (human and financial) resources allocated the programme objectives? - Were different resources allocated in ways that considered gender equality, and inclusion of person with disability and youth? If so, how were they allocated? Was differential resource allocation appropriate? - Was there any identified synergy between UNDP-funded interventions and other similar interventions that contributed to 	<ul style="list-style-type: none"> - Were the project inputs (staff, time, money, and other resources etc.) used in the best possible way to achieve outputs in a timely manner? - Could the implementation have been improved? If yes, how so? - Did the programme utilize the appropriate M&E systems adequately to ensure the efficient management and supervision of the programme? 	<p>Desk review: Study of project documentation and additional material provided by UNDP Tribal Portfolio team.</p> <p>Semi-structured interviews of the project stakeholders.</p>	<ul style="list-style-type: none"> - Availability of quality and timely reports on financial and implementation progress - No discrepancy between planned and utilized financial expenditures - Occurrence of change in project design/ implementation approach (i.e., restructuring) when needed to improve project efficiency - Adequate number of staff with relevant expertise present within the project implementation team to undertake the activities efficiently. Red flags would be frequent staff turnovers. - Proportion of expertise utilized from international 	<p>The evaluation will primarily use qualitative analysis.</p> <p>Step 1: Collect the relevant data from the various data sources.</p> <p>Step 2: Consolidate, filter, and condense the data collected from the desk review, stakeholder consultations and KIIs</p> <p>Step 3: Analyze data as per the evaluation criterion and evaluation questions, and provide findings, recommendations & conclusion</p>

	<p>reducing costs while supporting results?</p> <ul style="list-style-type: none"> - Has there been over expenditure or under expenditure in programme interventions? - Were there any unanticipated events, opportunities, or constraints for implementation? What could be done differently in the future? - What measures were taken to assure the quality of development results and management practices, both in relation to process and products, and to partnership strategies? - What monitoring and evaluation procedures were applied by UNDP and partners to ensure greater accountability? 			<p>experts compared to national experts. Actions followed by valid explanations.</p> <ul style="list-style-type: none"> - Completeness of risk logs, and evidence of periodic risk assessments and actions taken to mitigate the risks. - Costs in view of results achieved 	
Effectiveness	<ul style="list-style-type: none"> - Have the expected programme (quantitative and qualitative) results been achieved and what were the supporting or impeding factors? 	<ul style="list-style-type: none"> - Were the targets achieved effectively i.e., responding to the priority targets as well as cross 	Desk review: Study of project documentation and additional material provided by UNDP Tribal	<ul style="list-style-type: none"> - See indicators in project document results framework and log frame. - Adequacy of monitoring and 	<p>The evaluation will primarily use qualitative analysis.</p> <p>Step 1: Collect the relevant data from the various data sources.</p> <p>Step 2: Consolidate, filter,</p>

	<p>- Were the approaches, resources, and conceptual frameworks relevant to achieve intended outputs?</p> <p>- What are the main lessons learned from the partnership strategies and what are the possibilities of replication?</p> <p>- To what extent have interventions' objectives and results contributed to gender equality, women and youth empowerment and human rights in governance processes?</p> <p>- Which aspects of the interventions had the greatest achievements? What have been the supporting factors? How can UNDP build upon or replicate these achievements?</p> <p>- In which areas does the programme component have the least achievements? What have been the constraining factors and why? How can they be overcome?</p>	<p>cutting objectives?</p> <p>- In which areas does the programme have the greatest achievements so far? What have been the key supporting factors? How can the programme expand these achievements?</p> <p>- In which areas does the Tribal Portfolio have the fewest achievements? What have been the constraining factors and why? How were the challenges overcome?</p>	<p>Portfolio team.</p> <p>Semi-structured interviews of the project stakeholders.</p>	<p>evaluation tools and systems.</p> <p>- Quality and timeliness of monitoring reports.</p>	<p>and condense the data collected from the desk review, stakeholder consultations and KIIs</p> <p>Step 3: Analyze data as per the evaluation criterion and evaluation questions, and provide findings, recommendations & conclusions.</p>
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	<p>- Were the approaches, resources and conceptual frameworks used relevant to the achievement of planned outcomes/outputs?</p> <p>- What were the unintended results (positive/negative) of project interventions?</p>				
Sustainability	<p>- To what extent were sustainability considerations taken into account in the design and implementation of interventions? How was this concern reflected in the design of the programme component and in the implementation of activities at different levels?</p> <p>- Were exit strategies programme interventions appropriately defined and implemented, and what steps have been taken to ensure sustainability of results?</p> <p>- How did the development of partnerships at local and national level contribute to</p>	<p>- What are the probabilities of the project and its interventions continuing successfully and independently even after funding assistance has ceased?</p> <p>- What are the probabilities of the programme being scaled up?</p>	<p>Desk review: Study of project documentation and additional material provided by LED team.</p> <p>Semi-structured interviews of the project stakeholders.</p>	<p>- The likeliness of the program receiving continued financial and technical support from the implementing partners and funding agencies.</p> <p>- Evidence that the government has adopted the activities as a part of their own initiatives and shows commitment to continue them even after the project duration.</p> <p>- The government shows strong interest to implement the</p>	<p>The evaluation will primarily use qualitative analysis.</p> <p>Step 1: Collect the relevant data from the various data sources.</p> <p>Step 2: Consolidate, filter, and condense the data collected from the desk review, stakeholder consultations and KIIs</p> <p>Step 3: Analyze data as per the evaluation criterion and evaluation questions, and provide findings, recommendations & conclusions.</p>

	<p>sustainability of the results?</p> <p>How were different stakeholders engaged in the design and implementation? Have interventions been implemented with appropriate and effective partnership strategies? What has been the nature and added value of these partnerships?</p> <p>- To what extent do mechanisms, procedures and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights, and human development by primary stakeholders?</p>			<p>policies and regulations developed/refined under the Tribal Portfolio program.</p>	
<p>Human rights, Gender equality and disability inclusion</p>	<p>- To what extent have poor, indigenous and persons with disability, women, men, and other disadvantaged and marginalized groups benefited from the project?</p> <p>- To what extent has the portfolio integrated Human Rights Based</p>	<p>- Did the program diligently integrate the needs of the vulnerable, disadvantaged, and marginalized groups into the project design and implementation?</p>	<p>Desk review: Study of project documentation and additional material provided by UNDP Tribal Portfolio team. Semi-structured interviews of the project stakeholders.</p>	<p>2.1: At least one gender equality strategy designed for the implementation of the PPP. 2.2 Programme Design keeping gender as primary focus 2.3 Programme Benefits reaching out to the most vulnerable, marginal groups</p>	<p>The evaluation will primarily use qualitative analysis. Step 1: Collect the relevant data from the various data sources. Step 2: Consolidate, filter, and condense the data collected from the desk review, stakeholder</p>

	<p>Approach in the design, implementation, and monitoring of the project?</p> <p>Have the resources been used in an efficient way to address Human Rights in the implementation?</p> <p>- Is the gender marker assigned to this project representative of reality?</p> <p>- To what extent has the project promoted positive changes in gender equality and the promoting the rights of women and persons with disability? Did any unintended effects emerge for women, men, or vulnerable groups?</p>	<p>- What has been the program's contribution on gender equality and the promoting the rights of women and persons with disability?</p>		<p>2.4 Gender Mainstreaming in project design and implementation</p>	<p>consultations and KIIs</p> <p>Step 3: Analyze data as per the evaluation criterion and evaluation questions, and provide findings, recommendations & conclusion</p>
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RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDF Country Programme Results and Resource Framework:

UNDSF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.

Outcome indicators as stated in the Country Programme Document Results and Resources Framework, including baseline and targets:

Ratio of female to male labour force participation rate

Baseline (Year): 0.40

Target: 1 (2027)

Indicator: Proportion of regular wage/salaried employees in non- agriculture sector with social security benefits

Baseline 2020: 46.8% Target (2027): 56.80%

Applicable Output(s) from the UNDP Strategic Plan as mentioned in the CPD:

#2 No one left behind centering on equitable access to opportunities and a rights-based approach to human agency and human development.

Project title and Quantum Project Number:

Enhancing effectiveness of tribal development programmes in India (Phase 1); Project Number: 109173

Enhancing effectiveness of tribal development programmes in India (Phase 2); Project Number: 0133704

EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE		DATA COLLECTION METHODS & RISKS									
			Value	Year	Y1 2018	Y2 2019	Y3 2020	Y4 2021	Y5 2022	Y6 2023	Y7 2024	FINAL	DATA COLLECTION METHODS & RISKS	
Output 1: Strengthened institutional capacity of the Ministry of Tribal Affairs as well as the implementing agencies at State and below to ensure effective implementation of flagship development programmes for tribal communities Gender Marker: GEN2 Gender	Indicator 1.1: Number of Technical Experts placed in the Central Project Management Unit (CPMU)	MoTA Annual Reports programme and annual project reports	0	2022						10	22	22	22	Data will be collected from websites of the Ministry of Tribal Affairs, State Tribal Department and UNDP periodic reports. The risk of time lag between results on the ground and reports on the
	Indicator 1.2: Baseline data obtained of villages to be benefitted from PMAAGY		0	2022										

<p>description: (i)As Land title will be issued jointly to husband and wife, women will have rights over forest lands which allow women to do livelihood activities in their land; (ii) the project will improve forest based livelihood for women which will increase their income (iii) Project will increase participation of women to make decision on common forest resource (decision making in terms of planting, livelihood, land development etc.)</p>	<p>Indicator 1.3: Increase in number of tribal men and women obtaining tangible benefits from implementation of Forest Rights Act</p>	<p>Monthly Progress Report of the Ministry of Tribal Affairs on Forest Rights Act implementation</p>	<p>18,24,271 entitlements</p>	<p>2017</p>	<p>19,03,134</p>	<p>19,79,052</p>	<p>19,97,778</p>	<p>20,77,244</p>	<p>22,61,408</p>	<p>23,12,041</p>		<p>websites is inherent.</p>
<p>Ouput 2: Robust Digital platforms, Tools and mechanisms developed for better implementation and monitoring of national schemes/programmes to make the flagship programmes more coherent and relevant to Tribal needs and aspirations and</p>	<p>Indicator 2.1: No. of portal developed to capture financial and physical progress of the flagship schemes to be implemented for tribal development</p>	<p>MoTA Annual Reports programme and annual project reports</p>	<p>0</p>	<p>2022</p>					<p>1</p>		<p>1</p>	

<p>more informed decision making to aid convergence efforts</p> <p>Gender Marker: GEN2</p> <p>Gender Description (i) The portal will capture and generate reports highlighting gender-dissaggregated data. This will indicate women beneficiaries covered under different schemes and programmes.</p>	<p>Indicator 2.2: No of states using digital platform (ADIGRAM S) to upload and monitor data.</p>		2	2022				2	10	18	18	
<p>Output 3: Strengthened Capacity of the National Tribal Research Institute (NTRI) to act as Tribal Developmental Think Tank and support the State Tribal Research institutes (TRI) in areas of research, documentation, capacity Building and</p>	<p>Indicator 3.1: Indicator: No of tribal folk dance forms and tribal good practices documented in order to preserve the tribal culture and enhance its visibility</p>		0	2021			2	8	10		10	

<p>promotion and preservation of Tribal Art and Culture</p> <p>Gender Marker: GEN2</p> <p>Gender Description (i) In capturing the documentation of tribal folk dances will focus on larger participation of women. (ii) In development of evaluation studies, focus will have specific on women empowerment through targeting women centric households, single women and roll out of women centric schemes and programmes.</p>	<p>Indicator 3.2: Evaluation studies on (1) the FPOs in 5 villages and (2) on Natural farming implemented in the Tribal villages of Telangana State</p> <p>Baseline: 0 Target: 02</p>		0	2022					2			2	
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THEORY OF CHANGE

Activities	Outputs	Outcomes
Strengthening Implementation of Protective legislations like FRA and PESA and flagship programmes of Central government through Training and Capacity building	Strengthened Institutional Capacity of the Ministry of Tribal Affairs as well as the Implementing agencies at and State and below to ensure effective implementation of tribal development programmes (MoTA and FES funded Output)	Improved access and strengthened capacities of women and men belonging to the tribal communities and implementing agencies at the State and below for effective implementation of tribal development programmes.
Demonstrate Pilots and models at the local level through a participatory model that can be upscaled and implemented - EMRS, Community Forest governance, Livelihood especially for PVTG communities.		
Assess critical development gaps in tribal areas and facilitate in identifying priority projects to be funded under for PVTG and via Grants under Article 275 (1) in consultation with States through data-based Planning and Monitoring	Robust Digital platforms, Tools and mechanisms developed for better implementation and monitoring of national schemes/programmes to make the flagship programmes more coherent and relevant to Tribal needs and aspirations and more informed decision making to aid convergence efforts (MoTA funded Output)	
Conceptualisations, planning and implementation of PMAAGY for holistic development of Tribal communities in the area of health, education, livelihood, skill development of tribal youth and women with special emphasis on PVTG		
Development/ Upgradation of Adivasi Grants Management System (ADIGRAMS) and training of Officials from States and Implementing Agencies on ADIGRAMS and FRA portal to maximize monitoring of tribal schemes	Strengthened Capacity of the National Tribal Research Institute (NTRI) to act as Tribal Developmental Think Tank and support the State Tribal Research institutes (TRI) in areas of research, documentation, capacity Building and promotion and preservation of Tribal Art and Culture (TRI UK and TRI Telangana funded Output)	
Facilitate and coordinate Inter-ministerial/ State dialogue, prepare policy documentaries of working papers, seminar, workshop for convergence and planning		
Support quality research with focus on primary and multi-centric study in collaboration with academia (National/ International Universities) and subject /thematic experts and documentation - dissemination of knowledge through strengthening NTRI and Tribal Research institutes		

LIST OF DOCUMENTS REVIEWED

The following documents were reviewed as part of desk study:

- ✓ United Nations Sustainable Development Cooperation Framework 2020-2024
- ✓ Country Office Gender Equality Strategy (COGES)
- ✓ Global Gender Equality Strategy
- ✓ UNDP India Country Program Documents (2018 – 2022) (2023 – 2027)
- ✓ Theory of change and Result Framework
- ✓ Signed MoUs and Project Documents
- ✓ Portfolio and project reports
- ✓ Activity designs
- ✓ Annual Work Plans
- ✓ Consolidated Quarterly, Annual Progress Reports
- ✓ Evaluation reports
- ✓ Other relevant communication materials and knowledge products such as research studies, policy brief, project ppts etc.

LIST OF KEY INFORMANTS INTERVIEWED

Name of the Interviewee	Designation	Institution	Date of Interview	Mode
Meenakshi Kathel	Head, SDG Unit	UNDP	21.11.2023	In Person
Sreetama Guptabhaya	Tribal Portfolio Lead	UNDP	21.11.2023 23.11.2023	In Person
Divya Saini	Research Associate	UNDP	21.11.2023	In Person
Sushil Chaudhary	Country Coordinator	UNV	21.11.2023	In Person
Anil Kumar Jha	Secretary	Ministry of Tribal Affairs	22.11.2023	In Person
Navaljeet Kapoor	Joint Secretary	Ministry of Tribal Affairs	22.11.2023	In Person
Samidha Singh	Director (FRA, EMRS, PMAAGY)	Ministry of Tribal Affairs	22.11.2023	In Person
Nadeem Ahmad	Under Secretary (FRA, PMAAGY)	Ministry of Tribal Affairs	22.11.2023	In Person
Vaibhav Goyal	Director (Grants & PVTGs)	Ministry of Tribal Affairs	22.11.2023	
Manoj Kumar Jha	Under Secretary (Grants & PVTGs, EMRS)	Ministry of Tribal Affairs	22.11.2023	In Person
Anusha Sharma	Head, Programme Support Unit	UNDP	23.11.2023	In Person
Ruchika Tripathi	Monitoring, Evaluation & Learning (MEL) Associate	UNDP	23.11.2023	In Person
Nilanjana Moitra	Senior Consultant	UNDP – MoTA	23.11.2023	In Person
Jharna Mishra	Senior Consultant	UNDP – MoTA	23.11.2023	In Person
Arun	Senior Consultant	UNDP – MoTA	23.11.2023	In Person

Rohit	Senior Consultant	UNDP – MoTA	23.11.2023	In Person
Rishabh	Senior Consultant	UNDP – MoTA	23.11.2023	In Person
Ravi Solanki	Senior Consultant	UNDP – MoTA	23.11.2023	In Person
Subrat Singh	Executive Director	Foundation for Ecological Security (FES)	02.12.2023	Virtual
Namita Misra	State Unit Coordinator, Chhattisgarh	Foundation for Ecological Security (FES)	02.12.2023	Virtual

BACKGROUND INFORMATION OF THE EVALUATOR

The Tribal Portfolio evaluation was conducted by Ms. Sweta Mishra, a development Consultant who is a Tribal Domain Expert and has the diverse experience of working with Government, UN agencies and development partners in India.

- **Ms. Sweta Mishra:** Sweta Mishra is a Development Consultant having an overall experience of around twenty years in research and policy formulation in areas of tribal development, land and forest rights, environment concerns & climate change, Natural Resource Management and livelihood interventions. She has extensive experience of working as 'Knowledge Partner' to State Governments in formulation and implementation of flagship Government Acts/policies viz: Odisha State Youth Policy (Drafting Committee Member), Odisha Girl Child & Women Policy, Forest Rights Act etc. She has rich experience of conducting studies on Climate Change Impact, Risks & Vulnerability and Hazard Assessment and working in Disaster Risk Reduction at National and International level. Ms. Mishra possesses a wealth of experience in conducting evaluation and impact assessment studies. Her portfolio includes extensive work with large-scale government policies/programs, as well as involvement in various development projects/programs initiated by national and international agencies.

PLEDGE OF ETHICAL CONDUCT IN EVALUATIONS



ETHICAL GUIDELINES FOR EVALUATION

PLEDGE OF ETHICAL CONDUCT IN EVALUATION



UNEG

United Nations Evaluation Group

By signing this pledge, I hereby commit to discussing and applying the UNEG Ethical Guidelines for Evaluation and to adopting the associated ethical behaviours.



INTEGRITY

I will actively adhere to the moral values and professional standards of evaluation practice as outlined in the UNEG Ethical Guidelines for Evaluation and following the values of the United Nations. Specifically, I will be:

- **Honest and truthful** in my communication and actions.
- **Professional**, engaging in credible and trustworthy behaviour, alongside competence, commitment and ongoing reflective practice.
- **Independent, impartial and incorruptible**.



ACCOUNTABILITY

I will be answerable for all decisions made and actions taken and responsible for honouring commitments, without qualification or exception; I will report potential or actual harms observed. Specifically, I will be:

- **Transparent** regarding evaluation purpose and actions taken, establishing trust and increasing accountability for performance to the public, particularly those populations affected by the evaluation.
- **Responsive** as questions or events arise, adapting plans as required and referring to appropriate channels where corruption, fraud, sexual exploitation or abuse or other misconduct or waste of resources is identified.
- **Responsible** for meeting the evaluation purpose and for actions taken and for ensuring redress and recognition as needed.



RESPECT

I will engage with all stakeholders of an evaluation in a way that honours their dignity, well-being, personal agency and characteristics. Specifically, I will ensure:

- **Access** to the evaluation process and products by all relevant stakeholders - whether powerless or powerful - with due attention to factors that could impede access such as sex, gender, race, language, country of origin, LGBTQ status, age, background, religion, ethnicity and ability.
- **Meaningful participation and equitable treatment** of all relevant stakeholders in the evaluation processes, from design to dissemination. This includes engaging various stakeholders, particularly affected people, so they can actively inform the evaluation approach and products rather than being solely a subject of data collection.
- **Fair representation** of different voices and perspectives in evaluation products (reports, webinars, etc.).



BENEFICENCE

I will strive to do good for people and planet while minimizing harm arising from evaluation as an intervention. Specifically, I will ensure:

- **Explicit and ongoing consideration of risks and benefits** from evaluation processes.
- **Maximum benefits** at systemic (including environmental), organizational and programmatic levels.
- **No harm**. I will not proceed where harm cannot be mitigated.
- **Evaluation makes an overall positive contribution** to human and natural systems and the mission of the United Nations.

I commit to playing my part in ensuring that evaluations are conducted according to the Charter of the United Nations and the ethical requirements laid down above and contained within the UNEG Ethical Guidelines for Evaluation. When this is not possible, I will report the situation to my supervisor, designated focal points or channels and will actively seek an appropriate response.

(Signature and Date)


(Sweeta Mehra)

20.12.2023

AUDIT TRAIL: TRIBAL PORTFOLIO EVALUATION, DECEMBER 2023

The following comments were provided by UNDP CO, India on the draft Tribal Portfolio Evaluation Report on 21 December 2023. The comments are referenced by institution (“Author” column) and the comment number (“#” column). Based on these comments and suggestions the evaluation report was updated by the Evaluation consultant. The table below provides how the comments/suggestions were addressed in the final version of the evaluation report.

Author	#	Para No./ comment location	Comment/Feedback on the draft evaluation report	Evaluation consultant/team response and actions taken
Programme Support Unit (PSU), UNDP CO	1	List of acronyms and abbreviations	Please provide a list of acronym and abbreviations at the beginning of the report	Complied Acronym and Abbreviations included in the Report
PSU, UNDP CO	2	Executive Summary	Please add an Executive Summary, highlighting the purpose, methodology, findings, conclusion and recommendations in a concise manner.	Complied
PSU, UNDP CO	3	Limitations section within Evaluation approach and methods	Major limitations of the methodology should be identified and openly discussed, as well as any steps taken to mitigate them.	Complied All suggested points included in the report
PSU, UNDP CO	4	Data analysis	Please add a section on data analysis, describing the procedures used to analyse the data collected to answer the evaluation questions. It should detail the various steps and stages of analysis that were carried out, including the steps to confirm the accuracy of data and the results for different stakeholder groups. The report should also discuss the appropriateness of the analyses to the evaluation questions. Potential weaknesses in the data analysis and gaps or limitations of the data should be discussed, including their possible influence on the way findings may be interpreted and conclusions drawn.	Complied
PSU (+gender), UNDP CO	5	Performance rating within Evaluation Findings	Please provide answers for the gender equality, human rights and LNOB criteria as well. While there may not be a performance rating for that as per the OECD/DAC criteria, kindly provide the findings on this criterion.	Complied Section on Gender equality, Human Rights and LNOB included on the Performance Ratings in Evaluation Findings Section
PSU, UNDP CO	6	Conclusion	Please add a ‘Conclusion’ section which should be comprehensive and balanced, and highlight the strengths, weaknesses and outcomes of the intervention. This section should be well substantiated by	Complied Conclusion added as separate section in the report

			the evidence and logically connected to evaluation findings. The conclusion should respond to key evaluation questions and provide insights into the identification of and/or solutions to important problems or issues pertinent to the decision-making of intended users, including issues in relation to gender equality and women's empowerment as well as to disability and other cross-cutting issues.	
PSU, UNDP CO	7	Recommendations	Please revise the recommendations. It is crucial that the recommendations are clear and concise while conveying the essence directly, eliminating the need for readers to depend on the accompanying paragraphs for clarification.	Complied
Gender, UNDP CO	8	Evaluation Findings	Gender integration is still lacking and request for the same was made in an earlier version Best practices to scale lacking	Complied. Specific points on gender equality, sex disaggregated data, gendered development gap identification etc. have been included in evaluation findings section. Have also included a separate section on Gender Equality and LNOB in performance rating
Gender, UNDP CO	9	Recommendations	No clear guidance on gender mainstreaming or addressing the challenges as highlighted in the report	Complied Specific Recommendations on Gender Mainstreaming and improving gender integration in all programmes and schemes have been included
PSU, UNDP CO	10	Recommendations	Please ensure the recommendations in the main section are the same as the recommendations in the Executive Summary section.	Complied, it's aligned now.
PSU, UNDP CO	11	Recommendations	Please provide clear actionable steps on how to implement the recommendations.	Complied.
PSU, UNDP CO	12	Conclusion	While the conclusion is informative, enhancing its standalone nature involves providing a bit more context, specificity in recommendations, and quantifiable achievements. This ensures that readers can grasp the key insights and implications without necessarily delving deep into the rest of the report.	Complied. Have included specific points of achievements, gaps as well as recommendations in this section

TERMS OF REFERENCE



Terms Of Reference

Position	National Consultant- Tribal portfolio evaluation
Project	Enhancing Effectiveness of Tribal Development Programmes
Duty Station	Home-based
Supervisor	Project Manager
Languages Required	English and Hindi
Type of Contract	Individual Consultant (IC)
Contract Duration	2 months

About UNDP

UNDP has been working in India since 1951 in almost all areas of human development. Together with the Government of India and development partners, we have worked towards eradicating poverty, reducing inequalities, strengthening local governance, enhancing community resilience, protecting the environment, supporting policy initiatives and institutional reforms, and accelerating sustainable development for all.

With projects and programmes in every state and union territory in India, UNDP works with national and subnational government, and diverse development actors to deliver people-centric results, particularly for the most vulnerable and marginalized communities. As the integrator for collective action on the Sustainable Development Goals (SDGs) within the UN system, we are committed to supporting the Government of India's national development vision and priorities and accelerating the achievement of the SDGs for the people and the planet.

UNDP India's current Country Programme, 2018-2022, has entered its final year of implementation. Our new Country Programme (2023-2027) builds on our prior work and aims to provide an integrated approach to development solutions in three strategic portfolios:

- Strong, accountable and evidence-led institutions for accelerated achievement of the SDGs
- Enhanced economic opportunities and social protection to reduce inequality, with a focus on the marginalized
- Climate-smart solutions, sustainable ecosystems and resilient development for reduced vulnerability

About the Project

UNDP Strategic Plan 2023-2027 is anchored in the 2030 Agenda for Sustainable Development, committing to the inclusiveness and leave no one behind. In this connection, empowering tribal populations is an important work of UNDP India as clearly set out in both the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2023-2027 for India and Country Programme Document (CPD) 2023- 2027 of UNDP India.

The country programme 2023-2027 of UNDP India is aligned with UNDP Strategic Plan 2022-2025 and is derived from the UNSDCF. It has been prepared in consultation with over 50 partners ranging from the Government of India (Department of Economic Affairs and line ministries) and state governments to the private sector, civil society, bilateral development partners and academia. It has three programme priorities as shown below:

Programme priority 1: Strong, accountable and evidence-led institutions for accelerated achievement of the Sustainable Development Goals

Programme priority 2: Enhanced economic opportunities and social protection to reduce inequality, with a focus on the marginalized

Programme priority 3: Climate-smart solutions, sustainable ecosystems and resilient development for reduced vulnerability

The tribal initiative of UNDP India is situated in Programme priority 2, and contributes to CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc. and subsequently contribute to Outcome #4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women. The tribal initiative further contributes to UNDP Strategic Plan outcome #2 “No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development”, and National Priority “Achieving SDGs by 2030 aligned with national priorities including Skill India; Financial Inclusion; Digital India; National Rural and Urban Livelihood Missions.”

UNDP’s Tribal Initiative in India

The Government of India has accorded high priority and adopted multifaceted development strategies to promote socio-economic growth of Scheduled Tribes (STs) constituting 8.6% of the India’s population. This includes protective legislations like the Scheduled Tribes and other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, Special Central Assistance to Tribal Sub Plan (SCA to TSP), Scholarship for ST students, Empowerment of Particularly Vulnerable Tribal Groups (PVTG), Grant under Article 275(1) of the Constitution of India, Panchayats (Extension to the Scheduled Areas) Act, 2006 and Minor Forest Produce Act 2005, Support to TRIs, hostel facilities for ST boys and girls, vocational education training centres, scholarships for higher education etc. Focused attention is being given to the 100 most backward districts, predominately with large tribal population, to bring them on par with the national average on various human development parameters.

The Government of India has undertaken various affirmative actions to systematically reduce development deficit in the tribal regions to ensure holistic development and socio-economic empowerment of tribal communities. Realising the multiplicity of development challenges associated with the tribal, the Ministry of Tribal Affairs being the nodal agency, has adopted a multi-faceted strategy incorporating protective legislation, efficient delivery of basic services and strengthening of institutions to address critical gaps in tribal development.

Despite significant investment by the Government, development and empowerment of Scheduled Tribes continues to remain a challenge. Innovative, context appropriate solutions need to be developed and supported for scale up. Capacity of various stakeholders engaged in the development of STs needs to be built and sufficient orientation regarding the unique and distinct character of the tribal people. In this context, the project “Enhancing Effectiveness of Tribal Development Programmes in India”, was agreed upon between the Ministry of Tribal Affairs and the UNDP India. This partnership was formalized in 2018 and has been approved till June 2023. The partnership aimed to strengthen implementation and monitoring of programmes for development and operational effectiveness and to demonstrate innovative, scalable, integrated development solutions in tribal areas for holistic development

of STs dominated areas.

The project focused on strengthening the implementation and monitoring of national schemes/programmes for development and operational effectiveness. The project specifically contributed to –

- Identify critical gaps in the implementation of flagship schemes/programmes of the Ministry of Tribal Affairs and improve operational effectiveness Facilitate establishment of real-time web/mobile based dashboards and visualization portals for systematic monitoring of schemes/programmes.
- Development and maintenance of Tribal Repository web portals - coordination, collection and collation of materials from State Governments
- Technical support to convergence efforts of the ministry with various Ministries/Departments for coordinated action for tribal development
- Design and facilitate demonstration of innovative solutions/models
- Prepare policy briefs and document, best practices and success stories
- Development of IEC (Information, education and communication) material for dissemination

Further, the national level work was supplemented with efforts at the State level. Owing to the importance of the Forest Rights Act, the partnership with the State Tribal Departments of Chhattisgarh and Odisha was initiated through funding support with Foundation of Ecological Security (FES) strengthening the implementation of the FRA Act, 2006 focusing on the community forest governance. The interventions were broadly categorized as – policy action, institutional strengthening, capacity building and knowledge management which were achieved through embedding of technical experts within Department of Tribal and Schedule Caste, Government of Chhattisgarh.

The partnership with Government of Uttarakhand also got initiated with the signing of the Memorandum of Agreement between UNDP and State Tribal Research-cum-Cultural Centre and Museum, Dehradun, Government of Uttarakhand in August 2021 for a period of one year under the guidance of the Ministry of Tribal Affairs. The UNDP was mandated to provide technical assistance to set up the National Tribal Research Institute and strengthen monitoring mechanisms, build capacities, research and documentation, promote innovations and forge partnerships for holistic development of the Schedules Tribes. The partnership with the Tribal Cultural Research and Training Institute, Government of Telangana focused on undertaking research and evaluation Studies on Farmer Producers Organization (FPOs) in 5 villages and Natural farming implemented in the Tribal villages of Telangana State.

Projects under UNDP's Tribal Initiative

The Tribal initiative of UNDP India is situated under SDG Acceleration Portfolio and implementing below projects.

1) Enhancing Effectiveness of Tribal Development Programmes in India (phase 1)

The purpose of this project is to promote development, empowerment, and inclusiveness of tribal populations through enhancing access to forest land rights, developing mechanism and tool to monitor the performance on tribal development fund, increasing joint ownership of title amongst Scheduled Tribes and other forest dwellers, and strengthening basic service delivery in tribal areas.

- Output 1: Increase in Scheduled Tribes and Other Forest Dwelling Communities accessing rights over forest land and resources for habitation, cultivation and forest based livelihood with joint ownership
- Output 2: Mechanism and tools developed to monitor the performance of tribal development funds
- Output 3: Increase in joint ownership of title amongst Scheduled Tribes and Other Forest Dwelling Communities accessing rights over forest land and resources for habitation, cultivation and forest based livelihood
- Output 4: Strengthening systems for delivery of basic services in tribal areas and promoting tribal culture through evidence based advocacy and documentation

PROJECT INFORMATION		
Project title	Enhancing Effectiveness of Tribal Development Programmes in India (phase 1)	
Quantum ID	Award ID: 00110079, Output ID: 00109173	
Corporate outcome and output	<p>UNSDCF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.</p> <p>CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.</p>	
Gender Marker	Gen 2	
Country	India	
State	National, Chhattisgarh, Telangana, Uttarakhand	
Date project document signed	February 2018	
Project dates	Start	Planned End
	13 June 2018	12 June 2023
Project budget	USD. 2,513,192	
Project expenditure at the time of evaluation	USD 1,619,876	
Funding source	UNDP TRAC, Ministry of Tribal Affairs (MoTA), Foundation of Ecological Security (FES), Government of Uttarakhand, Government of Telangana	
Implementing party	UNDP	

- 2) Enhancing Effectiveness of Tribal Development Programmes in India (phase 2): October 2022-October 2024

The purpose of this project is to promote development, empowerment, and inclusiveness of tribal populations through strengthening institutional capacity of MoTA and relevant subnational institutions, and development of robust digital platforms, tools and mechanisms for better implementation and monitoring of national schemes/programmes.

- Output 1: Strengthened institutional capacity of the Ministry of Tribal Affairs as well as the implementing agencies at State and below to ensure effective implementation of flagship development programmes for tribal communities
- Output 2: Robust digital platforms, tools and mechanisms developed for better implementation and monitoring of national schemes/programmes to make the flagship programmes more coherent and relevant to Tribal needs and aspirations and more informed decision making to aid convergence efforts

PROJECT INFORMATION		
Project title	Enhancing Effectiveness of Tribal Development Programmes in India(phase 2)	
Quantum ID	Award ID: 00110079, Output ID: 00133704	
Corporate outcome and output	<p>UNSDCF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.</p> <p>CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV,PWD, LGBTIQ etc.</p>	
Gender Marker	Gen 2	
Country	India	
State	National	
Date project document signed	-	
Project dates	Start 13 October 2022	Planned End 12 October 2024
Project budget	USD. 1,505,708 (INR 122,820,577)	
Project expenditure at the time of evaluation	USD 169,590	
Funding source	Ministry of Tribal Affairs (MoTA)	
Implementing party	UNDP	

The donors of these projects and development partners are the following.

- 1) Ministry of Tribal Affairs
 - a. Support area: Improvement in robust implementation, monitoring and innovation for development and operational effectiveness by using the advancement in technological arena, forging innovative partnerships, and strengthening capacities to execute and

monitor the implementation of different government programmes and schemes of the Central and State Government for tribal development. In phase 2, the focus is on expanding the scope of work and setting up of the Central Project Management Unit.

- b. Applicable project: Phase 1 and 2
- 2) Foundation of Ecological Security (FES)
 - a. Support area: Strengthening capacities for effective implementation of Forest Rights Act 2006, more specifically Community Forest Rights at various levels, use of GIS and IT based solutions, building engagement between practitioners and State Governments etc.
 - b. Applicable project: Phase 1
 - 3) State Tribal Research-cum-Cultural Centre and Museum, Dehradun, Government of Uttarakhand
 - a. Support area: Setting up of the Project Management Unit within the National Tribal Research Institute and implement interventions to strengthen monitoring mechanisms, conduct capacity building programmes and development of communication and documentation products.
 - b. Applicable project: Phase 1
 - 4) Tribal Cultural Research and Training Institute, Government of Telangana
 - a. Support area: Undertake Evaluation Studies on Farmer Producers Organization (FPOs) in 5 villages and Natural farming implemented in the Tribal villages of Telangana State.
 - b. Applicable project: Phase 1

Scope of Work

The Consultant will work to undertake the following tasks:

Phase	Scope of work of consultant	Number of Days	Timing
Inception Phase	<p>This phase is meant to ensure that the national consultant is fully prepared before undertaking data collection. It includes:</p> <ul style="list-style-type: none"> • A briefing session by UNDP and the project management/ Sharing of the relevant documentation • Desk review of existing documents, including project document, strategies developed by the project, reports and documents developed by the projects and write-ups on the project initiatives. • Evaluation design, methodology and updated workplan including the list of stakeholders to be interviewed. • Drafting of the inception report, including evaluation methodology, timeline, evaluation matrix, data collection tools, and a list of stakeholders to be interviewed (max 20 pages) • Development of data collection tools (i.e., KII checklists and short questionnaires) 	15 Days	Within 2 week of signing contract

Review by UNDP	<ul style="list-style-type: none"> Review by UNDP and stakeholders for quality assurance 	5 days	Within 3 week of signing contract
Data Collection Phase	<ul style="list-style-type: none"> Initial introductory meeting/workshop with the stakeholders and partners Key informant interviews with the stakeholders Debriefing to the UNDP CO and the stakeholders on the key findings 	15 Days	Within 5 weeks of signing the contract
Reporting Phase (first draft)	<ul style="list-style-type: none"> Aggregation of findings from desk review and stakeholder's interview Drafting of the evaluation report (50 pages maximum excluding annexes) and evaluation brief (5 pages) Review by UNDP and stakeholders for quality assurance 	5 Days	Within 6 weeks of signing the contract
Review by UNDP	<ul style="list-style-type: none"> Review by UNDP and stakeholders for quality assurance 	5 days	Within 7 weeks of signing the contract
Reporting Phase (final draft)	<ul style="list-style-type: none"> Incorporation of comments and revision of the report Submission of the final report Production of PowerPoint presentation slides based on the final evaluation report 	5 days	Within 7 weeks of signing the contract
Total number of days		50 days	

UNDP conducts outcomes, portfolio and programme/ projects evaluations at different stages of the Country programme to capture and demonstrate evaluative evidence of UNDP's contributions to development results at the country level.

These are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy. The objective of the proposed Portfolio Evaluation on Tribal Initiative is to assess the degree of contribution of the initiative to corresponding CPD Output, UNSDCF Outcome, UNDP Strategic Plan Outcome, and National Priority listed below:

- CPD Output 2.3: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.
- UNSDCF Outcome #4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods and income particularly for youth and women.
- UNDP Strategic Plan outcome #2: No one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development
- National Priority: Achieving SDGs by 2030 aligned with national priorities including Skill India; Financial Inclusion; Digital India; National Rural and Urban Livelihood Missions.

The evaluation will focus on aforementioned two projects (phase 1 and 2) with detailed objectives below.

1. Determine whether and to what extent the individual projects outcomes are being achieved or are likely to be achieved by end of the programme cycle
2. To assess the impact and degree of contributions of UNDP's Tribal initiative in India, and how it contributed to the UNDP India's CPD 2023-27, particularly to the linked CPD Output, Strategic Plan Outcome, UNSDCF Outcome, and National Goal.
3. To assess whether the projects are the appropriate solution to the problem(s) identified by the National and State governments.
4. To assess the alignment of the UNDP's Tribal initiative to Country Office Gender Equality Strategy (COGES), Global Gender Equality Strategy, and to assess the level of gender mainstreaming, inclusion of people with disability, tribal populations, transgender and other marginalized groups, and inclusion of human rights-based approach.
5. To reflect on how relevant, efficient, effective, sustainable the UNDP Tribal Initiative has been, together with the degree of inclusiveness on crosscutting elements such as Gender Equality, Women Empowerment, Human Rights, and Leave No One Behind (LNOB).
6. To document lessons learned, best practices, and innovative ideas generated by the UNDP Tribal initiative as well as their challenges, limitations and proposed solutions, which can be replicated or addressed in the ongoing and future tribal projects and UNDP's effort in tribal development and empowerment in India. They should include gender and LNOB elements.
7. To assess whether UNDP's partnership strategy has been appropriate and effective. Including partnership that can contribute to enhanced inclusiveness of women and marginalized groups.

The evaluation will be guided by the UNDP India SOP on Evaluation and will ensure gender integration across the sections.

The evaluation will look at UNDP's tribal initiative in India in a holistic and comprehensive manner, including SWOT analysis. Further, the evaluation will also focus on:

Underlying factors: Analyze the underlying factors beyond UNDP's control that influenced the outcome including Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis including gender elements. Distinguish the substantive design issues from the key implementation and/or management capacities and issues including the timeliness of outputs, potential financial constraints, the degree and type of stakeholders and partners' involvement in the completion of outputs, and how processes were managed/carried out.

Strategic Positioning of UNDP: Examine the distinctive characteristics, comparative advantages, and features of UNDP's tribal initiative and how it has shaped UNDP's relevance as a current and potential partner in India. The Country Office (CO) position will be analyzed in terms of communication that goes into articulating UNDP's relevance, or how the CO is positioned to meet partner needs by offering specific, tailored services to these partners, creating potential added value by responding to partners' needs, mobilizing resources for the benefit of the country, not for UNDP, demonstrating a clear breakdown of tailored UNDP services and having comparative advantages relative to other development organizations in area of tribal development and empowerment.

Methodology

While an evaluation approach is indicated below, the evaluation team is responsible for revising the approach as necessary. The team should consider collecting both quantitative and qualitative data/information. Any changes should be in-line with international criteria and professional norms and

standards (as adopted by the UN Evaluation Group). They must be also approved by UNDP before being applied by the evaluation team. The thematic evaluation of SDG localization through SDGCCs will be carried out in accordance with UNEG Evaluations Norms and Standards for Evaluation and OECD/DAC Principles.

The evaluation must provide evidence-based information that is credible, reliable, and useful and must be easily understood by project partners. Data will be mainly collected from the existing information sources through a comprehensive desk review that will include the analysis of relevant project documents, studies, surveys information, data/statistics, and triangulation of different studies.

The in-depth desk review will be followed by:

- Interviews with all key partners and stakeholders including women groups and CSOs working on GEWE/LNOB
- Questionnaires where appropriate
- Rapid appraisal methods such as focus group discussions.
- Validation workshop including all stakeholders, (partners and selected beneficiaries who engaged in the projects)

The evaluation will include a wide participation through interviews, discussions, and consultations of all relevant stakeholders including the UN, the Government of India institutions, CSOs, development partners, private sector, and beneficiaries.

Briefing and debriefing sessions with UNDP and the Government officials, and potentially development partners, are envisaged.

Data collected should be disaggregated (by sex, age group and location) where possible and data analysis should give due focus on gender equality, women empowerment and LNOB. The formulated recommendations should be solution-oriented and as specific as possible.

Evaluation Questions

The consultant will consider the following questions. However, the evaluation team is expected to add and refine these questions in consultation with UNDP and key stakeholders.

1) Relevance

- Extent to which the UNDP's tribal initiative is relevant to national and state strategies/priorities and the SDGs.
- Extent of the contributions of UNDP tribal initiative towards development, empowerment and inclusiveness of tribal populations in India with particular focus on SDG5.
- How relevant is UNDP's support for different partners: national and state authorities of India, development partners, civil society, community based organizations, women groups and the private sector?
- To what extent does UNDP's tribal initiative contribute to the UNDP India's CPD 2023-27, particularly to the linked CPD Output, Strategic Plan Outcome, UNSDCF Outcome, and National Goal.
- Were the strategies, outputs and activities realistic, appropriate and adequate for the achievement of the results? Is there any need to change the focus in view of the next programming?
- How well aligned the UNDP's tribal initiative has been to Country Office Gender Equality Strategy (COGES), Global Gender Equality Strategy, and assess the level of gender mainstreaming, inclusion of people with disability, transgender, and other marginalized groups, and inclusion of human rights-based approach.

2) Efficiency

- How do UNDP practices, policies, decisions, constraints; capabilities affect the efficiency of the projects? Has UNDP's strategy in producing the projects' outputs been efficient and cost-effective?
- Was coordination among various stakeholders in the UNDP tribal initiative efficient in project implementation? Were there any overlaps and duplications?
- Synergies between national and state institutions, development partners, CSOs and academia for UNDP support in programming and implementation.

3) Effectiveness

- Was the scope of interventions realistic and adequate to achieve results?
- Contributing factors and impediments to the achievement of the outcome results through related supported project outputs.
- Assessment of the capacity and institutional arrangements for the implementation of the UNDP's tribal initiative in view of UNDP's support to the Government of India
- Were the projects effective in responding to the needs of beneficiaries, and what are results achieved? Are they inline from the needs of women, people with disability, transgender and other marginalized groups?

4) Sustainability

- Extent to which UNDP established mechanisms to ensure sustainability of the UNDP's tribal initiative, including assessment on long term perspective whether UNDP tribal initiative can effectively support relevant national and subnational authorities, local communities, and civil society in improving service delivery.
- Extent of the viability and effectiveness of partnership strategies in relation to the sustainability of UNDP's tribal initiative, including assessment on how potential areas of partnerships with other national institutions, CSOs, UN Agencies, private sector, and development partners in India could be explored in order to make tribal development, empowerment and inclusiveness more sustainable.
- Assess how studies and available data of tribal development, empowerment and inclusiveness were used to build the sustainability of the initiative.
- Assess the likelihood of continuation and sustainability of the initiative and benefits during the remaining period of the current program cycle and beyond.
- What are lessons learned, best practices, and innovative ideas generated by UNDP tribal initiatives as well as its challenges, limitations and proposed solutions, which can be replicated or addressed in the ongoing and future tribal projects and UNDP's effort in tribal development, empowerment and inclusiveness in India. They should include gender and LNOB elements.

5) Gender Equality, Human Rights, and Leave No One Behind (LNOB)

- Has UNDP tribal initiative successfully demonstrated that SDG 5 is a cross cutting thematic for tribal development, empowerment and inclusiveness?
- Was the initiative successfully engaged with communities living in vulnerable conditions including women, persons with disabilities, transgender and non-binary persons etc..? Was the initiative effective in responding to relevant needs of those living in marginalized conditions?
- Are there best practices and challenges related to GEWE and LNOB from the initiative that can be scaled up?

Based on the above analysis, the Consultant will provide overall and specific recommendations on how UNDP India Country Office should adjust and orient its programming, partnership arrangements, resource mobilization strategies, monitoring and evaluation strategies to ensure that UNDP tribal initiative achieves its outcome and outputs by the end of the current CPD period and beyond.

Expected Deliverables:

The Expected deliverables are as follows:

1. Inception Report: The inception report which details the evaluators understanding of the evaluation and how the evaluation questions will be addressed. This is to ensure that the evaluator and the stakeholders have a shared understanding of the evaluation. The inception report will include the evaluation matrix summarizing the evaluation design, methodology, evaluation questions, key informants, data sources and collection analysis tools for each data source and the measure by which each question will be evaluated, for the evaluated projects. Max 20 pages.
2. Draft Thematic Evaluation Report for evaluated projects to be put forward during pre-validation workshop. The report will be reviewed by all stakeholders to ensure that the evaluation meets quality criteria. Max 40-50 pages.
3. Final Thematic Evaluation Report, integrating feedback voiced during pre-validation workshop. Max 40-50 pages.
4. Evaluation Brief: A concise summary of the evaluation report will include findings, conclusions and recommendations using plain language targeting a wider audience. Max 5 pages.
5. PowerPoint presentation slides based on the final evaluation report: A summary presentation file that can be used by UNDP.

The deliverables will be produced in English.

Payment Schedule

Consultant must send a financial proposal based on **Lump Sum Amount**. The total amount quoted shall be all-inclusive and include all costs components required to perform the deliverables identified in the TOR, including professional fee, travel costs, living allowance (if any work is to be done outside the Consultant's duty station) and any other applicable cost to be incurred by the Consultant in completing the assignment. The contract price will be fixed output-based price regardless of extension of the herein specified duration. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

The expected outputs, deliverables and payment schedule is as follows:

S.NO	Deliverables	Timeline	% Payment
1	<ul style="list-style-type: none"> • Submission of Inception Report, including a methodology note and evaluation matrix (based on meetings with the UNDP, the desk review and preliminary analysis of the available information provided by UNDP) 	20 days	25%

2	<ul style="list-style-type: none"> Submission of Final Evaluation Report (including Evaluation Brief, PowerPoint Presentation slides, Data Collection Tools, Questionnaires, Datasets (if any) 	30 days	75%
Total		50 days	100%

Duration of Assignment:

The duration of assignment will be from November 2023 till December 2023.

Qualification Requirements:

V. Qualifications of the successful staff	
Min. academic education	<ul style="list-style-type: none"> A masters’ degree or equivalent, social sciences, tribal development, rural development, or other relevant fields.
Min. years of relevant work experience	<ul style="list-style-type: none"> At least 10 years of working experience in the field along with 5 years in the area of tribal development At least 5 years of demonstrated working experience in the field of gender equality and inclusion.
Required skills and competencies	<p>Knowledge and Technical Expertise:</p> <ul style="list-style-type: none"> Experience in conducting at least 10 evaluations or assessment of large-scale policies and programs on large scale projects in development sector. Experience in implementing a range of qualitative and quantitative data collection tools and methods in project evaluation. Knowledge of current issues and innovation in results-oriented monitoring, including trends, principles and methodology. At least 5 years of experience in supervision.
Desired skills	<p>Documentation skills:</p> <ul style="list-style-type: none"> Excellent documentation skills, including technical and analytical writing. Possess strong analytical and writing skills, with the ability to conceptualize, articulate, write, and debate about development including tribal development issues. <p>Teamwork:</p> <ul style="list-style-type: none"> Has ability to work both independently and in a team, and ability to deliver high quality work in a tight timeline. <p>Core Competencies:</p> <ul style="list-style-type: none"> Demonstrates integrity and ethical standards. Promotes the vision, mission, and strategic goals of UNDP

	<ul style="list-style-type: none"> Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
Required Language(s)	<ul style="list-style-type: none"> Excellent knowledge of written and spoken English and Hindi is essential.
Professional Certificates	

Submission of Proposal

Financial Proposal:

Consultant should specify his/her total consultancy fee in INR. Please quote your professional fee only. Donot include travel costs in your financial quote as these will be reimbursed separately, as per actuals, subject to UNDP's prevailing rules.

Documents to be submitted by Consultants

1. Curriculum Vitae
2. Letter to UNDP Confirming Interest and Availability for the Individual Contractor AssignmentNote:
 - i. Any kind of miscellaneous charges i.e. internet, phone, relocation charges etc. will not be reimbursed.
 - ii. Travel, lodging and boarding as per UNDP rules subject to prior approval
 - iii. Individuals working with institutions may also apply, contract would be issued in the name of institution for the specific services of individual
 - iv. Please note proposals without financial proposal will not be considered.

UNDP strives to have a workforce which reflects diversity and gender balance and applies an equal opportunities approach. All selection is on merit.