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सत्यमेव जयते

भारत सरकार
वित्त मंत्रालय
आर्थिक कार्य विभाग

Government of India (Bharat Sarkar)
Ministry of Finance (Vitta Mantralaya)
Department of Economic Affairs (Arthik Karya Vibhag)

Message from the Department of Economic Affairs, Government of India

The Government of India and United Nations Development Programme (UNDP) partnership has been a long and fruitful collaboration aimed at achieving a shared vision of inclusive growth that will enable millions of the most impoverished and marginalized people to benefit from economic growth and avail of greater opportunities. In this shared vision, the Department of Economic Affairs (DEA) is honoured to be the nodal agency for the UNDP Country Programme Action Plan (CPAP).

2011 has been an important year for India. The Government of India has been formulating the 12th Five-Year Plan with the objective of achieving “faster, more inclusive growth.” UNDP has played a critical role in supporting strategies on decentralized governance, gender and macroeconomics, and disaster management to enable the inclusion of the human development approach. UNDP has also continued to play a valuable role in ensuring the Government of India can draw on a ready network of solutions to foster inclusive development.

DEA was closely involved in the rigorous processes undertaken to formulate the United Nations Development Action Framework (2013-2017) and to develop the next UNDP Country Programme Document. This proved a valuable opportunity to engage on strategies, approaches, policies and the road ahead to realize the objective of sustainable human development.

We look forward to strengthening our partnership in the next Country Programme and working together to contribute to India's development goals.

The support and commitment of all partners is greatly appreciated and we look to many more opportunities to enhance our cooperation in the future.

Dr. Alok Sheel, Joint Secretary

Department of Economic Affairs, Ministry of Finance
Government of India

UNDP India: At the Forefront of Change

As we reflect on 2011, it is clear that this has been an exciting year for the India Country Office. Across the country discussions have intensified on the nature and pace of economic growth, rising inequalities and approaches to securing sustainable development. UNDP India has engaged on several of these complex issues including the inclusive growth imperative, equitable and sustainable human development, low-carbon climate-resilient growth, south-south cooperation and new partnerships for change.

UNDP India has been commended by national partners for its strategic and catalytic policy support to inform several of these discussions underway. Support to the formulation of the 12th Five-Year Plan focused on key areas of policy dialogue that can enable more inclusive and sustainable growth. These included – decentralized governance, gender and macroeconomics and disaster management.

A consultation with the Planning Commission aimed to contribute to these debates on inclusive growth by arriving at a conceptual understanding of an inclusive growth framework that addresses the needs of people persistently excluded from the development process. A UNDP supported study computed a first-ever Inequality-Adjusted Human Development Index for 19 Indian states highlighting how inequalities in income, education and health attainments are reducing human development gains.

As an acknowledgement of UNDP's flagship work on human development, a noteworthy achievement of 2011 has been the launch of a new collaboration with the Planning Commission that will focus on a fresh round of state level reports aimed at addressing inequality. Ahead of the UNFCCC in Durban, a UNDP and Ministry of Environment and Forests workshop brought together leading experts to share best practices and enabled a deeper understanding of climate technology needs and mechanisms critical to shape technology cooperation on climate change.

UNDP's strength in policy support is derived from strong partnerships on the ground and prototypes that provide innovative approaches for scale. For example, a women's empowerment prototype in Eastern Uttar Pradesh in partnership with the IKEA Foundation is set to be scaled-up to four states, reaching out to over 2.2 million women and their families. The award winning UNDP-Global Environment Facility prototype with the Ministry of Steel has been able to encourage numerous small scale entrepreneurs across the country to adopt energy saving practices that result in a 30 percent reduction in energy costs in steel re-rolling processes, which account for over 50 percent of the steel produced in the country.

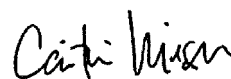
As UNDP India works towards a new programming cycle (2013-2017), our planning process coincides with a critical juncture in India's development and progress. India is a middle income country and is clearly a key player on the global stage. However, overcoming development challenges to ensure millions are able to partake of the country's growth, remains a key concern as outlined in the Approach Paper to the 12th Five-Year Plan. The next UNDAF (2013-17) which has been signed with the Government of India aims to address these challenges. Based on the UNDAF and building on learnings from three Outcome Evaluations, UNDP has also responded with a strong and focused strategy outlined in the next Country Programme Document (2013-17). A stakeholder meeting in November last year endorsed UNDP's core areas of focus – inclusive growth and poverty reduction, democratic decentralized governance, sustainable development and disaster risk reduction, and gender and inclusion.

As we reflect on our achievements over the last year, it is also necessary to acknowledge the support of the Government of India, and in particular UNDP's nodal partner in the Government, the Department of Economic Affairs. We thank the Government for outstanding partnership.

2011 has been a year of committed partnerships where ideas, resources and skills from across India and the world have converged to support a range of exciting initiatives. Many thanks are also due to the dedication of partners from civil society, private sector and the donor community. These results would not have been possible without the commitment and hard work of our staff across the country.

Despite these achievements we remain mindful of the challenging environment in which we function. Donor funds are shrinking in light of the financial crisis and UNDP is being challenged to provide evidence of its relevance through results. The UNDP Administrator has called for us to move from "good to great" and do more with less. UNDP in India has responded effectively to internal change processes by developing systems that will enable a more efficient, streamlined and results-oriented Office in the years to come.

UNDP in India remains dedicated to supporting India's development priorities. 2011 has been an excellent year and we look forward to the year to come.



Caitlin Wiesen
Country Director,
UNDP India



Patrice Coeur-Bizot
United Nations Resident
Coordinator and
UNDP Resident
Representative, India



India in 2011 – Paradoxes and Challenges

In recent years, India has enjoyed consistently high rates of growth and steady improvement in human development. However, even as the world's largest democracy remained resilient in face of the global economic crisis, the country faces a critical challenge similar to several other BRICS counterparts – high growth has been accompanied by persistent poverty and inequality. The country's Human Development Index value when adjusted for inequality loses 28 percent of its value.¹ The imperative of faster, more inclusive and sustainable growth is central to the Government of India's 12th Five-Year Plan (2012-17) as well as to the United Nations Development Action Framework (UNDAF, 2013-17).

The national Millennium Development Goal (MDG) Report released in 2011 reveals that India is on track to achieve targets on poverty reduction, education, and HIV at aggregate levels. But much work remains to be done in reducing hunger, improving maternal mortality rates and enabling greater access to water and sanitation targets as well as reducing social and geographic inequalities in achieving these targets. Further, rising gender inequality continues to hamper progress on development goals. Women continue to be excluded in social, economic and political domains. Home to 1.2 billion people, India's lack of progress affects the global achievement of the MDGs.

The states of Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Maharashtra, Orissa, Uttar Pradesh and Uttarakhand are expected to account for a higher share of total poor, which is set to rise from 64 to 71 percent between 2004/05 and 2015². Persistent inequality is

reflected in the low human development attainments of the country's most marginalized groups including scheduled castes, tribal and rural populations, women, transgenders, men-who-have-sex-with-men, people living with HIV³ and migrants. The effectiveness of rights-based legislations such as the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA), the Forest Rights Act and Panchayat Extension to Scheduled Areas has been hampered by weak implementation.

Sustained focus on attaining high GDP growth rates with inadequate attention given to the pattern and inclusiveness of growth lies at the heart of India's paradox. Growth rates, inclusiveness and sustainability are further constrained by the impact of climate change and vulnerability to disasters. While India is the world's fourth largest emitter of greenhouse gas (GHG), per capita, GHG emissions are amongst the lowest in the world. The challenge is to simultaneously and sustainably reduce the GHG intensity of growth while improving the access of people living in poverty to clean, sustainable and affordable energy. As the second most disaster-prone country globally, vulnerable communities especially women lack the capacity to cope and adapt in the face of natural disasters, climate change and extreme weather events.

The world's largest and fastest growing democracy, India has today emerged a major leader in key global and South-South initiatives. Yet, critical development challenges remain and much of the country's future success will depend on the ability to empower the marginalized to seek out and participate in India's growth story.

¹ India's HDI value is 0.547 ranking the country 134 out of 187 countries (UNDP HDR 2011)

² MDG India Country Report (2009)

³ Despite a decline in the incidence of HIV/AIDS, India is home to 2.4 million People Living with HIV (2009)



Strategic Planning:

Contributions to the UNDAF

The United Nations Development Action Framework (UNDAF) reflects the work of all United Nations (UN) agencies and programmes working in India. The UNDAF has been developed in partnership with the Planning Commission as the nodal partner for the Government of India and in collaboration with government agencies, civil society, donors and other key development partners. The design of the UNDAF has evolved out of strategic discussions, both within the UN and with partners, to determine how the UN system in India is best suited to support the development goals of the country.

Six working groups were established by the outcome area with UNDP leading three groups and participating in the other three. UNDP was a key contributor to the process and working groups and provided substantive inputs to the situational analysis, design of the UNDAF, and convening stakeholders, while providing the necessary background data and analysis focusing on



Heads of UN agencies at the UNDAF signing ceremony on November 12, 2011 in New Delhi

the issues of inclusive growth, sustainable development, democratic governance, and gender.

The UNDAF was signed by the Planning Commission, Government of India and heads of UN agencies in November 2011.

Inputs to the 12th Five-Year Planning Process

2011 was a crucial year for India as the country debated development priorities for the next five-year planning cycle (2012-2017) and grappled with questions of inclusive growth and equity, sustainability, decentralized governance and improving service delivery to reach the poorest and most marginalized communities in the country.

UNDP has played a catalytic role in enabling greater civil society engagement in planning processes through highly participatory 12th Plan consultations held across a number of states that included 15 different marginalized groups such as Dalits, tribals, migrants, women etc.

For the first time ever, UNDP participated in several working groups and a steering committee of the Government of India focused on formulating the 12th Five-Year Plan. These groups included:

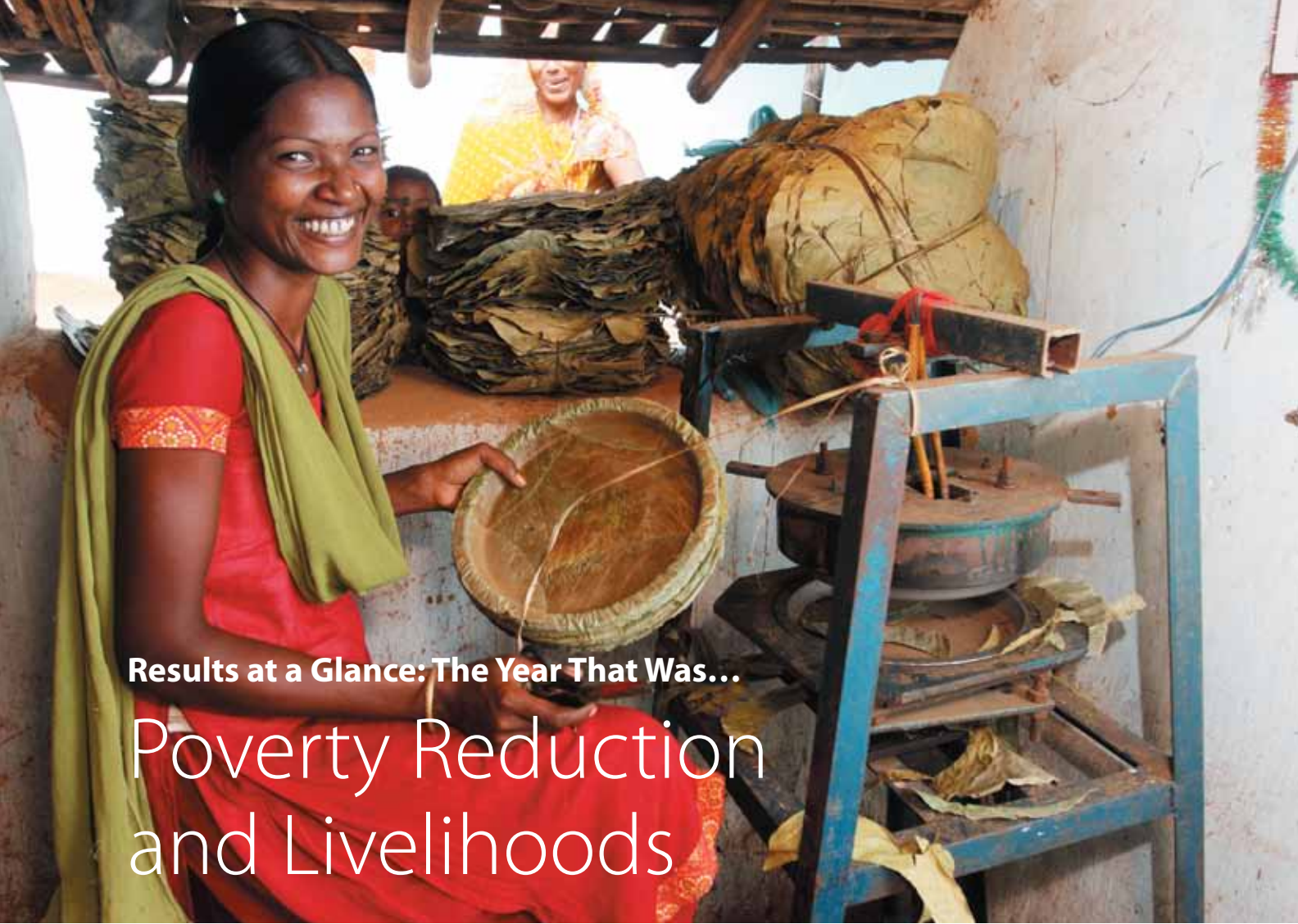
- **Steering Committee on Women's Agency and Child Rights** reviewed existing approaches to empowering women and child development outlined in the 11th Five-Year Plan to suggest ways forward in the next Plan from a rights-based perspective. The Group also examined the effectiveness of gender budgeting and assessed the impact of economic reforms and economic liberalization on women and children. To augment the work undertaken by this Committee, UNDP advocated for and set up a sub-group addressing gender and macroeconomics issues.
- **Working Group on National Rural Livelihood Mission** aimed at reviewing the framework for implementation of the flagship rural livelihoods mission and enabling participation of civil society organizations in livelihood generation across communities and groups.
- **Working Group on MGNREGA** undertook a critical review of the world's largest rural employment guarantee scheme to identify strategies and priorities for the 12th Five-Year Plan. The Group also suggested a blueprint for reforming MGNREGA.
- **Working Group on Sustainable Groundwater Management** reviewed current methodologies to assess groundwater resources, mechanisms to develop, on an appropriate scale, watershed facilities and suggest strategies to prioritize domestic water needs.
- **Working Group on Disaster Management** formulated a roadmap and policy framework to encourage public-private participation and greater community involvement in disaster management, identify disaster mitigation capacity building programmes for central, state and district governments, and enhance dissemination of information to increase public awareness.
- **Working Group on Panchayati Raj Institutions and Rural Governance** aimed to develop a roadmap to strengthen district planning, strategize on a comprehensive approach to developing capacities of Panchayati Raj Institutions (PRIs) and review performance of key legislations to improve implementation.



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Results at a Glance: The Year That Was...

Poverty Reduction and Livelihoods

UNDP aims to improve effectiveness of poverty reduction and livelihood promotion policies and programmes in disadvantaged regions and enable inclusion of poor women and men from Scheduled Cast and Scheduled Tribe groups, minorities and the displaced.

In 2011, the Government of India accepted the Tendulkar Committee report that outlined a more comprehensive measurement of people living in poverty. According to the new methodology, the proportion of people living in poverty was revised upwards from 28 to 37 percent of the population. While poverty declined by one percent per annum between 2008 and 2012, much of this can be attributed to growth in manufacturing and the services sector which has propelled India's GDP growth rates to around 8 percent per annum. However, concerns abound over "jobless growth" even as the government remains confident about meeting the poverty MDG target by 2015.

Against this backdrop, in 2011, nationwide consultations provided inputs to the Approach Paper of the 12th Five-Year Plan (2012-2017) which commits the government to faster, sustainable and more inclusive growth. The year saw renewed vigour and debates on defining and measuring inclusiveness. These discussions reiterated the importance of improving the design and implementation of poverty reduction and livelihood promotion programmes, particularly at state level.

This emphasis on action at state level is evident also in the restructuring of the Government's flagship scheme, the National Self-Employment Scheme, now called the National Rural Livelihoods Mission (NRLM) which aims to set up state livelihood missions, promote state specific strategies and target disadvantaged groups and regions to enable wide-scale livelihood generation.

India's rapidly growing microfinance sector faced severe setbacks in 2011. Unethical business practices in the South Indian state of Andhra Pradesh resulted in modifications to the Microfinance Bill that has been introduced in Parliament. The slow pace of financial inclusion and limited involvement of the formal banking sector in extending financial services and products to the poorest and most marginalized in rural areas remains a cause of concern. Nevertheless, pilots by a range of stakeholders in the private sector, civil society and in government have led to the emergence of variety of models that now need to be up-scaled.

Addressing 'jobless growth': Mission approach to livelihoods

In two UN focus states, Rajasthan and Jharkhand, UNDP support to state governments between 2008 and 2012 to set up state livelihood missions has resulted in livelihoods for more than 500,000 disadvantaged people. In 2011, the mission approach to livelihood promotion was integrated into the national government's overarching institutional framework to address the livelihoods challenge in the country. The state mission in Rajasthan was converted into the Rajasthan State Skill & Livelihood Development Corporation with a mandate to institutionalize skill development initiatives in both traditional and modern sectors with a budget outlay of US\$ 2.8 million in the first year. In Jharkhand, the state mission has been appointed the government's nodal agency to implement the flagship National Rural Livelihoods Mission (NRLM) with a budget of US\$ 6.4 million. These institutions provide the long-term institutional mandate to promote and replicate livelihood strategies and models tested during the UNDP supported phase on a scale that is state-wide with assured government funding.

The mission approach in these two states was successful in helping identify vulnerabilities and in addressing them through policy and special provision in government schemes targeted at special groups such as tribal groups, women, migrants and persons with disabilities. In Jharkhand, a pilot with poor women across five districts has upgraded their technical skills, increased productivity, created market linkages and allowed women to move to higher levels in the value chain. It has enhanced incomes of women by 40-300 percent.

As a result of successful experiences with state livelihood missions, UNDP at the request of the government, provided technical support to finalize the implementation framework of the NRLM. The partnership focused on integrating the perspectives and needs of persistently excluded groups into NRLM planning at state and district levels and strengthening the roll-out of NRLM in UN focus states and the North East of the country. A unique national consultation facilitated by UNDP brought together tribal groups, private sector enterprises, and civil society to discuss collaboration on major non-timber forest products that are a key source of livelihoods for tribal communities who are often unable to overcome the strong nexus between middlemen, traders, and corporations. This has resulted in modifications to the NRLM implementation guidelines.

Women and decision-making: social, economic and political

2011 was a year of significant results for the UNDP-IKEA Foundation partnership *Swaayam*¹: *Empowered Women for Lasting Change* spread across 500 villages in Eastern Uttar Pradesh. Comparisons with baseline data² reveal a 100 percent increase in the number of women taking part in household decision-making in a short span of two years. Close to 36,000 women have now turned entrepreneurs and participate, run and manage their own businesses. The partnership facilitated the registration of the first-ever women's dairy producer company in the area. The *Swaayam* Ksheer Producer Company has an equity shareholding of 9,000 women. Greater participation in the economic sphere has been accompanied by a 200 percent increase in the nomination and election of women from the project area in local self-government elections held in 2010.

¹ *Swaayam* is a Sanskrit word meaning self-reliant and empowered.

² According to UNDP baseline data, at the time of starting the project in 2009, 30 percent women took part in household decision-making.





The partnership takes an integrated approach to empowering women, helping them secure and enhance incomes, and effectively participate in and contribute to decision-making in domestic and public spheres. Located in one of the poorest parts of the country where performance on gender indicators is very low, *Swaayam* is now being upscaled to four more states – Gujarat, Maharashtra, Rajasthan and Uttar Pradesh and will reach out to 2.2 million women and their families.

Making financial inclusion a reality

UNDP's support to a range of initiatives has resulted in improved access of the poor and vulnerable to appropriate financial products and services across seven UN focus

states. In working with women and men from Scheduled Caste and Scheduled Tribes, Muslims and other backward castes across 20 districts in the country which have the lowest levels of financial inclusion, UNDP's financial literacy packages have enabled 100,000 poor households to adopt better financial planning, budgeting and risk assessment practices. India's apex national rural development bank, the National Bank for Agricultural and Rural Development mandated to deepen financial inclusion country-wide has used elements from these packages.

UNDP support to the National Flagship Health Insurance Scheme, the Rashtriya Swasthya Bima Yojana (RSBY) has resulted in improving awareness and access of more than 700,000 households of the poor and marginalized communities in

14 remote and largely tribal districts in Bihar, Chhattisgarh, Jharkhand, Uttar Pradesh and Uttarakhand. Based on this success, the Ministry of Labour & Employment is considering wider replication across the country.

Amidst heated debates on the future of microfinance in India, UNDP supported wide ranging consultations through the Microfinance Community of Practice of Solution Exchange on the draft Microfinance Bill which was tabled in Parliament in 2011 to ensure the inclusion of gender concerns and issues relating to the vulnerabilities of women. A national conference on microfinance brought together more than 1,000 stakeholders to discuss the challenges faced by development practitioners and served as an important forum for demanding appropriate and enabling policy framework. In

addition, with UNDP support, the UN Solution Exchange – Microfinance Community of Practice, initiated relevant and timely discussions on a web-enabled platform on challenges such as the Microfinance Bill and meeting microfinance needs of specific vulnerable segments directed at providing inputs to policymakers and regulators on key issues.

Understanding inclusive growth

In a first-of-its-kind international dialogue on inclusive growth, UNDP partnered with the Planning Commission to develop a conceptual framework for defining and measuring inclusion in the context of sustainable human development. The consultation aimed to discuss the key determinants of an inclusive growth framework that could guide countries, development

data collectors and enumerators. In addition, awareness campaigns ensured more participation of disadvantaged groups in the Census. Technical support also ensured that gender issues were captured at all stages of the survey.

Designing and testing social protection instruments for the urban poor

To explore the potential of cash transfer instruments in the state of Delhi, UNDP supported the government in the capital city to pilot test conditional and unconditional cash transfer instruments. UNDP support has brought to bear national and international expertise to inform the design of these instruments. UNDP has also provided inputs to a

agencies and communities in the coming years. To better understand the causes, factors and extent of exclusion and to more comprehensively identify people below the poverty line, UNDP supported the nation-wide Socio-economic and Caste Census 2011 as a result of which the enumeration process benefited from high quality

draft social protection policy for the state, which is home to three million socially and economically vulnerable residents. The government of Delhi spends more than 50 percent of its budget on social sectors. However, health, education and nutrition indicators do not reflect favorable outcomes for the poor.



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Democratic, Decentralized Governance

UNDP aims to enhance capacities of elected representatives and state and district officials in UNDAF focus states and districts to perform their roles effectively in local governance and focuses on putting in place systems and mechanisms to provide identified poor women and men from excluded groups access to justice at local level in selected UNDAF states.

2011 saw the unfolding of a first-ever participatory and consultative process for formulating the Approach Paper to the country's next Five-Year Plan. It was an exercise involving civil society and representatives of diverse social and marginalized groups across the country. Amidst rising concern over the India paradox – high growth rates, coupled with high poverty rates and rising inequality, several states embarked on drafting a second round of state and district human developments, to understand human development challenges and adequately allocate funds based on analyses presented. Decentralized district planning continued to be a challenge with lack of convergence and inclusion. Widespread protests against corruption, inadequate land rights, and weak public service delivery systems dominated public discourse in India in 2011. Socially excluded groups continued to experience significant challenges in accessing rights, entitlements and opportunities, and in moving out of poverty. Driven by civil society, many of these protests demanded better public accountability and effective anti-corruption laws. Several states introduced Service Guarantee Acts and the Central government continued to grapple with the contours of an anti-corruption law that could appeal to all stakeholders. Government flagship programmes have also been in the spotlight as heated discussions continue on bringing about greater transparency, accountability and improving access to entitlements under these programmes, and in public and private sector undertakings as well. Meanwhile a sharper focus on results introduced in 2009 in union ministries is now also evident at the state level where results framework documents have been introduced to enable better measurement of performance. Further, as more states increase percentage of seats reserved for women in local governance institutions to 50 percent, almost 80 percent of all elected representatives were provided training in 2010-11. Following recommendations from the 13th Finance Commission in 2010, special emphasis has been placed on strengthening access to marginalized communities through grants to National and State Legal Services Authorities. The Government has also set up the National Mission for Justice Delivery and Legal Reforms (2011-2016) which will focus on increasing access by reducing delays in the system, and enhancing accountability and outlining performance standards and capacities.

Inputs to policy

As the discourse on anti-corruption laws and mechanisms took centre stage in India in 2011, UNDP through its international knowledge networks and expertise provided inputs to the Parliamentary Standing Committee on Personnel, Public Grievances, Law and Justice on comparative global examples of anti-corruption laws. Inputs focused on key areas under review such as the scope and authority of anti-corruption bodies, citizens charters and accountability. At the request of the Ministry of Panchayati Raj, UNDP provided inputs on decentralized governance for the 12th Plan Approach Paper Working Group on Local Governance and Panchayati Raj Institutions.

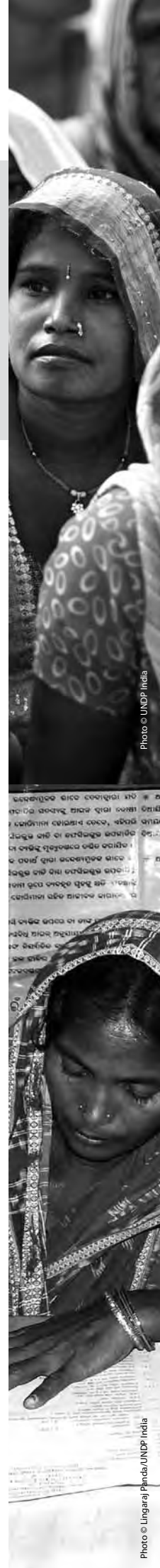
Implementation, knowledge and innovation: pillars of UNDP support to MGNREGA

UNDP support to the Technical Cell at the Ministry of Rural Development (MoRD) and a Professional Network of Institutions that monitor and conduct studies on a range of issues relating to the implementation of MGNREGA has enabled a focus on greater accountability, transparency and operationalizing demand-driven legal guarantee provisions; and addressing delays in wage payments. It has emphasized on improving grassroots planning and quality of assets; designing capacity development programmes and strengthening monitoring of the Act. The Technical Cell at the Ministry supported by UNDP has been key in ensuring the regular analysis of data from a national MIS system that provides policymakers and the public, a detailed picture of employment trends, progression of works, grievance redressal, and social audits. With UNDP support, more than 80 academic institutes have conducted studies, concurrent monitoring, assessment and appraisals of MGNREGA which in 2010-2011 reached out to 55 million households. The Governance Outcome Evaluation¹, notes that these evaluations presented the Government with an invaluable rapid assessment of what is happening on the ground and an objective, outside view of the programme. These evaluation studies have thrown up important issues for correction, and armed the Government with the

statistics and analysis necessary to course-correct.

Evaluation study findings formed the basis of a strategic, high-level consultation organized by UNDP in India and the Ministry of Rural Development that sought recommendations on the Ministry's reform agenda for MGNREGA implementation. Based on the UNDP-supported concurrent monitoring network model, MoRD is proposing a concurrent monitoring network for all rural development programmes of the Government. A range of pilots ensures that learning through innovation continues. Pilots have explored converging MGNREGA with other government schemes, using ICT-based applications to ensure transparency and addressing long-term livelihood needs through building skills, functional and financial literacy, providing livelihood options and market linkages. A UNDP supported pilot, which allows workers to directly access information related to their employment and enables transparent wage payments using biometric authentication and a banking correspondent model, is now being upscaled by the Ministry of Rural Development and is outlined in the 'National Framework for Biometrics enabled ICT for People's Empowerment under MGNREGA' published by the Government. The Government is now exploring synergies with another flagship programme, the Unique Identification (UID) project to improve transparency and implementation of MGNREGA. The Government of Rajasthan has already begun the process of up-scaling the model state-wide.

¹ Nazareth Satyanand, Premila; Outcome Evaluation of UNDP India's Democratic Governance Programmes (2008-2011); UNDP India, 2011.



Building people's capacities, improving governance

Between 2008 and 2010-11, the number of Panchayati Raj representatives trained has more than doubled from 1 to 2.4 million. As the Outcome Evaluation report noted², UNDP support to the Ministry of Panchayati Raj since 2008 has enabled a significant increase in the number of elected representatives that received training, which in turn has facilitated better local governance. UNDP has also supported the National Capacity Building Framework, a comprehensive guide to planning and implementing capacity building development investments for local governments across the country. Partnerships with state governments has enabled first-ever panchayati raj capacity development training strategies. UNDP pioneered an outsourced capacity building model in Orissa wherein civil society was the Government's primary training partner. This innovative approach to training is now being replicated nationally. Finally, UNDP has

supported states in assessing their own capacities for extensive and effective training for improving local governance. It has had a significant impact on women for whom training and exposure has resulted in greater assertiveness and ambition. Many self help group (SHG) trainees have subsequently run for local panchayat elections.

Popular participation, greater accountability: district planning in action

A national level workshop organized by the Joint UN Programme on Convergence³ in 2011 enabled sharing of experiences and best practices on decentralized planning and convergence across states aimed at supporting integrated and inclusive district planning; efficient utilization of government resources; improvement in service delivery and effective monitoring critical to accelerating progress towards the MDGs. In partnership with the State Planning Commission in Chhattisgarh, a consultation aimed to create an enabling environment in the state to further decentralize

governance by encouraging integrated, participatory and decentralized district planning. As the Outcome Evaluation⁴ noted, UNDP's emphasis on inclusive consultation has triggered the beginnings of popular participation in village and district planning. Importantly, communities have become more assertive and after having contributed to district plans one year, now demand results from block, district and state officials. District Planning Guidelines are being prepared at state level and a comprehensive module on decentralized planning developed as part of the Capacity Development for District Planning project is now being customized for adoption across seven UNDAF focus states. As a result of these initiatives integrated district plans are being prepared in states in several districts, including first-ever gender sub-plans. By encouraging community monitoring of public services through tools such as PAHELI (People's Assessment of Health, Education and Livelihoods), UNDP aims to give further impetus to local communities to advocate for their entitlements and greater accountability from local government and elected representatives.

Deepening partnership on human development

The Governance Outcome Evaluation⁵ acknowledges that UNDP brought the human development agenda home, just when the Government of India was beginning to recognize the need to invest strategically in education, health, drinking water and other social sectors in the 1990s. UNDP is also credited with taking human development out of the realm of NGOs and civil society, and straight into the heart of Government. In doing so, it ensured that human development did not remain an abstract concept, understood only in multilateral donor headquarters. UNDP has already supported 20 states⁵ in preparing State Human Development Reports (SHDR). In 2011, UNDP and the Planning Commission announced a new partnership that builds on India's globally acclaimed work on human development by strengthening analysis on inequalities, enabling availability of better data to monitor progress on human development indicators and building the capacity of stakeholders to undertake and act on human development analyses. The US\$ 5.5 million partnership till 2017 will focus on helping states reach the next level in human development – translating analysis into policy action with a focus on bridging inequalities.

² In Madhya Pradesh, the number of elected representatives trained increased from 16-91 percent, in Orissa from 5-54 percent, in Rajasthan from 42-80 percent and in Uttar Pradesh from 3-32 percent cited in Nazareth Satyanand, Premila; Outcome Evaluation of UNDP India's Democratic Governance Programmes (2008-2011); UNDP India (2011).

³ The Joint UN programme aims to create synergy between a range of government plans and schemes spread across 35 districts and seven states in India to enable districts to accelerate progress towards MDGs.

⁴ Nazareth Satyanand, Premila; Outcome Evaluation of UNDP India's Democratic Governance Programmes (2008-2011); UNDP India (2011).

⁵ These states are Andhra Pradesh, Arunachal Pradesh, Assam, Chhattisgarh, Delhi, Gujarat, Himachal Pradesh, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Nagaland, Orissa, Punjab, Rajasthan, Sikkim, Tamil Nadu, Tripura, West Bengal, and Uttar Pradesh.

A multi-stakeholder partnership to enable access to justice

Innovative models of legal literacy developed through a partnership between UNDP and the Department of Justice, Ministry of Law and Justice, have enhanced awareness on rights and entitlements among 1.5 million men and women belonging to marginalized communities. Needs assessment of State Legal Services Authorities are being undertaken to strengthen capacity to address legal aid requirements of the most marginalized. Mainstreaming legal literacy in government programmes, most notably the National Adult Literacy Programme has created greater synergy among agencies. Legal aid programmes in 67 districts use innovative strategies such as technology, people's networks, community radio, and helplines to generate awareness. Over 4,000 intermediaries, including legal aid lawyers, paralegals, elected women representatives from minority communities such as Dalits, and representatives from various NGOs and SHGs have been trained to assist marginalized people to access justice. A high-level consultation brought together key stakeholders from across ministries such as the Ministry of Human Resource Development and Department of Information, Communications Technology, legal commissions, National and State Legal Services Authorities, academic institutions and civil society organizations working on access to justice for the poor. One of the most significant contributions of the partnership has been to create a strong working relationship between the judiciary and civil society, with recognition of each other's role in ensuring justice to the poor⁶. The UNDP-Ministry of Justice Collaboration is a first-ever partnership between the Government of India and a development agency aimed at empowering poor and marginalized men and women to access justice delivery systems.

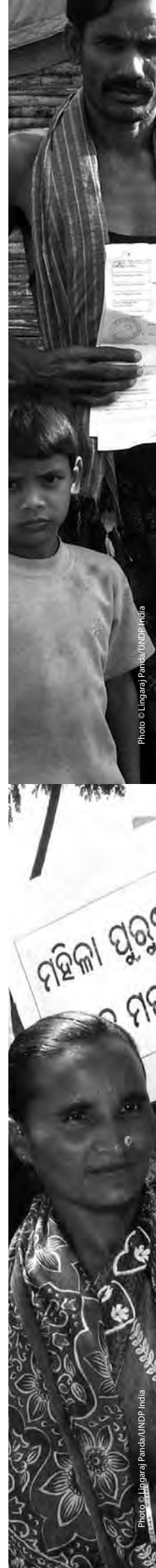
People for the future: Overcoming the human resource hurdle

In 2011, UNDP began a partnership with the Ministry of Personnel, Public Grievances and Pensions to strengthen public administration in India, the world's largest bureaucracy with 18 million employees. The Approach Paper to the 12th Five-Year Plan emphasizes the importance of professionalizing the public service, performance management, transparency and accountability, and calls for innovative approaches to service delivery. Two important consultations held during the year brought together state governments, central government, civil society and private sector representatives to discuss progress in public service guarantees and sharing of international expertise in competency-based human resource management. The emphasis on this shift towards competency-based human resource management is in line with performance management systems set in place by the Government. A partnership has been forged with the National Academy of Administration and the National Institute of Administrative Research to strengthen capacity development programmes focused on leadership development, governance, human development and ethics.

Supporting development assistance

Drawing from global experience in Development Assistance Database (DAD) systems, UNDP supported the Department of Economic Affairs in the Ministry of Finance to establish a comprehensive web-based aid management and monitoring system. The Coordination and Decision Support System enables stakeholders to take a more uniform approach in anticipating problems in implementation, tracking progress in external assistance inflows and providing a strong basis for analysis and decision-making on external development assistance.

⁶ Nazareth Satyanand, Premila; Outcome Evaluation of UNDP India's Democratic Governance Programmes (2008-2011); UNDP India (2011).





Environment and Energy

UNDP aims to support progress towards meeting national commitments under multilateral agreements.

In 2011, efforts continued to take the discourse and planning on climate change to the state level. Ten states prepared draft action plans for climate change which are currently under review. The Plans address a range of concerns including, assessing community vulnerabilities, mapping climate change affects across states, understanding the impact of economic activities on the environment, and proposing strategies to respond to climate change. Nationally, several of the missions proposed under the National Action Plan for Climate Change are now operational. This includes the Jawaharlal Nehru National Solar Mission, the National Mission on Enhanced Energy Efficiency and the Green India Mission. Efforts are also underway to integrate climate change into development strategies. The National Institute of Administrative Research has set up a Centre for Climate Change and Environment to integrate climate change concerns (both mitigation and adaptation) into training on development policy, and design and implement social sector programmes. The Indian government has remained highly proactive in discussions under the United Nations Framework Convention on Climate Change on technology transfer mechanisms and several small-scale industries have demonstrated the use of low-carbon technologies including energy-efficient technologies and renewables in production processes to enable better environmental outcomes. Most notable have been in steel re-rolling mills and tea processing where model units in these sectors have recorded significant energy savings though largely private investments in clean technologies. Use of solar energy for water heating has more than doubled between 2008 and 2011. The Government has taken several steps to strengthen conservation regulations. The Coastal Regulation Zone notifications issued by the Government in 2011 have detailed prescriptions on land use in designated areas and processes of environmental clearance, identifying 11 critically vulnerable coastal areas where conservation initiatives will be concentrated. In the area of chemicals management, India has finalized a phase-out plan for hydrofluorocarbons and will soon be submitting the strategy for funding under the Montreal Protocol.

Building resilience in India's states: Accounting for climate change

In 2011, UNDP along with the Ministry of Environment and Forests, supported 10 states and union territories¹ in preparing draft State Action Plans on Climate Change. Consultations with a wide array of stakeholders including elected representatives, industry associations, civil society and technical experts across key sectors have informed these Plans and UNDP has enabled a focus on gender issues. The state plans follow a common framework developed by UNDP in India that fills a crucial gap between climate change and development policy.

Policy inputs towards a low-carbon economy

In the past year, UNDP in India has provided inputs to strengthen a range of government policies aimed at moving towards a low carbon growth trajectory. These policies and programmes include the National Biodiversity Action Plan; Jawaharlal Nehru National Solar Mission; National Mission on Enhanced Energy Efficiency; National Wildlife Action Plan; and Decentralised Distributed Generation of Electricity. In its definition of electrification, the 11th Five-Year Plan includes lighting of village council offices, schools and health centres. However a recommendation to the rural electrification scheme of the 12th Five-Year Plan suggests this definition be expanded to include street lighting, critical to ensuring a safer environment for rural women. The inclusion of street lighting can be attributed to several studies supported by UNDP including a first-ever study on gender and electrification, socio-economic impact of electrification in rural areas, and a quantitative study on energy efficiency in village councils.

In partnership with the Ministry of New and Renewable Energy, UNDP supported the development of the National Biomass Mission and the revision of guidelines to the National Policy on Biomass Gasification. The experiences of a pilot on biomass energy in rural India have contributed to the policy debates on revising tariffs to encourage small-scale independent biomass power generation units. Ahead of the UNFCCC Conference of Parties meeting in Durban, a UNDP consultation on international technology transfer in partnership with the Ministry of Environment and Forests informed discussions on the scale and need for climate technology cooperation. UNDP has also supported the setting up of the Centre for Climate Change and Environment at the National Institute of Administrative Research (NIAR). In a first-of-its-kind partnership, the NIAR is now working closely with India's premier administrative services training institute, the National Lal Bahadur Shastri National Academy of Administration to build a better understanding of the many complex issues around climate change policy, adaptation and mitigation among its stakeholders.

¹ In 2011, UNDP extended support to Andaman and Nicobar Islands, Bihar, Chandigarh, Chhattisgarh, Jharkhand, Kerala, Lakshwadeep, Madhya Pradesh, Pondicherry and Uttarakhand to prepare State Action Plans on Climate Change.



Biodiversity conservation: rooted in local action

As UNDP Administrator Helen Clark has pointed out “Poverty reduction strategies and efforts to mitigate and adapt to climate change cannot succeed without being rooted in the demands, capabilities, and actions of local communities.” Recognizing these intrinsic links, UNDP has supported the diversification of livelihoods in biodiverse-rich regions in the country, enabled greater community participation in conservation activities in combatting land degradation and in documentation of traditional knowledge. UNDP’s efforts in the Gulf of Mannar region have contributed to the design of the Coastal Regulation Zone Notification

2011. In Madhya Pradesh, UNDP projects are being implemented in five districts with 50 percent forest cover coupled with high levels of poverty and fragile ecosystems. They have demonstrated that sustainable livelihoods and natural resource conservation can go hand in hand. A UNDP prototype in the area is regenerating bamboo forests through participatory processes. It has enabled steady incomes for local communities and will allow forest dependent communities that protect the bamboo clumps to share in the harvest. The Madhya Pradesh Forest Department has reported impressive regeneration of bamboo in the project area. The Outcome Evaluation of the Environment and Energy Programme² notes that the focus on creating community managed biodiversity reserves and also building a stake in restoring

degraded forest areas through community involvement, is an innovative and extremely relevant approach.

Energy solutions for the future

In 2011, significant progress was made in facilitating greater energy efficiency in key energy intensive sectors and in encouraging greater use of renewables. UNDP supported small and medium enterprises (SME) in tea processing and steel re-rolling in adopting cleaner technologies to improve energy efficiency in production processes. By attracting private investment, these prototypes reveal the potential of 15 to 40 percent savings on energy costs. Close to 100 energy audits undertaken at small tea processing enterprises in the Nilgiri Hills have

² Uppal, Vishaish; Outcome Evaluation of UNDP India’s Energy and Environment, and Poverty Reduction Programmes; UNDP India (2011).

Innovations of steel

India is the fourth largest producer of steel in the world. Yet producing steel here requires more energy than in most steel producing countries in the world. As concerns over profitability and environmental challenges gain ground, a UNDP partnership with the Ministry of Steel and supported by the Global Environment Facility demonstrates that in the heart of India's steel industry – small and medium size steel-rerolling mills – there is potential to significantly reduce energy intensity by up to 40 percent. Results from the project are encouraging. Environmentally viable energy-efficient technologies have reduced furnace oil consumption by 30 percent and coal consumption by 50 percent. Burning loss has been reduced by 50 percent and mill utilization has improved by 15 percent. The success of many of the model units has been acknowledged by state and national government and model units have been awarded the Rajasthan Energy Conservation Award for 2009-10; Renewable Energy Agency of Puducherry Award; and the National Energy Conservation Award for 2009-10.

triggered close to US\$ 2.5 million in private investment to achieve energy efficiency in both electrical and thermal applications. Similarly, in a partnership with the Ministry of Steel supported by the Global Environment Facility, a UNDP project has increased energy efficiency of the steel re-rolling units by mass-scale capacity building and identification of and technical support in implementing technology packages. Numerous small-scale entrepreneurs across the country have adopted a range of measures investing over US\$ 8 million in energy efficiency interventions reducing 73,000 tons of carbon dioxide between 2009 and 2011. According to the Outcome Evaluation³, the project focused on the neglected and backward but socially important employment generating unorganized part of the steel sector in India. It augmented their capacities as well as resulted in technological changes that led to significant emission reduction and energy savings. These interventions present a win-win strategy in addressing the challenge of climate change and profitability of small scale businesses through energy efficiency improvements.

Gender and the environment

Many of UNDP's interventions to build livelihood security and combat land degradation have focused in particular on improving incomes of women. In Nagaland, interventions to combat land degradation by facilitating women to sell organic produce has resulted in a 10 percent increase in incomes of 1,000 women and in a state where few women own land, the project has set up a revolving fund mechanism to enable women to access credit in the absence of collaterals. Similarly, more than 800 SHGs in the Gulf of Mannar have benefitted women through training in alternate livelihood generation, small business enterprises and vocational programmes for young local women in nursing, computer applications and lab technician courses. Similarly, close to 2,000 tribal women in 100 forest villages across four states have formed SHGs and primary forest produce committees to promote livelihoods based on sustainable use of natural resources.

³ Uppal, Vishaish; Outcome Evaluation of UNDP India's Energy and Environment, and Poverty Reduction Programmes; UNDP India (2011).



Disaster Risk Reduction

UNDP supports efforts to ensure communities and institutions have established preparedness mechanisms and partnerships to effectively respond to and recover from the impact of disasters
UNDP aims to ensure communities are aware of their vulnerabilities and adequately prepared.

India is highly vulnerable to natural disasters with much of its geographic area prone to hazards such as cyclones, floods, landslides, droughts and earthquakes. The Disaster Management Act of 2005 mandates clear disaster management policies and plans at all levels of governance to effectively address the impact of frequent disasters on human development. In 2011, the Government of India continued to work closely with state governments to establish vibrant disaster management authorities at state and district levels which address all stages of disaster management. It was a year of significant progress. Thirteen state governments, along with 57 districts and 40 cities developed disaster management plans. The experiences of severe earthquake in Sikkim and surrounding states in the North East of the country and monsoon floods in Assam and Odisha during the year reinforced the need to ensure these plans are implemented with a clear view of mitigation, particularly by departments undertaking development works. It also brought home the critical need for systems in place to ensure a safe built environment through amending and enforcing building bye-laws. According to the 2011 Census of India, approximately 377 million people live in India's cities. With close to 40 percent of the population expected to live in urban centres by 2015, embedding strong disaster management systems within cities has become an area of critical importance. Most cities still do not have comprehensive disaster management plans which include response mechanisms to disasters. Such response mechanisms are very complex mainly due to the need for coordination among multiple administrative systems controlling various support functions. However, the quality of plans in cities is improving with many including appropriate assessments of hazard risks and vulnerabilities, which helps in identifying mitigation measures. Plans also include emergency support systems that can undertake response functions in a coordinated way.

Exploring new dimensions of disaster risk reduction

The UNDP-Government of India Disaster Risk Management (DRM) Programme between 2002 and 2009, evolved into one of the largest community-based DRM Programmes in the world, reaching out to 300 million people living in 150,000 villages in high risk areas. The programme created large scale awareness on preparing for disasters and empowering communities to manage risk and significantly influenced national policy. The next phase of partnership that began in 2009 focuses on strengthening state and district disaster management authorities to undertake risk reduction activities articulated in the national Disaster Management Act 2005, and reducing urban risk to promote safer urban development. The evolving partnership also addresses a new and increasingly critical dimension of disaster risk – the need to enable the country to adapt to climate change. A new partnership with the Australian Agency for International Development and the Disaster Risk Reduction Programme announced in 2011 aims to address climate change adaptation and disaster risk reduction through a pilot examining integrated water resources management that will draw important lessons for sustainable development strategies.

Responding to disaster: building institutions to reduce disaster risk

In 2011 UNDP continued to support government efforts to institutionalize disaster risk reduction activities and enable effective implementation of the Disaster Management Act 2005. The Programme covers 26 states and 56 cities across the country. UNDP provided inputs to 13 state plans to strengthen disaster response and management efforts. Field staff were supported in the coordination of response and recovery efforts in the aftermath of the earthquake in Assam and Sikkim, and floods in Odisha. At the request of the Government, UNDP is a member of a high-level committee engaged in formulating a comprehensive and revised Fire and Rescue Act for the country. The primary aim is to develop an Act that can serve as a model for all states that are institutionalizing and standardizing procedures to ensure that fire and rescue departments are able to effectively meet current challenges in emergency management and prevention. UNDP has also focused on raising awareness among policy makers and government functionaries at national, state and district levels to enable more proactive approaches to disaster management. At the national level UNDP has provided technical support to develop guidelines that can be used by the states. Twenty states, with support from UNDP, have developed disaster management plans and leveraged funds from the Government in 2011 to implement a range of disaster risk reduction activities. The Ministry of Home Affairs has also constituted a committee to review the existing Disaster Management Act towards addressing weaknesses in institutional structures that have been raised by the Programme.

Safer cities for the future

As per Census estimates, India's urban population has grown from 290 million in 2001 to 377 million in 2011. India is set to urbanize at an unprecedented pace and

scale with its urban population expected to grow from 28 per cent to 42 per cent of the total population by 2030¹, placing increasing strain on the country's urban infrastructure. Future growth is likely to concentrate in and around 60 to 70 large cities having a population of one million or more. At the request of the Government, UNDP developed a hazard risk and vulnerability assessment (HRVA) framework which has been ratified by the Government and all state governments have been urged to initiate similar assessments in urban areas. Four cities have completed HRVA and 19 more cities are underway. UNDP also contributed to the development of a framework for disaster management plans for cities. Thirty-five cities are currently at varying stages of finalizing city disaster management plans. Support to urban risk reduction efforts is anchored in the urban administration in select cities and town to reduce vulnerabilities in urban areas.

Communities and disaster management

The Kosi Rehabilitation project supported by UNDP empowered home owners to drive the reconstruction process following the Kosi floods in 2008. The Government of Bihar and The World Bank have incorporated this model into their larger recovery programme of US\$ 63 million, approved in 2011, which among other aspects, entails construction of 120,000 houses, benefitting close to 450,000 people. The National Disaster Management Policy announced by the Government of India dedicates a special section on reconstruction and adopts the owner-driven reconstruction strategy first demonstrated by UNDP and civil society groups in Bihar. UNDP has continued to create awareness amongst communities on the hazards and vulnerabilities that impact them and importantly to empower them with plans and skillsets that will enable them to respond better to crisis and disaster.

¹ 12th Five-Year Plan Approach paper, Planning Commission, India (pg 108).



HIV and Development

UNDP aims to ensure policies and programmes are informed and implemented through multi-stakeholder approaches for protecting the human rights of people affected by AIDS, reducing HIV-related vulnerability of groups such as sexual minorities, migrants and addressing the impact of AIDS on women and girls.

HIV prevalence in India nationally has witnessed a steady decline between 2000 and 2009. However while new infections have declined by more than 50 percent in the past decade, states with low prevalence such as Bihar, Gujarat, Madhya Pradesh, Orissa, Uttar Pradesh and West Bengal now account for 41 percent of new infections. According to the National AIDS Control Organisation (NACO), the HIV epidemic has been increasingly feminized.

The HIV epidemic in several states in the North and North East of the country also point to strong links between poverty, migration and HIV. A recent study by UNDP-NACO and Population Council (2011) reveals that 75 percent of all new infections in the state of Bihar can be attributed to outward male migration. Amongst men-who-have-sex-with-men (MSM), HIV prevalence is 20 times the general population. To address these challenges, the National AIDS Control Programme (NACP)-3, has built horizontal linkages with other government departments, public and private sectors, and civil society. The mainstreaming strategy has become more comprehensive in its mitigation of impacts for most-at-risk and vulnerable populations and people living with HIV. NACP-3 will come to a close this year, and the next five-year NACP-4 strategy is currently being finalized.

Mainstreaming HIV responses

UNDP support to the formulation of NACP-4 through national and regional consultations enabled greater participation of civil society groups including community organizations and networks of MSM and transgender in both the process and strategy design. The Outcome Evaluation of the HIV and Development Programme¹ credits UNDP with having created a meaningful interface with critical policy and community players in the consultation process for NACP-4 and enabled the inclusion of MSM, transgender and the people living with HIV/AIDS as partners in the consultative process. In addition to contributing to strategy papers on transgender, stigma and migration, UNDP supported the development of the strategy and financing of HIV sensitive social protection highlighting strategic partnerships with other state and central ministries and departments that could be effectively leveraged. Further, UNDP's inputs in the formulation of the national migration strategy strengthened the National Migration Policy in 2011.

There has been growing recognition amongst elected representatives of the urgency for social protection mechanisms to be extended to PLHIV and most-at-risk groups. UNDP facilitated an interaction between the Meghalaya Legislators Forum and the Positive People's Network in the state. Meghalaya's legislators have now pledged to set up a corpus fund from their development funds to support PLHIVs, especially women to set up micro-enterprises. Building on work with faith-based organizations (FBOs), representatives of churches in seven North Eastern states for the first

time interacted with representatives of marginalized groups - sex workers, injecting drug users and MSM to chalk out an action plan addressing issues of stigma and extending livelihood, shelter, nutrition and other services to the marginalized. A livelihoods strategy targeting economically marginalized PLHIV rolled out in the North East provides a range of employment opportunities for sustainable livelihoods.

Through civil society and community interfaces, UNDP has worked to increase the awareness of the Government of India of the specific needs of the PLHIV and transgender communities towards recognizing them as stakeholders in the Approach Paper to the 12th Five-Year Plan and NACP-4.

¹ Rego, Anita; Outcome Evaluation of UNDP India's HIV and Development Programme (2007-2012); UNDP India (2011).



In 2011, UNDP continued to support amendments to existing social protection schemes to be more HIV sensitive. The Orissa government amended the Antyodaya Anna Yojana in the state to provide PLHIV subsidized food rations. The National Rural Health Mission Policy also provides incentives to health care providers to ensure that women living with HIV are encouraged to and can avail of safe, institutional delivery under the Safe Delivery Scheme. Targeted intervention-based models of social protection have been integrated in the proposed NACP-4 strategy and operational guidelines.

Rights for sexual minorities and stronger community networks

The most visible of sexual minorities, transgenders are subject to stereotypes. However continued advocacy on deconstructing traditional gender norms resulted in the inclusion of concerns of women and girls living with HIV, and transgender in NACP-4 strategy papers on gender, GIPA, stigma, transgender and the Link Worker Scheme. The National Legal Services Authority (NALSA) and UNDP have brought together critical stakeholders to examine a range of issues relating to the human rights of the transgender community. As the Outcome Evaluation notes², UNDP's work with the NALSA placed stigma and discrimination witnessed by transgender on a legal and development platform within a constitutional rights framework. Strategic advocacy for women living with HIV (WLHIV) and transgenders has resulted in their inclusion as a separate category

² Rego, Anita; Outcome Evaluation of UNDP India's HIV and Development Programme (2007-2012); UNDP India (2011).

in the 2011 Census of India. PLHIV and transgenders are a secondary category in the new BPL pilot estimation methodology. The Election Commission of India directives have enabled transgenders to vote under a separate gender category 'others'.

UNDP supports the strengthening of community institutions like the Integrated Network of Sexual Minorities (INFOSEM) and Network of Women living with HIV (PWN+) and community systems that benefit MSM, transgender and *Hijra* communities. The approach of the Sashakt project to provide a comprehensive set of services for MSM and transgenders that includes mental health services, legal support, advocacy and exclusive support to MSM and transgenders living with HIV has increased the reach and effectiveness of the Global Fund to Fight AIDS, Tuberculosis and Malaria Round 9 Pehchan project which is reaching out to over 5,00,000 MSM and transgenders across the country. Inputs to national curriculum for outreach and peer education have enabled greater awareness amongst frontline workers of over 200 targeted interventions by NACO in addressing the needs of sexual minorities.

Leadership roles for women living with HIV

UNDP in India has supported efforts to build the leadership capabilities of women and girls living with HIV. Designed and implemented in partnership with the Positive Women's Networks, 'Leadership for Results' aims to enable women to become strong leaders capable of meeting complex challenges of HIV and taking their own performance and that of their organizations to the next level. The Manipur Network of Positive people has adopted this approach to train all women in their network. The Parliamentarians Forum on AIDS and NACO are exploring the scaling up of this initiative. The emphasis on viewing the HIV and AIDS epidemic from a gender lens is evident in UNDP's work. More than 400,000 women vulnerable to HIV in rural areas were encouraged to get an HIV test and seek appropriate services. The Link Worker Scheme has reached out to over one million vulnerable women and most-at-risk populations in semi-urban and rural areas. Rural health workers (ASHA) in two states – Maharashtra and Rajasthan have linked vulnerable rural women with HIV prevention, care and support services. Women's resource centres set up by PWN+ with UNDP support are assisting and advocating for greater welfare schemes and entitlements for women living with or affected by HIV.

TRIPS: affordable medicine for PLHIV

A recent UNAIDS, UNDP and WHO collaboration examined access to affordable medicine using flexibilities in trade-related aspects of intellectual property rights. In 2011, UNDP India established an interface for generic drug manufacturers and civil society groups to examine the changing legal environment in the country and implications for India's generic pharmaceutical industry in ensuring sustained access to affordable medicines. UNDP has also supported stronger engagement between industry, government and civil society through support to a national consultation on generic drug production and access to medicines.





South-South Cooperation

The India LDC Ministerial Conference at New Delhi in its declaration “acknowledged the need to reinvigorate the United Nations development system in supporting and promoting South-South cooperation, and to this effect urge the United Nations funds, programs and specialized agencies to take concrete measures to mainstream support for South-South and triangular cooperation to help developing countries, at their request, to develop capacities to maximize the benefits and impact of South-South and triangular cooperation in order to achieve their national development goals and internationally agreed development goals, including the MDGs”.

UNDP in India proactively fosters knowledge partnerships and promotes closer technical and economic cooperation amongst developing countries bringing best practices to bear on cutting-edge issues of inclusive growth; climate change technology cooperation and financing; and governance challenges.

Key highlights from 2011 included:

- **Enabling effective elections:** With support from the Regional Centre, UNDP in India initiated an engagement with the Election Commission of India to share learnings on electoral experiences in other countries and support setting up of a learning resource centre at the India Institute of Democracy and Electoral Management by the Election Commission of India. UNDP also facilitated the participation of the Election Commission of India in Electoral Cycle Regional Community of Practice meetings in Cairo and Manila to share experiences with participating Asian and Arab countries on electoral reform and management. UNDP in India

also facilitated participation of the Commission at seminars on electoral management bodies and democratic reform in Bangladesh and Mexico to discuss approaches to electoral management bodies, reform and participation, and representation of women in Parliament.

- **HIV sensitive social protection:** UNDP supported work on HIV sensitive social protection received international recognition. In 2011, NACO was specially invited to share India's experiences with social protection at the International AIDS Conference at Bussan, Korea and a high-level technical consultation in Cambodia. UNDP also supported NACO in moderating a regional e-discussion on social protection and enabled the Ministry of Health's participation and dialogue with Brazil and select countries from Africa on access to treatment under TRIPS regime held alongside the Global Non-Communicable Disease Summit in New York.
- **Collaborating on environmental challenges:** GHG emissions from the brick industry account for 4.5 percent of total emissions in India. An international conference on mechanization of the brick industry supported by UNDP provided an opportunity from delegates from Bangladesh, India and Vietnam to discuss resource efficient brick-making and the sustained adoption of new technologies that can enable a low carbon growth trajectory for this critical sector in developing countries.
- **Learning from governance experiences:** UNDP India facilitated the participation of the MoRD at the South Asia Regional Conference on Women's Political Leadership through Parliamentary Development in Bangladesh focused on sharing experiences in implementing MGNREGA. Another meeting in Nepal examined approaches to measure corruption, monitor and evaluate efforts. A mission from the Government of Vietnam visited India to review first hand, the functioning of the Backward Region Grant Fund, a scheme providing untied funds for local governance. A delegation from Iraq examined e-governance initiatives in India.
- **Learning about disasters:** UNDP India provided technical support to Kyrgyzstan to evaluate UNDP supported DRM programmes in that country, revise the programme documents, and conceptualize a knowledge sharing platform. This support was followed by a visit of senior level delegation from Kyrgyzstan to India to review systems in the states and establish a knowledge management platform and a GIS-based database, identified as possible areas of bilateral technical cooperation between India and Kyrgyzstan. UNDP India's Disaster Risk Management Programme (2002-2009) hosted 16 delegations from governments across the world to demonstrate and share knowledge and experiences on disaster risk reduction.

New cooperation between UNDP and the Government of India

UNDP in India has been responding to various requests emanating from the Government of India to learn from the experiences of various countries and at the same time facilitating visits from representatives of other countries. However, responding to the urgent need to leverage India's development experience, a *Strategic Partnership Agreement* between the Government and UNDP has been approved by the Cabinet of the Government. This new partnership will ensure more systematic sharing of knowledge, best practices, experiences, technology and expertise to better leverage resources in response to diverse development challenges globally.



Photo © UNDP India



Photo © UNDP India

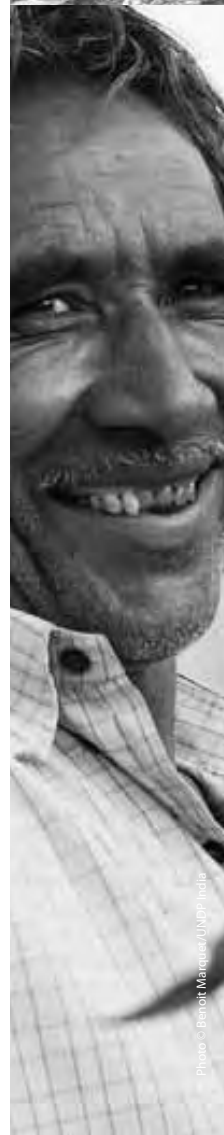


Photo © Benoit Marquet/UNDP India



A Relevant and Valued Development Partner

Findings from UNDP Evaluations

The Mid-Term Review (2010), Assessment of Development Results and Outcome Evaluations in 2011 emphasized UNDP's strong relationship with the Government of India that considers UNDP as a relevant and valued development partner.

Human development work best known

In India, UNDP is most widely identified with substantive work on decentralizing human development. The work of UNDP in India in facilitating and creating enthusiasm for sub-national HDRs has been crucial. This includes innovative approaches, flexibility, ability to work with governments and elected authorities at different levels and getting these agents to "own" the process, building local capacities and pushing policy agendas beyond those explicitly recognized by national and state governments. The evaluations stressed the need for this to remain the core of UNDP in India's work.

Effectiveness in building stakeholder capacities

Capacities developed in the areas of disaster management, environment and energy, and democratic governance effectively contributed to national development goals. Evaluations have recognized the important role of UNDP in capacity development to enable effective governance by strengthening institutional mechanisms to improve the coverage and quality of training programmes.

Continued focus on decentralized planning

As decentralized planning becomes an area of growing importance for the Government, UNDP pilots that developed capacities for planning at local district levels, have the potential to be extremely relevant, in providing experiences and lessons learnt, as well as tools for upstream advocacy. Ground reality points to the crucial need for decentralized planning, and hence this should continue to be a key priority area for UNDP in India.

Solution Exchange: unique niche in India's development scene

Evaluations have commended Solution Exchange (SE) for its role in bringing together large numbers of

development practitioners, researchers, policymakers and private sector organizations. While several such portals exist, none match the coverage and level of discussion of SE. Even while the primary focus of SE was not on policy impact, it has in fact impacted policy processes in several important development sectors, particularly in pre-policy formulation. Exchanges between development practitioners on implementing policies are keenly followed by government officials.

Important lessons from pilots

As Evaluations pointed out, lessons learnt from several pilots, particularly in renewable energy and greater energy efficiency hold important lessons for policy. Lessons from a biomass energy pilot for rural India has enabled the Ministry of New and Renewable Energy to develop other biomass-based projects. Pilots introducing energy efficiency in small sector tea processing units in South India and steel re-rolling were found to be relevant to meeting India's development objectives not only because they introduced more efficient processes and technologies in energy intensive sectors, but also because these sectors provide more employment than the organized sector.

Areas of focus

Issues of gender and inclusion need to be accorded stronger focus. In addition, the Evaluations point to the need to move towards fewer and more strategically focused areas of engagement, longer time frames to achieve results, strengthened policy advocacy, greater state-level engagement and field-based monitoring.

Looking ahead

Looking ahead, to the next country programme cycle, UNDP in India aims to:

- Strengthen focus on evidence-based policy advice and advocacy
- Emphasize human development as overarching policy and programme response in the context of the new Country Programme Document
- Strengthen the capacity of the Country Office to engage effectively with multiple stakeholders
- Ensure greater engagement at the state level
- Improve monitoring and evaluation systems
- Strengthen and broaden partnerships and south-south cooperation

Committed Partnerships

UNDP's approach in India has been to develop and sustain strategic partnerships that find innovative solutions to address gaps on both the demand and supply side of development processes. Support for the MDGs puts partnership at the centre of all aspects of UNDP's work.

Partnership with Government at National and Sub-National Level

The Government of India and UNDP have a long history of close collaboration and the Department of Economic Affairs (DEA) is the nodal agency for the Country Programme Action Plan. UNDP also has strong partnerships with a range of central ministries including:

- The Planning Commission, Government of India
- Department of Economic Affairs, Ministry of Finance, Government of India
- Ministry of Rural Development, Government of India
- Ministry of Law and Justice, Government of India
- Ministry of Environment and Forests, Government of India
- Ministry of Home Affairs, Government of India
- Ministry of New and Renewable Energy, Government of India
- Ministry of Panchayati Raj, Government of India
- Ministry of Power, Government of India
- Ministry of Steel, Government of India
- Ministry of Personnel, Public Grievances and Pensions, Government of India
- Ministry of Tribal Affairs, Government of India
- Ministry of Urban Development, Government of India
- Ministry of Women and Child, Government of India
- National AIDS Control Organisation, Ministry of Health, Government of India
- National Disaster Management Authority, Government of India

At the sub-national level, UNDP has forged strong alliances with state governments and departments in the seven UNDAF states and beyond. We are grateful for this continued collaboration.

Engagement with civil society organizations is critical to bring the voices of the most marginalized and vulnerable of India's population into policy discussions. UNDP has gained from close partnerships with approximately 200 CSOs in areas such as livelihoods promotions, women's empowerment, environment and climate change, transgender issues and progress towards MDGs.

UNDP has also benefited from donor partnerships with bilateral development agencies and the private sector.

Donors include:


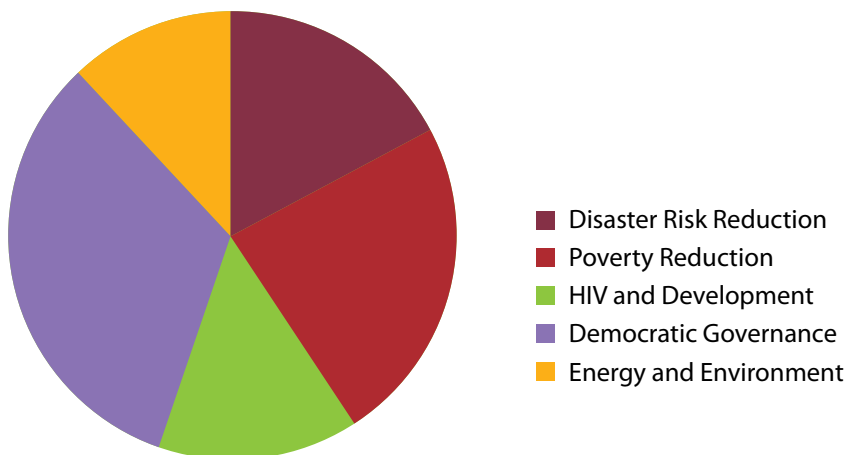
 <p>Australian Government AusAID</p>	
	 <p>Irish Aid Department of Foreign Affairs An Roinn Gnóthaí Eachtracha</p>
 <p>Multilateral Fund for the Implementation of the Montreal Protocol</p>	
 <p>Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra</p> <p>Supported by a grant from Switzerland through the Swiss Contribution to the Enlarged European Union</p> <p>Swiss Development Cooperation</p>	 <p>Joint United Nations Programme on HIV/AIDS UNAIDS UNICEF • UNDP • UNFPA • UNDCP UNESCO • WHO • WORLD BANK</p>
 <p>UN Volunteers inspiration in action</p>	



Photo: Tomáš Svoboda/IPS

Financials

UNDP Core Expenditure (2008-2011)

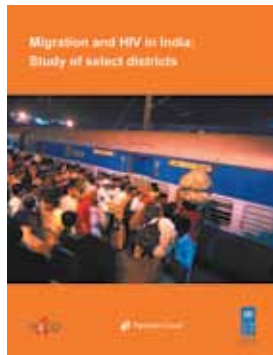


UNDP India is IPSAS compliant

Widely regarded as the best practice for public sector organizations, UNDP India has made a smooth transition to compliance with International Public Sector Accounting Standards (IPSAS). A local IPSAS team drawn from programme and operations units played a critical role in the adoption of IPSAS across the Country Office and this was supplemented by regular webinars and dissemination of information on IPSAS. This will further strengthen the organization's ability to act in unison towards key global objectives, including the MDGs.

Knowledge Products

Fostering Policy Dialogue



Migration and HIV in India: Study of Select Districts

The report presents results of a study undertaken by the Population Council with support from UNDP and the National AIDS Control Organisation that examines the role of migration in the spread of HIV in districts with high out-migration in India.



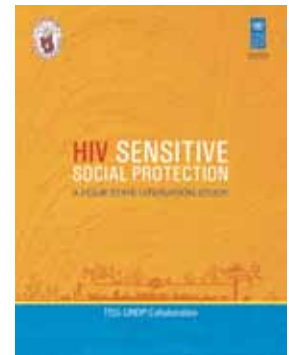
Inequality-adjusted Human Development Index for India's States

Amidst growing concerns over persistent inequality, the paper computes an Inequality-adjusted Human Development Index (IHDI) for states in India. Three dimensions of the Human Development Index-income, education and health are adjusted for inequalities across the states.



Approaching Equity - Civil Society Inputs for the Approach Paper - 12th Five-Year Plan

This publication captures recommendations from a series of national consultations held for 16 social groups towards providing inputs for the Approach Paper of the 12th Five-Year Plan.



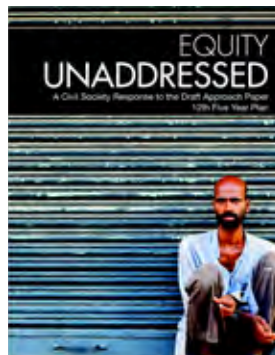
HIV Sensitive Social Protection: A Four State Utilisation Study

This report analyzes the efforts, opportunities and challenges experienced by People Living with HIV in utilizing schemes relating to food, transportation, pensions, housing, education and employment generation in the states of Gujarat, Orissa, Rajasthan and Tamil Nadu.



A Report of the International Consultation 'Conceptualizing Inclusive Growth'

The report summarizes findings from the two-day international workshop on 'Conceptualizing Inclusive Growth' aimed at arriving at a conceptual understanding of inclusive growth and the key determinants of a framework that can guide countries, development agencies and communities in the coming years.



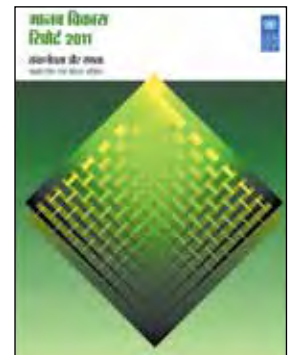
Equity Unaddressed: A Civil Society Response to the Draft Approach Paper-12th Five Year Plan

The publication is a compilation of responses from civil society organizations to the Draft Approach Paper 12th Five-Year Plan. It presents a detailed critique of the Approach Paper in areas such as education, gender, youth development, land issues, water and sanitation.



Addressing Gender Concerns in the Microfinance Institutions (Development and Regulation) Draft Bill 2011

The report summarizes findings from an expert group consultation on the gender implications of the Microfinance Draft Bill 2011. The consultation, organized by the Gender Community of the Solution Exchange with support from UNDP India, also outlined a range of recommendations for empowering women through the Bill.



Human Development Report 2011 (in Hindi)

UNDP's flagship publication, the 2011 Global Human Development Report Sustainability and Equity: A Better Future for All, translated in Hindi, argues that the intensification of environmental deterioration and social inequalities could erode progress made in raising living standards over the last few decades.

Discussion Papers



Disaster Management in India

India is highly vulnerable to natural disasters, losing about two percent of its GDP on an average to disasters. This publication by the Ministry of Home Affairs, and supported by UNDP highlights policies and programmes undertaken by the Government of India to mitigate disaster risk, and areas of action to make the country disaster resilient in the future.



Strengthening Delivery and Accountability Frameworks for Public Service

This report summarizes discussions at a first-of-its-kind consultation amongst stakeholders focused on strengthening delivery and accountability frameworks for public services in Bhopal, Madhya Pradesh. Representatives from state governments, NGOs, academia and the private sector debated recent legislative initiatives for service guarantees and their implementation.



From the Frontline of Community Action- A Compendium of Six Successful Community-Based HIV Interventions that have Worked for MSM-TG-Hijras in India

The report critically assesses six community-based organizations working with men-who-have-sex-with-men and transgenders from different parts of the country. It details key interventions implemented by them, partnerships with other community members, lessons learnt and replicable models for further interventions.



Empowering Lives through Mahatma Gandhi NREGA

Since the inception of MGNREGA in 2005, UNDP has supported the Government of India to enable transparent, accountable and efficient implementation of the Act through ICT innovations, monitoring and research, awareness generation and capacity development. This publication documents the unique partnership between the Government and UNDP.



Promoting Financial Inclusion - Can the Constraints of Political Economy be Overcome?

In collaboration with the Federation of Indian Chambers of Commerce and Industry, the paper outlines the constraints and challenge of financial services; impact of government and regulator policies to promote financial inclusion; and product-specific challenges in enabling greater access to financial services.



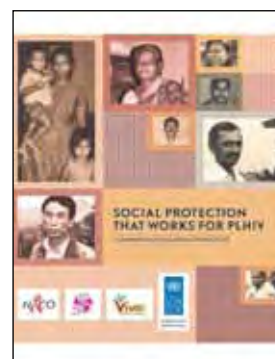
Technological Cooperation and Climate Change

The publication comprises working papers presented at a consultation on 'Technology Cooperation for Addressing Climate Change' organized jointly by the Ministry of Environment and Forests, Government of India and the United Nations Development Programme.



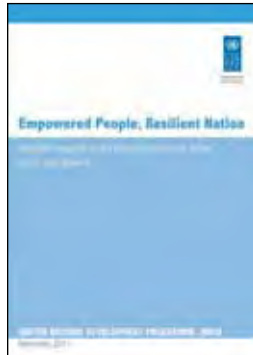
Reducing Vulnerabilities: Key Social Protection Schemes from a PLHIV Perspective

This report by the National AIDS Control Organisation highlights key social protection schemes for PLHIVs that seek to prevent deprivation, provide relief to those unable to work and enhance real incomes and capabilities.



Social Protection that Works for PLHIV: A Compendium of Case Studies from Eight States

The report with the National AIDS Control Organisation documents the experiences of PLHIVs in accessing social protection schemes and outlines challenges faced in accessing benefits and successful approaches to overcoming hurdles.



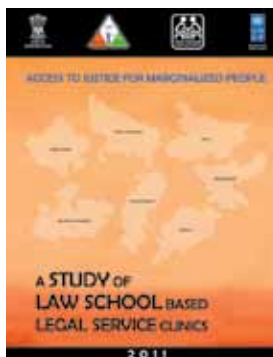
Empowered People; Resilient Nation – A Situation Analysis of Key Development Challenges in India

The report highlights the emerging landscape in India and key development challenges that face the country. In doing so it aims to identify areas that can contribute to transformational change empowering people and building an inclusive, climate-resilient, sustainable development paradigm for 2013-17 and beyond.



Rights-based Legal Guarantee as Development Policy: The Mahatma Gandhi National Rural Employment Guarantee Act

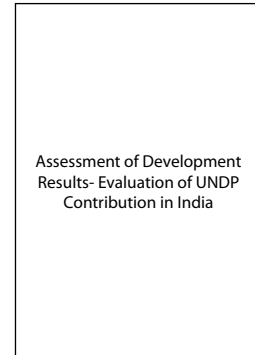
This paper analyzes the legal framework and policy innovations undertaken towards achieving the stated objectives of the Mahatma Gandhi National Rural Employment Guarantee Act.



A Study of Law School Based Legal Services Clinics

Recognizing the growing importance of young legal professionals in facilitating access to justice by marginalized communities, the study examines innovative approaches to and provides recommendations on managing law school-based legal services clinics.

Evaluation Reports



Assessment of Development Results- Evaluation of UNDP Contribution in India

The Assessment of Development Results is an independent country-level programmatic evaluation aimed at capturing and providing demonstrated evaluative evidence of UNDP's contribution to development results and UNDP's strategic positioning in India.



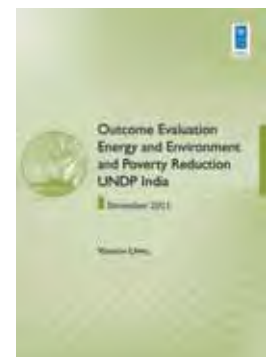
Outcome Evaluation of UNDP India's HIV & Development Programme (2007-2012)

The Outcome Evaluation assesses outcomes, outputs and impact of UNDP's development assistance in HIV and Development as articulated by the Country Programme Action Plan and the Country Programme Document for India (2007-2012).



Report of Terminal Evaluation of UNDP Supported Project for Operationalisation of the MGNREGA

The report, based on a sample of pilots implemented in Madhya Pradesh, Orissa, Rajasthan and Tamil Nadu, outlines the partnership between UNDP and the Government of India, key findings from the evaluation of the 'Innovation Fund' component of the partnership and opportunities for improvements.



Outcome Evaluation of UNDP India's Energy and Environment and Poverty Reduction Programmes

The Outcome Evaluation outlines a range of activities undertaken by both the programme areas- poverty reduction and energy and environment with a view to review key factors that affected outcomes and provide recommendations for the next country programme.

Guidance Notes and Training Modules



Outcome Evaluation of UNDP India's Democratic Governance Programme (2008-2011)

The Outcome Evaluation assesses the contribution of UNDP India's Democratic Governance programmes (2008-2011) to development results in the country with a view to understand their relevance and contribution to national priorities. It also assesses the extent to which UNDP has succeeded in building capacities of key institutions.



Guidance Note on Disaster Recovery: Livelihood

The document provides guidelines on how to protect, restore and develop immediate, short and long-term livelihood needs of disaster-affected populations.



Guidance Note on Disaster Recovery: Governance

The document identifies what constitutes good governance and how it can be achieved based on ownership, participation, communication, capacity and accountability in the context of disaster recovery.



Guidance Notes on Disaster Recovery: Climate Change

The document analyses past experiences in disaster recovery to facilitate a more relevant, sustainable and risk-reducing recovery process focused on climate resilient livelihoods, infrastructure, institution building, and community-based approaches to climate resilience.



Guidance Note on Disaster Recovery: Environment

The document outlines successes and failures of past practice in dealing with disaster debris, implementing environmentally sound reconstruction, promoting environmentally sustainable livelihoods and rehabilitating ecosystems.



Guidance Note on Disaster Recovery: Gender

The document provides guidelines on how to identify gender specific recovery needs, engage women in recovery initiatives and mainstream gender in disaster recovery institutions and organizations.



Training Module for Non-Governmental Organizations on Disaster Risk Management

Civil society organizations play a critical role in sustaining various capacity building initiatives undertaken to reduce risks of communities from disasters. This training module aims to strengthen capacities of NGOs to support and sustain community-based disaster risk management initiatives.

Solution Exchange



Guidance Note on Disaster Recovery: Shelter

The document provides a range of options to address the shelter needs of victims in the aftermath of a disaster. Shelter in the disaster recovery context includes housing solutions that are permanent, sustainable, hazard resilient, culturally acceptable and environmentally friendly.



Regulations on Microfinance: Synthesis of Important Discussions on Microfinance Regulations

This publication is a compilation of consolidated replies to three key microfinance challenges - Microfinance Institutions (Development and Regulation) Bill – 2011; National Regulatory Framework for Microfinance Sector; and Malegam Committee Report on Microfinance.



Contribution to the Approach Paper to the 12th Five-Year Plan

This Consolidated Reply captures inputs from the Climate Change Community Members on developing mitigation strategies for climate change in India. The inputs were utilized in preparation of the Approach Paper to the 12th Plan and were included in the publication "Listening to India- A conversation with citizens and Planning Commission regarding India's 12th Five year Plan" by the Planning Commission. <ftp://ftp.solutionexchange.net.in/public/clmt/cr/cr-se-clmt-01121001.pdf>



Inputs for the "Women and the Green Economy" (WAGE[®]) Campaign

This Consolidated Reply includes inputs from members of the Climate Change Community on barriers to enhancing the participation of women in the green economy. It provides information regarding policies/ programmes already being implemented to promote women's participation in the green economy. <ftp://ftp.solutionexchange.net.in/public/clmt/cr/cr-se-clmt-16121101.pdf>



Draft Karnataka State Disaster Management Policy. By G. Padmanabhan, United Nations Development Programme, New Delhi

Provides comments and suggestions on areas of improvement in the draft Karnataka State Disaster Management Policy. <ftp://ftp.solutionexchange.net.in/public/drm/cr/cr-se-drm-04041101.pdf>



Guidance on the Role of International Co-operative Alliance-Asia Pacific (ICA-AP) in Creating Climate Change Awareness - by P. K. Santosh Kumar, International Co-operative Alliance - Asia Pacific (ICA-AP), New Delhi

Includes input on approaches, methodologies, and tools that could be utilized by ICA for creating awareness on climate change. Guidance regarding capacity building of cooperatives to contribute to mitigation and adaptation to climate change has been provided. <ftp://ftp.solutionexchange.net.in/public/clmt/cr/cr-se-clmt-24011201.pdf>



Draft Madhya Pradesh State Disaster Management Policy. By Madhukar Agney, Deputy Secretary to Government of Madhya Pradesh, Home Department, Mantralaya, Bhopal, Madhya Pradesh

Provides comments and suggestions on areas of improvement in the draft Madhya Pradesh State Disaster Management Policy. <ftp://ftp.solutionexchange.net.in/public/drm/cr/cr-se-drm-04101101.pdf>



Translating Traditional DRR & CCA Knowledge into Action- by Vijayalakshmi Viswanathan, Safer World Communications, New Delhi

Advice on approaches to capture traditional knowledge using innovative communication tools provided. Referrals of development practitioners or organizations that could be involved in the initiative by Safer World Communications to utilize traditional knowledge for climate change adaptation have been included.
<ftp://ftp.solutionexchange.net.in/public/clmt/cr/cr-se-clmt-drm-21111101.pdf>

Inputs for Developing the Indian Himalayas Climate Adaptation Programme (IHCAP) - Experiences; Examples. By Shirish Sinha, Climate Change and Development, Embassy of Switzerland in India, New Delhi

Includes inputs for developing IHCAP on methodologies for climate or hazard risk and climate vulnerability assessment, community experiences and responses to climate change impacts and disaster risks in the mountains and relevant policies and programmes to be developed.
<ftp://ftp.solutionexchange.net.in/public/clmt/cr/cr-se-clmt-drm-09081101.pdf>

Office Disaster Management Plans for State Departments in Bihar- Advice; Examples. By Vishal Vasvani, Bihar State Disaster Management Authority, Patna

Provides suggestions on areas of improvement in the ODMP, especially on proposed components of the plan.
<ftp://ftp.solutionexchange.net.in/public/drm/cr/cr-se-drm-01111101.pdf>

Implementing Hyogo Framework of Action. By Ranjani Mukherjee, GoI-UNDP Disaster Risk Reduction Programme, New Delhi

Captures activities and/or programmes being carried and challenges being faced under the HFA's five priority areas in India.
<ftp://ftp.solutionexchange.net.in/public/drm/cr/cr-se-drm-18011101.pdf>

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