



INDIA UNDAF

2008-2012



INDIA

**United Nations Development
Assistance Framework
2008-2012**

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FOREWORD

India has made impressive progress in recent years in its performance in growth and other macroeconomic dimensions. However, there are concerns whether the benefits of the growth have been sufficiently widely distributed. The incidence of poverty has declined but not as much as we had hoped. Important sections of the population remain without access to basic services in health and education which are critical determinants of welfare. The government has therefore emphasized the need for faster and more inclusive growth.

The United Nations Country Team in India has produced a mission statement for United Nations Development Assistance Framework (UNDAF) for the period 2008-2012 entitled "Promoting social, economic and political empowerment of the most disadvantaged, especially women and girls". This overarching goal resonates with previous UNDAF priorities, which focused on promoting gender equality and strengthening decentralization.

I am pleased to note that the thrust areas of the India UNDAF 2008-2012 will contribute to effective implementation of national flagship programmes, strengthen capacities of all governance actors for an equitable last mile delivery of services, ensure greater development effectiveness at the district level through convergence, and safeguard development gains from natural disasters and environmental changes. These are closely aligned with the approach to India's Eleventh Five Year Plan which identified provision of essential public services to the poor, protection of the environment, improved governance and bridging disparities and divides as some of the key challenges to be tackled during the Plan period.

This second UNDAF for India expresses the unified vision of the UN Country Team and reflects its commitment to achieve greater coherence and complementarities in its work in India.

I am sure the India UNDAF 2008-2012 will further strengthen the collaboration between the Government of India and the United Nations and help accelerate India's progress towards its ambitious development goals.


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India UNDAF 2008-2012

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Executive Summary

India's economic performance has been impressive in recent years. An increase in the allocation of resources to the development sector and positive changes in policy and legislation demonstrate the country's renewed commitment to the achievement of its ambitious development goals. However, disparities exist across states, groups and along rural/ urban lines, as do large variations in the attainment of socio-economic indicators, and many sections of the population remain without access to basic services. The development challenges call for priority action for enhanced programme implementation and proactive measures for the inclusion of disadvantaged groups into the development process.

Against this backdrop, the over-arching objective of the India-United Nations Development Assistance Framework (UNDAF) 2008-2012 - the strategic framework for the UN in India in its support to the Government's national priorities - is: **"Promoting social, economic and political inclusion for the most disadvantaged, especially women and girls"**. The UNDAF is harmonised substantively and in terms of its time-frame with the country's development plan, the 11th Five Year Plan (2007-2012). It also provides the basis for the design and content of the UN agencies' country programmes for the same programme cycle.

The UNDAF formulation process has benefited immensely from the guidance received from the Planning Commission - the Government of India's focal agency for the UNDAF process - as well as inputs from other partners in the Government, the donor community, NGOs and civil society.

The India-UNDAF 2008-2012 builds on the two cross-cutting priorities of the previous UNDAF based on the 10th Five Year Plan priorities - promoting gender equality and strengthening decentralization - and also addresses implementation issues, with particular attention to the inclusion of the voices of the marginalised groups.

The essence of the UN's work in India during the five year cycle 2008-2012 is captured in the four UNDAF Outcomes. The first UNDAF outcome is to support the large centrally sponsored schemes, especially on aspects of implementation. Recognising that the district level is particularly important for effective implementation, the second UNDAF outcome focuses on contributing to strengthening governance systems - elected and administrative - at the district level. The third UNDAF outcome focuses on convergence - this is about mechanisms to create and maximize synergies (between government departments and agencies, other partners as well as the UN) so that the outcomes achieved are greater than the sum of their parts. In order not to lose development gains in the event of a disaster, the fourth UNDAF outcome pays attention to reducing the vulnerabilities of the most disadvantaged to future disasters - including environmental changes and public health threats.

Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh have been identified as the UNDAF priority states. The intention of priority states is to focus the majority of the UN's work in those areas where the challenges to meeting the MDGs are the greatest.

The India UNDAF 2008-2012 articulates the vision, strategy and collective action of the UN system for the five year period. Periodic work planning and review processes will lend the necessary dynamism to the UNDAF, ensuring its alignment and relevance during its implementation. To ensure efficiency and effectiveness of the collective work of several UN organizations contributing to the same result, lead agencies have been identified at the Country Programme Output level to spearhead the discussion with regard to the work plan and monitoring and evaluation for that output. The Government, civil society and other development partners will be key allies for achieving and sustaining the results. Collaborations and partnerships will be crucial for the realisation of the UNDAF objective of accelerating India's progress towards its development goals.

Situation Analysis

Over the past several years India's performance on economic indicators has been impressive with growth rates reaching the 8% target in 2005-2006. The overarching goal to halve the population below the poverty line will be achieved globally largely due to the performance of countries like India. India's own development goals as articulated in the Tenth Five Year Plan are even more ambitious than the Millennium Development Goals on several indicators. However, progress across indicators is uneven. While the poverty and water goals are on track the main challenges lie in achieving the hunger and health indicators, in reducing the gender gap in education, and in providing access to sanitation.¹

The growing economy is also placing increasing demands on natural resources and energy, with potentially serious consequences for the environment highlighting the importance of ensuring that policies and programmes address these concerns. Natural disasters such as the super cyclone in Orissa in 1999, the earthquake in Gujarat in January 2001 and the Tsunami in December 2004 have repeatedly taken their toll in terms of human and economic costs. These demonstrate the vulnerability of affected populations. In order to protect development gains and safeguard on-going efforts there is need to strengthen emergency preparedness, both at the broader systemic and policy levels and also to promote community level preparedness.

There have been encouraging developments and positive trends in a number of sectors but effective implementation of programmes remains the main challenge. Allocation of resources for the development sector has increased significantly, particularly in the past two years. The coalition Government's National Common Minimum Programme outlines a commitment to increasing health expenditure from 0.9% to 2-3% of GDP², and increasing education expenditure from 3% to 6% of GDP³.

¹ MDG Matrix: Mid-term Review of Tenth Five Year Plan

² The National Common Minimum Programme of the Government of India. May 2004.

³ The National Common Minimum Programme of the Government of India. May 2004.

In recognition of the need to consolidate efforts and optimize the use of resources the Government has decided to focus on a few critical flagship programmes such as Bharat Nirman, Sarva Shiksha Abhiyan (SSA), Integrated Child Development Services (ICDS), National Rural Health Mission (NRHM), National Rural Employment Guarantee Scheme (NREGS), Jawaharlal Nehru National Urban Renewal Mission (JNNURM), National AIDS Control Programme (NACP), the Total Sanitation Campaign (TSC) and Swajaldhara. Since development issues are inter-dependent and such large centrally sponsored government programmes seldom intersect this is also an opportunity to explore synergies between the various sectors that these programmes address.

Current data indicates that sections of the population, disadvantaged on the basis of geography, caste or gender, continue to remain excluded from access to public services and perform poorly on the socio-economic indicators. According to the National Family Health Survey-2 (1998-99), the IMR among Scheduled Castes was 83, and among Scheduled Tribes, it was 84 – almost 30 percent higher than in the rest of society. In terms of gender disparity, worrying social trends persist: the overall sex ratio in 2001 was 933 women to 1,000 men, work participation rate in 2001 amongst women was 31.32% as opposed to 58.96% for men⁴ and 39% of all AIDS cases reported relate to women⁵. While progress has been made in girls' enrolment in schools that has increased from 49.8% (2001-01) to 57.3% (2002-03) at the primary level, girls continue to be disadvantaged as compared to boys, with 86% of boys attending school compared to only 73% of girls. Lack of female teachers in schools, declining sex ratios and violence against women further exacerbate the disparities and are in turn manifestations of gender discrimination.

Geographically, the concentration of deprivation is clearly visible in the northern and eastern states of India. In 1997-98, Bihar had the lowest per capita Net State Domestic Product⁶ of Rs. 1,126 as compared to Goa with Rs. 5,640 – five times higher – at the other end of the spectrum⁷. Uttar Pradesh, Bihar, Rajasthan, Orissa and Madhya Pradesh are among the worst performers on the human development index⁸ and on the MDG indicators and account for 39% of the country's population⁹. India's success or failure in achieving the MDGs will depend largely on these disadvantaged states. Four states, Uttar Pradesh, Madhya Pradesh, Bihar and Rajasthan account for more

⁴ As per 2001 Census

⁵ Source: HIV/AIDS epidemiological Surveillance & Estimation report for the year 2005, NACO, April 2006.

⁶ At 1980-81 prices

⁷ National Human Development Report 2001

⁸ National Human Development Report 2001

⁹ Census of India 2001

than 50% of infant mortality in India. In the state of Bihar, 83.2% of households have no access to toilet facilities as compared to 54.9% in West Bengal¹⁰. Similar disparities persist in malnutrition, with less than 25 percent of children under three years being malnourished in Arunachal Pradesh, Nagaland and Sikkim as compared to more than 50 percent of malnourished children (under-weight) in Maharashtra, Rajasthan, Uttar Pradesh, Bihar, Orissa and Madhya Pradesh. Even within these states, disparities along rural-urban lines are apparent.

Despite impressive economic growth and renewed commitment of the government, progress on MDG indicators is constrained, particularly in disadvantaged areas and for excluded groups, by weak public management and reach of delivery systems at the local level. With strong national and state policies and commitments in place the achievement of MDGs in India depends on strengthened local governance and customized local solutions. Localisation of MDGs pre-supposes a large role for panchayats (local government institutions) at all levels – village, block and district. As such, district and local level planning by the Panchayati Raj Institutions and Urban Local Bodies is a critical corollary to the transfer of funds, functions and functionaries to local bodies. Decentralised governance that is effective, accountable and inclusive would be the key to sustainable human development. To improve management of public resources access to information by the public needs to be strengthened for greater transparency and accountability.

Several recent changes in policy have succeeded in creating a more enabling environment. In line with the commitments made in the National Common Minimum Programmes, the government has launched its flagship programmes. In order to give due attention and highlight the importance it places on women and children as well as local governance (Panchayati Raj) the departments dealing with these issues have been elevated to ministry status by the Government. Also, the decision to universalize quality ICDS by setting up an *anganwadi* centre in every settlement, the introduction of an education cess of 2 percent on all central government revenues, the strengthening of the mid day meal scheme, the enactment of the National Rural Employment Guarantee Act, the Right to Information Act and the Protection of Women from Domestic Violence Act, 2005 have given the necessary impetus to these initiatives. There is also a growing emphasis on outcomes, and an increasing openness and richer public policy discourse and dialogue. There is recognition that greater involvement of civil society organizations including the private sector without diluting responsibility of the State complements the Government's efforts to ensure the fulfillment of basic rights and

¹⁰ NFHS 2

services. While a start has been made, there is a need for strengthening the engagement with civil society.

Against this backdrop of positive steps, there is an urgent need to convert these commitments and resources into measurable results and progress, with a focus on improving the quality and equity of service delivery. There is a critical need to push for inclusive programming with a focus on equity and social justice by paying special attention to the rights of the disadvantaged. This will require continued and concerted efforts to strengthen capacity, forge new partnerships and develop holistic approaches. These issues have been identified and flagged as top priorities in the draft approach paper to Government's 11th Five Year Plan

Section I: Introduction

UNDAF Formulation Process

The India-United Nations Development Assistance Framework (UNDAF) 2008-2012 is the planning framework for the UN in India in its support to the Government's national priorities. The UNDAF is harmonised substantively and in terms of its time-frame with the country's development plan, the 11th Five Year Plan (2007-2012).

The second India-UNDAF builds on the two cross-cutting priorities of the previous UNDAF based on the 10th Five Year Plan priorities - promoting gender equality and strengthening decentralization. Its overarching objective is: "**Promoting social, economic and political inclusion for the most disadvantaged, especially women and girls**".

The UNDAF process began in India in April 2006 with an Orientation Workshop for the UNCT and key development partners from 18-19 April. This was facilitated by the UN Development Group Office. The Planning Commission, the UN's nodal body in Government, set the scene at this consultation by providing insight into the challenges identified by the mid-term appraisal of the 10th Plan and the emerging priorities of the 11th Plan. Inspired by the Planning Commission's guidance to focus on inclusion, women's empowerment and on making local governance systems work for effective programme implementation and service delivery, the UNCT transformed the orientation meeting into a strategic planning exercise.

The Country Team agreed to use the 10th Plan mid-term appraisal and the 11th Plan Approach Paper as the analytical base of the UNDAF, rather than undertake a separate common country assessment. The UNCT agreed to develop the UNDAF around the Millennium Development Goals. Eight thematic working groups were set up to encompass the Millennium Development Goals and Disaster Risk Reduction and Decentralisation.

UN agencies working in these areas mobilized partners to seek their inputs in preparing situational analyses on these themes to identify areas in which the UN has a comparative advantage and can add value. These situation analyses outline the current country scenario, the main challenges and key areas where UN System interventions can make a difference. A wider range of civil society partners were consulted by some of these groups through the UN's Solution Exchange and its networks of practitioners. The Regional Quality Support and Assurance team were consulted through the drafting process and their comments incorporated. Non-resident UN Agencies were kept informed about the entire process and were invited to participate in all major consultations and their views sought on the Results Matrix.

Four cross-cutting issues were prioritized: decentralization, capacity development, disaster risk reduction and the human rights based approach to development. Training sessions were organized in some of these areas for those involved in the UNDAF process to ensure that all had a common understanding of these issues, particularly for disaster risk reduction and capacity development. Task teams audited the situational analysis from these perspectives. A smaller Support Group of senior UN staff, nominated by their respective agencies, was tasked with drafting the UNDAF and to ensure that these cross-cutting issues were well reflected in the UNDAF.

Based on these analyses the Support Group worked intensively, in consultation with the thematic working group members and the UNCT, to develop the UNDAF Results Matrix. The matrix was presented to UN partners at the Stakeholder Consultation from 7-8 September to seek their comments. Partners included the Deputy Chairperson of the Planning Commission, and the nominated UNDAF focal points: Member (Health, Women & Children, Voluntary Sector, Village & Small Enterprises) and Principal Advisor, Planning Commission. Government officials from the line Ministries of the UN organizations represented in India participated at the highest level. Civil society and donor partners were also active participants. Based on the comments received at this Consultation the Results Matrix was revised.

This document was drafted by the Support Group and endorsed by the thematic working groups and the UNCT. The Draft UNDAF Document was shared with the Planning Commission for the Government's comments and they in turn sought the views of all concerned line Ministries and departments. The Inter Agency Support Unit coordinated the process.

Section II: Results

UNDAF Results Summary

"Promoting social, economic and political inclusion of the most disadvantaged, especially women and girls" is the mission statement of the India UNDAF 2008-2012, and the touch stone to measure the success of the outcomes outlined in the Framework.

Four UNDAF outcomes have been agreed with a view to achieving the goal outlined in the mission statement. The first UNDAF outcome is to support the large centrally sponsored schemes, especially on aspects of implementation. Recognising that the district level is particularly important for effective implementation, the second UNDAF outcome focuses on contributing to strengthening governance systems-elected and administrative--at the district level. The third UNDAF outcome focuses on convergence - this is about mechanisms to create and maximize synergies (between government departments and agencies, other partners as well as the UN) so that the outcomes achieved are greater than the "sum of their parts". In order not to lose development gains in the event of a disaster, the fourth UNDAF outcome pays attention to reducing the vulnerabilities of the most disadvantaged to future disasters - including environmental changes and public health threats.

The UNDAF priority states are: Bihar, Chhattisgarh, Jharkhand, Madhya Pradesh, Orissa, Rajasthan and Uttar Pradesh, The primary filter for choosing these states is their low ranking on the Human Development Index. Other factors taken into consideration are the high proportion of SC/ST population, the low HDI rank for SCs/STs within these states, poor Gender Disparity Indices and ranking in the India Today index on overall performance of Indian states. The intention of priority states is to focus the majority of the UN's work in those areas where the challenges to meeting the MDGs are the greatest. There are other areas within the country, however, where specific challenges are exceptionally high, particularly for HIV and for disaster vulnerability. The UN Country Team will accordingly design its areas of work depending on the exigencies of the issue.

Hierarchy of Results and Accountability Framework

In the UNDAF Results Framework, at the highest or broadest level are the UNDAF Outcomes, which relate directly to the achievement of national priorities. "Below" each UNDAF Outcome are a cluster of Country Programme Outcomes - each addressing a subset of issues - that collectively contribute to the UNDAF Outcome. Each Country Programme Outcome in turn is attained through the achievement of a set of Country Programme Outputs.

The UN agencies and partners involved in contributing to a Country Programme Output will be "accountable" for achieving the same.

UNDAF Outcomes

In the lead up to the Eleventh Five Year Plan, the national development process is poised to look beyond economic growth, and "focus on inclusive growth". **Inclusion**, whether in the broader sense of actively involving citizens and factoring in their voices in the development processes - or more specifically, proactively reaching the disadvantaged or vulnerable groups - remains a challenge.

Vulnerable groups include for example, the poor, scheduled castes and tribes, people living in inaccessible, disaster prone or conflict-prone areas, slum-dwellers, older people, people with disabilities. However, the process of development is dynamic, and is generating emerging issues that are leading to the creation of new vulnerable groups. For instance the use of technology in determining pre-natal sex has led to female foeticide - and this is also an urban phenomenon among the educated, better-off groups.

While India's policy development capacity is well recognised, **effective implementation** of policies and programmes in the country's vast and complex setting has been acknowledged as a continuing challenge.

India is strongly committed to bringing about decentralized governance, and concrete steps have been taken for this. However, the challenge lies in making governance systems effective, accountable and transparent at the district level and below, to plan, implement and monitor service delivery. Community empowerment for citizens to demand their entitlements, participate in the planning process and in social audits have also been identified as priorities.

India UNDAF 2008-2012 therefore "carries over" the emphasis on gender and decentralization from the previous framework - as this is work in progress and requires continued and further attention. It also attempts to address inclusion, effective implementation and emerging issues as priorities.

Accordingly, the UNDAF has an explicit focus on women and girls as the critical group that must be reached in the UN assisted programmes. It recognizes that effective implementation of even the best designed policies is often hampered by a possible "disconnect" between national level policies, state-level subjects and local level implementation. It recognizes the district as a special unit or level of governance that presents a challenge as well as an opportunity. Further, a subset of the activities of the UNDAF will be about convergence of efforts to synergise and holistically address the multi-sectoral, inter-disciplinary aspects of development challenges.

The UNDAF also factors in the occurrence of sudden disasters and slow environmental changes which can frustrate and undo development efforts. Since these cannot be wished away, adequate contingency planning and risk management will be an integral part of the UN's development agenda.

UNDAF Outcome One aims to support the Government to achieve a strengthened policy framework and implementation capacity of large scale state and national programmes to reduce disparities, for the achievement of 11th Plan Goals. This outcome spans the macro (national policy that impacts at all levels), meso (state level policy) and micro (local) level. It intends to support Government in addressing the "disconnect" between national, state and local level, and to provide support and access to national and global experience to bring about coherence between these levels, so as to achieve smooth programme implementation with the larger purpose of attaining the 11th Plan goals and targets that relate to the MDGs. UNDAF outcome one is also about better targeting so as to reach out to the "unreached". This outcome includes experimenting with innovative models and pilots to demonstrate effective ways of improved programme implementation.

UNDAF Outcome Two focuses at the district level - where the locally elected representation, public administration, law enforcement and development functions converge. It is the level of service delivery at which the system interfaces directly with the citizens. Decentralisation, particularly as the devolution of funds, functions and functionaries increasingly occurs, makes additional demands on the district governance system, well beyond its traditional role. Partnerships with a range of civil society players including Community Based Organisations and the private sector are increasingly important. Apart from the need for efficiency, responsiveness, accountability and transparency, the district is also the point where inclusiveness becomes particularly critical, to ensure that resources are allocated equitably and marginalized groups are able to access services. This UNDAF outcome aims essentially to develop the capacities of all governance actors at the district level and below to determine the local development priorities and ensure efficient and equitable delivery of public services through

a participatory governance process. This outcome will also address the right to information as a fundamental mechanism for government accountability to the citizen, and access to justice to all, but more particularly to diasadvantaged groups. Outcome Two is planned to have a direct impact in around 200 districts (within priority states).

UNDAF Outcome Three is about convergence among the various departments and agencies at the district level to catalyse efforts to achieve the 11th Plan targets related to the Millennium Development Goals. Towards this end the UN in collaboration with other partners will make a concerted effort in seven districts, one in each of the seven priority states. The focus will be on developing capacities and identifying mechanisms for working better together with government and NGOs, civil society and private sector, to maximise opportunities for convergence, and pilot around these, in order to provide lessons for wider application.

UNDAF Outcome Four is to ensure that the development gains achieved are not lost in the face of disasters, environmental changes and public health threats. Whilst an effective approach to disaster risk reduction also includes mainstreaming response and preparedness into each of the other outcomes, the thrust of this outcome is to address those issues that are more specific to India's response to an event, and preparedness measures that require unique contingency planning. The strategy will aim to build capacities, from the central level - where the legal, information and coordination framework is established - to the state, district and community levels where risk reduction ultimately happens.

Results Matrix

UNDAF Outcome 1

National Priority :

The 11th Plan approach paper sees the Plan as providing an opportunity "to restructure policies to achieve a new vision based on faster, more broad-based and inclusive growth." The paper states that provision of access to essential public services to the mass of the people, particularly to those who have been deprived of these services, must be a basic objective of the 11th Plan. It recognises a pro-active role for Governments at different levels to make this possible.

UNDAF OUTCOME 1

By 2012, disparities reduced and opportunities enhanced for disadvantaged groups, especially women and girls, for the achievement of MDG related 11th Plan Goals, through strengthened policy framework and implementation capacity of large scale state and national programmes.

Country Programme (CP) Outcomes and Outputs	Partners ¹	Resources ²
CP Outcome 1.1:		
Strengthened design and implementation of national programmes and policies on poverty reduction for disadvantaged regions and groups, especially women and girls.	APCTT FAO IFAD ILO ITC UNCTAD UNDP UNESCO UNIDO UNIFEM WFP Solution Exchange	\$ 8 m \$ 137.7 m \$ 2 m \$ 4 m \$ 46 m \$ 2.4 m \$ 2 m \$ 6.25 m
CP Outputs:		
1.1.1 National, state and district level capacities improved for implementation and monitoring of select poverty reduction schemes and programmes (e.g. NREGS, JN-NURM).	IFAD ILO UNDP UNIFEM WFP	

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¹ For each CP Output, the lead agency name is in bold letters.

² Indicative figures

	Partners	Resources
1.1.2 Disadvantaged and excluded groups equipped with quality and market driven skills and services for improved employability in select areas, including urban and peri-urban sectors.	IFAD ILO ITC UNDP UNESCO UNIDO	
1.1.3 Small and marginal farm, forest and fishing communities equipped with skills for collective and individual actions to improve livelihoods through more sustainable production and natural resource management.	APCTT FAO IFAD ILO UNESCO UNIFEM WFP	
1.1.4 National and state capacities strengthened for analysis, policy implementation and other normative work on agriculture and rural livelihoods, including marketing and trade issues.	APCTT FAO IFAD UNESCO WFP	
1.1.5 Public-private community partnership approach for livelihoods promotion effectively demonstrated in selected districts.	APCTT ILO ITC UNDP UNESCO UNIDO	
1.1.6 Access of disadvantaged groups to innovative models of financial services and entrepreneurship development improved.	APCTT ILO ITC UNDP UNIDO	
1.1.7 Trade policies take into account the livelihood concerns of the poor.	ITC UNCTAD UNIFEM	
1.1.8 Policies and programmes informed by lessons from successful innovations, and a heightened level of public discourse (among civil society groups and policy-makers) on the impact of poverty and social exclusion.	APCTT FAO IFAD ILO UNCTAD UNDP UNESCO UNIFEM WFP Solution Exchange	

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	Partners	Resources
CP Outcome 1.2:		
Improvement in key health indicators (child and maternal mortality; total fertility rate; mortality and morbidity due to malaria and tuberculosis; and drug use) amongst disadvantaged groups.	UNESCO UNFPA UNICEF UNODC UNOPS WHO Solution Exchange	\$ 41 m \$ 90 m \$ 5.2 m \$ 50 m \$ 7 m
CP Outputs:		
1.2.1 Policies and programmes informed by lessons from the diversity of successful innovations in health service delivery within India and internationally that effectively address disparities and exclusion.	UNFPA UNICEF UNODC UNOPS WHO Solution Exchange	
1.2.2 Capacities strengthened for effective management (including reporting and monitoring systems) of NRHM at national, state, district and community levels, with special focus on disadvantaged and excluded groups.	UNFPA UNICEF WHO	
1.2.3 In selected areas, quality health services accessible and used by disadvantaged and excluded groups ³ , especially women and children.	ILO UNFPA UNICEF UNODC WHO	
1.2.4 Disadvantaged groups practicing key health behaviours impacting NRHM outcomes.	UNESCO UNFPA UNICEF WHO	
1.2.5 Strategic information available at national level to monitor the drug situation in India.	UNODC	
1.2.6 Mechanisms and processes identified and strengthened for effective convergence with relevant ministries and programmes to achieve health objectives.	UNFPA UNICEF	
CP Outcome 1.3:		
Improvements in learning outcomes, completion rates and literacy levels amongst disadvantaged groups.	ILO UNESCO UNICEF Solution Exchange	\$ 4.1 m \$ 0.75 m \$ 70 m

³ Including drug users and sexual partners/spouses.

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	Partners	Resources
CP Outputs:		
1.3.1 Policies and programmes informed by lessons from the diversity of successful innovations within India and internationally that effectively improve quality of education, reduce disparities and address exclusion.	ILO UNESCO UNICEF Solution Exchange	
1.3.2 Standards and norms for system, school and classroom performance developed and adopted systemwide.	UNICEF	
1.3.3 Systems strengthened for sound management (including reporting and monitoring) of SSA at national, state, district and community levels, to ensure an effective education system with special focus on ensuring accountability and transparency at school, block, district and state level.	ILO UNESCO UNICEF	
1.3.4 In selected areas, quality education opportunities provided through SSA for disadvantaged and excluded groups like child workers, migrant children, tribal children, with particular focus on girls.	ILO UNESCO UNICEF	
1.3.5 Families and communities, particularly from disadvantaged groups, practice key behaviours promoting access to and completion of elementary education, particularly by girls.	UNICEF	
1.3.6 Models for elimination of child labour (including education initiatives) mainstreamed and replicated into National Child Labour Project (NCLP) societies.	ILO UNICEF	
1.3.7 Transition opportunities provided by stakeholders for disadvantaged children, especially girls, to access secondary education opportunities.	UNICEF	
1.3.8 Enabling conditions in place for the ultra poor to send and keep their children in school.	UNICEF	
1.3.9 Community literacy initiatives strengthened in disadvantaged communities with a special focus on women.	UNICEF	
CP Outcome 1.4 :		
Reduction in hunger and malnutrition levels, especially amongst children and disadvantaged groups.	FAO UNESCO UNICEF WFP Solution Exchange	\$ 1.5 m \$ 0.15 m \$ 74 m \$ 21.95 m

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	Partners	Resources
CP Outputs:		
1.4.1 Policies and programmes informed by lessons from the diversity of successful innovations within India and internationally on child development and nutrition and in line with standards drawn from international norms and conventions.	FAO UNESCO UNICEF WFP Solution Exchange	
1.4.2 Effective management (including reporting and monitoring) and delivery systems in place for food-based assistance schemes (ICDS, MDM, PDS, Grain Banks) at national, state and district levels, with special attention to reaching the disadvantaged and excluded groups and facilitating their participation in implementation and monitoring.	UNICEF WFP	
1.4.3 In selected states, quality early child care services, and ICDS services in place with special attention to disadvantaged and excluded groups.	UNICEF WFP	
1.4.4 Nutritional quality of food distributed under MDM, PDS, ICDS improved and local capacities developed for improved service delivery in this regard.	WFP	
1.4.5 In selected areas, disadvantaged groups practice key behaviours related to preventing and reducing malnutrition including improving early child development.	UNICEF WFP	
CP Outcome 1.5 :		
Reduction in HIV/AIDS prevalence rate amongst vulnerable groups and improved quality of life for positive people.	Joint UN Team on AIDS: ILO UNAIDS Sec UNDP UNESCO UNFPA UNHCR UNICEF UNIFEM UNODC WFP WHO Solution Exchange	\$ 3 m \$ 1.5 m \$ 20 m \$ 0.6 m \$ 5 m \$ 75,000 \$ 60 m \$ 0.5 m \$ 7.5 m \$ 1 m \$ 2 m
CP Outputs:		
1.5.1 Increased political commitment to fully finance NACP-III through increased domestic and external resources.	UNAIDS Sec UNICEF	

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	Partners	Resources
1.5.2 Capacities enhanced for effective management of NACP-III by government, with key ministries contributing to NACP-III goals through their respective areas of responsibilities.	ILO UNDP UNFPA UNICEF UNODC	
1.5.3 States and districts deliver scaled up prevention, care and treatment services to achieve NACP-III goals with particular reference to vulnerable groups.	UNDP UNESCO UNFPA UNHCR UNICEF UNODC WHO	
1.5.4 Nutrition adopted as an integral part of package provided to People Living with AIDS (PLWA).	WFP	
1.5.5 Vulnerable groups practice key safe behaviours related to HIV/AIDS prevention.	ILO UNDP UNESCO UNFPA UNHCR UNICEF UNODC	
1.5.6 Coordination improved among partners including private sector and civil society under national leadership, based on the "three ONES" principles.	ILO UNAIDS Sec UNDP UNICEF UNODC	
1.5.7 Strategic information available at national, state and district in a timely manner to plan and monitor evidence based programmes.	UNAIDS Sec UNICEF UNODC	
1.5.8 Policies, programmes and legal frameworks reviewed and informed by lessons from the diversity of successful innovations within India and internationally.	ILO UNAIDS Sec UNDP UNESCO UNFPA UNHCR UNICEF UNIFEM UNODC WFP WHO Solution Exchange	

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	Partners	Resources
CP Outcome 1.6:		
Reduce gender based violence (GBV) that includes trafficking, domestic violence and female foeticide.	ILO UNDP UNESCO UNFPA UNICEF UNIFEM UNHCR UNODC	\$ 50,000 \$ 1 m \$ 0.1 m \$ 10 m \$ 10 m \$ 2.9 m \$ 7.5 m
CP Outputs:		
1.6.1 Policies in place at national and state levels to address violence against women including trafficking, domestic violence and female foeticide.	UNDP UNFPA	
1.6.2 Systems, capacities and budgets developed in state agencies such as support and shelter institutions, police, health, prosecution, and judiciary to better enforce legislations and address violence against women.	UNESCO UNFPA UNODC	
1.6.3 Women's groups, Self Help Groups and NGOs effectively advocate against GBV and for convergence in sectoral programmes to address and seek protection against violence.	ILO UNFPA UNIFEM UNODC	
1.6.4 Policies, programmes and budgets at state and national level informed by innovative approaches at the community levels to eliminate violence against women.	UNESCO UNFPA UNIFEM	
1.6.5 Systems developed to monitor levels and trends of gender-based violence at national and state level.	UNFPA	
CP Outcome 1.7: Water for Life and Livelihoods (UN Water)		
Sustainable improvements in: (a) freshwater availability, its management, conservation and equitable allocation. (b) access to sanitation and adoption of critical hygiene practices	FAO UNDP UNESCO UN-HABITAT UNICEF UNIDO WHO WSP	\$ 5 m \$ 3 m \$ 2 m \$ 70 m

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	Partners	Resources
CP Outputs:		
1.7.1 Capacity of key stakeholders at all levels strengthened to plan, manage and monitor water resources and water supply and sanitation services, with special emphasis on inter-sectoral coordination, sustainability and social inclusion.	FAO UNDP UNESCO UNICEF UNIDO WHO WSP	Water for Life- UNICEF Water for livelihoods – FAO
1.7.2 Innovative approaches, partnerships, systems and technologies piloted with lessons being reflected in mainstream programmes and policies.	FAO UNDP UNESCO UNICEF UNIDO WHO WSP	
1.7.3 Increased use of information and its analysis for policy and programming.	FAO UNDP UNESCO UNICEF UNIDO WHO WSP	
CP Outcome 1.8: Child Protection		
Reduce abuse, neglect and exploitation of children.	ILO UNICEF	\$ 50 m
CP Outputs:		
1.8.1 Policies, programmes and budgets at national and state levels reviewed and informed by lessons from successful innovations to address abuse and exploitation of children including children in hazardous work, victims of trafficking, children in institutions, in conflict with the law, in disaster-affected areas.	ILO UNICEF	

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	Partners	Resources
1.8.2 Systems and capacities strengthened in state agencies (such as child protection units, support and shelter institutions, police, health, prosecution, education and vocational training institutions, rehabilitation centres and judiciary) to monitor levels and trends of abuse, neglect and exploitation of children, and to better enforce legislations and provide both prevention and protection services.	ILO UNICEF	
1.8.3 Capacities of youth groups and NGOs enhanced to effectively advocate against abuse, neglect and exploitation of children and for convergence in sectoral programmes to provide preventive, protective and rehabilitation services to children in need.	ILO UNICEF	

UNDAF Outcome 2

National Priority :

The 11th Plan Approach paper mentions the need to move towards "the constitutionally mandated procedure for developing district level plans working from the village/municipal level upwards. Under this procedure, states are constitutionally required to set up District Planning Committees (DPCs).If this exercise is taken seriously and if states devolve at least 30% of Plan resources to the district level as has been recommended, then these resources together with the resources flowing from the central government amount to a very substantial sum especially in districts where the National Rural Guarantee is operative." Further, it recognizes the need for capacity development of PRIs, and the active involvement of NGOs/ CSOs for the PRIs to function effectively.

The Plan will also aim to particularly address the needs of marginalised groups, "who do not have strong lobbies to ensure that their rights are guaranteed".

The 11th Plan will pay attention to the government's interaction with citizens with a special focus on right to information as well as "quick and inexpensive dispensation of justice" with "speed and affordability".

UNDAF OUTCOME 2

By 2012, accountable and responsive local government systems, in rural and urban areas, are in place in selected districts/cities (within priority states) which promote equitable and sustainable development to achieve MDGs/local development goals with special attention to the needs of disadvantaged groups, especially women and girls.

Country Programme (CP) Outcomes and Outputs	Partners ⁴	Resources ⁵
CP Outcome 2.1 :		
Elected officials effectively represent the needs of marginalized groups and women.	FAO ILO UNDP UNESCO UNFPA UNICEF UNIFEM	\$ 1 m \$ 0.2 m \$ 10 m \$ 1 m \$ 10 m \$ 10,000
CP Outputs:		
2.1.1 Capacities of elected representatives at all three levels enhanced to understand and perform their role in formulation, execution and monitoring of participatory local development plans and budgets for delivery of public services, with particular reference to the issue of social exclusion.	UNDP UNESCO UNICEF	
2.1.2 Elected representatives participate in and promote participation of women's groups, marginalized groups and economically weaker sections in local democratic and political processes and development including service delivery to make it more inclusive.	UNDP UNICEF	

⁴ For each CP Output, the lead agency name is in bold letters.

⁵ Indicative figures.

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	Partners	Resources
2.1.3 Elected representatives empowered to work with, and demand accountability from public administration and be accountable to people for the decisions made and public expenditure incurred (including through conduct of social audits).	UNDP UNESCO UNICEF	
2.1.4 Capacities of community groups (especially women, youth and the disadvantaged) and self-help groups enhanced to form coalitions, effectively participate in gram sabha meetings, influence local plans, conduct social audits and demand and monitor public services as a matter of right.	FAO ILO UNDP UNESCO UNICEF	
2.1.5 Capacity of elected members on DPCs enhanced, and systems strengthened to appraise and approve the consolidated (rural and urban) district plan/strategy and its alignment with national planning system.	UNDP UNESCO UNICEF	
CP Outcome 2.2 :		
Public administration at district, block and village levels made more effective to plan, manage and deliver public services, and be more accountable to the marginalized groups and women.	APCTT ILO UNDP UNFPA UNICEF UNODC	\$ 0.2 m \$ 20 m \$ 10 m
CP Outputs:		
2.2.1 Capacity of planners and service providers enhanced to ensure effective and equitable service delivery including strengthening monitoring and evaluation systems, fiscal resource assessment, spatial planning, inter-tier integration (including integrated village plans), gender budgeting, expenditure tracking and development strategy papers at district, block and village levels.	ILO UNDP UNICEF	
2.2.2 Issue of social inclusion main-streamed in the curricula of national/ state training institutions for civil servants and PRIs.	UNICEF	
2.2.3 Well-functioning (including ICT-based) public systems in place at district, block and village levels that ensure people's right to information and effectively redress public grievances.	APCTT UNDP UNICEF UNODC	

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	Partners	Resources
2.2.4 Interface with citizens improved and service delivery performance assessed by citizens (such as through report cards) for greater accountability of public administration to citizens.	UNDP UNICEF	
CP Outcome 2.3		
In selected districts, capacities of public administration and community groups enhanced for effective implementation of integrated behaviour change communication strategies to contribute to India's ability to meet the MDGs.	UNICEF	\$ 10 m
CP Outputs:		
2.3.1 Families and communities in the 16 convergent districts adopt and maintain key behaviours that contribute to reduced infant and maternal mortality, more girls completing an elementary education and fewer young people becoming infected with HIV.	UNICEF	
2.3.2 Capacities of government and partners at state and district level enhanced to plan and monitor robust communication strategies for behaviour and social change.	UNICEF	
2.3.3 Government and partners use innovations in communication technologies to improve the effectiveness of strategies to promote behaviour change.	UNICEF	
2.3.4 Skills of frontline workers across sectors strengthened to influence care practices and household behaviours through interpersonal communication, community dialogue and social mobilization.	UNICEF	
CP Outcome 2.4 :		
Capacity of cities to undertake urban governance reform strengthened.	UNDP UNESCO UNFPA UN-HABITAT UNICEF	\$ 1 m \$ 5 m

Contd...

	Partners	Resources
CP Outputs:		
2.4.1 Capacities of city managers and elected representatives developed to undertake urban governance reform including mainstreaming sound financial management, public-private partnership, citizen interface, development of M&E systems and use of ICTs for improved service delivery.	UNDP UNESCO	
2.4.2 Urban reform agenda raised at various forums and research and advocacy strengthened.	UNESCO	
2.4.3 Child and youth friendly services in place in key urban areas in order to influence JN-NURM policy and services towards children and youth.	UNICEF	
2.4.4 Capacities of city managers strengthened to protect and develop urban heritage (for employment generation and urban environment protection).	UNESCO	
CP Outcome 2.5:		
Systems and mechanisms in place to provide identified vulnerable and excluded groups access to justice at local level.	ILO UNDP UNESCO UNFPA UNICEF UNIFEM UNHCR UNODC	\$ 0.2 m \$ 13 m \$ 0.25 m \$ 5 m \$ 0.4 m \$ 1.5 m
CP Outputs:		
2.5.1 Access to justice issues mainstreamed in the development discourse especially during the formulation of national/ state plans.	UNDP UNICEF	
2.5.2 Awareness enhanced among disadvantaged and excluded groups about their entitlements, cultural and legal rights.	ILO UNDP UNESCO UNICEF	
2.5.3 Systems and innovative processes in place that ensure enhanced access to the legal and justice systems for disadvantaged and excluded groups.	ILO UNDP UNICEF UNODC	
2.5.4 Legal and law enforcement systems strengthened to provide adequate protection from dangerous substances.	UNODC	

UNDAF Outcome 3

National Priority :

The Draft Approach Paper to the 11th Five Year Plan mentions the availability of substantial resources at the district level, and takes the value of district level planning a step further to include convergence and holistic approaches. It states: "If the process (of district level planning) can be made effective, it would permit convergence of the various resource flows taking place and allow holistic planning."

UNDAF OUTCOME 3

By 2012, 11th Plan Targets related to the MDGs are on track in at least one district in each of the 7 priority states.

Country Programme (CP) Outcomes and Outputs	Partners ⁶	Resources ⁷
CP Outcome 3.1:		
Obstacles to effective and efficient implementation of development programmes at the district level addressed and synergies between the various efforts created.	APCTT FAO ILO UNDP UNESCO UNFPA UNICEF UNIDO UNIFEM WFP	\$ 1 m \$ 1 m \$ 7 m \$ 50,000 \$ 37 m \$ 0.45 m \$ 0.2 m
CP Outputs:		
3.1.1 Clarity achieved in roles of government, NGOs, civil society and private sector in reaching the MDGs.	UNDP UNESCO UNICEF	
3.1.2 Capacities of district level officials strengthened to establish partnerships (with civil society including private sector and CBOs) and carry out convergent/ coordinated development planning, implementation and review at the district level.	APCTT FAO ILO UNDP UNICEF UNIDO	
3.1.3 Effective mechanisms in place to work with partners for integrated and multi-sectoral planning, management and monitoring of various programmes to achieve convergence.	APCTT ILO UNDP UNICEF	

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⁶ For each CP Output, the lead agency name is in bold letters.

⁷ Indicative figures

	Partners	Resources
3.1.4 Awareness of disadvantaged and excluded groups about their rights and entitlements enhanced, and their capacities strengthened to access social services and participate in local development processes.	ILO UNDP UNESCO UNICEF	
3.1.5 District level mechanisms in place to monitor performance in service delivery and resource allocation and expenditures (on the basis of baseline information), and roles in implementation and oversight are clear.	UNDP UNICEF WFP	

UNDAF Outcome 4

National Priority :

The 11th Plan approach paper states that the "protection of environment is extremely important for our well being" and emphasises the need to aim for significant improvements in this area. Noting the devastating effects of the profligate use of water and deforestation and recognising the threat of climate change for future generations, the paper accords importance to building environmental concerns into the country's development strategy.

UNDAF OUTCOME 4

By 2012, the most vulnerable people, including women and girls, and government at all levels have enhanced abilities to prepare, respond, and adapt/ recover from sudden and slow onset disasters and environmental changes.

Country Programme (CP) Outcomes and Outputs	Partners ⁸	Resources ⁹
CP Outcome 4.1		
Communities and institutions have established mechanisms and partnerships to effectively respond to disasters and environmental changes and recover from their impact.	APCTT ILO IFAD UNDP UNFPA UNHCR UNICEF UNIFEM	\$ 50,000 \$ 9.9 m \$ 75 m \$ 1 m \$ 0.13 m \$ 5 m
CP Outputs:		
4.1.1 National, State and District officials, in partnership with CSOs, are able to coordinate a timely response to disasters and critical environmental changes.	APCTT IFAD ILO UNDP UNFPA UNICEF	
4.1.2 Strengthened capacities at community level for participatory, inclusive and integrated planning for post-disaster recovery and environment management.	APCTT IFAD ILO UNDP UNFPA UNICEF	

Contd...

⁸ For each CP Output, the lead agency name is in bold letters.

⁹ Indicative figures

	Partners	Resources
4.1.3 Coordination mechanisms and tools providing strategic information, institutionalized at all levels for implementation of environmental management and post-disaster recovery programmes.	APCTT ILO UNDP UNFPA UNICEF	
4.1.4 International and regional cooperation in the area of disaster risk mitigation and environmental agreements facilitated, with an emphasis on response and recovery.	UNICEF	
CP Outcome 4.2		
Communities are aware of their vulnerabilities, and adequately prepared to manage (and reduce) disaster and environmental related risks.	APCTT FAO IFAD UNDP UNESCO UNIDO UNIFEM UNICEF	\$ 1 m \$ 0.5 m \$ 55 m \$ 0.25 m \$ 3 m
CP Outputs:		
4.2.1 Environmental impact and disaster risk assessments, and hazard and environment profiles are established at the state, district and community level for increased awareness of local vulnerabilities.	UNDP UNESCO UNICEF	
4.2.2 Plans institutionalized at local level to achieve inclusive and community based preparedness for disaster, management of environmental resources and related risks.	IFAD UNDP UNICEF	
4.2.3 Disaster and environmental risk management policies are integrated into development plans at all levels.	UNDP UNESCO UNICEF UNIDO	
4.2.4 Partnerships and capacities developed to meet national commitments under multilateral environmental agreements.	APCTT UNDP UNICEF UNIDO	

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	Partners	Resources
4.2.5 Innovative mechanisms for risk transfer (including financial) and adoption of environmentally safe technologies institutionalized.	APCTT FAO IFAD UNDP UNESCO UNIDO	
4.2.6 Regulatory regime for disaster risk and environmental protection strengthened and enforced.	UNDP	
CP Outcome 4.3		
Enhanced capacities at all levels to monitor and respond to potential public health emergencies of national and international ¹⁰ concern (e.g. avian influenza).	FAO UNESCO UNICEF WHO	\$ 2.5 m \$ 0.25 m \$ 4 m \$ 1 m
CP Outputs:		
4.3.1 Surveillance, assessment and response capacity for pandemics at National and State levels strengthened.	FAO UNICEF WHO	
4.3.2 Community surveillance techniques operationalized for early detection and response to infectious disease/outbreaks.	UNICEF WHO	
4.3.3 Behavior-change sensitization programs for community protection and survival enhanced and institutionalized.	UNESCO UNICEF	

¹⁰ "Health emergencies of international concern" as defined in the International Health Regulations (2005)

Section III: Mechanisms for Coordination and Partnerships

Partnerships

The Planning Commission as the Government of India's focal agency for the UNDAF, provided strategic guidance to the Country Team during UNDAF formulation - and the approval upon its completion - on behalf of the Government of India. During implementation, the Planning Commission focal points will be apprised of the progress and challenges encountered in UNDAF implementation. These consultations will provide guidance to the Country Team in its work, and mid-course corrections, if necessary.

Nodal Ministries, as before, will be key partners of the UN. As the UN entities operational in India will also have monitoring schedules with their focal point ministries, these will be synchronized as much as possible, in order to be able to provide a comprehensive picture of the work of the UN. Recognizing the critical link between macro (national), meso (state) and micro (district and below) levels, the UN will work closely with governments at all these levels, with a view to "connecting" policy-making with ground-level implementation.

Private sector

Beyond the strong partnerships that the UN enjoys with Government of India, and under whose guidance all of its work is carried on, the UN will also move to strengthen its relationships with the private sector. Corporate social responsibility is strong within India, with many examples of significant work in place, and the UN will continue to collaborate with such initiatives. The UN will also work with the private sector to develop pilots in which the business models themselves incorporate principles and goals of human development, in order to accelerate achievement of the MDGs. In particular, models for the inclusion of greater employment opportunities for the poor and private sector facilitation of economic and social service delivery will be developed.

Civil society

The importance of public engagement in the issues of development is well understood. To ensure quality education the support of parents and the community is critical. Feedback from communities about the nature and quality of service delivery would be important for even the best designed systems to reach their full potential. Many of the programmes of the UN agencies are based on this premise, and include specific mechanisms for civil society engagement. This UNDAF also provides for support to public services themselves, to strengthen their ability to provide information to civil society under the Right to Information Act, and to establish government-public fora for the exchange of views and to increase accountability.

Joint Programme Modalities

Within the United Nations Family

The United Nations in India has a long record of joint programming and collaboration initiatives, beginning with the first of its Joint Programmes, Janshala, beginning in 1998. At the time of the preparation of this UNDAF, the last quarter of 2006, one joint programme, CHARCA (Coordinated HIV/AIDS Response through Capacity Building and Awareness) was in operation. Another joint programme, also in HIV/AIDS in the North-East, was being implemented, and the Solution Exchange, a joint initiative for knowledge management was well underway. A joint office for Tsunami Recovery was also operational, in Chennai, Tamil Nadu.

During the coming programme cycle, the potential for further joint programming will be reviewed by each of the Output clusters, as defined in the Results Matrix. In particular, Outcome 3 will be carried out as a joint programme, in keeping with the intention to maximize synergies at the local level, between both Government, civil society and UN initiatives. In other areas in which the expertise of several UN organizations will be contributing to the achievement of the same outputs, specific collaborative arrangements will be developed. The guiding principle for determining these arrangements will be maximum efficiency and effectiveness for the UN as a whole. It is anticipated that in many cases this will be achieved through joint work planning and agreement of roles, with implementation itself being carried on independently, but with joint monitoring and evaluation.

Programmatic modalities that will also be either strengthened, or begun during this cycle include:

Solution Exchange

The knowledge sharing system initiated in 2004 has grown to 11 communities of practice by end 2006, with other 6,000 members throughout India, from all walks of life. The system has demonstrated its ability to expand consultation on important development issues beyond what was previously possible. Its service has been used by Government, NGOs, policy makers, the UN as well as academia in order to obtain knowledge about successful practice in a number of issues key to the achievement of the MDGs. Examples of topics discussed include

- (a) The impact of domestic violence on the lives of women and social and legal protection currently available,
- (b) Examples of replicable and sustainable agriculture extension services,
- (c) Successful examples of mainstreaming environmental concerns into local development plans,
- (d) Examples of successful models of transport to referral services in obstetric emergencies.

This modality combines the convening power of the United Nations with its role as a broker of ideas. The Solution Exchange in India will continue in the next programme cycle and its use will be further strengthened.

Advocacy

While every UN entity carries on advocacy in its areas of specialization, the Resident Co-ordinator will work to increase collaboration in this vital area, in order to ensure that

- (a) The Country Team members have the same messages on issues of common concern, and that
- (b) Agencies are able to carry each other's messages as well.

To this end, mechanisms will be established to designate responsibilities under the lead agency concept. The lead agency will undertake to convene others for mutual support and strategy development. The lead agency would also be responsible for

ensuring that all agencies are aware of the advocacy messages, so that they may in their own turn be advocates and the UN system sends out consistent messages.

Elected Representative Fora

Several agencies have established relationships with elected bodies in order to increase the members' understanding of specific development issues, so that legal and policy frameworks may give due importance to them. In keeping with the recognized importance of these groups, particularly in India where many of the development issues are state subjects, the United Nations intends to work more closely among themselves, to develop a cohesive frame for this support, and to clarify what services might be available from the United Nations to support elected bodies' role for the achievement of the MDGs.

Multi-Party Fora on cross-cutting issues

While operating under the overall guidance of the Government of India as its primary partner in the country, the United Nations may opt to support national dialogue on issues of particular global and national importance within the country. The purpose of such support would be to provide a collaborative platform for a number of government, NGO and aid co-operation partners to discuss issues of common concern, and agree upon common strategies and actions. During the upcoming programme cycle, water has been identified as an area of common concern. A national chapter of UN Water will be formed in India. Other issues may be identified as the cycle progresses.

Mechanisms for Collaborative Implementation of the UNDAF

Systems of collaboration and co-ordination will be essential for the UN system in India to achieve the results (at the CP Output and CP Outcome levels) stated in the Results Matrix. For the achievement of the CP Outputs - for which the UN system is accountable - the Country Team has identified lead agencies. This lead agency will be responsible for convening representatives of other agencies working for that result at least quarterly. During 2007, after approval of the UNDAF, the concerned entities will meet in order to develop a joint work programme for the coming year. This work programme will enumerate the activities of each entity, with a view to compile a comprehensive picture of the work of the UN to accomplish that output. During the work planning, it is expected that the agencies will also be in a position to decide how to collaborate most effectively during the coming year. In some cases they may decide to jointly implement activities, possibly knowledge sharing events such as workshops and confer-

ences. In other cases, they will agree to implement their respective work programmes separately. In all cases, joint consultation on a quarterly basis, including joint monitoring according to agreed indicators, will be carried out. At the end of the year, an assessment will be undertaken and, on the basis of that assessment, plans for the coming year formulated. The Office of the Resident Co-ordinator will have the responsibility to track and support this process.

Given the scale and nature of each outcome, collaboration at the Outcome level will vary.

Outcome 1:

- For many of the national flagship programmes, there are national mechanisms for coordination under the leadership of the Government of India. The UN will participate fully in these, with the lead agencies on CP outputs co-ordinating the UN's input to them. Where mechanisms to facilitate interdepartmental, interagency and donor coordination do not exist, their establishment will be facilitated as desired by Government. Such mechanisms will not, however, replace the need for the UN itself to work together more closely, and have its own structures to do so.

Outcome 2:

- It is recognized that state level coordination mechanisms among UN entities would have many advantages. While the Country Team has some experience in this, in both the Tsunami Recovery Programme as well as in the state of Orissa, it is acknowledged that no one model is yet seen to be ready for widespread adoption. The Country Team will, therefore, establish two to three different models during this programme cycle, in order to be able to test and assess success, with a view to wider adoption.

Outcome 3:

- A joint programme would be established for the implementation of this outcome. It is anticipated that it will be necessary at the district level in each state to facilitate coordinated provision of technical and programmatic input. The Country Team will monitor progress of this project, and serve as its management board.

Outcome 4:

- Coordination for disaster and environmental impact response and preparedness rests with Central, State and District authorities. Within the UN System, and with its partners in Government, civil society, and bi-lateral organisations, coordinated action would happen through the existing, but strengthened mechanism of the UN Disaster

Management Team (UNDMT). The UNDMT is mandated to coordinate the UN System's response to natural disasters and to develop contingency plans for the UN System in consultation with partners, to be implemented in the event of disasters.

Mid way in the UNDAF cycle, an outcome evaluation will be undertaken, in order to assess the continued relevance of the outcomes as they were originally articulated, progress of the UN in contributing to them, and to recommend any course corrections that are needed for continued responsiveness and relevance of the UNDAF to the development challenges of India. This evaluation will be organized by the UN Coordination Office that has overall responsibility for the monitoring and evaluation of the UNDAF. An M&E Task Force comprising M&E focal points from all UN agencies will be established to carry out periodic review of progress (using the lead agency concept with respect to specific outcomes/outputs).

Joint Initiatives for Support to Programme Implementation

Dev Info

Dev Info will be modified to include the UNDAF monitoring indicators and used system wide to facilitate tracking progress against UNDAF Outcomes/Outputs, as well as 11th Plan targets. Dev Info is housed in the Department of Statistics of the GOI and UNICEF leads the UN inter-agency team to support the development and roll-out of DevInfo.

Resource Mobilisation

Joint UN System meetings with donors will be convened by the RC to identify areas of common interest with donors, and resource mobilization opportunities, as agreed by the UNCT. Individual agencies will also mobilize resources for their own programmes.

Security Management Team

As the UNDAF pursues its overall objective of inclusion of the most disadvantaged groups in India, it will continue to give due attention to issues of the safety of the United Nations staff. The Security Management Team, chaired by the Designated Official for Security of the UN system, will continue to review conditions and adjust its security arrangements accordingly.

Operations Management Team

Work will continue on identifying opportunities for greater operational efficiencies in both programme and administrative operations. The UN in India already has in place a well functioning Operations Management Team, fully mandated by the UNCT to manage and implement common services. The OMT will further UNDAF implementation by supporting opportunities for common operational services and joint offices where feasible and by harmonising cash transfer modalities of respective Agencies.

UN Agencies' work outside the UNDAF

This section lists elements of UN agencies' work in India outside the Results Matrix. The scope of the UNDAF here is defined in terms of the substantive thrust areas, rather than geographic focus. Therefore, what is not listed here is UN agencies' work outside India or the seven priority states.

UNDP

No work outside the Results Matrix foreseen at present.

UNICEF

No work outside the Results Matrix foreseen at present.

WFP

No work outside the Results Matrix foreseen at present.

UNFPA

Technical assistance in:

- Responding to a changing demographic scenario including issues related to ageing, urbanization;
- Domestic and international migration;
- Addressing reproductive health as a poverty reduction measure; and
- Responding to changing age and sex distribution of the population.

UNFPA's financial contribution towards this will be \$3 million.

FAO

- Agricultural bio-diversity
- Pesticide reduction and obsolete pesticide disposal
- Non-epizootic animal health issues, e.g., foot and mouth disease

WHO

Includes mainly normative functions in the areas of:

- Other communicable diseases outside MDGs
- Non Communicable Diseases
- Tobacco Initiative
- Regulatory framework for drugs and vaccines

ILO

- Technical assistance and policy dialogues on core areas of ILO's competence, especially related to International Labour Standards, industrial relations and labour market governance.
- Strengthening capacities of social partners to function as dynamic and results-based partners and to address emerging topical needs of tripartite partners not already included in the UNDAF.

UNIDO

- Non-environment related technology issues

UNODC

- Prison reform
- Strengthening the legal regime against terrorism in accordance with the global counter terrorism strategy

UNIFEM

No work outside the Results Matrix.

UNHCR

- Refugee status determination.
- Search for durable solutions for refugees.

UNESCO

- International cooperation in higher education.
- HKH – FRIEND (Hindu-Kush-Himalayan Flow Regimes from International Experimental and Network Data Project) and WWAP (World Water Assessment Programme).
- Man and Biosphere Programme (MAB).

- Activities of Intergovernmental Oceanographic Commission (IOC).
- Formation of Asia-Pacific Science and Technology Policy Forum.

UNAIDS

No work outside the Results Matrix planned.

APCTT

- Strengthening national-level capabilities to develop and manage international technology transfer and national innovation systems, and facilitating the establishment and promotion of regional technology transfer networks.

India UNDAF 2008-2012: UN Partners

APCTT	Asian & Pacific Centre for Transfer of Technology
FAO	Food and Agriculture Organisation
IFAD	International Fund for Agricultural Development
ILO	International Labour Organisation
ITC	International Trade Centre
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural organisation
UNFPA	United Nations Population Fund
UN-HABITAT	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
WFP	World Food Programme
WHO	World Health Organisation
WSP	Water and Sanitation Programme of the World Bank
Solution Exchange	Knowledge Management Initiative of the India Country Team



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