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United Nations Development Programme

PROGRAMME DOCUMENT

INDIA

Project Title[1]**:** Strengthening Capacities for Integrated Tribal Development in India
Project Number in Quantum: 01000703
Implementing Partner: United Nations Development Programme (UNDP)
Start Date: 20 April 2023[2] **End Date:** 31 December 2027 **PAC Meeting date**: 2023-2024

Brief Description

The world's second-largest tribal population is in India. According to the 2011 Census of India, the Scheduled Tribe (ST) population accounts for approximately 8.6 percent of the country's total population (approximately 104 million; 52,547,215 Males and 51,998,501 Females). Of these, 94 million live in remote rural areas, predominantly in forest areas (GoI, TRIFED, 2019). There are around 705 tribes, each with linguistic and cultural diversity, spread across 15 percent of the country's geographical area. Groups and communities identified and enumerated as tribes during British rule came to be re-classified as Scheduled Tribes after the Constitution was adopted in 1950. The Constitution, as per Article 342, provided for listing these groups in the Schedule so that certain administrative and political concessions could be extended to them.

Further, in 1999, a dedicated Ministry was set up for Tribal Affairs to provide a more focused approach to the integrated socio-economic development of the Scheduled Tribes (STs). The tribal population in India, though a numerically small minority, represents an enormous diversity of groups. They vary among themselves with respect to language and linguistic traits, ecological settings in which they live, population size, extent of acculturation, dominant modes of making a livelihood, level of development, and social stratification. In acknowledgment of the marginality of tribal communities, several Committees and Commissions have also been constituted over the years by the Government to look into the issues facing tribal communities. Despite substantial investments by the Government, the development and empowerment of Scheduled Tribes (STs) continues to remain a challenge in India. They disproportionately represent the people living below the poverty line, are illiterate, and suffer from poor physical health. These challenges are further accentuated for tribal women due to intersecting inequalities.

The issue of inadequate social development among tribals is often attributed to poor implementation of programs, among other reasons. State governments, with their authority to allocate funds, enact policies, and provide essential services to tribal communities, play a crucial role in implementing tribal development initiatives. A well-functioning state administrative machinery, in partnership with other stakeholders and, most importantly, with the tribal communities, can harness local knowledge to create sustainable solutions, promote inclusive growth, and empower tribal populations.

UNDP's partnership with the Ministry of Tribal Affairs (MOTA) and the strong presence of project coordination offices at the regional and state levels have led to several state governments seeking technical assistance from UNDP for smoother implementation of tribal development programmes. This need is further underscored by the recent provision made by MOTA to support integrated monitoring units at the state level, aimed at enhancing the implementation of Centrally Sponsored Schemes (CSS). This institutional strengthening work aligns closely with the Pillar 2 of the Country Programme Document (CPD) for 2023-2027, with tribal development being one of its core focus areas following the LNOB principle. This umbrella project document is designed to support state governments' endeavours to improve the effectiveness of tribal development interventions which will ensure the last mile delivery of services and improve the socio-economic status of tribal communities, with a focus on women empowerment.

[1] This project document subsumes State level projects on tribal development. Maharashtra (MOA signed on 20 April 2023), Odisha (MOA signed on 02 January 2024), Tripura (MOA signed on 24 January 2024), Mizoram (MOA signed on 23 February 2024), Andhra Pradesh (MOA signed on 22nd August 2024) and Chhattisgarh (LPAC held on 12 August 2024). This document also subsumes funds received from other non-government entity (Foundation for Ecological Security, MOA signed on 6 August 2020) and other expected funds from State government and other donors. MOAs to be annexed.

[2]Dates including of pre-project activities.

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This includes designing a robust monitoring system, leveraging technological advancements, forging innovative partnerships, and strengthening capacities to implement and monitor the flagship government programs and schemes of the Central and State Governments in areas of livelihood, economic empowerment, tenurial security through recognition of forest rights and reducing the infrastructural gaps in the PVTG areas. The project also aims to foster key collaborations with non-governmental, research, and other institutions to leverage collective knowledge and networks towards the common objective of tribal development.

Contributing Outcome (UNSDCF):

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

Indicator: Ratio of female to male labour force participation rate
Baseline (Year):0.40 | Target: 1 (2027)

Indicator: Proportion of regular wage/salaried employees in non-agricultural sector with social security benefits
Baseline (2020): 46.8% | Target (2027): 56.80%

Indicative Output(s) 2.3 Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc (GEN2)

Indicator 2.3.1: Number of persons benefiting from social protection schemes, other inclusive development schemes and enabling legislations [SP IRRF: 1.2.1 & 1.2.2]
Baseline (2022) 0.48 million; Target (2027): 1 million (50% women)

Total resources required:	**USD 49,67,479**	
Total Resources Allocated:	**UNDP TRAC:**	-
	Donor:	**USD: 10,84,518**
	Foundation of Ecological Security (FES)	USD: 7,91,056
	Padraka Foundation- Living Landscapes	USD: 2,90,556
	Government: (Govt. of Maharashtra, Govt. of Odisha, Govt. of Tripura, Govt. of Mizoram, Govt. Of Andhra Pradesh, Govt. Of Chhattisgarh,	**USD: 38,85,856**
	In-Kind:	-

Agreed by (signatures)[3]:
Amended on: 17-Sep-2025

UNDP

DocuSigned by:
Angela Lusigi
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Angela Lusigi
Resident Representative
UNDP India

Date: 17-Sep-2025

[3] Note: Adjust signatures as needed

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I. Development Challenge

Tribal communities can be found in almost every part of the world, with India having the world's second-largest tribal population. According to the 2011 Census of India, the Scheduled Tribe (ST) population accounts for approximately 8.6 percent of the country's total population (approximately 104 million; 52,547,215 Males and 51,998,501 Females). Of these, 94 million live in remote rural areas, predominantly in forest areas (GoI, TRIFED, 2019). There are around 705 tribes, each with linguistic and cultural diversity, spread across 15 percent of the country's geographical area. They are also spread over the length and breadth of the country, though their geographical distribution is far from uniform. The highest tribal population concentration is in Madhya Pradesh, Maharashtra, and Odisha. Within tribal groups are Particularly Vulnerable Tribal Groups (PVTGs) spread across 18 states and one union territory. PVTGs are the most vulnerable among the tribal groups. There are currently 75 tribal groups listed as PVTGs. Of the 75 listed PVTGs, the highest number are found in Odisha (13), followed by Andhra Pradesh (12). For instance, some PVTGs, like the Sentinelese of the Andaman and Nicobar Islands, face unique challenges, including declining population numbers.

The tribal population in India, though a numerically small minority, represents an enormous diversity of groups. They vary among themselves regarding language and linguistic traits, ecological settings in which they live, population size, the extent of acculturation, dominant modes of making a livelihood, level of development, and social stratification. Groups and communities identified and enumerated as tribes during British rule came to be re-classified as Scheduled Tribes after the Constitution was adopted in 1950. The Constitution, as per Article 342, provided for listing these groups in the Schedule so that certain administrative and political concessions could be extended to them. Further, the Constitution of India laid down a framework for the protection of the STs - Article 15(4) provides special provisions for their educational advancement, Article 46 mandates the state to promote their educational and economic interests, and Article 244(1) which applies the Fifth Schedule to Scheduled Areas and Scheduled Tribes and Article 330 of the Constitution reserves seats for SCs and STs in the House of the People (Lok Sabha), among others.

Further, in 1999, a dedicated Ministry was set up 1999 for Tribal Affairs after the Ministry of Social Justice and Empowerment bifurcation to provide a more focused approach to the integrated socio-economic development of the Scheduled Tribes (STs). The Ministry also supplements other Ministries' efforts through various developmental interventions in critical sectors through specially tailored schemes. In acknowledgment of the marginality of tribal communities, several Committees and Commissions have also been constituted over the years by the Government to look into the issues facing tribal communities, apart from numerous other bodies which have examined the status of tribes as part of broader thematic investigations post-1947 was the Elwin Committee, followed by the U.N. Dhebar Commission, constituted in 1960, Lokur committee, set up in 1965, Shilu Ao committee, 1966, Bhuria Committee (1991) and the Bhuria Commission (2002-2004), Bandopadhyay Committee, and the Mungekar Committee, which examined issues of administration and governance and the last one is the Xaxa Committee to examine the socio-economic, educational and health status of tribal communities.

The Central and State Governments have undertaken various affirmative actions to systematically reduce development deficit in the tribal regions to ensure holistic development and socio-economic empowerment of tribal communities. Realising the multiplicity of development challenges associated with the tribal communities, State governments, have adopted multi-faceted strategies through adoption of schemes and programmes including effective implementation of protective legislation, efficient delivery of basic services and strengthening of institutions to address critical gaps in tribal development. One of the challenges is related to adverse gender norms that at times hinder access to development services and other entitlements. Such norms can have detrimental impact on women such as restriction of access to employment, reproductive health and decision making. Various schemes/programmes are being implemented such as Special Central Assistance to Tribal Sub Plan (SCA to TSP), Grant under Article 275(1) of the Constitution of India, Scholarship for ST students, Empowerment of Particularly Vulnerable Tribal Groups (PVTG), Implementation and monitoring of Forest Rights Act (2006), Support to Tribal Research Institutes (TRIs) and numerous other State Governments schemes related to livelihood and education for holistic and equitable development of the tribal men and women.

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Despite substantial investments by the Government, the development and empowerment of Scheduled Tribes (STs) continues to remain a challenge in India. They largely constitute the group that live below the poverty line and are lower than the other social groups in most of the development parameters including health, education etc. To illustrate, the Scheduled Tribes account for 9.4 percent of the population and are the poorest, with 65 million of the 129 million people living in multidimensional poverty. They account for about one-sixth of all people living in multidimensional poverty in India. As per National Family Health Surveys (NFHS) -5, in respect of Scheduled Tribes, Infant Mortality Rate is 41.6 (2019-21) as compared to the national average of 35 per 1000 live births, Under Five Mortality Rate is 50.3 (2019-21) as compared to 42 at the national level and literacy rate for STs is 59% in 2011 as compared to the national average of 76 percent.

Several factors contribute to the poor development outcomes experienced by tribal populations, including historical displacement, marginalization, and the criminalization of tribes during the colonial era. These issues have led to ongoing discrimination across social, cultural, and economic domains, including entrenched gender norms. Despite various government initiatives aimed at addressing these concerns, tribal communities continue to fall behind other social groups in terms of multi-dimensional poverty indicators. A significant issue is the lack of gender-disaggregated data, which hinders efforts to track and address the specific needs and opportunities of tribal women. Additionally, uneven implementation of programmes, weak governance, and insufficient capacity among service providers contribute to the slow development of tribal communities, further exacerbating gender disparities.

Barriers

There are key barriers that hinder effective, inclusive and gender responsive implementation of tribal schemes at the State level, such as:

Barrier 1: Limited capacity to address the diverse needs of the tribal communities resulting in low absorption of funds and efficiency in last mile delivery: The complex challenges faced by tribal communities require specialized knowledge and resources with due attention to gender considerations, which are often lacking among these stakeholders. The functionaries often need more data, including readily available gender disaggregated data, technology, knowledge and tools to support this in a structured, inclusive, and sustained way. Available tools and technology, learning platforms, and communication approaches exclude women in many cases, and they need to be more inclusive in their design and reduce the digital divide. A similar problem affects institutional capacity development efforts. Despite their broad reach, civil society organizations (CSOs), philanthropic initiatives, and corporate social responsibility (CSR) initiatives often limit their focus to one-off training programs. Further, data and reporting systems are often not disaggregated by gender and focus on measuring the 'reach' of the training programs rather than the results. Further, the utilization of funds under the Centrally Sponsored Schemes (CSS) in the social sector, livelihood schemes, and access to goods and services in the field are to be facilitated by the State Governments through appropriate institutional arrangements. However, institutional capabilities have weakened over time due to a need for more human resources and modern infrastructure. As a result, there is low absorption of funds available under various CSS schemes and the low efficiency in utilization of funds. In addition, administrative support to the states and UTs was provided through distinct grant provisions under different schemes. This led to multiple monitoring units operating under various schemes, which presented challenges in monitoring results at the State and Ministry level, and also hampering integration and synergy between different initiatives.

Barrier 2: Lack of gender-disaggregated data concerning socio-economic demographic and infrastructural development of tribal communities: There is a significant lack of comprehensive data regarding tribals particularly data that is disaggregated by gender and focused on outcomes this makes it difficult to create targeted solutions and effective systems for implementing policies. Most of the schemes and programmes are gender neutral often don't adequately reflect women's needs. Availability of gender disaggregated data will lead to informed policy decisions and programmes which in turn will improve development outcomes and advance gender equality.

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Barrier 3: Absence of evidence-based planning and monitoring mechanisms both at the State and district level, leading to ad hoc implementation at the State and below: The absence of evidence-based planning and monitoring mechanisms at the state and district levels has led to the ad-hoc implementation of programs. Programs for tribal development lack a comprehensive framework for planning, monitoring, and evaluation at the state level, and these have been irregular. Additionally, most schemes and programs capture only physical and financial progress, often needing more impact monitoring. These programs may also be gender-neutral, not accounting for the differential experiences and needs of men and women. Moreover, the lack of appropriate indicators results in weak monitoring of policies and schemes across various sectors meant for tribal communities. Even at the national level, there is limited recognition of indicators that matter for the tribal most. The current SDG national indicator framework fails to adequately capture indicators related to tribal development and the forest economy. Instead, it focuses on broad socio-economic indicators, which do not accurately reflect the unique challenges and opportunities faced by tribal communities including gender and intersectionality. This poses significant challenges in designing and implementing targeted interventions that address the specific needs and priorities of tribal communities and how such programmes contribute to realizing SDGs and fulfilling the 2030 agenda of Leaving No One Behind.

Barrier 4: Disjointed understanding and efforts as well as fragmented knowledge sharing across practitioners and policymakers: There is limited shared understanding among key stakeholders regarding the nature of the problems and potential solutions. This is largely because crucial actors and stakeholders — such as grassroots community-based organisations (CBOs), scientists, research and development organisations, training institutes, public representatives and civil society organisations — are accustomed to working in silos, further, often WROs, gender experts are not included in dialogue. This critically undermines the ability to synthesise and communicate important data and evidence. There is also a lack of common knowledge sharing spaces which inhibits cross-pollination and societal learning leading to disjointed solutions ecosystem this view, the solution lies in effectively implementing state-sponsored development programmes and schemes, whether these pertain to livelihood and income-generation activities, education, health, or communication facilities and more importantly forming partnerships with key stakeholders especially tribal communities.

II. Strategy:

The project aims to establish synergy and coordination between the Ministry of Tribal Affairs and tribal departments at the state level to enhance the implementation of schemes and programmes for tribal development. UNDP aims to serve as a catalyst for collaboration, facilitating improved coordination to ensure the intended beneficiaries receive the benefits of various initiatives through proper implementation.

Results and lessons learned from previous UNDP projects

The partnership between UNDP and Ministry of Tribal Affairs began in 2012 wherein UNDP supported the implementation and monitoring of Forest Rights Act and Tribal Sub Plan across the country. In 2018, this partnership was renewed and expanded through government financing for the project entitled, “Enhancing Effectiveness of Tribal Development Programmes in India”.

The UNDP-MoTA partnership adopted a multi-faceted strategy, focusing on the implementation and monitoring of protective legislation, efficient delivery of basic services, and strengthening institutions to address critical gaps in tribal areas.

- **Implementation and Monitoring of Government Schemes and Programmes**: UNDP played a key role in supporting the implementation of the Scheduled Tribes and Other Traditional Forest Dwellers (Recognition of Forest Rights) Act, 2006, and the Scheduled Tribe Component (formerly known as the Tribal Sub Plan). UNDP also supported the implementation of two schemes- 'Establishment of Ashram Schools in Tribal Sub-Plan Areas' and 'Eklavya Model Residential Schools' (EMRS). The partnership played a pivotal role in revamping and implementing EMRS to enhance access to

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scholarships for education. Since 2023, UNDP is also supporting MoTA in the implementation and monitoring of another major scheme- the PM-JANMAN Initiative, a part of the PM- Particularly Vulnerable Tribal Groups (PVTG) Development Mission, aimed at a holistic socio-economic welfare of the PVTGs.

- **Systems Strengthening and Streamlining of Funds**: Sustained efforts towards systems strengthening within the MoTA resulted in the streamlining of funds under Article 275 (1) of the Indian Constitution for setting up EMRS, PVTG Grants, and the Tribal Sub Plan (TSP). Further, UNDP played an instrumental role in supporting the design of the Inter-Ministerial Coordination Framework and mechanism under the guidance of NITI Aayog, which now mandates the MoTA to monitor 'Scheduled Tribe Component (STC)') funds of Central Ministries.

- **State-Level Engagement and Innovative Local Solutions:** UNDP continues to collaborate as a knowledge partner with the Scheduled Tribes and Scheduled Castes (ST&SC) development departments of the Governments of Odisha and Chhattisgarh, two states with high tribal population. In this capacity, UNDP is actively engaged in the effective implementation of the the Forest Rights Act (FRA) and the development of PVTGs.
  In Chhattisgarh, with UNDP's support, the State Government successfully recognized habitat rights of the Kamar and Baiga tribes (PVTG), thereby enabling them to assert their identity over social and cultural territory, benefitting 6,285 individuals (including 49% women). Based on this model, the State Government has taken proactive steps to recognise all such rights of the PVTG communities in the remaining districts as well.
  In Odisha, UNDP demonstrated the delivery of basic services through the 1000 Springs Initiative, leveraging local water resources to meet the needs of remote tribal communities.

- **Digital Tools and Platforms**: UNDP has promoted the use of digital tools by establishing robust monitoring systems and platforms at both national and state levels, enhancing the implementation and monitoring of national programs and schemes.
  Towards this, UNDP supported the streamlining and digitization of forest rights recognition process in Odisha and Chhattisgarh, thereby enhancing the FRA implementation. Digitization of the process that was run offline for decades resulted in easy access to forest and land ownership rights by 2.4 million tribals, as of June 2024. The data collected for the FRA implementation for the two states now also includes gender-disaggregated information, which was previously unavailable. This improvement helps in more effective monitoring and better understanding of gender-related aspects in the implementation process.
  UNDP further supported the conceptualization, designing and supporting development of a national portal entitled, 'Adivasi Grants Management Systems (ADIGRAMS)'. The portal provides a central database for Ministry of Tribal Affairs and the State Tribal Development/ Welfare Department to access, interact and analyse up-to-date scheme wise physical and financial information and progress. The portal also enables the officials/stakeholders at Central and State level to access, monitor and measure performance in a real-time basis and take decisions accordingly.

Recommendations from previous evaluations

An evaluation conducted in 2023 of the UNDP tribal portfolio operational since 2018 highlights the following lessons and recommendations:

- **Gender equality and social inclusion**: Strong need for building the institutional capacities of the government for effective and efficient delivery of the programmes from the gender equality and social inclusion lens. Establishing a dedicated group for Gender Inclusion strategies to ensure gender mainstreaming.
- **Partnerships**: Imperative to forge partnerships and collaborations to ensure cost efficiencies in implementation and for scaling up. Establishing mechanisms to ensure effective partnerships with policymakers, CSOs, development agencies and academia for improved programme planning and knowledge sharing. Working with select State governments to support convergence of the initiatives

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undertaken for tribal development with other government programmes and schemes at Gram Panchayat level.

- **Improved monitoring and gender integration in programming**: Devising the monitoring indicators for better response of the States during programme implementation in consultation with programme team and the stakeholders (States and implementing partners). Integrate gender-specific monitoring indicators into tribal development programs, ensuring better targeting and collection of gender-disaggregated data. Sensitize government officials to integrate gender into programme outputs.

Approach to address the development challenges

The project aims to address tribal development challenges through an **integrated approach** by employing clear strategies. This will involve:

- ***Enabling policy and programmatic directions and financial flows towards tribal development***: This includes establishment of robust systems and mechanisms, particularly in Information and Communication Technology (ICT), to facilitate the efficient implementation and monitoring of various government programmes and schemes aimed at tribal empowerment. It involves identifying implementation gaps including gender related gaps, comprehensive planning, and monitoring of central and state schemes to ensure operational efficiency. Additionally, the project aims to strengthen local networks at the state and grassroots level to enhance convergence especially on forest governance and forest-based livelihood. Social inclusion initiatives will also be promoted by strengthening local networks, such increasing participation of women in decision making related to forest governance through enabled policy and programmatic instruments.
- ***Strengthening effectiveness of tribal development departments, grassroots CBOs, NGOs, and local functionaries, for faster development of the tribal communities:*** This involves strengthening the capacities of the State tribal department and frontline functionaries through orientation and training workshops/programmes. A Project Management Unit (PMU) per state will be established to strengthen the implementation and monitoring of various central and state schemes/programmes under the various state tribal welfare departments. The PMUs will comprise of positions with requisite gender equality and social inclusion expertise to strengthen effective implementation and monitoring of the schemes with transparency. The PMUs will also ensure cross unit collaboration within UNDP (climate change, livelihood, gender, policy) for effective design and implementation of programmes. It will provide technical support to the State Tribal Departments and collaborate with the Tribal Research Institute from conceptualization and monitoring of schemes and programmes in the areas of education, livelihood, health, gender and inclusion, Mission FRA etc. Stakeholder capacities on gender responsive policies, programmes, monitoring and evaluation will be developed at different levels, including Civil Society Organisations (CSOs), Panchayati Raj Institutions (PRIs), and Particularly Vulnerable Tribal Groups (PVTG) community leaders, across states. Institutional capacities will also be enhanced, such as building expertise in technical and cross-cutting functional areas and designing training frameworks/ programs for field functionaries. Moreover, leadership among tribal and PVTG community leaders, women and entrepreneurs and youth will be catalysed through forums and knowledge sharing platforms.
- ***Promoting data and evidence driven decision making***: This involves strengthening data collection and analytics capacities, supporting policy formulation through action research and studies backed by data analytics, conceptualizing and developing end-to-end digital platforms and scheme-specific portals for effective data-based governance. It also includes documentation and dissemination of successful best practices with a special focus on women, promotion of tribal culture and indigenous practices using modern mediums, and regular updating of data across various Ministry of Tribal Affairs (MOTA) portals. Furthermore, the project aims to enhance data collection and analytics capabilities at various administrative levels, from the state down to the district and below. It will also play a pivotal role in conceptualizing, designing, developing, and deploying end-to-end digital platforms and scheme-specific portals to facilitate data-driven governance effectively. Moreover, the project aims to generate evidence-based insights through gender-disaggregated data and

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qualitative data wherever available, and improve access to digital platforms for knowledge management, thereby influencing policies and programmes.

- ***Ensuring Policy to Practice and vice versa***: The project will ensure a systematic data flow from the central to the state level and establish criteria for better implementation at the state and local levels. It will facilitate improved communication between the state governments and the Ministry of Tribal Affairs. Additionally, the project will gather learnings and challenges from state-level implementations to inform the design and formulation of policies and programmes at the central level. For instance, digital platforms developed for the states of Chhattisgarh and Odisha were presented to the Central Ministry, earning appreciation and a recommendation for other states to develop similar portals. Furthermore, the PVTG habitat right recognition process from Chhattisgarh was showcased to the Tribal Development Department of the Government of Maharashtra as a model for adoption in their state.
- ***Catalysing collaborative action among and across actors working in the area of tribal development:*** This involves establishing knowledge sharing platforms with multiple development stakeholders to engage with key government departments, WROs, NGOs, frontline functionaries, and private sector actors at national and state levels. The aim is to provide inclusive, innovative, scalable integrated development solutions in tribal-dominated areas. Innovative and integrated solutions will be conceptualised for implementation through convergence mode for development of tribal regions. The project will establish linkages with NITI Aayog, Ministry of Statistics and Programme Implementation (MOSPI), Ministry of Panchayati Raj and existing UNDP Programmatic linkages with other units working on inclusive growth, biodiversity, climate change, livelihood and skilling to work towards a common framework around forest and livelihood. New partnerships and initiatives addressing interconnected issues like Forest Rights Act (FRA), forest-based livelihoods, inclusive growth, gender equality, climate change, and biodiversity will also be established. The project will leverage the established partnerships with the State governments in localizing SDGs through Sustainable Development Goals Coordination Centres (SDGCCs). It will utilize multi-disciplinary expertise across the programme teams in the State and Regional offices to support the implementation of the project, especially in north eastern states given that they have high tribal population, the budgetary allocation is very low and lacks expertise in implementation and monitoring of programmes at various levels. This project will also leverage the umbrella programme being developed with MDONER.

The theory of change of the project is provided below:

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Theory of Change

CPD Output: Expansion of robust and inclusive social protection systems and improved access to assets and services for poor and vulnerable groups such as tribal, migrants, people infected or affected by HIV, PWD, LGBTIQ etc.

Barriers	Pathways	Project Outputs
• Limited capacity to address the diverse needs of the tribal communities and low absorption of funds and the low efficiency in utilization of funds. • Lack of gender-disaggregated data and evidence on socio-economic demographic and infrastructural development of tribal communities for informed decision-making. • Absence of evidence-based planning and monitoring mechanisms both at the State and district level, leading to gender neutral policies and ad hoc implementation at the State and below. • Disjointed understanding and efforts as well as fragmented knowledge sharing across practitioners and policymakers.	• **Strengthening strategic planning and implementation of the tribal welfare programmes** by engaging experts and forging partnerships with tribal development departments of at least six states. • Strengthen the **capacity of key stakeholders** at different levels, including tribal development departments' officials PRIs, gender and inclusion experts, and PVTG community leaders, across states. • Development of **gender-sensitive training programmes and capacity-building platform** for multiple stakeholders to improve planning and monitoring of tribal development programmes. • **Identification, collection, collation and analysis of gender disaggregated data**, including diverse needs within tribal communities, to identify developmental gaps and improve the design and implementation of schemes/programmes • Development and advocacy of **outreach and campaign plans to reach out to tribal women and girls** for better implementation of schemes and programmes of the state tribal departments. • **Development of SOPs** to capture the impact and outreach of schemes/programmes. • **Demonstration of innovative solutions/models** addressing critical challenges faced by tribal communities. • Design and implement **effective, gender-sensitive monitoring frameworks, with ICT-based solutions** where required. • Provide technical assistance and inputs in **preparation of policy documents and documentation of best practices**, guidance notes, publications, knowledge products including audio-visuals on initiatives related to tribal development, gender equality and social inclusion, for learning and dissemination. • **Enabling high impact multi-sectoral partnerships with government, non-profits organizations and communities** for demonstrating scalable development models for **Community Forest Rights**. • Establish a **multi-stakeholder platform** for convergence to advocate for the integration of forest governance and forest-based livelihoods into relevant national policy frameworks. • **Strengthen institutional framework for convergence** and improved coordination between different stakeholders, resulting in effective and inclusive implementation of CFR and integration with relevant forest governance and livelihood schemes.	Strengthened Institutional capacity of the tribal welfare department and their Implementing agencies at district level to ensure effective and inclusive implementation of tribal development programmes. Effective convergence at state level through the multi stakeholder platform to advocate for integration of forest governance and forest-based livelihoods into relevant national policy planning indicator frameworks for empowerment of tribals, including realization of SDGs.

Assumptions:

- The project assumes a stable political scenario, where priorities at both the state and national levels remain consistent throughout its implementation.
- The project assumes timely and unobstructed access to reliable data sources from ground-level and other relevant line ministries, and state Governments.
- The project assumes that funding will be released without significant delays, allowing for timely execution of project activities.

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Thus, the project's approach of integrating institutional strengthening, digital innovation, and local community empowerment is expected to lead to significant improvements in the delivery of tribal development programs. Through collaboration, data-driven governance, and a strong focus on gender inclusion, the project will contribute to the sustainable development of India's tribal populations.

III. Results and Partnerships

a. Expected Results

The project will address the multi-dimensional vulnerabilities faced by tribal communities through integrated development solutions, bringing together policy and implementation across government, private sector, and communities.

The project's interventions are designed to strengthen institutional capacity and promote the convergence of programmes, while fostering strategic partnerships for sustainable tribal development. These interventions are aligned with the theory of change, which emphasizes evidence-based decision-making, gender equality, and inclusive governance, aiming for long-term impact. The project's expected results are categorized under two main result areas:

Result 1: *Strengthened institutional capacity of the tribal welfare departments at the State level to ensure effective and inclusive implementation*

- **Strengthened strategic planning and implementation**: Enhanced implementation and monitoring of **key schemes and programmes for Tribal Development Departments of at least six states** through the engagement of **40+ domain experts**. This will lead to more efficient service delivery and increased outreach to marginalized tribal communities, ensuring that the benefits of these programmes reach the intended beneficiaries.
- **Enhanced operational effectiveness through evidence-based decision making: Comprehensive gap analyses**, with a focus on gender-specific issues, and where relevant, baseline survey, of at least **12 government schemes (two per state)** for effective implementation by Social Welfare & Tribal Affairs Departments across six states. This gap analyses, along with the **development of at least two state-specific gender mainstreaming action plans** will enable more targeted and inclusive implementation of government interventions. Data validation, conducted in collaboration with state governments, will ensure that strategic planning is based on reliable evidence, improving decision-making and monitoring of progress.
- **Enhanced institutional mechanisms for improved service delivery through capacity building, research, and documentation**:
    - Capacities of key stakeholders including **over 520 government officials and field-level functionaries across six states** will be strengthened for the effective implementation of the tribal development programmes.
    - **Six gender-sensitive training programmes will be developed**, and multi-stakeholder capacity-building platforms will be established, in consultation with civil society organizations (CSOs), Panchayati Raj Institutions (PRIs), and PVTG community leaders to strengthen planning and monitoring of tribal development programmes. Increased awareness and understanding of social inclusion and gender equality among officers, influencing the quality of services delivered at the district level.
    - **Development of three SOPs** to capture the impact and outreach of government schemes/programmes.

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- **Demonstration of innovative solutions/models**: Pilot and scale up gender-sensitive innovative solutions, such as the "Spring Initiatives" for water-scarce areas, demonstrating practical and effective models that address critical challenges faced by tribal communities.

Result 2: *Effective convergence at state level through the multi stakeholder platform to advocate for integration of forest governance and forest-based livelihoods into relevant national policy planning indicator frameworks for empowerment of tribals, including realization of SDGs.*

- **Strengthened multi-stakeholder policy engagement and programmatic convergence**:
  - Strategic **high-impact linkages with NITI Aayog and Ministry of Statistics and Programme Implementation (MOSPI)** to be established to ensure the national level monitoring of indicators relevant to the tribal population.
  - Internally within UNDP, **inter-unit programmatic linkages** to benefit the tribal population to be established.
  - **One internal strategy on mainstreaming of tribal development issues** within UNDP programming to be developed.
- **Establishment of multi-stakeholder platform for convergence**:
  - **One multi-stakeholder platform to be established** to advocate for the integration of forest governance and forest-based livelihoods into relevant national policy frameworks. This platform will serve as a mechanism for dialogue between state and non-state actors, including CSOs, women-led organizations, and academia, ensuring that the voices of marginalized tribal communities are heard in policy planning.
  - At least **three state-level dialogues** to be conducted, bringing together state and non-state actors including CSOs, Women led organizations and academia on **forest governance and tribal livelihood issues**.
- **Strengthened Community Forest Resource (CFR) Governance:**
  - **Models of CFR governance** to be established, including the development of CFR plans and management systems, to ensure the sustainable management of forest resources.
  - Institutional linkages to be established to promote convergence between CFR initiatives and livelihood programmes to maximize the impact of both the sectors towards tribal development.
- **Documentation, Knowledge Sharing, and Replication of Best Practices**: The project will document and disseminate best practices, case studies, human-interest stories of direct beneficiaries, and scalable models from local initiatives. Knowledge sharing will be promoted at **two national and regional conferences. Two policy briefs, four training manuals, and two compendiums** will be developed **on forest governance and tribal livelihoods to promote informed decision-making** and foster the replication of successful interventions across states.
- **Promoting women's participation in decision-making**:
  - Efforts to advance women's participation in decision-making processes related to forest governance including Minor Forest Produce (MFP) management.
  - **Development of a Gender Action Plan for the tribal portfolio**, which will advocate for enabling policy and programmatic instruments to support women's leadership and involvement in forest governance.

These expected results are designed to create lasting changes by strengthening institutions, promoting gender equality, and ensuring the convergence of development efforts to empower tribal communities across India. The project's theory of change focuses on leveraging evidence-based interventions and multi-stakeholder collaboration to achieve sustainable development outcomes.

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b. Resources Required to Achieve the Expected Results

This program envisages financial input to the tune of USD 49,67,479 for three years on government cost sharing and funds mobilized from other donors. UNDP will provide oversight and quality assurance services for ensuring achievement of the envisaged results. The partnership framework will attract government funding parallelly and in the process will ensure effective implementation of the government programmes in addition to achieving the desired programme results.

c. Partnerships

Considering the scale, scope and complexity of development challenges in tribal areas, engagement with multiple stakeholders will be required at various levels which includes other central ministries, State Tribal Departments, Donors, other UN agencies, civil society, as well as academia to bring about a major transformation. Therefore, the program envisages building knowledge as well as financially resourced partnerships with Tribal Research Institutes, Non-governmental organizations, Women-led organizations, CSOs, Research institutions, local governments, departments/ministries of state/central governments and private businesses as an integral part of the design and implementation of the interventions.

The UNDP will also seek guidance and support from NITI Aayog to develop a State / UT wise socio-economic gender sensitive indicator to facilitate policy formulation and implementation of programs for tribal welfare and development. The UNDP will also collaborate with NITI Aayog (SJE vertical) to develop robust framework to monitor the progress of tribal development. The program will partner with the donors to improve the implementation of the Forest Rights Act 2006, particularly regarding Community Forest Rights (CFR).

The partnership strategy is guided by five basic principles while complementing the efforts of other development partners: (i) respond to the country's development needs, (ii) expand and incorporate best practices from the past and other countries, tapping in on UNDP's global network, (iii) take advantage of partners' strengths aligned with national development priorities, (iv) convergence with other programmes and policies, and (v) ensure innovation n.

d. Risks and Assumptions

Some of the potential risks and assumptions include the following:

- There is a risk within the strategic context, specifically related to stakeholder relations and partnerships that there might be challenges in obtaining data from ground level as well as other line departments. The risk will be mitigated through interventions by Tribal Welfare Departments with regular letters to districts and other departments as well as seek technological support to obtain data.

Primary Categories: 7. Strategic **Secondary Categories: 7.3 Stakeholder relations and partnerships**			
Risk Description	***Impact and Probability (1-5)***	***Significance*** ***(Low, Moderate, High)***	***Comments***
Challenges in obtaining data from ground level as well as other line departments which may affect planning and monitoring process.	I = 2 P = 2	**Low**	The risk will be mitigated through Interventions by Tribal Welfare Departments with regular letters to district and other

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			departments as well as seek technological support to obtain data.

- There is a specific risk within the social and environmental context, specifically focusing on tribal communities . The risk described that the program activities and approaches might not fully ensure active participation or equitable opportunities for the involvement and benefit of the tribal community, especially women and girls.

Primary Categories: 1. Social and Environmental **Secondary Categories: 1.9 Indigenous Peoples**			
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***
There is a risk that the project activities and approaches might not fully ensure active participation or equitable opportunities for the involvement and benefit of the tribal community, especially women and girls.	I = 2 P = 2	**Low**	The risk will be mitigated through constant advocacy with the government to engage civil society from the inception stage in formulation of new guidelines/ schemes etc. It will be ensured that the capacity building sessions to be held for relevant stakeholders like master trainers and TRIs are participatory, inclusive, and responsive to the needs and concerns of the tribal communities. Further, it will be ensured that collection of gender disaggregated data and gender sensitive training and outreach programmes will be developed to reach out to the women belonging to the tribal community.

This table presents a risk assessment within the strategic context, specifically related to change/turnover and partnerships. The risk described is the potential for changes in the priorities of the Government which could change during the program implementation period.

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Primary Categories: 7. Strategic **Secondary Categories: 7.6 Change/Turnover and partnerships**			
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***
Priorities of the Government might change during the project implementation period.	I = 2 P = 2	**Low**	The risk will be mitigated through Advocacy and ownership of the Project.

This table presents a risk assessment within the social and environmental context, particularly concerning Indigenous Peoples. This risk describes that Indigenous Peoples may not have sufficient representation or influence in the formulation of government policies and guidelines that affect their communities.

Primary Categories: 1. Social and Environmental **Secondary Categories: 1.9 Indigenous Peoples**			
Risk Description	***Impact and Probability (1-5)***	***Significance (Low, Moderate, High)***	***Comments***
Limited capacity of field level functionaries and/or poor coordination between duty bearers can lead to reduction in efficiency and effectiveness of the project implementation.	I = 2 P = 2	**Low**	The project will ensure strong engagement with the relevant stakeholders to ensure their optimum meaningful participation. It will facilitate coordination among line departments and implementing partners to ensure convergence and smooth execution of the project.

The risk register addresses the risks comprehensively (added as Annexure).

e. Stakeholder Engagement

The program envisages engagement with a diverse group of stakeholders to address the issues of challenged geographies and communities. It includes the governments at the state levels, technical/research institutions, and community-based, women-led organisations.

Central and States Governments: The Ministries dealing with the vulnerable population, (Ministry of Tribal Affairs) and related departments at the state level (State Tribal Departments/TRIs) will be partnered to enable

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issuance of facilitative guidelines/direction on existing/new laws/schemes; special resource provisions where needed; advocacy and monitoring.

To reach the poorest of the poor, specific engagement will be made with the District Administrations/ITDAs to ensure inter-departmental convergence, people centric planning, implementation and monitoring of activities and results. Elected people institutions (PRIs), Gram Sabhas and Water User Associations etc. will be involved to undertake advocacy on behalf of community institutions, operation and management of community infrastructure for long term sustainability. UNDP will especially work to support convergence mechanisms for government programmes at the district/block level to improve quality of life in the mining affected areas through demonstration of integrated development solutions with focus on livelihoods, water security, rights and entitlements. The UNDP will also collaborate with NITI Aayog and the other line ministries to develop DAPST Framework.

Engagement with Centre of Excellences (COEs), Women-led Organizations, Community Based Organizations (CSOs) and Academic institutions: Community Based Organizations, Women-led organisations, COEs and academic institutions through its interaction with the communities will help build social capital by undertaking social mobilization, technology provisioning and field demonstration, training, implementation support as well as facilitate convergence with local government institutions.

f. South-South and Triangular Cooperation (SSC/TrC)

The program will support south-south exchange on similar initiatives between India and other countries facilitated by the UNDP Regional Resource Centres, participation in online and offline global knowledge networks, international conferences, seminars, study visits and exchange of case studies subject to availability of resources under the program. In addition, development tools and knowledge generated the program will be shared with the UNDP Regional Resource Centre for sharing with the other Country Offices working on the indigenous issues.

g. Digital Solutions:

One major area of collaboration is a range of Digital platforms that has been developed to transform internal and external management and monitoring systems for various programmes/schemes through adoption and use of technology. Going forward, the program will provide support for enhancing data governance, data quality, ease of access, promoting geocoding/ geotagging and adopting emerging technologies such as AI.

h. Knowledge

One of the key components of the program is to generate evidence for policy advocacy through research studies to ensure that policy interventions reach their intended beneficiaries. Primary and secondly research will be undertaken in the emerging areas of tribal development. A concrete agenda will be developed at the beginning of the program to document and disseminate best practices for greater cross learning between the states as well as for wider learning (e.g. commissioning case studies, process documentation, issue-based studies, reviews, working papers).

i. Sustainability and Scaling Up

The interventions focus on capacity and institutional development within government structures, system strengthening and improved monitoring for delivery of rights and services. The project aims to strengthen systems and mechanisms so that efficiency in delivering the programmes to the communities are improved. This includes putting in place baseline information through data analysis and identifying critical gaps. The Project will also develop mechanisms for outcome-based monitoring to capture the impacts and improve the programmes accordingly. The pathways will be strengthened such as capacity building, technology based platforms for data management which will improve planning process. All these put together will enhance the sustainability of the institutional process and improve efficiency. UNDP and the State Tribal Departments will also collaborate with NITI Aayog to build the capacity and awareness for the officials of Central Ministries / Departments about the NITI Aayog Guidelines-2017 / Framework for DAPST for formulation / orientation of their schemes, allocation of resources, implementation of schemes in convergence with schemes of MOTA and State Tribal Welfare Departments to enable a comprehensive approach for Tribal development.

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As the program is to be implemented in the time-bound matter till 2027, sustainability strategy will be developed to ensure that the substantial investments and progress made towards tribal development are sustained for the future This includes sharing of the existing platforms already developed such as FRA monitoring portal which can be adopted bin other States. The Training and capacity building framework including training materials and the existing master trainers can support the process in other States. Further peer learning and sharing across states on experiences and innovations can further strengthen sustainability strategies. The sustainability strategy will focus on capacity and institutional development, government ownership and replicability of the innovative development solutions by forging partnerships for scale. The involvement of the State Tribal Departments in the development of tools/mechanism will ensure the ownership of the government. Further, capacity built of the state tribal departments as well as inter-ministerial/department platforms along with demonstratable development solutions and ICT enabled tools to monitor the delivery of the programme will continue to function beyond the program life.

IV. Project Management

Cost Efficiency and Effectiveness

The program will utilise the programme management approach wherein several initiatives and partnerships with various stakeholders have been converged to ensure synergies and reduce transaction cost. The Program will leverage the support from the existing holistic development of Tribal program ongoing with Ministry of Tribal Affairs. Furthermore, the wealth of training and resource materials previously developed for Protective Legislations such as FRA and PESA will be repurposed and tailored to meet the specific requirements of the individual states. Facilitating inter-state learning and exchange will be prioritized to share inputs, data, and capture best practices effectively. Additionally, the program will harness the civil society organization (CSO) platform to amplify the voices of tribal communities.

Project Management

The programme will be implemented at the Central level and State level. The state program management team will operate out of the premises allocated by the Government. Operational support will be provided by the government that include – computers/seating arrangement, communication expenses etc., for the professionals recruited for the State Project Management Units. Under the consultancy model of the Government Cost Sharing, UNDP will support implementation of the program under the guidance and supervision of the State Governments and as per the parameters and budgets laid down in the agreement. The State Governments and donors will provide an advance equal to 12 months of gross expenses to UNDP which will be required to facilitate smooth operations. UNDP Country Office at New Delhi, through its Programme, Human Resource and Finance teams will provide oversight and quality assurance of the services being provided. UNDP will charge a management fee of 8% on the gross expenditures against government funds. For payments to be made to technical personnel placed within the State Governments, UNDP will receive certification of satisfactory performance and attendance record every month from the competent authority designated by the State Governments. Subsequently, an invoice will be raised to the State Governments for release of further advance.

Financial flow and financial management

The programme will be implemented by UNDP under Direct Implementation modality. In this case, UNDP assumes the responsibility for mobilizing and effectively applying the required inputs to reach the expected outputs. UNDP assumes overall management responsibility and accountability for program implementation. Accordingly, UNDP would follow all policies and procedures established for its own operations and will be responsible for all financial management, reporting, procurement, and recruitment services.

UNDP may identify Responsible Parties to carry out activities within a Direct Implementation Modality (DIM) program. A Responsible Party is defined as an entity that has been selected to act on behalf of the UNDP based on a written agreement or contract to purchase goods or provide services using the project budget of the respective states. All Responsible Parties are directly accountable to UNDP in accordance with the terms

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of their agreement or contract with UNDP. The Responsible Party may follow its own procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of the responsible party, does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, then UNDP rules and regulations shall apply. UNDP may also individual consultants, including UNVs to carry out activities within the program. All stated above are directly accountable to UNDP in accordance with the terms of their agreement or contract with UNDP.

In accordance with the decisions, policies and procedures of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for costs incurred by UNDP structures.

To cover these costs, the third-party donor Contribution shall be charged a fee of at least 8%. Hence, all direct and indirect costs of implementation, including the costs of Implementing Partner, will be identified in the Project budget against a relevant budget line and borne by the Project accordingly.

The aggregate of the amounts budgeted for the programme, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the programme under this Agreement as well as funds which may be available to the programme for programme costs and for support costs under other sources of financing. Where programmes/initiatives are funded under the consultancy model of the Government financing, UNDP will support implementation of the program under the guidance and supervision of the concerned Department and as per the parameters and budgets laid down in the agreement. Under Government financing component, the UNDP Country Office at New Delhi, through its Programme, Human Resource and Finance teams will provide transactional support, oversight, development effectiveness and quality assurance of the services being provided and will charge minimum support services fees of 8% on the gross expenditures against funds received to cover such direct and indirect support service costs of the projects.

The programme will be directly implemented by UNDP in cooperation with the State Governments and respective donors. UNDP will further partner with local institutions to implement the programme's activities. UNDP will be responsible for the effective use of use of resources and the achievement of outcomes and outputs as set forth in this document. UNDP will be responsible for all financial management, reporting, procurement, and recruitment services. UNDP recruitment and procurement rules will apply. A national Programme Manager will be appointed for the implementation of the programme, who will be supported by a team of technical and operation experts at the national and state levels.

Funding from Donors/Funding agencies: The donor funds shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules, policies, and procedures of UNDP. Should the annual Audit Report of the UN Board of Auditors to its governing body contain observations relevant to the donor funds, such information shall be made available to the donor by the country office.

Funding from the Government: Services will be provided by the UNDP as per the approved budget and Terms and Conditions laid down in the Agreement against advance provided by the Government. The contribution shall be subject exclusively to internal and external auditing procedures provided for in the financial regulations, rules, policies, and procedures of UNDP. Activities will be undertaken by UNDP as per the approved budget. The audit at State Govt. level for the activities carried out by the Government will happen at the Government level as per the rules of the Government. No external audit by the Govt. department or its auditors shall take place on the books of the UNDP and/or the project activities carried out by UNDP. The DIM projects for respective states and donors will be audited as per UNDP rules and regulations.

Project Closure: The individual projects under the umbrella program would be closed as per UNDP rules and regulations**.**

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III.	**Results Framework**
	Intended Outcome as stated in the UNSDF Country Programme Results and Resource Framework:
	UNSDF Outcome 4: By 2027, people will benefit from and contribute to sustainable and inclusive growth through higher productivity, competitiveness and diversification in economic activities that create decent work, livelihoods, and income particularly for youth and women.
	Outcome indicators as stated in the Country Programme Document Results and Resources Framework, including baseline and targets:
	Ratio of female to male labour force participation rate Baseline (Year): 0.40 Target: 1 (2027) Indicator: Proportion of regular wage/salaried employees in non- agriculture sector with social security benefits Baseline 2020: 46.8% Target (2027): 56.80%
	Applicable Output(s) from the UNDP Strategic Plan as mentioned in the CPD:
	#2 No one left behind centring on equitable access to opportunities and a rights-based approach to human agency and human development. Applicable signature solutions: 1) Poverty and Inequality, 2) Governance, and 3) Gender Equality Applicable SP Output Indicators: 1.1.1 Number of countries that have development plans and budgets that integrate inter governmentally-agreed frameworks across the whole-of-government: 2030 Agenda for Sustainable Development
	Project title and Quantum Project Number: Strengthening Capacities for Integrated Tribal Development in India
	Project no: 01000703

EXPECTED OUTPUTS	**OUTPUT INDICATORS**	**DATA SOURCE**	**BASELINE**		**DATA COLLECTION METHODS & RISKS**						
			Value	**Year**	**Year 2023**	**Year 2024**	**Year 2025**	**Year 2026**	**Year 2027**	**FINAL**	**DATA COLLECTION METHODS & RISKS**
Output 1: Strengthened Institutional Capacity of the Tribal Development Department, Government of Maharashtra and their Implementing agencies at district level to ensure effective, gender responsive and inclusive implementation of tribal development programmes. GENDER MARKER: 02	Indicator 1.1: No. of guidelines revised/issued as a result of analysis of major flagship of tribal development department in Maharashtra inclusive of the gender equality and social inclusion lens	Project Annual Report	0	2023	1	2	2	2	2	2	Data will be collected from websites/ reports of the State Tribal Development Department and UNDP periodic reports. The risk of time lag between results on the ground and reports on the websites is inherent.
	Indicator 1.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, gender sensitive data management, monitoring and reporting		0	2023	30	60	100	100	100	100	

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Output 2: Strengthened Institutional Capacity of the ST & SC Development Welfare Department, Government of Odisha and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. GEN MARKER :2	Indicator 2.1: No. of guidelines revised/issued as a result of analysis of major flagship of ST & SC Development Welfare Department in Odisha inclusive of the gender equality and social inclusion lens.	Project Annual Report	0	2024	0	0	1	2	2	2	Data will be collected from websites/ reports of the SC & ST Tribal Development Department and UNDP periodic reports. The risk of time lag between results on the ground and reports on the websites is inherent.
	Indicator 2.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting.		0	2024	0	30	60	100	100	100	
Output 3: Strengthened Institutional Capacity of the Tribal Welfare Department, Govt. of Tripura and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. GEN MARKER :2	Indicator 3.1: No. of guidelines revised/issued as a result of analysis of major flagship of Tribal Welfare Department in Tripura inclusive of the gender equality and social inclusion lens.	Project Annual Report	0	2024	0	0	1	2	2	2	Data will be collected from websites/ reports of the Tribal Welfare Department and UNDP periodic reports. The risk of time lag between results on the ground and reports on the websites is inherent.
	Indicator 3.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and Reporting		0	2024	0	0	20	40	60	60	
Output 4: Strengthened Institutional Capacity of the Social Welfare & Tribal Affairs Department, Govt. of Mizoram and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. GEN MARKER :2	Indicator 4.1: No. of guidelines revised/issued as a result of analysis of major flagship of Social Welfare & Tribal Affairs Department in Mizoram inclusive of the gender equality and social inclusion lens.	Project Annual Report	0	2024	0	0	1	2	2	2	Data will be collected from websites/ reports of the Social Welfare & Tribal Affairs Department and UNDP periodic reports. The risk of time lag between results on the ground and reports on the websites is inherent
	Indicator 4.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting		0	2024	0	0	20	40	60	60	

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Output 5: Strengthened Institutional Capacity of the Department of Tribal & Scheduled Caste, Government of Chhattisgarh and their Implementing agencies at district level to ensure effective implementation of tribal development programmes.	Indicator 5.1: No. of guidelines revised/issued as a result of analysis of major flagship of Department of Tribal & Scheduled Caste in Chhattisgarh inclusive of the gender equality and social inclusion lens.	Project Annual Report	0	2024	0	0	1	2	2	2	Data will be collected from websites/ reports of the Department of Tribal & Scheduled Caste and UNDP periodic reports. The risk of time lag between results on the ground and reports on the websites is inherent
	Indicator 5.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting		0	2024	0	30	60	100	100	100	
Output 6: Strengthened Institutional Capacity of the Tribal Welfare Department, Government of Andhra Pradesh and their Implementing agencies at district level to ensure effective implementation of tribal development programmes GEN MARKER :2	Indicator 6.1: No. of guidelines revised/issued as a result of analysis of major flagship of Tribal Welfare Department in Andhra Pradesh inclusive of the gender equality and social inclusion lens.	Project Annual Report	0	2024	0	0	1	2	2	2	Data will be collected from websites of the Tribal Welfare Department and UNDP periodic reports. The risk of time lag between results on the ground and reports on the websites is inherent.
	Indicator 6.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting		0	2024	0	30	60	100	100	100	
Output 7: Effective convergence at state level through the multi stakeholder platform to advocate for integration of forest governance and forest-based livelihoods into relevant national policy planning indicator frameworks for empowerment of tribals, including realization of SDGs.	Indicator 7.1: No. of State level dialogues on forest governance and forest commons	Project Annual/ Donor Reports	0	2024	0	1	2	3	3	3	Data will be collected from UNDP periodic reports, Donor Reports and relevant websites. Additionally, the minutes of the meeting and agendas and will provide valuable insights. The risk of time lag between results on the ground and
	Indicator 7.2: No. of policy briefs and case studies prepared with gender specific recommendations and data.		0	2024	0	1	2	2	2	2	
	Indicator 7.3: Gender Action Plan developed and implemented for Tribal Portfolio		0	2024	0	1	1	1	1	1	

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GEN MARKER :2	Indicator 7.4: No of WROs, women led organizations part of the platform/ coalitions.		0	2024		1	2	2	2	2	reports on the websites is inherent.
Output 8: Strengthened institutional planning and SDG monitoring, along with enhanced capacities and market linkages for integrated tribal development, with a strong focus on gender equality and social inclusion. GEN MARKER :2	Indicator 8.1: Information on tribal development made accessible through xx number of digital knowledge-sharing platform/repository to strengthen governance systems and facilitate cross-learning among stakeholders.	Project Annual/ Donor Reports	0	2025	0	0	0	1	1	1	Data will be collected from Donor Reports and relevant websites/ knowledge platforms developed. Additionally, the minutes of the meeting and agendas and will provide valuable insights. The risk of time lag between results on the ground and reports on the websites is inherent.
	Indicator 8.2: Knowledge exchange and information disseminated on tribal development (including market linkage) through XX number of gender-balanced and inclusive multi-stakeholder dialogues, convenings, workshops, seminars, policy labs, knowledge sessions, and exposure visits.		0	2025	0	0	0	2	4	4	

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VI. Monitoring And Evaluation

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (in USD) (if any)
Track results progress	The SPMU team will conduct monthly implementation visits, to monitor and implement programs and schemes. Additionally, there will be an annual assurance visit led by the Team Leader from the CO to monitor the progress if the activities, build rapport with the state government counterparts, and address unresolved issues beyond the SPMU's scope. Progress on gender indicators outlined in the RRF will also be regularly reviewed to ensure alignment with projects objectives.	Annual	Slower than expected progress will be addressed by the project management.	State Govts. and UNDP	2,447,232
Monitor and Manage Risk	The program will identify specific risks (as identified in the risk section) that may threaten achievement of intended results. A risk log will be used to identify and monitor risk management actions which may also include measures and plans required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Bi-annually	The project management will identify the risks and take appropriate action to manage them using Risk Log.	State Govts. and UNDP	126,374
Learn	The knowledge, good practices and lessons using a gender lens. This information will be captured regularly by the projects as well as actively sourced from other projects & partners, and integrated back into the respective projects.	Annually	Relevant lessons will be captured by the respective project team and these will be used to inform management decisions.	State Govts. and UNDP	197,527
Annual Project Quality Assurance	The quality of the projects will be assessed against UNDP's quality standards including gender to identify each projects strengths and weaknesses and to inform	Annually	Areas of strength-weakness will be reviewed by the project management	UNDP	16,594

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	management decisions to improve the program.		and will be used to inform decisions to improve program performance.		
Review and Make Course Corrections	An internal review of data and evidence from all monitoring actions will inform the decision making.	Annually	Performance data, risks, lessons and quality will be discussed by the Project Steering Committee (PSC) and will be used to make course corrections.	State Govts. and UNDP	67,683
Project Report	Individual progress reports will be presented to the PSC and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation/review reports prepared over the period.	Annually, and at the end of the project (final report)	The progress report will be reviewed by the PSC and necessary decisions taken to improve the projects performance.	State Govts. and UNDP	-
Project Review by PSC	The project's governance mechanism (i.e., PSC) will hold regular project reviews to assess project performance and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the respective projects In the respective project's final year, the PSC will hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to share project results and lessons learned with relevant stakeholders.	Annually, and at the end of the project	Any quality concerns or slower than expected progress will be discussed by the PSC and management actions agreed to for addressing the identified issues.	State Govts. and UNDP	15,000

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Evaluation Plan[4]

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNSDCF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
No evaluation needed						

VII. Multi Year Work Plan

[4] Optional, if needed

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	PLANNED ACTIVITIES		Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
									Funding Source	Budget Description	Amount
EXPECTED OUTPUTS	**List of results and associated actions**	**Corresponding State Activity**	**Y1**	**Y2**	**Y3**	**Y4**	**Y5**				
			2023	**2024**	**2025**	**2026**	**2027**				
			USD	**USD**	**USD**	**USD**	**USD**				
Expected outcome 1: Strengthened and effective tribal development programmes implemented in the States responding to needs of tribal communities, resulting in improved status of tribal communities and bridging development gaps											
Output 1: Strengthened Institutional Capacity of the Tribal Development Department, Government of Maharashtra and their Implementing agencies at district level to ensure effective, gender responsive and inclusive implementation of tribal development programmes. Indicator 1: No. of guidelines revised/issued as a result of analysis of major flagship of tribal development department in Maharashtra inclusive of the gender equality and social inclusion lens Baseline: 0 | Target: 2	1.1 Technical/Thematic Team placed in Maharashtra SPMU Provide technical support to the Tribal Development Department, Government of Maharashtra to improve implementation of the schemes, evidence-based planning, monitoring and evaluation of the flagship programmes for Tribal Development Department 1.2 Robust digital	Activity 1 Technical Experts placed in Maharashtra SPMU	40,278	201,708	273,919	267,341		UNDP	GOVT. OF MAHARASHTRA	71400	**783,246**
		Activity 2 Documentation of Good Practices, Research, and Policy Briefs		4,171	7,317	10,463		UNDP	GOVT. OF MAHARASHTRA	72105	**21,951**
		Activity 3. Review and Monitoring Meetings at State/ district	1,000	3,000	3,659	3,317		UNDP	GOVT. OF MAHARASHTRA	71600	**10,976**
		Activity 4 Training, Capacity Building, workshop, seminar		6,500	7,317	8,134		UNDP	GOVT. OF MAHARASHTRA	75700	**21,951**
		Activity 5 Local and Inter State Travel	2,414	6,765	9,756	9,723		UNDP	GOVT. OF MAHARASHTRA	71600	**28,658**
		Activity 6 Assessment studies on ongoing tribal schemes	2,414	6,000	7,317	3,781		UNDP	GOVT. OF MAHARASHTRA	71,300	**19,512**

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schemes Indicator 2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting Baseline: 0 | Target: 100 Gender marker: 2	platforms, tools and mechanisms developed in Maharashtra to make the flagship programmes more gender responsive, coherent and relevant to tribal needs and aspirations for informed decision - making to aid convergence efforts and ensure better implementation. 1.3 Local and inter state travel	Activity 7 Communication and Publications		1,500	4,878	7,037		UNDP	GOVT. OF MAHARASHTRA	74,200	**13,415**
		Activity 8 Advisory services and Thematic Support	2,414	4,800	18,293	30,591		UNDP	GOVT. OF MAHARASHTRA	71,300	**56,098**
		Activity 9 Monitoring and Evaluation		7,815	8,173	-		UNDP	GOVT. OF MAHARASHTRA	71,300	**15,988**
		Sub Total	**48,520**	**242,259**	**340,629**	**340,387**					**971,795**
		Management Fee 8%	3,882	19,381	27,250	27,231					77,744
		Total Output 1	**52,402**	**261,640**	**367,879**	**367,618**					**1,049,539**
Output 2: Strengthened Institutional Capacity of the ST & SC Development Welfare Department, Government of Odisha and their Implementing agencies at district level to ensure effective implementation of tribal development programmes.	2.1 Technical/Thematic Team placed in Odisha SPMU Provide technical support to the ST & SC Development Welfare Department, Government of Odisha to improve	Activity 1-Odisha - Technical Experts placed in Odisha SPMU		72,954	153,204	160,865	72,954	UNDP	GOVT. OF ODISHA	71400, 72100	**459,977**
		Activity 2-Odisha-Documentation of Good Practices, Research, and Policy Briefs		12,024	24,047	24,047	12,024	UNDP	GOVT. OF ODISHA	72100	**72,142**

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Indicator 2.1: No. of guidelines revised/issued as a result of analysis of major flagship of ST & SC Development Welfare Department in Odisha inclusive of the gender equality and social inclusion lens Baseline: 0 | Target: 2 schemes Indicator 2.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting Baseline: 0 | Target:100 Gender marker: 2	implementation of the schemes, evidence-based planning, monitoring and evaluation of the flagship programmes for ST & SC Development Welfare Department. 2.2 Robust digital platforms, tools and mechanisms developed in Odisha to make the flagship programmes more gender responsive, coherent and relevant to tribal needs and aspirations for informed decision - making to aid convergence efforts and ensure better implementation. 2.3 Local and inter state travel 2.4 Equipment- (laptops and other peripherals) and Misc. support	Activity 3-Odisha-Training, Capacity Building, workshop, seminar		12,024	24,047	24,047	12,024	UNDP	GOVT. OF ODISHA	75700	**72,142**
		Activity 4-Odisha-Periodic Evaluation/ social audits/Assessment on ongoing tribal schemes		12,024	24,047	24,047	12,024	UNDP	GOVT. OF ODISHA	71300	**72,142**
		Activity 5-Odisha-Communication and Publications including audio- visual documentation, website development		7,594	12,024	14,428	7,594	UNDP	GOVT. OF ODISHA	74200	**41,640**
		Activity 6-Odisha-Advisory services and Thematic Support		18,035	36,071	36,071	18,035	UNDP	GOVT. OF ODISHA	71300	**108,212**
		Activity 7-Odisha-Monitoring of SPMU and other review meetings		6,012	12,024	12,024	6,012	UNDP	GOVT. OF ODISHA	71600	**36,072**
		Activity 8-Odisha-FRA Portal enhancement and management		15,029	30,059	30,059	15,029	UNDP	GOVT. OF ODISHA	72100	**90,176**
		Activity 9-Odisha-Local and inter- state travel including vehicle hire		12,024	24,047	24,047	12,024	UNDP	GOVT. OF ODISHA	71600	**72,142**
		Activity 10-Odisha-Equipment- (laptops and other peripherals) and Misc. support		12,024	18,035	12,024	12,024	UNDP	GOVT. OF ODISHA	72200	**54,107**
		Sub Total									

				179,744	**357,605**	**361,659**	**179,744**				**1,078,752**
		Management Fee 8%		14,380	28,608	28,933	14,380				86,300
		Total Output 2		**194,124**	**386,213**	**390,592**	**194,124**				**1,165,052**
Output 3: Strengthened Institutional Capacity of the Tribal Welfare Department, Govt. of Tripura and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. Indicator 3.1: No. of guidelines revised/issued as a result of analysis of major flagship of Tribal Welfare Department in Tripura inclusive of the gender equality and social inclusion lens Baseline: 0| Target: 2 Indicator 3.2: Strengthened awareness of at least xx officers	3.1 Technical/Thematic Team placed in Tripura SPMU Provide technical support to the Tribal Welfare Department, Govt. of Tripura to improve implementation of the schemes, evidence-based planning, monitoring and evaluation of the flagship programmes for Tribal Welfare Department. 3.2 Robust digital platforms, tools and mechanisms developed in Tripura	Activity 1-Tripura Technical Experts placed in Tripura SPMU		58,866	127,150	137,322	58,866	UNDP	GOVT OF TRIPURA	71400	**382,204**
		Activity 2-Tripura Documentation of Good Practices, Research, and Policy Briefs		1,504	3,008	2,406	1,504	UNDP	GOVT OF TRIPURA	72100	**8,422**
		Activity 3-Tripura Training, Capacity Building, workshop, seminar		1,324	3,008	2,406	1,324	UNDP	GOVT OF TRIPURA	75700	**8,062**
		Activity 4-Tripura Advisory services and Thematic Support		1,805	2,406	3,610	1,805	UNDP	GOVT OF TRIPURA	71300	**9,626**
		Activity 5-Tripura Monitoring of SPMU and other review meetings		1,805	3,782	4,813	1,805	UNDP	GOVT OF TRIPURA	71600	**12,205**

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including field level functionaries on flagship programmes, data management, monitoring and reporting Baseline:0 | Target: 60 Gender marker: 2	to make the flagship programmes more gender responsive, coherent and relevant to tribal needs and aspirations for informed decision-making to aid convergence efforts and ensure better implementation. 3.3 Local and Inter-State Travel	Activity 6-Tripura Local and inter- state travel including vehicle hire		707	1,444	1,950	707	UNDP	GOVT OF TRIPURA	71600	**4,808**
		Sub Total		**66,011**	**140,798**	**152,507**	**66,011**				**425,327**
		Management Fee 8%		5,281	11,264	12,201	5,281				34,026
		Total Output 3		**71,292**	**152,062**	**164,708**	**71,292**				**459,353**
Output 4: Strengthened Institutional Capacity of the Social Welfare & Tribal Affairs Department, Govt. of Mizoram and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. Indicator 4.1: No. of guidelines revised/issued as a result of analysis of major flagship of Social Welfare & Tribal Affairs Department in Mizoram	4.1Technical/Thematic Team placed in Mizoram SPMU Provide technical support to the Social Welfare & Tribal Affairs Department, Govt. of Mizoram to improve implementation of the schemes, evidence-based planning, monitoring and evaluation of the flagship programmes for Social Welfare &	Activity 1-Mizoram Technical Experts placed in Mizoram SPMU		42,113	88,437	92,859	42,113	UNDP	GOVT OF MIZORAM	71400	**265,522**
		Activity 2-Mizoram Documentation of Good Practices, Research, and Policy Briefs		3,614	6,023	3,614		UNDP	GOVT OF MIZORAM	72100	**13,251**
		Activity 3-Mizoram-Training, Capacity Building, workshop, seminar		3,012	7,228	7,228	3,012	UNDP	GOVT OF MIZORAM	75700	**20,480**
		Activity 4-Mizoram Assessment studies on ongoing tribal schemes		-	6,023		-	UNDP	GOVT OF MIZORAM	71600	**6,023**

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inclusive of the gender equality and social inclusion lens Baseline: 0| Target: 2 Indicator 4.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting Baseline: 0 | Target: 60 Gender marker: 2	Tribal Affairs Department 4.2 Robust digital platforms, tools and mechanisms developed in Mizoram to make the flagship programmes more gender responsive, coherent and relevant to tribal needs and aspirations for informed decision - making to aid convergence efforts and ensure better implementation. 4.3 Local and Inter-State Travel 4.4 Equipment's and laptops	Activity 5-Mizoram Communication and Publications including audio- visual documentation, website development		1,807	3,614	4,819	1,807	UNDP	GOVT OF MIZORAM	74200	**12,047**
		Activity 6-Mizoram Advisory services and other operational support to SPMU		3,012	6,023	4,819	3,012	UNDP	GOVT OF MIZORAM	71300	**16,866**
		Activity 7-Mizoram-Project Monitoring and evaluation		-		8,433	-	UNDP	GOVT OF MIZORAM	71300	**8,433**
		Activity 8-Mizoram Local and inter- state travel		3,012	4,819	3,614	3,012	UNDP	GOVT OF MIZORAM	71600	**14,457**
		Activity 9-Mizoram Equipment's and laptops		3,614	1,205	1,807	3,614	UNDP	GOVT OF MIZORAM	72200	**10,240**
		Sub Total		**60,184**	**123,372**	**127,193**	**56,570**				**367,319**
		Management Fee 8%		4,815	9,870	10,175	4,526				29,386
		Total Output 4		**64,999**	**133,242**	**137,368**	**61,096**				**396,705**
Output 5: Strengthened Institutional Capacity of the Department of Tribal &	5.1 Technical/Thematic Team placed in	Activity 1-Chhattisgarh-Technical Experts		17,479	76,909	84,600	52,438		GOVT. OF CHHATTISGARH	71400 72100	**231,426**

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Scheduled Caste, Government of Chhattisgarh and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. Indicator 5.1: No. of guidelines revised/issued as a result of analysis of major flagship of Department of Tribal & Scheduled Caste in Chhattisgarh inclusive of the gender equality and social inclusion lens. Baseline: 0| Target: 2 Indicator 5.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting Baseline: 0 | Target: 100 Gender marker: 2	Chhattisgarh SPMU Provide technical support to the Department of Tribal & Scheduled Caste, Government of Chhattisgarh to improve implementation of the schemes, evidence-based planning, monitoring and evaluation of the flagship programmes for Department of Tribal & Scheduled Caste. 5.2 Robust digital platforms, tools and mechanisms developed in Chhattisgarh to make the flagship programmes more gender responsive, coherent and relevant to tribal needs and aspirations for informed decision - making to aid convergence efforts and ensure better implementation.	placed in Chhattisgarh SPMU									
		Activity 2- Chhattisgarh- Research and Documentation		1,792	7,167	7,167	5,375		GOVT. OF CHHATTISGARH	71300 72100	**21,501**
		Activity 3- Chhattisgarh- Training and Capacity Building Activity		1,194	4,778	4,778	3,583		GOVT. OF CHHATTISGARH	75700	**14,333**
		Activity 4- Chhattisgarh- Review meeting and monitoring		597	2,389	2,389	1,792		GOVT. OF CHHATTISGARH	71600	**7,167**
		Activity 5- Chhattisgarh- ICT based support and thematic advisory services		2,389	9,556	9,556	7,167		GOVT. OF CHHATTISGARH	71300 72100	**28,668**
		Activity 6- Chhattisgarh- Consultation and		597	2,389	2,389	1,792		GOVT. OF CHHATTISGARH	75700	**7,167**

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		Workshops									
	5.3 Local and Inter-State Travel	Activity 7- Chhattisgarh- Local and inter-state travel including vehicle hire		1,792	7,167	7,167	5,375		GOVT. OF CHHATTISGARH	71600	**21,501**
	5.4 Laptop and Equipment's	Activity 8- Chhattisgarh- Laptop and Equipment's		1,493	1,194	1,194	4,479		GOVT. OF CHHATTISGARH	72200	**8,360**
		Sub Total		**27,333**	**111,549**	**119,240**	**82,001**				**340,123**
		Management Fee 8%		2,187	8,924	9,539	6,560				27,210
		Total Output 5		**29,520**	**120,473**	**128,779**	**88,561**				**367,333**
Output 6: Strengthened Institutional Capacity of the Tribal Welfare Department, Government of Andhra Pradesh and their Implementing agencies at district level to ensure effective implementation of tribal development programmes. Indicator 6.1: No. of guidelines revised/issued as a result of analysis of major flagship of Tribal Welfare Department in Andhra Pradesh inclusive of the gender equality and social inclusion lens. Baseline: 0| Target: 2	6.1 Technical/Thematic Team placed in Andhra Pradesh SPMU Provide technical support to the Tribal Welfare Department, Government of Andhra Pradesh to improve implementation of the schemes, evidence-based planning, monitoring and evaluation of the flagship programmes for Tribal Welfare Department.	Activity 1- Andhra Pradesh- Technical Experts placed in Andhra Pradesh SPMU		25,630	110,724	119,582	76,891		GOVT. OF ANDHRA PRADESH	71400, 72100	**332,827**

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Indicator 6.2: Strengthened awareness of at least xx officers including field level functionaries on flagship programmes, data management, monitoring and reporting Baseline: 0 | Target: 100 Gender marker: 2	6.2 Robust digital platforms, tools and mechanisms developed in Andhra Pradesh to make the flagship programmes more gender responsive, coherent and relevant to tribal needs and aspirations for informed decision - making to aid convergence efforts and ensure better implementation.	Activity 2 Andhra Pradesh- Documentation of Good Practices, Research, and Policy Briefs		747	3,344	3,583	2,240		GOVT. OF ANDHRA PRADESH	71300, 72100	**9,914**
		Activity 3- Andhra Pradesh- Training, Capacity Building, workshop, review meeting, seminar etc.		747	3,285	3,583	2,240		GOVT. OF ANDHRA PRADESH	75700	**9,855**
		Activity 4- Andhra Pradesh- Advisory services and Thematic Support		1,493	5,972	5,972	4,479		GOVT. OF ANDHRA PRADESH	71300	**17,916**
		Activity 5- periodic evaluation/social audit/assessment on ongoing tribal schemes		597	2,389	2,389	1,792		GOVT. OF ANDHRA PRADESH	71300	**7,167**
	6.3 Local and Inter-State Travel	Activity 6- Andhra Pradesh Local and inter-state travel including vehicle hire		896	3,583	3,583	2,688		GOVT. OF ANDHRA PRADESH	71600	**10,750**
	6.4 Laptop and Equipment's	Activity 7- Andhra Pradesh Laptop and Equipment's		2,986	1,792	1,792	8,958		GOVT. OF ANDHRA PRADESH	72200	**15,528**
	6.5 Recruitment cost	Recruitment cost (Advertisement, HR support)		1,493	2,389	2,389	4,479		GOVT. OF ANDHRA PRADESH	72100	**10,750**
		Sub Total		**34,589**	**133,478**	**142,874**	**103,767**				**414,707**
		Management Fee 8%		2,767	10,678	11,430	8,301				33,177
		Total Output 6		**37,356**	**144,156**	**154,304**	**112,068**				**447,884**

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Expected Outcome 2: Strengthened mechanisms for Multiple stakeholder convergence at national and state level with exchange of data and information, increased transparency and participation in policy dialogues established to integrate forest governance and forest-based livelihoods in the policy planning for tribal empowerment and realization of SDGs.											
Output 7: Effective convergence at state level through the multi stakeholder platform to advocate for integration of forest governance and forest-based livelihoods into relevant national policy planning indicator frameworks for empowerment of tribals, including realization of SDGs Indicator 7.1: No. of State level meetings held for increased dialogue on forest governance and forest commons Baseline: 0 | Target: 3 Indicator 7.2: No. of policy briefs and case studies prepared with gender specific recommendations and data. Baseline: 0 | Target: 2 Indicator 7.3: Gender Action Plan formulated for Tribal Portfolio Baseline: 0 | Target: 1 Indicator 7.4: No of WROs, women led organizations	7.1 Technical/Thematic Team placed at Central/State Level Provide technical support to the Central Team at UNDP Country office and the States of Odisha and Chhattisgarh Government 7.2 Promote Data and evidence driven-decision making and Knowledge Management 7.3 Strengthen capacities of Executives and other stakeholders on Tribal development through Training, consultation and Capacity Building Platform	Activity 1- FES-Technical Experts placed at National and State Level		176,458	185,281	194,545		UNDP	FOUNDATION ECOLOGICAL SECURITY	71400, 74500, 64300	556,284
		Activity 2- FES-Documentation of Good Practices, Research, and Policy Briefs						UNDP	FOUNDATION ECOLOGICAL SECURITY	72100, 74500, 64300	
		Activity 4- FES-Communication and Publications including audio- visual documentation		26,452	27,654	27,654		UNDP	FOUNDATION ECOLOGICAL SECURITY	74200, 74500, 64300	81,760
		Activity 3- FES-Training, Capacity Building, workshop, seminar			26,452	30,059		UNDP	FOUNDATION ECOLOGICAL SECURITY	75700, 74500, 64300	56,511
		Activity 5-FES-Project travel and field monitoring		12,024	12,625	13,256		UNDP	FOUNDATION ECOLOGICAL SECURITY	71600, 74500, 64300	37,904

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part of the platform/ coalitions. Baseline:0 | Target:2 Gender marker:2											
		Sub Total		**214,934**	**252,012**	**265,514**					**732,459**
		8% (GMS)		17,195	20,161	21,241					58,597
		Total Output 7		**232,129**	**272,173**	**286,755**					**791,056**
Output 8: Strengthened institutional planning and SDG monitoring, along with enhanced capacities and market linkages for integrated tribal development, with a strong focus on gender equality and social inclusion. Indicator 8.1: Information on tribal development made accessible through xx number of digital knowledge-sharing platform/repository to	8.1 Technical/Thematic Team placed at Central/State Level: Provide technical support to the Central Team at UNDP CO and States 8.2 Develop a digital knowledge-sharing platform on tribal development, integrating good practices, policy briefs, research, and IEC materials	Activity 1- Padraka Foundation- Living Landscapes: Technical Experts placed at National and State Level			12,204	80,549	61,022	UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	71400, 72100	**153,776**
		Activity 2- Padraka Foundation- Living Landscapes: Documentation of Good Practices, Research, and Policy Briefs			2,853	3,423	14,265	UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	71300, 72100	**20,541**
		Activity 3- Padraka Foundation- Living Landscapes: Communication and Publications including audio- visual documentation			571	3,423	2,853	UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	71300, 72100	**6,847**

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strengthen governance systems and facilitate cross-learning among stakeholders. Baseline:0 | Target:1 Indicator 8.2: Knowledge exchange and information disseminated on tribal development (including market linkage) through XX number of gender-balanced and inclusive multi-stakeholder dialogues, convenings, workshops, seminars, policy labs, knowledge sessions, and exposure visits. Baseline:0 | Target:4 Gender marker:2		Activity 4- Padraka Foundation- Living Landscapes: Knowledge Sharing- Workshops, seminars, exposure visit,policy labs for multi-stakeholder dialogue			4,945	23,964	24,725	UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	75700, 72100	**53,635**
		Activity 5- Padraka Foundation- Living Landscapes: Project travel and field monitoring			1,522	7,988	7,608	UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	71600	**17,117**
		Activity 6 -Padraka Foundation- Living Landscapes: Monitoring and advisory services, office equipment			951	5,706	4,755	UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	74500, 64300	**11,412**
		Activity 7- Padraka Foundation- Living Landscapes:Office Equipment			5,706			UNDP	PADRAKA FOUNDATION- LIVING LANDSCAPES	72800	**5,706**
		Sub Total			**28,751**	**125,055**	**115,227**				**269,033**
		8% (GMS)			2,300	10,004	9,218				21,523
		Total Output 8			**31,051**	**135,059**	**124,446**				**290,556**
		Total Output 1 to 8	**52,402**	**891,058**	**1,607,250**	**1,765,183**	**651,586**				**4,967,479**

**The 1% levy has not been included in the budget figures presented in this Multi- Year Work Plan for donors- Foundation for Ecological Security and Padraka Foundation – Living Landscapes*

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VIII. Governance and Management Arrangements

The project will be implemented by UNDP, as the Implementing Partner. The State Governments, donor (FES) and UNDP will contribute through close collaborations to the achievement of the project outputs at all levels as set forth in the document. UNDP will assume full responsibility and accountability for the effective use of funds.

State Governments will designate a nodal officer as the State Project Director (SPD) who will be responsible for guidance and management of the program on behalf of State Government. Oversight of project level activities will be provided by the Project Steering Committee (PSC) that will be chaired by the SPD and co-chaired by UNDP. It will comprise of representatives of designated officials from the relevant state governments and UNDP. Other stakeholders /experts in the area will also be invited, if required. The PSC will be responsible for providing overall guidance and oversight. The PSC will meet on yearly basis.

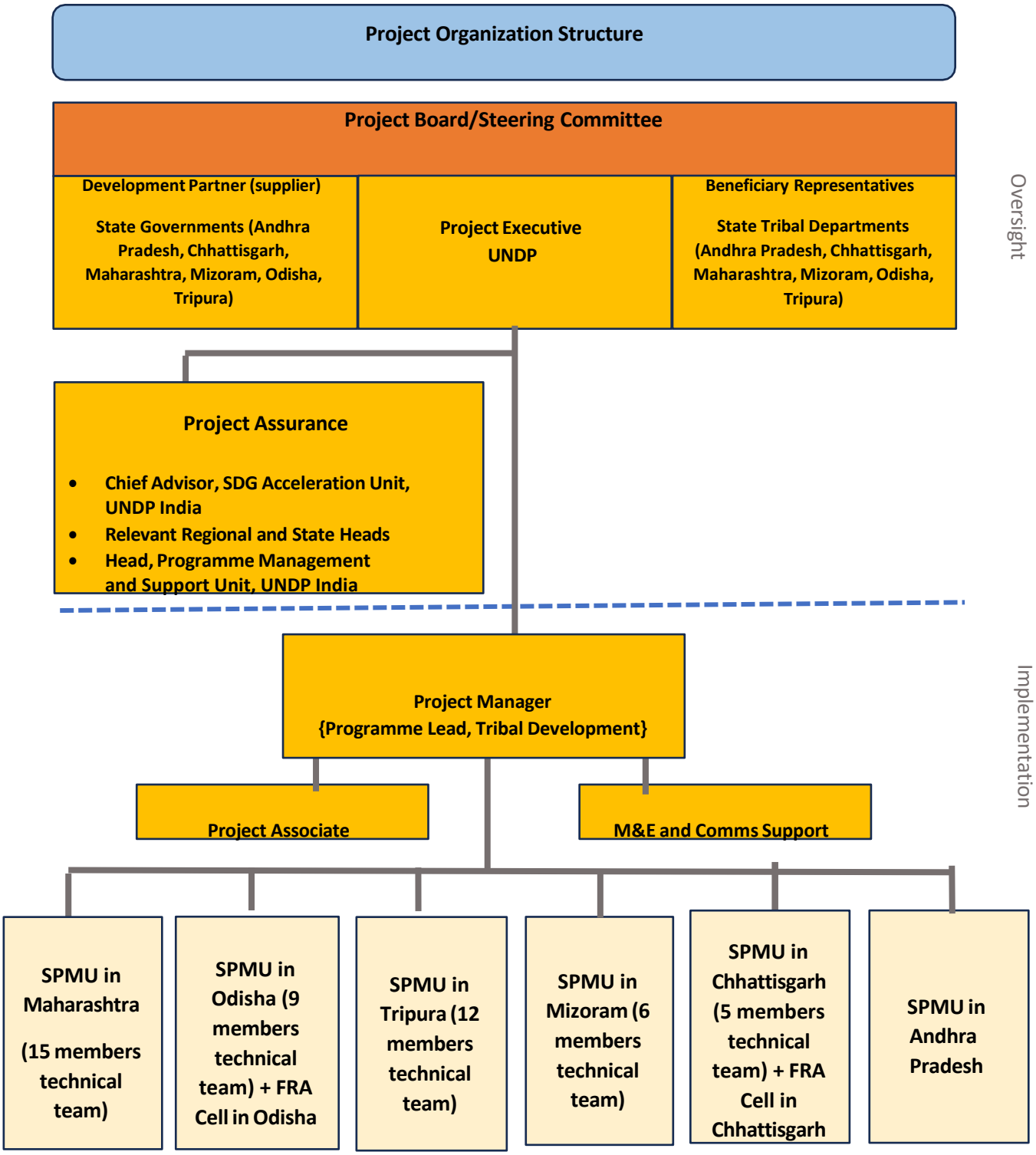
In addition, the PSC will be responsible for regular program reviews to ensure that the agreed deliverables are produced satisfactorily according to plans and timelines; assess and decide to proceed on program changes through appropriate revisions including in budget allocations at the output level; and arbitrate on any conflicts within the program or negotiate a solution to emerging problems. Further, the PSC will also serve as an effective program-level Grievance Redress Mechanism (GRM) to address grievances related to the social and environmental impacts of the program. In its accessibility to complainants and in its responses to complaints, the GRM will be gender-responsive, culturally sensitive, non-discriminatory, and inclusive.

In order to ensure UNDP's ultimate accountability, PSC decisions will be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In addition, the PSC plays a critical role in UNDP commissioned program evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning.

Project Assurance will be the responsibility of UNDP. The Assurance role will support the PSC by carrying out objective and independent project oversight and monitoring functions. During the implementation of the project, this role ensures (through periodic monitoring, assessment and evaluations) that appropriate project management milestones are managed and completed. The assurance will:

- Ensure that funds are made available to the project;
- Ensure the project is making progress towards intended outputs;
- Perform regular monitoring activities, such as periodic monitoring visits and spot checks;
- Ensure that resources entrusted to UNDP are utilized appropriately;
- Ensure that critical project information is monitored and updated
- Ensure that risks are properly identified, managed, and monitored on regular basis

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IX. Legal Context

The project document shall be the instrument envisaged and defined in the Supplemental Provisions to the project Document, attached here to and forming an integral part hereof, as "the project Document".

This project will be implemented by UNDP in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. Risk Management

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][5] [UNDP funds received pursuant to the Project Document][6] are used to provide support to individuals or entities associated with terrorism , that the recipients of any amounts provided by UNDP hereunder do not appear on the United Nations Security Council Consolidated Sanctions List, and that no UNDP funds received pursuant to the Project Document are used for money laundering activities. The United Nations Security Council Consolidated Sanctions List can be accessed via https://www.un.org/securitycouncil/content/un-sc-consolidated-list. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse ("SEA") and sexual harassment ("SH") allegations in accordance with its regulations, rules, policies and procedures.

6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

[5] To be used where UNDP is the Implementing Partner

[6] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

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7. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor, and sub-recipient:
   a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
      i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
      ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

   b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

   c. Each responsible party, subcontractor and sub-recipient (each a "sub-party" and together "sub-parties") acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the sub-parties, and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
      (a) In the implementation of the activities under this Project Document, each sub-party shall comply with the standards of conduct set forth in the Secretary General's Bulletin ST/SGB/2003/13 of 9 October 2003, concerning "Special measures for protection from sexual exploitation and sexual abuse" ("SEA").
      (b) Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, each sub-party, shall not engage in any form of sexual harassment ("SH"). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment. SH may occur in the workplace or in connection with work. While typically involving a pattern of conduct, SH may take the form of a single incident. In assessing the reasonableness of expectations or perceptions, the perspective of the person who is the target of the conduct shall be considered.
      (c) In the performance of the activities under this Project Document, each sub-party shall (with respect to its own activities), and shall require from its sub-parties (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, sub-parties will and will require that their respective sub-parties will take all appropriate measures to:

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(i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
(ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where sub-parties have not put in place its own training regarding the prevention of SH and SEA, sub-parties may use the training material available at UNDP;
(iii) Report and monitor allegations of SH and SEA of which any of the sub-parties have been informed or have otherwise become aware, and status thereof;
(iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
(v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. Each sub-party shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the relevant sub-party shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.

d. Each sub-party shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the relevant sub-party to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.

e. Each responsible party, subcontractor and sub-recipient will ensure that any project activities undertaken by them will be implemented in a manner consistent with the UNDP Social and Environmental Standards and shall ensure that any incidents or issues of non-compliance shall be reported to UNDP in accordance with UNDP Social and Environmental Standards.

f. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud, corruption or other financial irregularities, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption, anti-fraud and anti money laundering and countering the financing of terrorism policies are in place and enforced for all funding received from or through UNDP.

g. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices (b) UNDP Anti-Money Laundering and Countering the Financing of Terrorism Policy; and (c) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

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h. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

i. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud, corruption other financial irregularities with due confidentiality.

j. Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud, corruption or other financial irregularities, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

k. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

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l. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

m. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the program, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
The Ministry of Tribal Affairs will release the funds to UNDP as per the following schedule to the bank account mentioned below.

Tranche	Schedule of Payment
1	Upto 12 months of human resource cost payment and 50 per cent of the total agreed amount for activities to be released by the FIRST PARTY at the start of the project
2	Request for the second tranche by UNDP at the end of the 11 months
3	Request for the third tranche by UNDP at the end of 23rd Month

Account Name	UNDP Representative Rupee A/c
Bank Name/Address	Bank of America DLF Centre, Sansad Marg, New Delhi-110001, India
Bank A/c No:	21100019
RTGS/IFSC Code:	BOFA0ND6216
Swift Code:	BOFAIN4XDEL

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.

3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

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4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.

5. All financial accounts and statements shall be expressed in United States dollars.

6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.

7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 6 above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures. In accordance with the decisions and directives of UNDP's Executive Board: The contribution shall be charged 8% management fee for the provision of indirect support services and direct project implementation support services provided by UNDP.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP."