India-Denmark Partnership to Provide Strategic-Technical Support to the Jal Jeevan Mission – Implemented by UNOPS

Key Outcomes:

- Strategic Technical Support to JJM at national and state level
- Capacities of target States, Districts and PRIs build for effective delivery of JJM
- Model village developed on the component of the JJM with focus on sustainable and holistic management of sources and systems and scaled up in districts
- O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management
- Community-based water safety and security surveillance and monitoring systems in place
- Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme

Justification for support:

The purpose of the partnership between the Government of Denmark and UNOPS is to provide strategic-technical support to the Indian Prime Minister's flagship community-managed programme, the Jal Jeevan Mission. The objectives of the Mission are to ensure all rural households will receive drinking water supply in adequate quantity and of prescribed quality on regular and long-term basis at affordable service delivery charges, leading to improvement in living standards of rural communities by 2024. Through coordination between UNOPS and the Embassy of Denmark, it will be ensured that the partnership and the bilateral Indo-Danish cooperation on JJM mutually support and reinforce each other in order to achieve the maximum impact.

Major risks and challenges:

While this partnership carries very little visible risk, as JJM is a national flagship program having highest level of political and policy support, it cannot be denied that there could be some inherent risks. Of highest risk overall is that another surge in COVID-19 or any new pandemic cause a delay in completion. The highest programmatic risk is fluctuations in exchange rates while safety or resignation of staff at field level are considered low institutional risks. The other risks are key organisations/ partners responsible for capacity building of key officials at the state and district/ village level are missing or not recruited resulting in capacity gap of the key institutions and stakeholders responsible for the delivery of the JJM. For a water supply programme of a stature like JJM to be sustainable, it is essential that there is community are willing to pay for water. There is a risk of villagers unwilling to pay for water, hence rending poor/ no maintenance of piped water supply infrastructure There is also a minor category Risk of project delay or release of funds from the central to state Government due to lack of coordination and mistrust between centre and state, especially in states having different ruling political party with that at the centre. As we are entering the states that have vulnerable climate conditions, we may see delay in field interventions due to risk of natural calamities in the project sites either due to floods, cyclone, earthquake, extremely heat wave and any other natural disaster.

File No.	**2022 - 9053**			
Country	India			
Responsible Unit	GDK			
Sector	Water			
Partner	UNOPS			
DKK mill.	**2022**	**2023**	**2024**	**Tot.**
Commitment	31,3			
Projected disbursement	5,3	13,5	12,5	31,3
Duration	_ September 2022 – 31 March 2025			
Previous grants	DKK 6 Million			
Finance Act code	06.34.01.40			
Head of unit	Karin Poulsen			
Desk officer	Ninna Katrine Sanden			
Reviewed by CFO	NO / YES: Katja Thøgersen Staun			

Relevant SDGs *[Maximum 1 – highlight with grey]*

No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption & Production
Climate Action	Life below Water	Life on Land	Peace & Justice, strong Inst.	Partnerships for Goals	

Objectives

- To strengthen the delivery of National Jal Jeevan Mission by strengthening the capacities of institutional stakeholders to facilitate the mission achieve its goal and support SDG-6
- To strengthen the institutional delivery mechanism in the selected states for planning and implementation to manage community-based water supply systems, water quality and safety, grey water management and community-based O&M
- To empower project beneficiaries for participatory analysis of their current situation and undertake collective local action to plan and leverage funds to enable water and sanitation improvement in their villages
- To capture lessons learnt, share and disseminated with practitioners for the adaptability

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	**Climate mitigation**	**Biodiversity**	**Other green/environment**
Indicate 0, 50% or 100%	50 %			100 %
Total green budget (DKK)	**15,650,000**			**31,300,000**

Justification for choice of partner:

UNOPS provides technical expertise to countries in implementation of the SDGs and the Paris Agreement. With more than two decades of experience in fragile and conflict environments, UNOPS brings agility and technical expertise to get projects done in some of the world's most challenging environments. With the values and principles of the UN and innovation and efficiency, UNOPS helps people build better lives. Finally, UNOPS has extensive goodwill with Government in India at all levels and with civil society, built up over many years of activities.

Summary:

This partnership would provide technical support in the following areas – Strategic Technical Support at National level and Strengthening of Planning and Implementation processes in the States; Capacity Building of State & District Agencies and village institutions/Local Communities on components of JJM and participatory approaches; Strengthening of Operation and Maintenance mechanisms and policy support for long term sustainability of water supply including grey water management; Source Sustainability measures and water conservation; Water safety and Community based water quality monitoring system; Rapid Action Learning to work with speed and on scale and with quality and making engagement of Civil Society Organizations for creating mass campaign and 'people's movement; Studies, Research and Knowledge Management

Budget (engagement as defined in FMI**):**

Outcome 1	DKK 8,247,450
Outcome 2a	DKK 14,083,888
Outcome 2b	DKK 2,316,885
Outcome 3	DKK 797,688
Outcome 4	DKK 618,434
Outcome 5	DKK 3,415,126
UNOPS Indirect Cost	DKK 1,510,628
Sub Total	DKK 30,990,099
1% Coordination Levy Fee (UNSDG)	DKK 309,901
Total	**DKK 31,300,000**

File-no. 2021 - 9929

Standard Project Document

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September 2022

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Abbreviations

AIS	All India Services
BCM	Billion Cubic Meters
BRICS	Brazil, Russia, India, China, and South Africa
CAGR	Compound annual growth rate
CBO	Community Based Organisations
CBOs	Community Based Organisations
CCDU	Communication and Capacity Development Unit
CDC	Community Development Consultants
CEEW	Council on Energy, Environment and Water
CFS	Certified Financial Statements
CLASS	Action for Sanitary Surveillance
CLNOB	Community Leave No One Behind
CPI	Corruption Perception Index
CSO	Civil Society Organisations
CVS	Central Vigilance Commission
DAP	District Action Plan
DCRB	DEATH-CUM-RETIREMENT BENEFITS
DDWS	Department of Drinking Water and Sanitation
DIPP	Department of Industrial Policy and Promotion
DSA	Daily Subsistence Allowance
DSC	Development Support Center
DWSM	District Water and Sanitation Mission
FDI	Foreign Direct Investment
FHTC	Functional Household Tap Connection
FTK	Field Test Kit
GBS	Gender Budget Statement
GDP	Gross domestic product
GOI	Government of India
GP	Gram Panchayat
GRP	Gender Responsive Budgeting
GSDP	Gross State Domestic Product
GSVA	Gross State Value Added
HDI	Human Development Index
IBEF	India Brand Equity Foundation
IDS	Institute of Development Studies
IEC	Information, Education and Communication
IPSAS	International Public Sector Accounting Standards
ISA	Implementation Support Agency
JFA	Joint Financial Agreement
JJM	Jal Jeevan Mission
KRC	Key Resource Centres
LPCD	Litre Per Capita Per Day
M&E	Monitoring & Evaluation

MDG	Millennium Development Goal
MFA	Ministry of Foreign Affairs
MNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MSME	Ministry of Micro, small & Medium Enterprises
NCDWSQ	National Centre for Drinking Water, Sanitation and Quality
NGO	Non-Governmental Organization
O&M	Operation and Maintenance
ODF	Open Defecation Free
PHED	Public Health Engineering Department
PRD	Panchayati Raj Department
PRA	Participatory rural appraisal
PRI	Panchayati Raj Institutions
RAL	Rapid Action Learning
RWSD	Rural Water Supply Department
SAP	State Action Plan
SDG	Sustainable Development Goals
SHGs	Women Self Help Groups
SWSM	State Water and Sanitation Mission
UNDP	United Nations Development Programme
UNOPS	United Nations Office for Project Services
UT	Union Territory
VAP	Village Action Plan
VOs	Voluntary Organisations
VWSC	Village Water and Sanitation Committee
VWSC:	Village Water and Sanitation Committee
WASH	Water Sanitation & Hygiene

Standard Project/Programme Document

1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning the project on, 'Strategic Technical Support to Jal Jeevan Mission Phase II' as agreed between the parties: The United Nations Office for Project Services (UNOPS) and the Ministry of Foreign Affairs of Denmark. The project document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below.

1.1 Grantor and Grantee

Ministry of Foreign Affairs of Denmark, Government of Denmark and United Nations Office for Project Services – India.

1.2 Documentation

"The Documentation" refers to the partner documentation for the supported intervention, which is -
UNOPS & Government of Denmark's Partnership Project on Strategic Technical Support to Jal Jeevan Mission Phase II to Provide Strategic Advisory and Technical Assistance to Government of India's national flagship programme Jal Jeevan Mission for Achieving SDG-6.

1.3 Contributions

Danish Ministry of Foreign Affairs, represented by Royal Danish Embassy, New Delhi of the commits to a contribution to the engagement of DKK 31,300,000 (Thirty-one Million, Three Hundred Thousand Danish Kroner) **Period:** __ September 2022 to 31 March 2025.

2. Context, strategic considerations, rationale and justification

Background

1. The partnership framed within the framework of India-Denmark Green Strategic Partnership in 2020, aims to extend strategic technical support to Jal Jeevan Mission (JJM). The JJM is the national flagship programme of Government of India. JJM aims at providing functional household tap connections (FHTCs) to all the rural households in India by 2024.

2. The partnership was launched in March 2020 to work in 11 most water scarce districts in Bundelkhand and Vindhya regions of the State of Uttar Pradesh. Project interventions were done in 137 villages across 11 districts. Uttar Pradesh is the most populous state in India with 230 million people, out of which 77.73 percent live in rural areas. The one-year project which was going to end on 28 February 2022 received three months no cost extension till 31 August 2022.

3. The following sections presents the background on the challenges of water and sanitation in India, a brief information on the Government of India's flagship programme on Jal Jeevan Mission and its contribution to the United Nations Sustainable Development Goal 6, 'clean water and sanitation for all', UNOPs history in Water, Sanitation and Hygiene (WASH), and a brief on the progress of Phase I of the project.

Overview of Water sector in India and challenges and opportunities

4. India having 18% of global human population and 31% of global livestock population has only 2% land mass and 4% of global freshwater resources. With the growing population, expanding economic activities, competing water requirements in various sectors compounded by challenges such as depletion of groundwater caused by over-extraction, poor recharge, low storage capacity, erratic rainfall due to climate change, etc. has widen the demand supply gap.

5. What is also alarming is that a recent NITI Aayog report1 on water warned that India is going through a severe water crisis and that over 600 million people were under high to extreme water stress. The report also adds that nearly 70 percent of water in the country was contaminated and called for urgent attention.

6. Provision of rural water supply has been an integral part of the development agenda in India and a component of the erstwhile Five-Year Plans launched in the early 1950s. Consecutive centrally supported country-wide projects, some as campaigns and some in a mission mode, have attempted to provide safe drinking water to predominantly rural population across villages stretched across several geographies and administrative regions.

7. Some of the Centrally supported Water Supply Programmes in India are the:

- **The Accelerated Rural Water Supply Programme**, which was introduced in 1972-73 to assist States and Union Territories to accelerate the pace of coverage of drinking water supply.
- **National Rural Drinking Water Programme**- The programme was launched in 2009 with the aim to provide safe and adequate water for drinking, cooking and other domestic needs to every rural person on a sustainable basis.

[1] *Composite Water Management Index 2018* In *A tool for Water Management*. NITI Aayog, Government of India, 2018

8. The projects have addressed issues ranging from water scarcity to water quality; from technology to service levels; and most significantly, from supply driven systems to demand based ones. In fact, the participation of communities and the Panchayati Raj Institutions (PRI) i.e., rural local bodies in planning and O&M, brought a paradigm shift in approach and strategies in the sector.

9. Yet, in early 2019, only 47 percent of the rural habitations were reportedly fully covered and were receiving the government stipulated 55 lpcd of water; and less than 12 percent of the rural households had access to piped water connections in their homes.

10. Government of India concluded that a continuing lack of community ownership, poor capacities of Gram Panchayats2 (GPs), poor O&M of schemes, reluctance of state governments to devolve funds and responsibilities to the GPs, and the tendency of technical agencies to focus solely on construction of structures instead of utilities, were all roadblocks to significant improvements in the rural water supply sector. To address these challenges the National Jal Jeevan Mission was launched.

Jal Jeevan Mission

11. Government of India launched the Jal Jeevan Mission (JJM) in 2019, with the objective of providing drinking water on a sustained basis and in adequate quantity and prescribed quality through Functional Household Tap Connections (FHTCs) in every rural household. Implementation of the JJM is expected to benefit 190 million households comprising around 900 million population of India. It is expected to help in contributing to the achievement of SDG-6 globally and the resultant learning and experiences is likely to have worldwide impact.

12. The Jal Jeevan Mission is managed through a four-tier system.

- At the National level through the National Jal Jeevan Mission, responsible for implementation of JJM and to provide policy guidance, financial assistance and technical support to States
- At the State level through the State Water and Sanitation Mission (SWSM), who would be responsible for coordination, convergence and policy guidance at the state level. The state level is also responsible for establishing water infrastructure up until the village border.
- District level through the District Water and Sanitation Mission (DWSM), who would be responsible for ensuring preparation of village action plan; finalise a district action plan; provide administrative approval of in-village water supply schemes, amongst other roles
- Gram Panchayat level through the Paani Samiti/Village Water & Sanitation Committee (VWSC)/ User group. The community institutions would play a lead role in planning, implementation, management, operation and maintenance of in-village water supply infrastructure.

13. Public Health Engineering Department/ Rural Water Supply Department as decided by State Government is the line/ nodal Department for the implementation of JJM.

14. The National Centre for Drinking Water, Sanitation and Quality (NCDWSQ), Kolkata, an autonomous Institution of the DDWS, Ministry of Jal Shakti, is responsible for identification, mitigation and management of drinking water quality and sanitation related problems. including through capacity-building and research & development initiatives.

15. The other important stakeholders/ partners for the implementation of the Jal Jeevan Mission are:

- **Key resource centres (KRC),** who are either Government/ Non-Government institution including universities/ deemed universities/ administrative/ management/ engineering institutions/ training

[2] *Gram Panchayat* or Village council is a basic governing institute in Indian villages. It acts as a cabinet of the village. The members of the *Gram Panchayat* are elected by the Gram Sabha (all members included in the electoral role of village).

institutions, etc. of repute. Their role is mainly induction training, in-service-training, orientation and capacity development of stakeholders responsible for implementation of JJM at the national, state and district.

- **Implementing Support Agencies (ISA**) role is to work as partners in mobilizing and engaging the communities to plan, design, implement, manage, operate & maintain in-village water supply infrastructure. They act as a facilitator between the DWSM and VWSC. Non-Governmental Organisation (NGOs)/ Voluntary Organisations (VOs)/ women Self Help Groups (SHGs)/ Community Based Organisations (CBOs)/ Trusts/ Foundations /Firm/Company can apply to become an ISA.

- **Sector partners –** Sector partners are organisations of repute like UN agencies, international developmental agencies, foundations/ trusts/ NGOs/ CBOs/ corporates working as partners for implementation of JJM. The framework of the mission envisaged levy of reasonable service charges. The communities would own and operate the systems and would also be engaged in the planning exercise for ensuring water security and water safety at the village level. Within this framework community groups, especially women, are envisaged to play a critical role. Empowerment of grassroots women and their organizations is seen as an essential precondition for sustained management of water sources and services at the community level.

16. While JJM has been conceptualized to ensure full coverage and complete partnership and ownership of systems by communities, the programme faces several challenges in its implementation. Some of these are;

- devolving water related responsibilities, funds and functions to the GPs,
- raising resources;
- ensuring that water safety and water security plans are an integral part of planning of water facilities and services.
- ensuring that communities and community groups actively engage in the planning,
- management of water systems and undertaking O&M works process through sustained support and engagement.
- ensuring empowered participation of women; and
- ensuring a utility and consumer driven approach to technical planning and designs, amongst others.

17. SWOT analysis of JJM is as given below

Strength	**Weakness**
• Availability of Central and State Finance Commission Grants • Wide experience in implementing pipe water supply in different terrains • Devolution of powers to PRIs (Panchayati Raj Institutions) • Availability of separate technical cadre for planning and implementation • Availability of technologies for providing safe water from contaminated ground water sources • Existing infrastructure • Dense habitations in water abundant places	• Top-down approach and lack of community ownership/participatory approach • Inadequate financial resources at State level • Non-availability of technical human resources at GP level • Poor recovery of services charges/absence of water tariff • Poor attention on O&M of completed schemes • Engineering departmental mindset on infrastructure creation but not on functioning as a utility

Opportunity • Enabling provision to involve local government/institutions for implementation of JJM • Availability of Central funds under JJM and additional resources through Rashtriya Jal Jeevan Kosh (National JJM Fund) • Involving committed NGOs, CSOs for PRA in handholding implementation • Hiring dedicated HR at different institutional levels • Application of new technologies for efficient implementation • Exploring partnership with different stakeholders	**Threats** • Growing population • Uncontrolled drawl of ground water for agriculture and other uses • Water scarcity in some places • Climate Change and severity of climate events • Reluctance of State Governments to devolve the local water supply schemes to PRIs or handing over non-functional schemes • Volume of work • Lack of capacity at GP level

Source: Operational guidelines of the Jal Jeevan Mission, Department of Drinking Water and Sanitation, Ministry of Jal Shakti, Government of India

18. To overcome the weakness and challenges and build on the opportunity of the JJM, the partnership aims to provide strategic technical support to the JJM.

UNOPS History in WASH

19. UNOPS has a long history in water, sanitation and hygiene (WASH) sector in India, a brief of which is given below:

2008-2012	Under the Global Sanitation Fund, UNOPS worked in 16 districts in three states, Bihar, Jharkhand and Assam. Direct support was provided on collective behaviour change in 1700 villages. Approximately, 1000 villages achieved open defecation free status in three years.
2012-2014	WASH - Menstrual health hygiene (MHH) in eight states, Maharashtra, Karnataka, Uttar Pradesh, Uttarakhand, Bihar, Jharkhand, Assam and Chhattisgarh. UNOPS created master trainers in schools, health care centres, Aganwadi[3] centres and village health workers. Developed behaviour change tools and training modules in collaboration with the Government of India. Supported the State government of Bihar, Jharkhand, and Assam to develop state level implementation strategy plans. Trained 2000 women self-help groups in Bihar. UNOPS convened two international conferences on MHH in India. Ms Vidya Balan, a Bollywood actor, was the brand ambassador of MHH in India.
2014-2019	WASH - Open Defecation Free - Swachh Bharat Mission-Gramin in 45 districts of five states; Uttar Pradesh, Bihar, Jharkhand, Assam, and Chhattisgarh. All 45 districts have achieved open defecation free status.
2019-going on	WASH - Open Defecation Free (ODF) - Swachh Bharat Mission-Gramin- Phase-II, developed training modules for ODF-plus at national level and created 150 Master trainers

[3] A centre providing care for mothers and young children in a rural area

	at national level. UNOPS has partnership with Sanitation Learning Hub, IDS, University of Sussex for the work on Sanitation supported by SIDA. It's 30,000 GBP annually.
2019-going on	WASH - Jal Jeevan Mission - Currently with support of Ministry of Foreign Affairs of Denmark, Government of Denmark, UNOPS is working in 11 districts of Uttar Pradesh, providing strategic technical support at national, state and district level.

20. Building on the 13 years' experience, expertise, and network in the WASH sector in India and decades of global experience, UNOPS will facilitate in addressing the key challenges at both the national level and in selected states, districts, and communities. It is expected that continued effort will yield credible and sustainable results on the ground and present replicable and scalable implementation approaches and models.

21. The critical overarching strategy that would be adopted in the project over the period of 3 years will have the following elements: strengthening the processes, institutions and communities (with focus on women's empowerment), ensuring sustainability of facilities and services; and adoption of innovative approaches and solutions for sustained delivery of services.

Purpose of the Partnership

22. The purpose of the partnership is to provide strategic-technical support to the Prime Minister's flagship community-managed programme, the Jal Jeevan Mission. Through coordination between UNOPS, National Jal Jeevan Mission and the Ministry of Foreign Affairs of Denmark through the Embassy of Denmark, New Delhi, it will be ensured that the partnership and the bilateral Indo-Danish cooperation on the Jal Jeevan Mission mutually support and reinforce each other in order to achieve the maximum impact.

Rationale for choosing the three new states in Phase-II

23. UNOPS has worked under this partnership in 11 district of Uttar Pradesh and provided technical and capacity building support to 137 villages. Now, UNOPS is planning to scale-up this approach in some villages of selected districts of three states of India - Rajasthan, Assam, Tamil Nadu, to prove that this approach can work in west/desert, northeast and southern region of the country as well, thereby sharing the methodology developed in Uttar Pradesh to more states for wider impact. In addition, Danish Strategic Sector Cooperation projects led by the Danish Environmental Protection Agency and City of Aarhus focus on Tamil Nadu and Rajasthan, respectively. In those states, the potential for synergy between bilateral and multilateral water activities is therefore high.

24. Once the second phase is started, UNOPS will identify districts and villages in consultation with State Government and district administration in the new states within a month.

A snapshot of the project implementation areas is given below:

S. No.	State	No. of Districts	No of villages
1	Uttar Pradesh	11	137
2	Assam	2	20
3	Rajasthan	5	50
4	Tamil Nadu	2	20

* TBC- To be confirmed after consultation with state and district administrations.

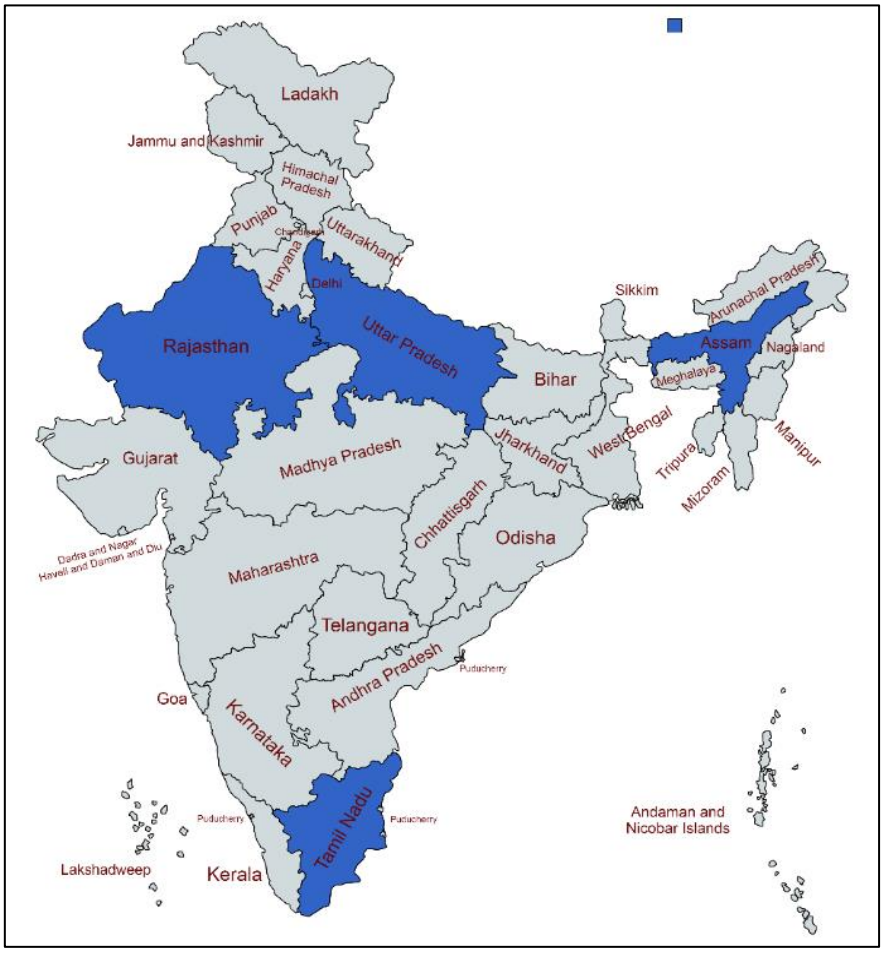


Figure 1 Map of the focused states

Project Approach

25. The following approaches would be adopted for project implementation with the aim to achieve the objectives.

- **Deployment of UNOPS trained facilitators /technical experts** to districts, state and at national level. Providing support in development of capacity building modules for the other stakeholders. UNOPS facilitators would provide hands-on support to the Implementation Support Agencies (ISA)/ Key Resource Centres (KRC), district and block officials, village level workers, panchayat representatives and VWSC members.
- **Capacity building and facilitating community participation** -UNOPS has 13 years' experience in the field of capacity building of stakeholders on issues related to WASH. UNOPS would develop new e-learning tools and other training modules on different themes for the capacity building of the stakeholders at state/district level. UNOPS will facilitate training sessions as per requirement at state and district level by providing expert trainers from water sector including experts. Mobilising community to participate in the JJM program is key to the sustainability of the program at village level.

UNOPS will use different participatory tools to mobilise community for the participation in Jal Jeevan Program.

- **Adoption of Community Leave No One Behind approach**- "Leave No-one Behind" is the guiding principle for SDGs. UNOPS has developed an innovative participatory approach in collaboration with Institute of Development Studies (IDS), University of Sussex to empower the community and initiate its own action at households/villages. This approach is called CLNOB (Community Leave No One Behind). Under this approach, mapping is done in clusters to make sure that all households are mapped and 'Leave No One Behind' categories identified. The idea is to inspire and motivate people through participatory methods, such as discussion on relevant topics like day-to-day water needs and how they are fulfilled, identifying left out people and understand why they are left behind, possible solutions to address root causes and ensuring accountability. CLNOB instils an emotion of unity where no individual is left behind and everyone participates in the process and reaps benefits from the project.
- **Rapid Action Learning-** UNOPS would continue to use new tools called 'Rapid Action Learning' to provide a platform for learning and sharing of innovations and good practices to plan for implementation of the JJM with quality. This approach has also been developed with IDS, University of Sussex. More than 15 countries are using this approach under the WASH sector. UNOPS, WASH team is supporting IDS for using this approach in other south Asian countries.
- **Gender mainstreaming** –To bring about incremental changes on perception of gender equity and equality, gender mainstreaming approach would be central to the project implementation. Care would be taken to hear voices of all gender and disadvantaged communities in the village development activities. Since women are at the more disadvantaged position in the state, specific activities around empowering of women and enabling their voices being heard in the community decisions would be done. Also, one of the main objectives of JJM is to bring an end to the centuries old legacy of drudgery faced by women and young girls across rural India. JJM provides opportunities to women for skill development, water management and work as facilitators in the village. This project would give leadership role to women.

Implementation Framework

26. The partnership project which started in March 2021 will continue till the end of 2024. The project would be implemented in two phases.

- **Phase I** (March 2021- August 2022)
- **Phase II** (September 2022 – March 2025). The project activities are expected to culminate along with the target end date (31 December 2024) of the JJM, with 3 months for closing)

27. Phase I of the project was implemented in 11 districts of Uttar Pradesh. In Phase II, learnings from the first phase of implementation would be used to scale up the programme in the states of Assam, Rajasthan, and Tamil Nadu [through a "train-the-trainers" approach] in addition to continuing [on-the-ground] activities to develop model villages in the target villages in Uttar Pradesh, the foundation for which was laid in Phase I of the project. For Phase II, a two-pronged approach would be adopted:

- **Firstly,** in the 11 districts of Uttar Pradesh, learnings from the first phase of the project would be scaled up in the entire district. Handholding of the ISAs would be done to scale up the learnings from Phase I in the entire district, and facilitation for the implementation of VAPs will continue in 137 villages to develop model villages.

- **Secondly,** in the 9 new districts selected (5 in Rajasthan, 2 in Assam and 2 in Tamil Nadu), participatory approaches and capacity building activities will continue in selected Gram Panchayats to empower community so that they are able to assess their current water situation and plan for future.

This would involve all activities, viz. community mobilisation, sensitisation and awareness generation executed at the village level during Phase 1 of the project. UNOPS will provide support at district level for the building capacity of ISAs and state level to scale-up phase-1 learning in the whole district and the State. Handholding support would be provided to KRCs and ISAs and other support agencies and district level and the State for the Implementation of JJM with quality and speed.

Please refer the section on Work Plan for details activities of the project.

Summary of activities & key achievements from Phase I

28. Under the partnership between the Government of Denmark and UNOPS, in Phase I of the project, 137 villages across 11 districts in Uttar Pradesh were selected for targeted interventions.

29. UNOPS has engaged directly with SWSM and DWSM and local bodies like Gram Panchayats, Women SHGs to create momentum in the field. UNOPS has deployed trained facilitators in each district and one consultant at the state level to facilitate capacity building and community mobilization. One capacity building expert and one communication expert have been deployed with UNOPS at national level to prepare training modules and run IEC activities and social media campaign. One person has been deployed in the Ministry of Jal shakti to support editing Jal Jeevan Samvad (monthly newsletter of JJM) and provide support in preparing manuals.

30. UNOPS supported the Jal Jeevan Mission in capacity building, institutional strengthening, community-based water quality monitoring and surveillance, and Rapid Action Learning for achieving the JJM goals. Some of the key activities carried out in the Phase I of the project are briefly described below:

- **Orientation of staff on JJM** -An orientation training program on JJM was organised for the project team.
- **Key activities at the District/Village level**
    - UNOPS conducted village level awareness campaigns on the importance of ensuring safe water consumption, reduction of waterborne diseases, improved sanitation and hygiene. It facilitated mapping exercise using a participatory approach named **Community Leave No One Behind** (CLNOB). The participatory approach aimed to empower the community to understand the status, challenges and possible solutions for drinking water supply, grey water management and sanitation practices in and around their households
    - UNOPS oriented **Panchayati Raj Institutions** (PRI) members on JJM. Thereafter village meetings were organised to orient the community on JJM
    - 137 **Village Water and Sanitation Committee** (VWSC), a statutory body of the local village governance structure was formed. This body is empowered to take decisions on all matters related to water and sanitation in the *Gram Panchayat* and is authorized to collect taxes and tariffs for water and sanitation in consultation with the *Gram Pradhan* or village head and Secretary of the *Gram Panchayat*
    - UNOPS assisted the district administration in identifying 5 women in each of the targeted villages. This resulted in the creation of a task force of approximately **700 women who were trained in water quality testing for drinking water sources** in their respective villages. These selected women were further trained to carry out another community engagement approach called **Community Led Action on Sanitary Surveillance** (CLASS). Under this approach, women highlighted the quality of drinking water to other village members, educated them on the remedial actions to be taken and further notified the district administration for necessary action, in case any. UNOPS ensured 100% testing of drinking water sources in 137 villages

- Continuous liaising with the UP-State government officials and Government line departments to ensure 100% FHTC coverage in all schools, *anganwadi*[4] centres, health centres, and *Gram Panchayat* buildings
- UNOPS also facilitated formation of *Pani Panchayat*[5] in 137 villages. Pani Panchayat is a voluntary participatory approach where a group of people engage in collective management of water. Modules on 'Participatory Water Use Analysis' and 'Women Time Use Analysis', greywater management, were conducted to sensitise the community about their daily water needs and women drudgery
- Facilitated preparation of Village Action Plan (VAPs) for each of the 137 villages
- To generate awareness and importance of water conservation, innovative Information, Education and Communication (IEC) activities were organised in the target villages. Regular activities are being organised in the form of cricket matches, rallies, oath taking celebrations, poster making and essay writing competitions.
- Training and orientation of UNOPS state coordinators and Community Development Consultants (CDCs) was done on Menstrual Health & Hygiene awareness. The CDCs in turn would sensitise the community on initiating a dialogue about menstrual health and the importance of water, sanitation and hygiene

- **Key activities at the District and State level**
  - UNOPS has been supporting the planning of state-wide Information, Education and Communication (IEC) activities for all the districts of the state of Uttar Pradesh. It coordinates with district officials for further implementation
  - UNOPS has been providing handholding support and directly monitors the deliverables of 68 ISAs deployed across the state. UNOPS is regularly organising meeting of the ISAs trainers/facilitators. Capacity building expert/community development consultants of UNOPS are participating in the meeting and doing mentoring of facilitators.
  - To provide a cross learning platform to ISAs and other stakeholders, UNOPS organized three divisional level Rapid Action Learnings (RALs) workshops to learn, share innovations and best practices
  - UNOPS regularly updates project activities in the UP-state portal (https://jjmup.org/)

- **Key activities at the National level**
  - UNOPS leads the editorial team of the Ministry of Jal Shakti's monthly newsletter '*Jal Jeevan Samvad*' in English and Hindi. It also regularly contributes to authored articles in the newsletter
  - UNOPS supports the Ministry in official communication with the state governments of the country's Hindi belt states (Uttar Pradesh, Madhya Pradesh, Himachal Pradesh, Uttarakhand, Haryana, Rajasthan, Bihar, Jharkhand and Chhattisgarh), provide talking points on Jal Jeevan Mission for the Prime Minister
  - Updates project field activities on a real time basis on UNOPS Facebook and Twitter handles
  - UNOPS is closely coordinating with the Ministry for IEC activities. It is supporting the Ministry in development of technical documents like manual for using 15th finance commission funds/progress reports/manual for the Gram panchayats etc. It is supporting Ministry of Jal Shakti for making documentary and short films, video documentation of the

[4] Rural childcare centre
[5] Water Panchayat

ongoing project activities. UNOPS is also documenting relevant experience and promising innovations as well as best practices from the selected districts of the project

Figure Participatory mapping in Progress

- **Key selected achievements in phase I of the project (as on date)**
  - Approximately 700 women have been trained in water quality testing for drinking water sources across the project villages
  - UNOPS ensured 100% testing of drinking water sources in 137 villages
  - Facilitated formation of VWSC/ User's Committee in 137 villages
  - To provide a cross learning platform to ISAs and other stakeholders, UNOPS organized three divisional level RAL workshops to learn, share innovations and best practices
  - Successfully facilitated preparation and submission of Village Action Plan for each of the targeted 137 villages in the target 11 districts of UP
  - Published 7 authored articles in *Jal Samvad*
  - UNOPS made a video on *Jal Jeevan Samvad* on Gandhi Jayanti[6] based on conversation between Prime Minister and selected village presidents (Sarpanch). Ministry has dessiminated this on national TV Doordrashan
  - UNOPS was associated with the entire process of publication of a number of recent publications from the JJM, such as 'Manual for the utilization of 15th Finance Commission Tied Grants to RLBs/ PRIs for water & sanitation'; 'Two Years of Jal Jeevan Mission'; 'Reforms in the water sector'; special booklet in Hindi and English on the JJM: '*Sukh-suvidha kee nayee pahachaan*' (Hindi) and 'A Mission for Fulfilling Aspirations' (English)
  - More than 60 articles on the project activities have been published in the national and local newspapers

Justification of the programme design

31. Justification of the programme design based on the six DAC criteria area is as below:

- **Relevance** - The project is relevant in terms of supporting the roll-out of household water connection in rural areas in 20 districts of four states (Assam, Rajasthan, Uttar Pradesh and Tamil in India.
- **Impact**- The project is expected to impact the lives of communities in rural areas of the selected states of India as a result of availability of water at household level in adequate quantum and quality. This would help in reduction or water borne diseases and drudgery of women who are mainly responsible for fetching water. The activities in the project targeting women like training of women volunteers on

[6] Gandhi Jayanti is celebrated on 2nd October every year to mark the birth anniversary of Mahatma Gandhi, also called as the Father of the Nation.

use of water testing kits is expected to make them more confident and help in improving their social stature.

- **Effectiveness** – The project interventions are designed in a manner that the project objectives are achieved and thereby supporting the JJM to achieve its objectives. For effective project delivery UNOPS will consult/ support/ build capacity/ provide technical support to stakeholders at the state, district and community level. Furthermore effectiveness (and efficiency) will depend on the level of commitment, engagement, and ownership from the institutions such as VWSC's, district authorities, state government and the national Jal Jeevan Mission.
- **Efficiency -** For efficiency of resources, UNOPS will engage Grantees who would be responsible for HR services, while the ownership for project delivery would be with UNOPS. Similar to the project implementation modalities in Phase I of the project, UNOPS will also continue to station one resource person in each State Water and Sanitation Mission to provide advisory support, co-ordination and monitoring delivery of mission in the state (50% role). The other 50% role would be leading the project delivery in the state. Similarly, one resource person would also be stationed at the Ministry of Jal Shakti to provide advisory oversight in monitoring the mission activities at the national level, support in communication activities (editorial of the monthly Jal Samvad magazine of the Ministry of Jal Shakti and other publications).
- **Coherence –** The project activities are designed in a manner that local activities feed into the policies at district, state and finally at the national level. The Village Action Plan prepared for the target villages would feed into the District Action Plan and subsequently at the State Action Plan. All efforts would be done to collaborate and leverage strengths of each institution at the district, state and national level for delivery of project activities. The Operational guidelines of the Jal Jeevan Mission, Department of Drinking Water and Sanitation, Ministry of Jal Shakti, Government of India would form the guiding principle for project activities for coherence and alignment with the Jal Jeevan Mission. For examples, the Village Action Plans (VAPs) prepared in the phase I were appreciated by the district authorities in Uttar Pradesh for the participatory approach adopted for preparation of the VAP which is the guiding principle of the JJM and also the detailed content of the VAP was as per the JJM components.
- **Sustainability** – To ensure project sustainability, activities such as capacity building of VWSCs to enable them to carry out the assigned responsibilities of JJM implementation in an effective and sustainable manner, training of pump operators who's services would be critical for Operation and Maintenance (O&M) of water supply infrastructure and development of Operation and Maintenance tool kits, tariff collection/ gap analysis and support in maintaining accounts at community level for water supply scheme has been included.

3. Project Objective

32. The main objective of the partnership project is to:

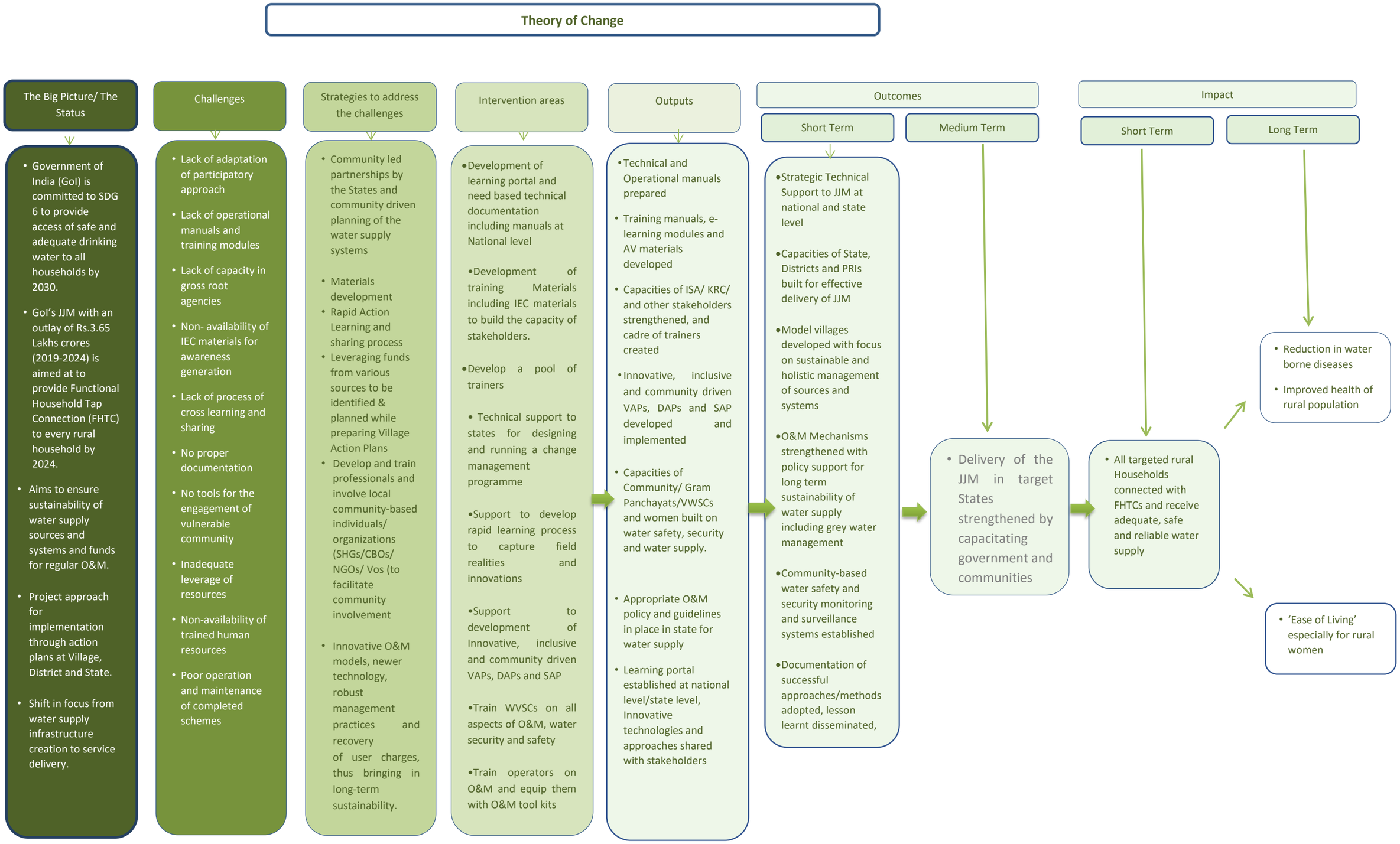
• To facilitate the delivery of the Jal Jeevan Mission in the target districts by strengthening the capacity of government and other stakeholders at national, state, district and village level to plan and implement the mission in a sustainable manner.

33. Four underlying objectives support the main objective are:

- To strengthen the delivery of National Jal Jeevan Mission by strengthening the capacity of institutional stakeholders to facilitate the mission achieve its goal and support SDG-6
- To strengthen the institutional delivery mechanism in the selected states for planning and implementation to manage community-based water supply systems, water quality and safety, grey water management and community-based O&M

- To empower project beneficiaries for participatory analysis of their current situation and undertake collective local action to plan and leverage funds to enable water and sanitation improvement in their villages
- To capture lessons learnt, share and disseminated with practitioners for the adaptability

4 Theory of change and key assumptions



Geographical Focus – UP, Assam, Rajasthan, Tamil Nadu

External partners -

- Government of India
  - Ministry of Jal Shakti
  - Ministry of Rural Development
  - State governments: UP, Assam, Rajasthan, Tamil Nadu
  - State Water & Sanitation Mission, Jal Nigam, PHED

Vulnerable groups / Target Population - Gram Panchayat, community, vulnerable women, children, people with disabilities and with HIV, minorities, scheduled castes and tribes, OBCs, elderly and other marginalized groups,

Assumptions

- State Governments are supportive to adapt community led approach and mobilize required support for implementation.
- State Governments provide support for leveraging funds from various sources and take appropriate administrative procedures to make such funds available
- State Governments provide required policy support on areas of engaging human resources, their retention and O&M systems

4. Summary of the results framework

34. Summary of the results framework is shared in the Table below. For detailed results framework, please refer to Annex 3.

Project Title		**India-Denmark's Partnership Project on to Provide 'Strategic Technical Support to the Jal Jeevan Mission – Implemented by UNOPS'**	
Main objective		To facilitate the delivery of the Jal Jeevan Mission in the target districts by strengthening the capacity of government and civil society stakeholders at national, state, district and village level to plan and implement the mission in a sustainable manner	
Outcome 1		**Strategic Technical Support to JJM at National/ state Level**	
Outcome indicator		Manuals and materials developed	
Baseline	Year	2022	Lack of manuals/Report/IEC materials on different theme at national level and in states
Target	Year	2024	20 to 25 manuals, reports and IEC materials would be developed
Outcome 2A		**Capacities of the target States, Districts &PRIs built for effective delivery of JJM**	
Outcome indicator		State, District and PRI stakeholders trained on change management and JJM challenges with using training resources and materials developed under the project	
Baseline	Year	2022	**Uttar Pradesh:** Village/district/state level stakeholder's capacity built on the different components of JJM Training of State, Districts and PRIs completed in UP **New states (Assam, Rajasthan & Tamil Nadu):** Training yet to start
Target	Year	2024	**All States:** 04 State teams, 20 District teams, 150 ISAs and 107 KRCs trained on change management and JJM Assam - 02 Districts, 15 State teams, 30 ISA and 08 KRCs trained Rajasthan- 05 Districts, 45 State teams trained, 50 ISA and 20 KRCs trained Tamil Nadu- 02 Districts, 15 State teams trained, 30 ISA and 08 KRCs trained
Outcome 2B		**Model villages developed on the component of the JJM with focus on sustainable and holistic management of sources and systems and scaled up in targeted districts.**	
Outcome indicator		227 Model Villages developed in the Target States on the criteria of JJM	
Baseline	Year	**Uttar Pradesh:** Groundwork for creation of model villages done, i.e., VAPs prepared	

		New states (Assam, Rajasthan & Tamil Nadu): No work started	
Target	Year	**All States** 227 targeted villages transformed into model villages	
Outcome 3		**O&M mechanisms strengthened with policy support for long term sustainability of water supply including grey water management**	
Outcome indicator		• Appropriate guidelines on O&M of water supply and grey water management in place in all the States • VWSCs capacitated on Operation and maintenance of water supply and grey water infrastructure.	
Baseline	Year	2022	**All States:** Training on O&M of water supply and grey water management not initiated.
Target	Year	2024	**All States:** • 227 villages manage Operation and maintenance of in village water supply infrastructure as per the operational guidelines of the JJM.
Outcome 4		**Community-based water safety and security monitoring and surveillance systems in place**	
Outcome indicator		Communities in 227 target villages adapt agreed water safety and security quality monitoring and surveillance mechanisms learnt through Community Led Action on Sanitary Surveillance (CLASS) approach.	
Baseline	Year	2022	**Uttar Pradesh:** Community trained on water quality monitoring and surveillance systems and water safety protocols **New states (Assam, Rajasthan & Tamil Nadu):** Training yet to be initiated
Target	Year	2024	**All States: 227** target villages have a community-based water safety and security monitoring and surveillance systems functional.
Outcome 5		**Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme**	
Outcome indicator		Documentation on best practices, lessons learnt and innovations available as a ready reckoner for implementers.	
Baseline	Year	2022	No readily available documentation on best practices and lessons learnt.
Target	Year	2024	Living book on best practices and lessons learnt available as a ready reckoner and documentation p

5.Inputs/budget

Amounts in DKK

Sr.No.	Description	2022	2023	2024	Total
1	**Outcome-1 Strategic Technical Support to JJM at National and State level**				
	Output-1.1 Technical and operational support provided to JJM	1,164,959	3,155,351	3,927,140	8,247,450
	Total Outcome 1	**1,164,959**	**3,155,351**	**3,927,140**	**8,247,450**
2	**Outcome-2A- Capacities of the target States, Districts and PRIs built for effective delivery of JJM**				
	Output-2a .1 Training manuals, materials and e-learning module developed on various components of JJM **&** Targeted States, Districts, ISA/ KRC/ and other stakeholders trained	1,066,544	2,796,308	2,738,029	6,600,881
	Output-2a .2 Communication materials on specific themes of JJMs developed **&** Capacities of Communities, Gram Panchayats and Community Based organisations built on components of JJM	1,470,857	3,035,164	2,976,986	7,483,007
	Total Outcome 2 a	**2,537,401**	**5,831,472**	**5,715,015**	**14,083,888**
	Outcomes-2B Model villages developed on the components of the JJM with focus on sustainable and holistic management of sources and systems, and scaled up in targeted districts				
	Output-2b.1 Innovative and integrated VAPs developed in target villages in the State **&** Innovative and integrated VAPs implemented in target villages	470,547	1,201,016	645,322	2,316,885
	Total Outcome 2	**3,007,948**	**7,032,488**	**6,360,337**	**16,400,773**
3	**Outcome-3 O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management**				
	Ouput-3.1 Appropriate O&M policy and guidelines developed in targeted State for rural water supply and grey water management **&** VWSCs and Operators trained on O&M management of the systems including grey water management	188,217	351,790	257,681	797,688
	Total Outcome 3	**188,217**	**351,790**	**257,681**	**797,688**
4	**Outcome-4 Established community-based water quality monitoring and surveillance systems and water safety protocols**				
	Output-4.1 Community-based water safety and water security monitoring surveillance systems developed	179,256	219,589	219,589	618,434
	Total Outcome 4	**179,256**	**219,589**	**219,589**	**618,434**
5	**Outcome-5 Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme**				

	Output- 5.1 Learning portal established at national level/state level **&** Innovative technologies and approaches shared with JJM stakeholders for learning, adaptations and scaling up	439,195	1,953,891	1,022,040	3,415,126
	Total Outcome 5	**439,195**	**1,953,891**	**1,022,040**	**3,415,126**
	Total Outcomes 1 to 5	**4,979,575**	**12,713,109**	**11,786,787**	**29,479,471**
8	UNOPS Indirect Cost	**255,170**	**651,463**	**603,995**	**1,510,628**
					1,510,628
9	Sub-Total	5,234,745	13,364,572	12,390,782	30,990,099
10	Levy Fee (1%) --UN	**52,347**	**133,646**	**123,908**	309,901
11	**Total**	**5,287,093**	**13,498,218**	**12,514,690**	**31,300,000**

6.Institutional and Management arrangement

35. Project Governace- The the project would be headed by the Project Manager. All executive decisions regarding project operation and execution lies with the Project Manager. The Project Manager would be supported by staff at the National, State, District/Community and Retainers (experts). The project Organogram is given in Figure 1. Brief information on the number of staff to be deployed and their roles is given below.

- National Level Staff– 3 staffs would be deployed to support the project Manager in daily operation, and execution of the project. These staffs though stationed at New Delhi and travel to the project sites occasionally. The overall role of each of the national level staff are given below:
    - Project Support Officer- Responsible to support Project Manager in project management, coordination, documentation of the project.
    - Admin & Finance Officer- Responsible for administrative work and maintenance of project finance.
    - Communication officer- Responsible for preparing communication materials for print, media, and electronic medium, and maintenance of project social media handles.
- State Coordinator- Four state coordinators would be deployed in the project, one state coordinator for each state – Uttar Pradesh, Rajasthan, Tamil Nadu and Assam. The state coordinator would be stationed in the state capital. They would operate from the office of State department/ State Water and Sanitation Mission (SWSM) responsible for implementation of JJM at the state with frequent travel to the project implementation sites. The state coordinator would be responsible to support the state department as well as oversight of the work done by the Community Development Consultants (CDC) deployed at the district level.
- Community Development Consultants (CDC)- A CDC would be stationed in each of the target districts. A total of 22 CDCs would be deployed. There would be 13 CDCs deployed in 11 target districts of Uttar Pradesh (2 CDCs each for Mirzapur and Kaushambi as these districts are large). For Rajasthan 5 CDCs would be deployed, whereas 2 each for Assam and Tamil Nadu. The CDCs would be responsible to liaison with district and village Government functionaries and would be overall responsible for activities at the field. The CDCs would be stationed in the district.
- Retainers/ subject experts- A pool of experts have been empanelled in the project as Retainers to support the project as an when required. A total of 6 Retainers would be empanelled. These are:
    - 1 technical (grey water, source sustainability and water quality)

- 2 capacity building (facilitator and manual writer)
- 1 senior advisor (participatory approaches and module developer)
- 1 documentation specialist
- 1 financial specialist

UNOPS staff deployed at National, State and District level would support and complement each other in their roles and responsibilities for smooth operation of the project.

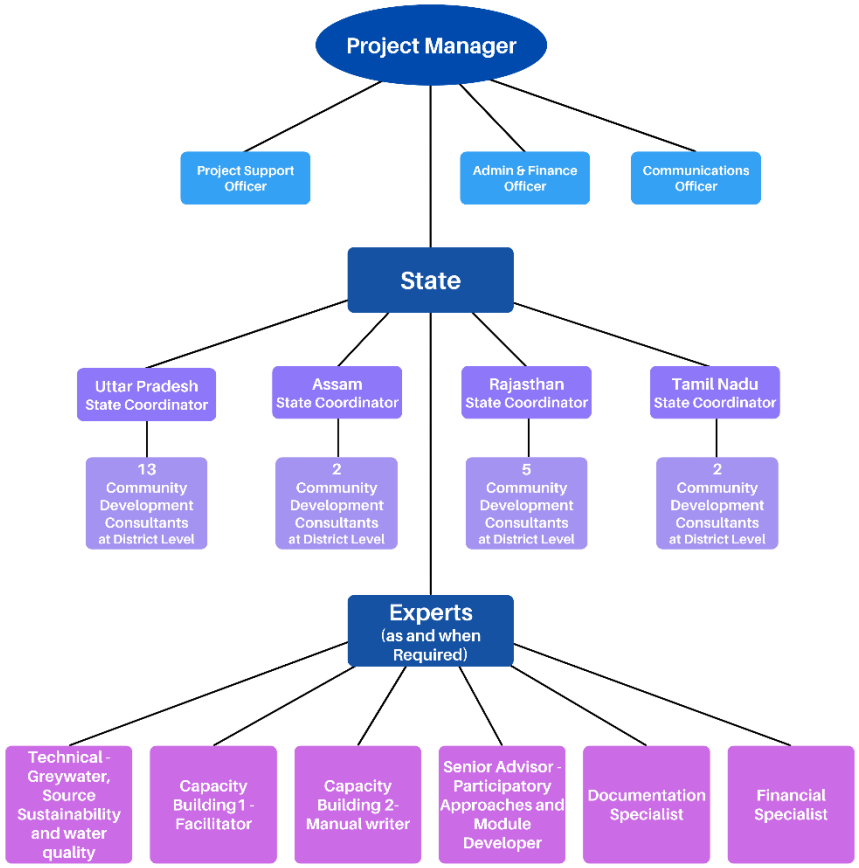


Figure 1: Project Organogram

36. It has been envisaged to involve CSOs/NGOs/academic institutions to carry outlearning & sharing activities. Delivery model at National, State and District Level will be as follows:

- UNOPS will support to develop manuals as per agreement with the Ministry; main topic would be, manual for leveraging of finance, how to use JJM funds, operational manual and preparing progress reports. The sector experts will do field visits to capture field experiences and will do regular meetings with the State and District officials.
- UNOPS will provide technical support in developing training materials the training of KRCs trainers, ISAs trainers, developing e-learning modules and training manuals for state level officers at national level as per suggestions by the Ministry. Communication materials and approaches targeting specific themes and audience (focusing on service delivery, financial sustainability, consumer behaviours related to responsive water use etc) for trainers and GPs/Communities will be developed at the National Level.
- Learning and exchange workshops will be organized. And support will be provided to establish learning portal at the National Level.
- UNOPS will deploy trained human resource in each district. UNOPS team will sit in the office of District Magistrate/Chief Development Officer and lead these activities with the support of District officials and Jal Jeevan Mission team. UNOPS team from State level and national team will aid the district team in completion of the above-mentioned activities. UNOPS team will build the capacity and take the support of local Implementation Support Agency (ISA) to scale-up this approach in the district.
- District team of UNOPS shall facilitate CLASS participatory approach to empower community on water quality in each village and ensure 100% source testing and provide support in making all testing labs functional at block and district level.

Steering Committee

37. On 3 May 2022, the Danish Environment Minister and the Indian Minister of Jal Shakti signed a Letter of Intent in which they agreed to enter into a MoU covering all existing as well as new cooperation activities between the two sides. Under the MoU, a Steering Committee comprising senior officers from both sides will be set up. In additional to bilateral cooperation activities, the Steering Committee will also oversee the implementation of the "India-Denmark Partnership to Provide Strategic Technical Support to the Jal Jeevan Mission - Implemented by UNOPS" and make any major strategic decisions on the partnership. UNOPS will participate in the Steering Committee during this agenda point at the appropriate level. It will also act as Secretariat, i.e., produce the required documents for the Steering Committee's consideration.

Project Management Unit

38. A Project Management Unit will be set up to follow the ongoing work of the partnership and make non-strategic decisions. It will comprise of officials from National Jal Jeevan Mission, Counsellor (Embassy of Denmark) and WASH Head (UNOPS). It will meet every six months (two times a year). The first meeting will take place in December 2022, unless otherwise agreed. UNOPS will act as Secretariat, i.e., produce the required documents for the Project Management Unit's consideration.

39. UNOPS will submit narrative and financial report at end of every quarter, and it will be regularly reviewed by embassy officials and will give feedback to UNOPS regrading physical and financial progress of the project.

40. A Final Results Report will be submitted after the project is completed. UNOPS will submit a detailed Annual narrative and financial report to the MFA.

7.Financial Management, planning and reporting

41. Financial Management shall be undertaken as per UNOPS Finance Manual. UNOPS has clearly defined finance authorisation levels for Budgeting, Commitment, Expenditure, Banking, Disbursement and accounting guidelines. The Finance Manual lays down segregation of duties and levels of authorisation of commitment and expenditure. Voucher entry is segregated from financial approval and Disbursements and Bank Disbursement authorisations are segregated from approval authorisations. UNOPS has an online ERP system One UNOPS. All accounting functions are done online. The accounting system is IPSAS compliant.

42. UNOPS also ensures that sub recipients of grants have clearly defined finance processes and guidelines as well as financial management capacity to handle the funds. If required on site assessment may also be undertaken before finalisation of contract with the grantee. UNOPS may carry our on-site reviews of partners expenditures under the project

43. UNOPS being UN agency follows single audit principle for audit. UN Board of Auditors audits the financial statements of UNOPS.

Disbursement

- Funds should be transferred from MFA in the currency of the budget.
- Disbursements are based on a written request from UNOPS indicating the detailed information on recipient bank account. The request should take into account the balance of funds previously received in order to avoid accumulation of funds.
- The funds will be released in accordance with the disbursement schedule in the Project Agreement, as per the budget and following a letter of request from UNOPS for the release of the year's tranche. The funds shall be received in a DKK Bank account operated by UNOPS. A separate ledger account / Project account shall be maintained by UNOPS in the ERP system to account for funds under the project. UNOPS maintains its accounting system in USD though actual expenditure shall be in INR. Therefore, there is likelihood of exchange rate loss/gain under the project account. This shall be accounted for under the project within the grant amount.

- UNOPS must return a letter or email with acknowledgement of receipt of funds as soon as possible and no later than 14 days after receipt of funds from MFA.
- Any loss due to the variation of exchange rates between the grant in DKK and the national currency must be covered within the grant.

Partner procedures pertaining to financial management

Procurement of goods and services

- Procurement of Goods and Services shall follow UNOPS Procurement guidelines. The Procurement Guidelines clearly lay down the process to be adopted for preparation of documents, solicitation process, evaluation and approvals. UNOPS has a library of standard bidding documents from shopping to International Bidding for Goods, Services and Civil works. Segregation of duties is also followed in procurement process as solicitation is separated from evaluation and approval is separated from solicitation and evaluation. Regional and UNOPS HQ Contract Procurement Committees provide review and oversight on procurement processes, evaluations and selection of contractors as per laid down threshold levels.
- UNOPS shall also ensure that sub-recipients of grants also have clearly defined procurement procedures and shall review these as per grant requirements
- UNOPS has detailed travel and DSA (Daily Subsistence Allowance) policy for Air, train and road travel. Rates for DSA for UN staff are as per UN Common System. UN rules determine that economy class air travel shall be used for travel within India as most flights are within 9-hour limit. UN rules allow Business Class travel for staff for flight durations greater than 9 hours. For partner organisations UNOPS shall determine the travel policy for trips and subsistence allowance in consultation with the partner which shall be closest to what most UN agencies are following for projects travel and DSA in India. Effort shall be made to purchase airline tickets in advance as far as possible to take advantage of tickets costs which tend to be higher closer to dates of travel.

Accounting requirements

- Accounts shall be kept in accordance with internationally accepted accounting principles and the organisation must follow the basic four-eye principles for all payments.
- The accounts shall at all-time be kept updated according to international standards.
- The accounts shall be drawn up to the same level of detail as is done in the budget.
- The total budget cannot be exceeded and shall be used for the agreed purposes only.

Financial reporting requirements

- Interim financial statement will be submitted to Royal Danish Embassy every three months and within 30 days of completion of three months.
- Certified Financial Statements (CFS) covering the year shall be provided by UNOPS India Office for the project annually within 45 days of close of annual period. CFS is generally approved by Finance Head at Regional Level.

- A final certified financial statement of accounts/audit (covering the entire project period) shall be submitted duly certified by UNOPS HQ at the end of project by UNOPS. The Final Financial Statement shall cover the entire project period and shall be submitted within 3 months of completion of project.
- Statement of accounts shall be drawn up to the same level of detail as is done in the budget (reflecting any agreed changes made). The statements shall clearly state the disbursements made by the MFA/Royal Danish Embassy as well as the outstanding balance at the time of reporting. The statements shall be signed by the responsible authority and shall include a bank statement and a bank reconciliation.

Unspent funds

- Any unspent balance, interests accrued or any savings of project funds by the end of the project implementation period shall be returned to the Danish Ministry of Foreign Affairs (MFA).

Audit requirements

- It is understood and agreed that all contributions to UNOPS, including the Funds made available by the Funding Source under this Agreement, are subject exclusively to the internal and external auditing procedures laid down in the Financial Regulations and Rules and further regulated by the Executive Board of UNDP/UNFPA/UNOPS. Disclosure of audit reports is regulated by the audit disclosure policies applicable to UNOPS.
- The Danish MFA reserves the right to carry out inspections, on-site financial monitoring visits, special audits, reviews, etc. at any time during the period of the project.
- Obligation to report on changes and irregularities
- UNOPS is obliged to inform the Royal Danish Embassy in India immediately if any changes, including overspending of budget lines, or irregularities in the management of funds are foreseen or have occurred.
- Denmark is obliged as per Danish regulations to inform the Danish Auditor General of ongoing cases or irregularities. Such reporting is available for the general public as well.

Work Planning

Process Action Plan for Implementation has been given in Annex-8 and budget for each outcome and outputs has given in budget chapter

8. Risk Management

44. Summary of risk analysis and risk response for contextual, programmatic and institutional risk factors is given in the Table below. For detailed risk management please refer to Annex 4.

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Contextual Risk					
Surge in COVID 19 and delay in release of funds from central to state government resulting in project dely.	Likely	Major	Keep monitoring the COVID situation in project states, keep both central and state Government informed on project progress	Residual risk not reduced. However, the actions taken could gradually increase trust.	Experience in Phase I of the project and past grants.
Risk in project delay due to natural calamities	Likely	Major	Avoid field interventions during the high-risk months	The actions taken could prevent adverse impact on project activities and project personnel.	Past weather records and natural calamity occurrence
Programmatic risk					
Risk of not able to deliver activities linked to setting up water supply infrastructure in the target districts and villages.	Unlikely	Minor	Close coordination and regular dialogue with Government functionaries at all levels	Residual risk not reduced. However, the actions taken could gradually increase accelerate	Experience of past projects.
Key organisations responsible for capacity building not recruited by state resulting in capacity gap stakeholders	Likly	Minor	UNOPS would be carrying out capacity building activities of	Residual risk not reduced. However, the actions taken could gradually	The endorsement of KRCs in Uttar

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Risk of villagers unwilling to pay for water which may challenge availability of O&M	Likely	Major	key stakeholders at the state and district/ village level. Regular community sensitisation on the importance of paying water utility charges to be done as part of project activities	increase capacity of key stakeholders. Short-term risks are reduced substantially due to regular community sensitisation initiatives/ activities. However general risk prevail, over the long term period.	Pradesh is still pending. At present, people in the villages are paying partial or no cost of water
Institutional risk Resignation of key project personnel especially field level staff Safety of staff in remote areas and villages	Unlikely Unlikely	Minor Minor	Due to the ongoing pandemic employment has been affected adversely and some changes in key personnel is expected during the project period Adhere to UN protocols in movement of staff, and closely coordinate with district administration during project implementation.	Low to limited residual risk. Actions shall be taken to follow the travel protocols and constantly coordinate with local administration.	Experience in similar grants Some of these areas have reported local law & order issues in the past which may hamper movement of personnel for short duration.

9.Closure

45. The project closure stage is the last stage of the project lifespan where the project is to be operationally and financially closed in accordance with the Closure Plan, and after all activities have been completed as per the legal agreement.

Implementing Partners final Report

46. A project completion report shall be submitted to the Royal Danish Embassy no later than 90 days of close of the grant period.

Responsible unit's final results report (FRR)

47. UNOPS WASH unit of India will be responsible to submit final results report (FRR) to Royal Danish embassy.

Closure of accounts

48. A final certified financial statement is to be submitted by 31st March of the year following the financial closing of the project, including return of unspent funds and accrued interest and administrative closure), which is due on July 31st, 2025

10. Timeline

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	Deployment and orientation of staff (September and October)	National /State											
	Identification of stakeholder engaged/ responsible for the delivery of the Jal Jeevan Mission in the new states of Assam, Rajasthan, and Tamil Nadu (September and October 2022)	State											
Outcome 1: Strategic Technical Support to JJM at National and State level													

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
Output1: Technical and operational support provided to JJM													
	• Advocacy at National and State level for innovative and inclusive VAPs ensuring 100% coverage, coverage of Schools and Anganwadis, and leveraging funds from various sources including CSR and required policy support from National and State level for effective delivery and sustainability of the programme.	National/All States											
	• Technical Support for preparation of State Action Plans (SAPs)	All States											
	• Provide support in developing technical and operational manuals and drawing on best practices	National/All States											
	• Contribute and support publications and events at National and regional level	National											
	• Development and printing of IEC and audio-video materials on components of JJM in English and Hindi languages	National											
Outcome 2A: Capacities of the target States, Districts and PRIs built for effective delivery of JJM													
Output 2A.1: Training manuals, materials and e-learning module developed on various components of JJM													
	• Development of e-learning module for scaling up of capacity building activities at national level	National											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	• Supporting Jal Jeevan Mission implementation throughout India via e-learning training modules based on the work done in phase I for the capacity building of the VWSC/Community	National											
	• Development of manuals, brochures, leaflets and printing them in respective State languages	National/All States											
	• Development of audio-video materials, and short films for training purposes in multiple languages	National/All States											
Output 2A.2: Targeted States, Districts, ISA/ KRC/ and other stakeholders trained													
	• Support and a create a cadre of trainers in various areas for capacity building focusing on technical, institutional, financial and sustainability issues	All States											
	• Train ISAs/ KRCs on components of JJM and on best practices/innovations	All States											
	• Technical support to the concerned states for designing and running a change management programme for PHED/ Jal Nigam and other water supply sector mandated organizations	All States											

Sr. No.	Activities	Level	Support Schedule										2025
			2022		2023				2024				
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	• Train State/Districts on innovative and integrated VAPs addressing water safety, security, management of water supply and sustainability of sources and systems	All States/Districts											
	• Train State/Districts on Contract Management in rural water supply to optimise costs and time, building sustainable systems and ensuring communities participation, for expediated progress in JJM.	State/ districts											
Output 2A.3: Communication materials on specific themes of JJMs developed													
	• Development of various communication materials/ videos/ short films/ radio jingles on themes such as service delivery, financial sustainability, consumer behaviour related to responsive water use, sharing of good practices from India and Denmark on water leakages, water metering, water tariffs, energy optimization of drinking water supply, water treatment, and greywater management, groundwater, water resources management, etc	National/ States											
Output 2A.4: Capacities of Communities, Gram Panchayats and Community Based organisations built on components of JJM													
	• Campaigns to create awareness conducted at village level	District											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	regarding – safe water, improved sanitation and hygiene and reduction of waterborne diseases, using the approach of Community Leave No One Behind												
	• Orientation of public representatives and PRI members at block and district level in and sharing of best practices from global at grassroot level	District											
	• Conducting *Pani Panchayat* on the modules of gender and water, climate change and water, source sustainability, water budgeting, water metering, water tariff, water leaks/water loss, greywater management and biodiversity conservation, sharing learning from global	District											
Outcome 2B: Model villages developed on the components of the JJM with focus on sustainable and holistic management of sources and systems, and scaled up in targeted districts													
Output 2B.1: Innovative and integrated VAPs developed in target villages in the State													
	• Facilitate technical support for preparation of VAPs including technical options for source strengthening, grey water reuse, water conservation measures, water safety, water security, water supply, reuse and include flexible budgetary support by	District											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	leveraging of the funds from JJM and other sources												
	• Ensure that best practices and innovations, which are relevant, manageable and sustainable at local level, are integrated to transform the existing villages to Model villages	District											
	• Facilitate engagement of communities-VWSCs-District Teams on various approaches and technical options on water safety, water security and water supply and reuse, to finalize proposals of VAPs	District											
	• Activating VWSCs, reforming them if required and orienting them on components of JJM, planning processes of developing village action plans (VAPs), their roles and responsibilities in planning and implementation of VAPs, stakeholders involved and coordination and support available etc	District											
	• Submission of the VAPs to districts	District											
	• Support scaling up of the innovative, integrated VAP preparation processes in targeted districts through	District											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	advocacy at District and State levels												
Output 2B.2: Innovative and integrated VAPs implemented in target villages													
	• Facilitate approval of the VAPs at GP and District level and related procurement processes for implementation.	District											
	• Facilitate engagement of Community-District Teams-Contractors on issues of water safety, security and water supply, planning and implementation of various technical options and their role during planning-implementation-O&M	District											
	• Facilitate effective participation of communities and VWSCs in implementation and takeover of the systems	District											
	• For UP State, facilitate implementation of VAPs to develop model villages in phase-I villages	District											
Outcome 3: O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management													
Output 3.1: Appropriate O&M policy and guidelines developed in targeted State for rural water supply and grey water management													
	• Facilitate and support workshops/debates/consultancy support for framing appropriate O&M policies and guidelines in the states on rural water supply, grey water management and	State/ District											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	water security and safety related issues.												
Output 3.2: VWSCs and Operators trained on O&M management of the systems including grey water management													
	• Training of VWSCs on operations, technical, financial and institutional aspects of managing water supply schemes and other systems including grey water management and sharing learnings from Global experiences	District											
	• Train VWSC and GPs on developing O&M Budgets for water supply systems covering tariff setting, billing and collection and management of finances.	District											
	• Developing O&M tool kits for VWSCs/GPs and operating staff including the use of digital technologies	District											
	• Training of VWSCs, Operators on O&M Tool kits and other digital technologies developed	District											
	• Explore and support various models of O&M of water supply system with the involvement of local entrepreneurs/local groups to collaborate with the VWSCs to manage water supply systems	District											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	• Support development of handbook on grey water management	State											
	• Sharing of best practices on O&M and on utility approach in management of services	National/ State/ District											
Outcome 4: Community-based water safety and security monitoring and surveillance systems in place													
Output 4.1: Community-based water safety and water security monitoring surveillance systems developed													
	• Develop and implement a participatory approach community-based water quality surveillance system using Community-led Approach/Action for Sanitary Surveillance (CLASS)	District											
	• Training to women trained on Field Test Kits to conduct water quality tests	District											
	• Support pilots using innovations for ground water monitoring and its sustainable use for domestic purpose.	District											
	• Facilitate and support VWSCs/GPs for evolving local norms for management of ground water sources (consumption and regulation)	District											
	• Training to plumbers on water conservation measures in domestic plumbing works	District											
	• Train VWSCs/GPs on agreed water safety and security issues	District											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	and monitoring and surveillance systems being developed												
	• Integrate these systems in the VAPs of respective villages	District											
Outcome 5: Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme													
Output 5.1: Learning portal established at national level/state level													
	• Establish learning portal at national /state level	National/State											
Output 5.2: Innovative technologies and approaches shared with JJM stakeholders for learning, adaptations and scaling up													
	• Initiate and approaches, technologies and support rapid small-scale trials of innovative methods and assessing and adapting them for scaling up	District/State											
	• A Rapid Action Learning workshop and activities at district/state and National level engaging CSOs and government functionaries to harness best practices and innovations and sharing them with others to plan and implement JJM with speed, scale and with quality.	District/State/ National											
	• Documenting experiences, lessons learnt and promising innovations, both within India and in other countries and sharing them through learning portal	District/State/ National											

Sr. No.	Activities	Level	Support Schedule										
			2022		2023				2024				2025
			Q3 (S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)	Q2 (A-J)	Q3 (J-S)	Q4 (O-D)	Q1 (J-M)
	• Exposure visits for senior policy makers and PRI members in the states	District/State											
	• **Documentation and Project Closure**												

ANNEX 1: CONTEXT ANALYSIS

1. Overall Development Challenges, Opportunities and Risks

(i) Macro-level analysis at the level of the Country

With a population of more than 1.38 billion, India is the second most populous country and the world's largest democracy. A study published in the Lancet journal estimates that India's population will peak in 2048 at 1.6 billion, which will be followed by a 32% decline to around 1.09 billion in 2100. India with its large population base with greater younger workforce offers demographic dividend. While on the other hand a large population presents numerous challenges such as meeting needs of its citizen for healthcare, managing macro-economic shocks, providing jobs, infrastructure and amenities, mitigating climate change and balancing the ever-increasing pressure on limited land resources. Niti Aayog, apex public policy thinks tank of the Government of India, in its report cities that though poverty has declined over the last three decades, the number of rural poor has in fact increased due to the population growth[7].

Over the past decade India has enjoyed consistently high growth rate as a result of the country's integration in the global economy. After averaging about 7 percent in the last decade, real GDP growth has decelerated in recent years (6.8 percent in 2017-18 to 6.5 percent in 2018-19, 4.0 percent in 2019-20 and -7.3% in 2021-22)[8].Comparison of real GDP growth (2017 – 2021) amongst the world's five largest economies in percent annual change PPP terms, indicates that India is expected to be the world's fastest growing major economy[9].

In terms of United Nations Development Programme's Human Development Index (HDI), India ranked 131 out of the 189 countries (2020). With an HDI value of 0.645, the country fell in the medium human development category and the country's HDI value when adjusted for inequality loses 28 percent of its value[10].

In the 2021 Global Hunger Index, India ranks 101out of the 116 countries. With a score of 27.5, India has a level of hunger that is serious[11]. The report considers four indicators – the proportion of undernourished in a population, the proportion of children under the age of five suffering from stunting, the proportion of children under five suffering from wasting and mortality rate of children under five. The same was also reflected in the recently published 5th National Family Health survey (2019-21). The data from the survey showed that several states across the country recorded worsening levels of malnutrition.

Another challenge has been accessing to clean, and safe drinking water. In early 2019, only 47 percent of the rural habitations were reportedly fully covered and receiving the government stipulated 55 lpcd[12] of water; and less than 12 percent of the rural households had access to piped water connections in their homes. What is also alarming is that a recent NITI Aayog report[13] on water warned that India is going through a severe water crisis and that over 600 million people were under high to extreme water

[7] https://niti.gov.in/planningcommission.gov.in/docs/reports/wrkpapers/wp_hwpaper.pdf
[8] https://data.worldbank.org/indicator/NY.GDP.MKTP.KD.ZG?end=2020&locations=IN&start=2016
[9] IMF WEO database April 2021
[10] http://hdr.undp.org/sites/default/files/Country-Profiles/IND.pdf
[11] https://www.globalhungerindex.org/ranking.html
[12] Litre Per Capita Per Day
[13] Composite Water Management Index 2018 In A tool for Water Management. NITI Aayog, Government of India, 2018

stress. The report also adds that nearly 70 percent of water in the country was contaminated and called for urgent attention.

Over the years Government of India has launched several flagship programmes to address major national concerns especially in areas of health, education, environment, agriculture, clean drinking water, urban and rural infrastructure development, employment, social security, amongst other issues. These programs also aim to unlock the huge potential of the population, especially in the rural areas, which is presently trapped in poverty with its associated deprivations Some (not exhaustive list) of the flagship programmes of Government of India are:

- National Rural Employment Guarantee Act,
- National Social Assistance Programme,
- Total Sanitation Campaign, Swachh Bharat Mission,
- Jal Jeevan Mission (JJM), and others.
- Integrated Child Development Services,
- National Rural Health Mission,
- Rashtriya Krishi Vikas Yojana,

These flagship programmes in addition to support from other Developmental programmes has helped India to address some of its socio- economic, demographic and environmental challenges.

Financial landscape and Investment Climate in India

India's external balances remain strong, in spite of the global Covid-19 shock. As per Reserve Bank of India's data, India's current account balance recorded a surplus of US$ 6.5 billion (0.9 per cent of GDP) in Q1:2021-22 as against a deficit of US$ 8.1 billion (1.0 per cent of GDP) in Q4:2020-21 and a surplus of US$ 19.1 billion (3.7 per cent of GDP) a year ago (Q1:2020-21)[14]. The surplus in the current account in Q1:2021-22 was primarily on account of contraction in the trade deficit to US$ 30.7 billion from US$ 41.7 billion in the preceding quarter, and an increase in net services receipts.

In view of the pandemic induced slowdown, in its projections, the 15th Finance Commission expects the debt-GDP ratio to peak at 33.3 per cent in 2022-23 (in view of the higher deficits in 2020-21, 2021-22 and 2022-23), and gradually decline thereafter to reach 32.5 per cent by 2025-26.

Investment climate in India has improved significant since the opening up of the economy in 1991 mainly due to easing of FDI rules in India. India has attracted a total FDI inflow of $27.37 bn during the first four months of F.Y. 2021-22 which is 62% higher as compared to the corresponding period of F.Y. 2020-21 ($ 16.92 billion)[15]. India ranked 63 out of 190 countries in World Bank's 2020 ease of doing business ranking.

Scenario at the target states

Assam

Assam, the world's largest tea producing region. It is the third-largest producer of petroleum and natural gas in the country. Over 75% of the state's population depends on agriculture as farmers, agriculture labourers, or both for their livelihood[16].

[14] https://www.rbi.org.in/Scripts/BS_PressReleaseDisplay.aspx?prid=52324
[15] https://www.investindia.gov.in/foreign-direct-investment
[16] https://foodprocessingindia.gov.in/state/assam

Assam at a Glance (Census 2011):

Population	31.21 million
Population density (persons per sq km)	398
Sex ratio (Females per 1000 males)	958
% of population living in rural area	86%
% of population living in urban area	14%

Assam is the largest economy in North East India. At current prices, Gross State Domestic Product (GSDP) of the state is estimated to reach Rs. 4.09 trillion (US$ 55.14 billion) in 2020-21[17]. The GSDP of the state grew at a CAGR (in Rs.) of 12.38% between 2015-16 and 2020-21[18].

Assam ranked 20th in terms of ease of doing business in 2019[19]. Ease of Doing business Index is based on the implementation of the Business Reform Action Plan recommended by the Department of Industrial Policy and Promotion (DIPP) to all States and UTs. Assam ranked 24th in terms of FDI equity inflow (US$ 16.36 million) for the period Oct 2019- Sep 202, which is 0.01% of total inflow[20].

Rajasthan

Rajasthan, the second largest mineral producing state. It is the largest state (area wise) of India and is known for its forts and renowned cultural heritage. It accounts for more than 10 percent of the nation's milk production and has one of the highest livestock populations[21].

Rajasthan at a Glance (Census 2011):

Population	68.55 million
Population density (persons per sq km)	200
Sex ratio (Females per 1000 males)	928
% of population living in rural area	75%
% of population living in urban area	25%

As per IBEF report, between 2015-16 and 2020-21, Rajasthan's Gross State Domestic Product (GSDP) increased at a CAGR (in Rs.) of 7.05% between 2015-16 and 2020-21. At a CAGR (in Rs.) of 10.86% between 2011-12 and 2020-21, the tertiary sector has been the fastest-growing sector and the largest contributor to Rajasthan's economy in 2020-21, with a 45.44% share in the state's GSVA[22].

[17] https://www.ibef.org/states/assam.aspx#login-box
[18] https://www.ibef.org/states/assam.aspx#login-box
[19] https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=20117
[20] https://dpiit.gov.in/sites/default/files/FDI_Factsheet_Spetember-21.pdf
[21] https://foodprocessingindia.gov.in/state/rajasthan
[22] https://www.ibef.org/states/rajasthan.aspx

Rajasthan ranked 8th in terms of ease of doing business in 2019[23] and ranked 12th in terms of FDI equity inflow (US$724.08 million) for the period Oct 2019- Sep 202, which is 0.63% of total inflow[24].

Uttar Pradesh

Strategically located in the Indo-Gangetic plains, Uttar Pradesh is the fourth largest state in terms of geographical area and is the most populous state. The state is the largest exporter of meat, it holds a 35% share in Sugarcane output, and ranks second in sugar production in the country[25]. It has the third largest number of MSME in India[26].

Uttar Pradesh at a Glance (Census 2011):

Population	**99.81 million**
Population density (persons per sq km)	829
Sex ratio (Females per 1000 males)	912
% of population living in rural area	78%
% of population living in urban area	22%

The Gross State Domestic Product (GSDP) of Uttar Pradesh grew at a CAGR of around 8.43% between 2015-16 and 2020-21 to reach Rs. 17.06 trillion (US$ 234.96 billion)[27]. The Net State Domestic Product (NSDP) grew at a CAGR of around 8.42% between 2015-16 and 2020-21 to reach Rs. 15.12 trillion (US$ 208.34 billion)[28].

Uttar Pradesh ranked 2nd in terms of ease of doing business in 2019[29]. Uttar Pradesh ranks eleventh in terms of FDI equity inflow (US$ 754.60 million) for the period Oct 2019- Sep 202, which is 0.66% of total inflow[30].

Tamil Nadu

Tamil Nadu is the fourth-largest state of India. The state is the highest producer of banana, tapioca, and cloves in India[31].

Tamil Nadu at a Glance (Census 2011):

Population	72.15 million
Population density (persons per sq km)	555
Sex ratio (Females per 1000 males)	996

[23] https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=20117
[24] https://dpiit.gov.in/sites/default/files/FDI_Factsheet_Spetember-21.pdf
[25] https://foodprocessingindia.gov.in/state/uttar-pradesh
[26] https://foodprocessingindia.gov.in/state/uttar-pradesh
[27] https://www.ibef.org/states/uttar-pradesh.aspx
[28] https://www.ibef.org/states/uttar-pradesh.aspx
[29] https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=20117
[30] https://dpiit.gov.in/sites/default/files/FDI_Factsheet_Spetember-21.pdf
[31] https://foodprocessingindia.gov.in/state/tamil-nadu

% of population living in rural area	52%
% of population living in urban area	48%

As per IBEF report, between 2015-16 and 2020-21, Gross State Domestic Product (GSDP) expanded at a Compound Annual Growth Rate (CAGR) of 10.56% to reach Rs. 19.43 trillion (US$ 265.49 billion). As per the same report, the Net State Domestic Product (NSDP) expanded at a CAGR of 10.60% to touch Rs. 17.50 trillion (US$ 239.00 billion) between 2015-16 and 2019-21. FDI inflow in the state is $4459.10 mn between Oct 2019 to Sep 2021[32].

Tamil Nadu ranked 14th in terms of ease of doing business in 2019[33] and ranked fifth in terms of FDI equity inflow (US$4,459 million) for the period Oct 2019- Sep 202, which is 4% of total inflow[34]. It is the second-best governed state in India according to the Public Affairs Index 2020

Opportunities

Concerted effort has been taken to harness the challenges both at the national and state level and convert those into opportunities. A summary of which is given below:

Over the past five years, India has made substantial progress adopting, implementing, and monitoring the Sustainable Development Goals framework. India's national Millennium Development Goal (MDG) Report released in 2015 reveals that while significant progress has been made on achieving targets on poverty reduction, education, and HIV at aggregate levels, the results have been uneven[35]. Much work remains to be done in reducing hunger, improving maternal mortality rates and enabling greater access to water and sanitation, job creation[36] as well as reducing social and geographic inequalities, especially continued gender in-equality in achieving these targets. Women continue to be excluded from social, economic and political domains.

Also, in the face of the global economic crisis brought forth by the COVID-19 pandemic, the country faces critical challenge similar to its other BRICS counterparts – high growth has been accompanied by persistent poverty and inequality.

In the context of the above backdrop, several opportunities exist for shaping targeted interventions aimed at recovery from the economic crisis induced by the COVID 19 pandemic. In addition, accelerated action is needed for the achieving the 2030 SDGs especially in areas where large gap exists for achieving the target. This would require concerted effort from all actors - the Government of India, bilateral and multilateral organisations, Non-Governmental Organisations (NGO)s, civil society, private and public sector.

Risks

Some of the risks that India (including the target states) faces which have been broadly based on United Nations Common Country Analysis (October 2021) are as below:

[32] https://www.investindia.gov.in/states

[33] https://www.rbi.org.in/Scripts/PublicationsView.aspx?id=20117

[34] https://dpiit.gov.in/sites/default/files/FDI_Factsheet_Spetember-21.pdf

[35] https://www.in.undp.org/content/india/en/home/library/mdg/the-millennium-development-goals-report-2015

[36] International Labour Organisation's data for 2017-20 indicates India is one of the five largest populous country with informal employment

- **Risk of the further economic fallout as a result of the COVID-19 pandemic –** uncertainty over the next variant of concern and its impact on the economy is something that can't be predicted.
- **Lack of robust data system persists-** India generates a rich data source from various administrative surveys which is heavily relied for planning various developmental programmes. However, these data lack reliability due to incomplete information, over/under estimation, bureaucracy in accessing the data amongst other challenges. Robust system for monitoring of progress of SDG targets is still mainly due to lack of capacity.
- **Risk to social inequality -** Social inequalities in India are outcomes of inequalities in income, education, gender, caste, and class. As per the World Inequality Report 2022, India is among the most unequal countries in the world, with rising poverty and an affluent elite. The report highlights that the top 10% and top 1% in India hold 57% and 22% of the total national income respectively while the bottom 50% share has gone down to 13%. Reducing social inequality in the medium term and eliminating it in completely in the long term can only socio-economic transformation.
- **Risk of impact of policy reforms –** India has brought forth various policy reforms, some of which have helped to enhance the image of the country like the FDI reforms mentioned earlier. However, uncertainties persist surrounding the medium-term fallout from various reforms, such as the GST implementation (since July 2017), demonetization (November 2016), agriculture reforms brought through introduction of three farm laws in 2020 but had to be repealed in December 2021 amidst sustained resistance by farmers.

(ii) Sector-level analysis

Scenario of water availability in India

India having 18% of global human population and 31% of global livestock population has only 2% land mass and 4% of global freshwater resources. The average annual water resources of the 20 basins of the country have been assessed as 1999.20 billion Cubic Meters (BCM)[37]. The average annual per capita water availability in the year 2011 has been assessed as 1545 cubic meters. Further, based on the above study, the average annual per capita water availability may further reduce to 1486 cubic meters by 2021[38].

With the growing population and expanding economic activities, there is an increase in demand for water in various sectors, viz. agriculture, industry, domestic, recreation, infrastructure development, etc. Thus, finite availability and competing demands make drinking water management a complex issue. The widening demand-supply gap is further compounded by other challenges, viz. depletion of groundwater caused by over-extraction, poor recharge, low storage capacity, erratic rainfall due to climate change, presence of contaminants, poor Operation and Maintenance (O&M) of water supply systems, etc.

As per report of the Government think tank Niti Aayog[39], India is undergoing the worst water crisis in its history. Already, more than 600 million people[40] are facing acute water shortages. Critical

[37] Central Water Commission 2019. Reassessment of water availability in India using space input
[38] https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1707522
[39] Niti Aayog 2018. Composite Water Management Index Report
[40] World Resource Institute

groundwater resources – which account for 40% of our water supply – are being depleted at unsustainable rates. Droughts are becoming more frequent, creating severe problems for India's rain-dependent farmers (~53% of agriculture in India is rainfed[41]). When water is available, it is likely to be contaminated (up to 70% of our water supply), resulting in nearly 200,000 deaths each year[42]. As per the NITI Aayog report if mitigation measures are not implemented, India faces a 6% loss in its gross domestic product (GDP) by 2050.

Water in Indian Constitution

India is union of States. The constitutional provisions in respect of allocation of responsibilities between the State and Centre fall into three categories: The Union List (List-I), the State List (List-II) and the Concurrent List (List-III).

In the Constitution, water is a matter included in Entry 17 of List-II i.e., State List (except for interstate water dispute). The primary responsibility for augmentation, conservation and efficient management of water resources is that of respective State Governments. Accordingly, the State Governments have implemented rural water supply programmes to provide safe drinking water to rural population.

The 73rd Amendment to the Constitution of India (passed by the Parliament of India in 1992) has placed the subject of drinking water in the Eleventh Schedule of the Constitution of India. This new Schedule (11th Schedule) has assigned its management to Gram Panchayats (local self-governing elected bodies at village level).

Centrally supported Water Supply Programmes/ Schemes in India

Accelerated Rural Water Supply Programme - In 1972, as part of Minimum Needs Programme, the Central/ Federal Government, started supporting States through Accelerated Rural Water Supply Programme. Since then, Government of India has taken a number of initiatives to assist the States in their endeavour to enable every rural household to have access to potable water.

National Rural Drinking Water Programme - Under the erstwhile National Rural Drinking Water Programme- 2017, one of the objectives was to enable all households to have access to and use safe & adequate drinking water within premises to the extent possible' which was proposed to be achieved by 2030, coinciding with the United Nation's Sustainable Development Goals (UN-SDG 6).

Challenges of Piped water supply for drinking and domestic purposes to rural areas

Piped water supply for drinking and domestic purposes to rural areas is a very critical and challenging task. Some of the challenges are as follows:

- Inadequate investments to meet both capital requirements as well as Operation & Maintenance (O&M) led to incomplete and/ or defunct water supply systems
- Most of the rural water supply schemes being dependant on ground water, withdrawal of excess ground water for agricultural purposes led to systems not serving the full design period
- Source sustainability measures such as aquifer recharge, rainwater harvesting, increased storage capacity of water bodies, reservoirs, de-silting, etc. improve the lifespan of water supply systems
- Quite often, poor maintenance of schemes led to investments going waste
- There is a willingness by community to pay for water, provided there is an assured service delivery

[41] State of Indian Agriculture, 2015-16

[42] WHO Global Health Observatory

Jal Jeevan Mission

Through experience on the implementation of the water supply schemes it was realised that there was a need for development of utility mindset to focus on service delivery. Also, at the village level, the water supply system sustainability depends on community ownership and hence it is imperative to engage communities in planning, implementation, management, O&M of water supply systems.

In this backdrop, Jal Jeevan Mission (JJM) was launched by the Prime Minister of India on 15th August 2019 as a Central Government Programme, implement in partnership with the State Governments. The Mission aims at providing Functional Household Tap Connection (FHTC) – which means not only a tap connection but a 'functional' connection which provides clean drinking water on regular and long-term basis - to every rural household by 2024. The programme focuses on 'service delivery' at household level, i.e., water supply on regular basis in adequate quantity and of prescribed quality (55 litres per person per day).

JJM is not about mere infrastructure creation, but focuses on ensuring water service delivery, giving a boost to the manufacturing industry, creating job opportunities and extending support to the rural economy. It has a robust four-tier institutional mechanism that has been set up at National, state, district and village level for expeditious implementation of the mission works.

(ii) Program/project level Analysis of the Jal Jeevan Mission

Funding Pattern under JJM:

The fund sharing pattern between Centre and State is 90:10 for Himalayan (Uttarakhand, Himachal Pradesh) and North-Eastern States (including Assam), 100:0 for UTs and 50:50 for rest of the States (including Uttar Pradesh, Rajasthan and Tamil Nadu).

The following components are supported under JJM:

- Development of in-village piped water supply infrastructure to provide tap water connection to every rural household.
- Development of reliable drinking water sources and/ or augmentation of existing sources to provide long-term sustainability of water supply system.
- Wherever necessary, bulk water transfer, treatment plants and distribution network to cater to every rural household.
- Technological interventions for removal of contaminants where water quality is an issue.
- Retrofitting of completed and ongoing schemes to provide FHTCs at minimum service level of 55 lpcd.
- Greywater management.
- Support activities, i.e., Information Education Campaign (IEC), Human Resource Development (HRD), training, development of utilities, water quality laboratories, water quality testing & surveillance, R&D, knowledge centre, capacity building of communities, etc.; and
- Any other unforeseen challenges/ issues emerging due to natural disasters/ calamities, which affect the goal of FHTC to every household by 2024, as per guidelines of Ministry of Finance on Flexi Funds.

Institutional mechanism for implementation of JJM and role of key stakeholders

The Jal Jeevan Mission is managed through a four-tier system:

Tier	Mission	Role
National level	National Jal Jeevan Mission (NJJM)	Headed by a senior officer with a directorate, NJJM will provide policy guidance financial assistance and technical support to states and coordinate with other ministries and departments for convergence.
State level	State Water and Sanitation Mission (SWSM)	Headed by Chief Secretary with Principal Secretary in-charge of Public Health Engineering Department (PHED)/Rural Water Supply and Sanitation (RWS) Department as Mission Director, SWSM would be responsible for coordination, convergence and policy guidance at the state level.
District level	District Water and Sanitation Mission (DWSM)	Headed by Deputy Commissioner/District Collector, DWSM will ensure preparation of village action plan; finalise a district action plan; provide administrative approval of in-village water supply schemes; ensure availability of funds for source sustainability and greywater management; approve cost estimates finalised by other committees; coordinate with Gram Panchayats; identify individuals to be trained as master trainers at state level; approve, share reports, success stories, best practices on JJM IMIS; conduct campaigns; etc.
Gram Panchayat level	Paani Samiti/Village Water & Sanitation Committee (VWSC)/ User group	Under JJM the community will play a lead role in planning, implementation, management, operation and maintenance of in-village water supply infrastructure thereby leading to FHTCs to every rural household. The committee will be headed by *Sarpanch*[43]/ *Gram Panchayat*[44] member/ traditional village head/ senior village leader as the *Gram Sabha*[45] may decide and may consist of 10-15 members: up to 25% elected members of Gram Panchayat, 50% women members and remaining 25% representatives of weaker sections of the village.

Source: https://www.indiawaterportal.org/faqs/jal-jeevan-mission#Strategy

Key Resource Centres- The main functions of the Key Resource Centres (KRC) are induction training, in-service-training, orientation and capacity development on various issues and challenges in

[43] Village headman/ headwoman. A sarpanch or Gram Pradhan is a decision-maker, elected by the village-level constitutional body of local self-government called the Gram Sabha in India

[44] Gram Panchayat is a village council). It is a basic village-governing institute in Indian village

[45] Gram Sabha is the general assembly of all the people of a village, who have attained the age of 18 years and their name is entered in the voter list

terms of leadership, managerial, administrative, technical, socio-economic, attitudinal, financial, contractual and legal issues etc. to the staff and member of SWSM, Panchayati Raj Institutions (PRIs)[46], PHED and Communication and Capacity Development Unit (CCDU), NGOs, CBOs etc. Key Resource Centres are identified by the Department of Drinking Water and sanitation based on the track record of national standing experience, previous work and involvement of the concerned institutions/ organizations in rural Sanitation Sector. Any Government/ Non-Government institution including universities/ deemed universities/ administrative/ management/ engineering institutions/ training institutions, etc. of repute that would function as KRCs.

Implementing Support Agencies – Implementing support agencies play a critical role as partners in mobilizing and engaging the communities to plan, design, implement, manage, operate & maintain in-village water supply infrastructure. Their roles include constitution of sub-committee of Gram Panchayat, i.e. VWSC, provide handholding support to the Gram Panchayat and VWSC, etc. in all the functions mandated in JJM guideline, conduct need assessment of FHTCs and motivate village communities to have FHTC, assist the community in water campaigns, build awareness on various aspects of water such as rain water harvesting, artificial recharge, water quality, water-borne disease, water saving, water handling, drinking water source augmentation/ sustainability aspects, etc. ISAs are to facilitate coordination between DWSM and VWSC. Non-Governmental Organisation (NGOs)/ Voluntary Organisations (VOs)/ women Self Help Groups (SHGs)/ Community Based Organisations (CBOs)/ Trusts/ Foundations /Firm/Company can apply to become an ISA.

Sector Partners - Sector partners are organizations like UN agencies, international developmental agencies, foundations/ trusts/ NGOs/ CBOs/ corporates with Corporate Social Responsibility funds[47], etc., proactively working in the water sector with wide outreach and impact. They are expected to play a huge role in supporting implementation of JJM given their wide experience.

Public Health Engineering Department/ Rural Water Supply Department - The Public Health Engineering Department (PHED)/ RWS Department as decided by State Government will be the line/ nodal Department for the implementation. They are responsible for creation of in-village infrastructure and infrastructure (distribution network. The department is responsible for preparation of design,

estimates, tendering, technical handholding and ensuring the quality of work execution. They would also be providing guidance for fixing the tariff for recovery by PRIs from village households, coordinate with other Departments for source sustainability and greywater management, data entry in IMIS, data handling, etc. regional water supply grid) for multi-village schemes of JJM in the State.

National Centre for Drinking Water, Sanitation and Quality- The National Centre for Drinking Water, Sanitation and Quality (NCDWSQ), Kolkata, an autonomous Institution of the DDWS, Ministry of Jal Shakti, is responsible for identification, mitigation and management of drinking water

[46] Panchayati Raj Institution (PRI) is a system of rural local self-government in India. Local Self Government is the management of local affairs by such local bodies who have been elected by the local people. PRI was constitutionalized through the 73rd Constitutional Amendment Act, 1992 to build democracy at the grass roots level and was entrusted with the task of rural development in the country.

[47] The Companies Act of 2013 mandates companies provide a contribution of 2% of the average net profits towards social welfare activities.

quality and sanitation related problems in the country with a special focus on Arsenic and Fluoride, and to provide inputs for policy making. It serves as a Centre of Excellence for water and sanitation.

Delivery of JJM to achieve its goal

The Operational guidelines for the implementation of the JJM[48] has detailed description on the delivery of JJM to achieve its goal. A snapshot of it is given below.

- **Planning Stage:** Preparation of action plans at village, district and state level
  - Village Action Plan (VAP): It will be prepared by Gram Panchayat or its sub-committee with support from ISA, PHED/ Rural Water Supply (RWS) Department, DWSM based on baseline survey, resource mapping and felt needs of the village community. VAP also indicates the fund requirement and timelines for completion of work under the Mission. After the approval of the VAP by the Gram Sabha, the VAP would then be submitted to DWSM for further action.
  - District Action Plan (DAP): A plan prepared by DWSM by aggregating all VAPs and additional work, i.e., bulk water transfer, distribution network, laboratories, etc. to ensure drinking water security in all the villages/ habitations of the district along with financial details and timelines.
  - State Action Plan (SAP): A plan prepared by SWSM by aggregating all DAPs and regional water supply scheme, bulk water transfer and treatment plants, etc. to achieve overall drinking water security in the State and used for financial planning to cover all rural households in State.

- **Implementation**
  - VAP is the main document of the village for all water supply and related work, and on its approval by Gram Sabha, all funds from different sources are being dovetailed to implement various components of VAP from different sources of funds including JJM. No work outside VAP is taken up in the village just because separate source of funding is available. This helps in optimal utilization of resources for focused outputs.
  - SWSM will plan quarter-wise and district-wise targets in a year and assess fund requirement and expenditure. SWSM will ensure seamless integration and maintain consistency among the State sector rural water supply schemes, projects/ schemes funded from other sources including Externally Aided Projects in the sector and JJM.
  - Further, the States prepare an Annual Action Plan detailing yearly targets commensurate with the annual allocation.
  - Water quality monitoring is undertaken by department through laboratory tests and water quality surveillance is undertaken by community through Field Test Kits (FTKs) and Sanitary inspection.

- **Technological Interventions/ Innovations –** The JJM also encourages use of technological interventions and innovations bridge the challenges faced in rural water supply to overcome challenges in terms of terrain, availability of quantity and quality water (both ground and surface) due to natural and other causes (pollution), bringing water from long

[48] https://jalshakti-ddws.gov.in/sites/default/files/JJM_Operational_Guidelines.pdf

distance, meeting power requirement for pumping, etc. It also encourages use of technologies in planning and monitoring in real-time by using technologies such as the Internet of Things, Geographic Information Systems and so on.

- **Support activities -** to spread awareness and sensitize communities on judicious use of water, community contribution and ownership, build capacities of GP and/ or its sub-committee, i.e. VWSC/ Paani Samiti/ User Group etc. to plan, implement, manage, operate and maintain in-village infrastructure, focus on setting up long-term sustainable institutional mechanisms, build skills of various human resources required, viz. masons, plumbers, electricians, motor mechanics, pump operators, etc. support activities have been envisaged under JJM. These activities aim to help developing responsible and responsive leadership among communities ensuring long-term sustainability of the water supply systems. The support activities are
    - Information, Education and Communication (IEC) among local communities
    - Human Resource Development
    - training and skill development
    - documentation of best practices, success stories, publications, etc
    - conducting conferences, seminars, workshops,
    - review meetings, exposure visits on JJM
- Source and Water Supply System Sustainability- In consonance with the declared objective of Jal Jeevan Mission (JJM), the key strategy is to ensure water conservation, source sustainability and rainwater storage to ensure long term regularity and sustainability of FHTCs. In order to ensure the long-term groundwater security and sustainability, the JJM encourages to have a sound "water conservation and water harvesting" system with appropriate protocols and practices in view of local conditions using site specific strategies such as watershed approach involving use of latest tools and technology such as remote sensing and GIS. Other appropriate technology options include roof top harvesting and surface water harvesting.
- **Operation and maintenance (O&M) -** Management and O&M of the water supply scheme by the Gram Panchayat and/ or its sub-committee, i.e., VWSC/ Paani Samiti/ User Group, etc., recovery of user charges and full O&M recovery will form the cornerstone of the long-term sustainability of the scheme. Gram Panchayat and/ or its sub-committee, i.e., VWSC/ Paani Samiti/ User Group, etc. would need to open an account to receive funds for O&M from different sources such as incentive fund from JJM, Finance Commission grants and community contribution to meet the recurring charges.

Convergence with other Central and State funded schemes - Convergence of JJM activities with the ongoing Central and State funded schemes along with the 15th Finance Commission Grants etc. is central to augment funds and enhance water resources in terms of quality, quantity and longevity. Convergence activities are to be taken up under in-village infrastructure.

Some of the schemes suggested to be converged are given in the Table below:

Name of the Scheme	Central/ State Government Department	Components that can be converged
Swachh Bharat Mission - Grameen (SBM-G) clean India campaign	Department of Drinking Water and Sanitation, M/o Jal Shakti	Greywater management – soak pits (individual/ community), waste stabilization ponds, etc.

MGNREGS (Mahatma Gandhi National Rural Employment Guarantee Scheme)	M/o Rural Development	All water conservation activities under Natural Resource Management component
Repair, Renovation and Restoration of water bodies	D/o Ministry of Jal Shakti, Government of India	Restoration of larger water bodies
Aspirational districts programme	NITI Aayog	Water conservation activities taken up under discretionary funds with District Collector
Members of Parliament Local Area Development Scheme (MPLAD)	Ministry of Statistics and Programme Implementation (MoSPI)	In-village infrastructure

2. Political Economy and Stakeholder Analysis

Overview of the Indian political economy

India is a sovereign, secular, democratic republic with a Parliamentary form of Government. India is a federal republic with 28 states and 8 union territories. It has a parliamentary democracy which operates under the Constitution which came into force on 26th November 1950. In the Indian political system, the President is the constitutional head of the executive of the Union of India. The real executive power is with the Prime Minister and the Council of Ministers. The Council of Ministers is the supreme governing body in the country and is selected from the elected members of the Union Government.

The Parliament is the legislative arm of the Union. It consists of the President, Rajya Sabha (comprising of 230 members) or the Upper House and Lok Sabha (545 members with two members nominated by the President to stand for the Anglo-Indian Community) or the Lower House. All bills to be made into law require the consent of both the houses of parliament. However, in case of money bills, the Lok Sabha is the supreme authority.

In the states, the system of government closely resembles that of the Union. There are two major governing bodies - the legislative assembly and the legislative council. For the Legislative assembly direct elections are held and the political party receiving the majority votes forms the Government in the state.

In India a recognized political party is categorized either as a national, regional or state party. Status of party is accorded by the Election Commission of India. The All-India Trinamool Congress, Bahujan Samaj Party, Bharatiya Janata Party, Indian National Congress are some of the prominent National Parties in the Country.

In India, Panchayati Raj (Council of five officials) system of local self-government of villages in rural India is practiced as opposed to urban and suburban municipalities. The system has three levels: Gram Panchayat (village level), Mandal Parishad or Block Samiti or Panchayat Samiti (block level), and Zila Parishad (district level).

Role of the Centre and State and mechanism for revenue collection

The Constitution of India provides a dual polity with a clear division of powers between the Union and the States, each being supreme within the sphere allotted to it. The seventh schedule under Article 246 of the constitution deals with the division of powers between the union and the states.

It contains three lists- Union List, State List and Concurrent List.

- The union list details the subjects on which Parliament may make laws while the state list details those under the purview of state legislatures.
- The concurrent list on the other hand has subjects in which both Parliament and state legislatures have jurisdiction. However, the Constitution provides federal supremacy to Parliament on concurrent list items in case of a conflict.
- The state list has 61 subjects like public order, police, public health and sanitation, agriculture prisons, local government, fisheries, markets, theatres, gambling and so on.

Union has jurisdiction over subjects of national importance such as defence of the country, foreign affairs, banking, communications and currency and also subjects present in concurrent list.

States have jurisdiction over education, agriculture, public health, sanitation, hospitals and dispensaries and many other departments. The state governments also have to maintain the internal security, law and order in the state.

Most of the states depend on the centre for the large chunk of their revenue. The devolution process is complex and is determined by states share of taxes, centrally sponsored scheme related transfers, finance commission grants and other grants or loans. The interplay and dynamics of political parties at the centre and state has many ti**mes** a bearing on the funds that is ultimately allocated to the state.

Women and minority representation in the Indian Politics

As per Election Commission of India data, as of October 2021, women represent 10.5% of the total members of the Parliament. The scenario for women Members of Legislative Assemblies across all state assemblies in India is averages 9%. There have been efforts to increase women representation in Indian politics. The Women's Reservation Bill 2008 proposes to amend the Constitution of India to reserve 1/3rd of all seats in the Lower house of Parliament of India, the Lok Sabha, and in all state legislative assemblies for women. Article 243D of the Constitution ensures participation of women in Panchayati Raj Institutions by mandating not less than one-third reservation for women out of total number of seats to be filled by direct election and number of offices of chairpersons of Panchayats.

Caste system is closely intertwined with the social fabric of India and politics is not immune to it. There are reserved constituencies in both Parliamentary and State Assembly elections to cater to the minority and under privilege communities. Different political parties represent the interests of different caste groups, which at times prevents the true working of Parliamentary democracy.

Project on Strategic Advisory and Technical Assistance for water and Sanitation in India

Project implementation approach

Concerted effort would be taken for engagement of all stakeholders both at the central, state and Panchayati Raj Institution office bearers. The responsibility for administration and implementation of Government of India's flagship programme though largely rests with the government appointment administrative officers, however, is influenced by the ruling political party. This become more of a challenge when the elected political party at the state level is different to that at the national level. The management of this risk is discussed in the risk management section of the proposal.

Stakeholder Analysis

The list of stakeholders who would be interested or affected by the project are as below:

- Embassy of Denmark
- Government Officials at the National level – Officials of the Jal Jeevan Mission, Department of Drinking Water & Sanitation, Ministry of Jalshakti
- Government officials at the state/district level Sector Partner - Office bearers of the Gram Panchayat - Gram Pradhan/ Sarpanch, Secretary, President, Treasurer, Village Water and Sanitation Committee (VWSC- subcommittee of Panchayat), Panchayat Samiti (block level) and Zilla Parishad (district level), District Panchayati Raj Officer, /.
- Government Line Departments- District Magistrate, Additional District Magistrate, UP Jal Nigam in Uttar Pradesh, Block Development Officer, Rural Water Supply Department, Public Health Engineering Departments (PHED)
- Policy makers – Niti Aayog
- Community based organisation –Paani Samiti/ User Group, Self Help Groups, Youth club
- Non-Governmental Organisations (NGO)s, INGOs (International Non-Governmental Organisations), Water and Sanitation Management Organisation, and other partner organisation implementing the JJM
- Media- print, electronic and social media
- Key personal at the field – Community Development Consultants, district and state consultants
- Service agencies – graphics designer, printer, trainers, plumbers, technical service providers
- Community

Stakeholder Analysis Matrix for the Project

Stakeholder	Key roles	Influence on Project*	Stakeholder Engagement method
Ministry of Foreign Affairs of Denmark	Donor for the project. Representative from Royal Danish Embassy based at New Delhi will serve as the Senior User and specify the needs and requirements and commit user resources.	High	Regular consultation through meetings engagement in workshops.
Government Officials at the National level	Strategic advice on project implementation and standard operating procedure.	High	Regular consultation, communication, and participation in programmes
Government officials at the state/district level Sector Partner	Advice on selection of project sites, facilitate project implementation, resolution of conflicts, in case any.	High	Regular consultation and communication, and participation in programmes
Government Line Departments in State	Sectoral support and advice on project implementation.	Medium	Regular consultation and communication, and participation in programmes

Policy makers	Enable learnings from the field to be translated into policy decisions.	Low	Consultation through focused meetings and providing inputs on key policy documents.
Community based organisation	Real change makers on the ground. Help accelerate progress on the field.	High	Regular consultation work on the field.
Non-Governmental Organisations and other partner organisation implementation support agency and working as a key resource centre	Organisations implementing JJM or other developmental programmes in the project sites.	Low	Consultation through workshops and knowledge sharing on best practices and capacity building.
Media	Promote visibility and facilitate dissemination of learnings from the project.	Medium	Regular meetings and using media platforms for dissemination of learnings from the project.
Service Agency	Help in project support services like printing of documents, help in preparation of detailed project report, capacity building, procurement of assets and services, etc.	Low	Consultation and regular communications.
Field Professionals	Key resources responsible for delivery of the programme	Low	Regular one on one and group meetings
Community	Primary beneficiaries of the project. Participation from this stakeholder group is critical for success of the project.	High	Regular meetings, continuous participation and facilitation of participatory tools, community activities and workshops.

* Influence on Project: High: indicates a stakeholder who has significant power to impact decisions, timeframes, or outcomes.; Medium: indicates a stakeholder with a significant interest in the project, however with a lower level of power to effect project change; Low: indicates a stakeholder with little ability to change project outcomes.

Sector partners (donors) working in the target states:

National Jal Jeevan Mission is collaborating in Uttar Pradesh, Rajasthan, Tamil Nadu and Assam with UN agencies (UNOPS, UNICEF), voluntary organizations, non-government organizations, charitable foundation (Aga Khan Foundation, Tata Trusts) working in drinking water sector, to work as Sector Partners for supporting implementation of JJM in the areas of gap-analysis of implementation, change management, planning for capacity building, outreach campaigns, documentation of best practices etc. Further, 104 government and non-government organizations/ universities/ training institutes are

empanelled as Key Resource Centers under Jal Jeevan Mission for providing leadership training in the States/ UTs for effective implementation of the mission. Five JJM-Professor Chairs have been approved in eminent educational institutions to provide support through outreach & consultancy, training, research and education in focus areas to various stakeholders in the sector.

The Ministry has also signed two international MoUs; one with the Ministry of Energy, Israel on national campaign for water conservation in India and the other with Danish Environmental Protection Agency, Ministry of Environment of Denmark on 'Green Strategic Partnerships' where in support would be extended to Jal Jeevan Mission on developing framework for sustainable water supply focusing on knowledge sharing, policies, regulation and technical co-operation for research and development in water resources management, water efficiency and non-revenue water.

Sector Partners working for Jal Jeevan Mission in Uttar Pradesh

UNOPS:

UNICEF: is working as sector partner for Jal Jeevan Mission in Uttar Pradesh and providing IEC & capacity building support to State Water and Sanitation Mission, UP. UNICEF has developed informative short videos for JJM UP. Organization has also developed a training module on Social Behaviour Change Communication (BCCC) and a short video on the same. Trainings of District Coordinators/ISA coordinators/Capacity Building Coordinators of DPMU (District Program Management Unit) team are in process.

Tata Trust: is a philanthropic organization, symbolize humanitarianism and personify the prodigious force that advances new frontiers of social and economic development. The organization has its state office in Uttar Pradesh and focuses on aeras of Water and Sanitation, Education, Empowering Rural Women with Technology and energy, Solar pumps, environment protection in Tarai, Vocational training for migrant labours, disaster management, and agriculture.

Tata Trust is working as a Sector Partner for Jal Jeevan mission in Uttar Pradesh. Organization is working in 160 Gram Panchayats of Bahraich and Shravasti Districts. As a sector partner Trusts is working with state government in two ways:

1. Acting as ISA at Field level: Tata Trusts is playing an ISA role in 92 GPs in Bahraich District out of 160 Planned in JJM. Remaining 68 GPs will be allotted in Shravasti district soon but already the work on baseline surveys has started. In 92 GPs, Trust is carrying our community mobilisation/SBCC activities. The Trust has deployed 32 staff (i.e., State Consultant, District Coordinators, project engineers and Block and community level workers) to implement JJM in 160 GPs.

2. Technical support to State Water Sanitation Mission: Through the deployment of a Consultant for the State Water and Sanitation Mission, the Trust has supported the government in strengthening ISAs & incorporated the aspects of planning and execution of IEC activities.

Aga Khan Foundation (AKF): AKF is working as a Sector Partner for Jal Jeevan mission in Uttar Pradesh. Organization is working in 5 districts i.e., Lucknow, Sitapur, Lakhimpur, Barabanki and Bahraich and involved in following activities.

1. Demonstration of community managed mini water supply schemes at community level: AKF has supported the formation and strengthening of VWSC committees in 40 villages. Each of these VWSCs, along with Gram Pradhan's have been oriented and trained on water safety planning and on the planning, execution, and O&M phases of piped water supply. At the same time, VAPs and DPRs for water schemes in 30 villages have been prepared. Additionally, district level trainings of ISAs in 5 districts on community participation tools and preparation of water safety plans have been organized, while State-level orientation of engineers, PRI members and ISAs on community processes and WSP have also been undertaken.

2. Technical support to State Water Sanitation Mission: Through the deployment of a Consultant for the State Water Sanitation Mission, AKF has supported the government in strengthening ISAs & incorporated the aspect of planning and execution of IEC activities and wall paintings under the scheme. In addition, AKF has supported the establishment of DPMUs and PMUs in 41 districts and putting in place a mechanism for payment of ISAs through the development of reporting and payment formats. Organization has also developed Participatory tools for community engagement by ISAs. During the intervention, 10 dysfunctional water supply schemes have been retrofitted by AKF and handed over to the community covering a total population of 10,000.

Coordination and role of UNOPS-

UNOPS will establish a state level coordination committee for the periodic meeting with partners once in quarter to share innovations and good practices on JJM in UP. UNOPS will organise joint discussion meeting at state level involving state government.

Sector partners in the new states - Assam, Rajasthan, and Tamil Nadu-

Identification of sector partner engaged/ responsible for the delivery of the Jal Jeevan Mission in the new states of Assam, Rajasthan and Tamil Nadu would be done in the initial two months of the project. The details of stakeholders/partners in the new states would be included in the first quarterly report of the project.

3. Fragility, Conflict and Resilience

Overall scenario in India

India has always been a firm believer of the United Nations Charter for international peace and security. It was one of the signatories to the Declaration by the UN in Washington D.C., on 1 January 1942. India has provided more than 2,00,000 military and police personnel to UN Peacekeeping over the last 70 years. As of January 2021, India is the fifth largest troop-contributing country globally, with 5,428 personnel contingent troops, police, and experts deployed in seven UN missions[49].

[49] https://www.idsa.in/system/files/monograph/monograph71.pdf

The impact of India's colonial past has a bearing on its present. There have been occasional clashes with its neighbouring countries mainly on account of border disputes and terrorism. On the domestic front, internal politics, insurgency and clashes between different ethnic minorities have marred the tranquillity of the region. The metrics on fragility of the state, human rights and rule of law and status of refugees and displaced person is briefly presented below[50].

- The average fragile state index value for India during 2007-2021 was 76.81 index points with a minimum of 70.8 index points in 2007 and a maximum of 79.6 index points in 2016. The latest value from 2021 is 77 index points. For comparison, the world average in 2021 based on 173 countries is 66.40 index points.

- The average Human rights and rule of law index for India during 2007-2021 was 6.1 index points with a minimum of 5.4 index points in 2007 and a maximum of 7.7 index points in 2021. The latest value from 2021 is 7.7 index points. For comparison, the world average in 2021 based on 173 countries is 5.42 index points. See the global rankings for that indicator or use the country comparator to compare trends over time.

- The average Refugees and displaced persons index for India during 2007-2021 was 4.78 index points with a minimum of 3.2 index points in 2007 and a maximum of 5.5 index points in 2012. The latest value from 2021 is 4.1 index points. For comparison, the world average in 2021 based on 173 countries is 4.70 index points.

India ranks 135 out of 163 countries in terms of global peace index[51]. As per the same report the number of internal conflicts fell by 8.4 per cent between 2018 and 2019. India has the lowest fear of violence rates in the South Asia region, with 23 per cent of people respectively being very worried about violent crime.

India ranks 148 among 170 countries in 2021 Women, Peace and Security Index published by the Georgetown Institute for Women, Peace and Security and the Peace Research Institute Oslo. The index measures parameters such as women's education, financial inclusion, employment, absence of legal discrimination, and perception of community safety.

Overall scenario in the project target states

Assam – Assam, the gateway for North East India has been a conflict prone region. Starting from the late 1950s, Assam has witnessed armed conflicts ranging from insurgency for sovereignty to insurgency for statehood and autonomy and including occasional violence over immigration and inter-ethnic conflicts over the issue of land and identity politics[52]. In the face of the difficult internal security situation in Assam, the Government of India has adopted strategies of increased military presence amongst other measures to address extremism and insurgencies. At present the state has largely been peaceful. According to the International Institute for Strategic Studies' Armed Conflicts Survey 2018, Assam witnessed one of its most peaceful years since the onset of insurgency with an estimated 33 fatalities[53].

[50] https://www.theglobaleconomy.com/India/fragile_state_index/(data source: funds for peace)
[51] https://www.economicsandpeace.org/wp-content/uploads/2021/06/GPI-2021-web.pdf
[52] https://www.researchgate.net/publication/335927745_Conflict_Resolution_in_Assam_A_Critical_Inquiry
[53] Armed Conflict Survey, International Institute for Strategic Studies, July 2018, pp: 238-242

Rajasthan- Rajasthan is one of the most vibrant states of India. The state is rich in heritage and culture. Rajasthan is a relatively peaceful state with occasional law and order situation.

Tamil Nadu- The state's conflict with its neighbouring country, Sri Lanka can date back to the 19th - 20th century when few Tamilians were recruited by the British to work in plantations in Sri Lanka. After independence both countries signed the Sirima-Shastri Pact to repatriate a percentage of Indians while the remainder were given Sri Lankan citizenship. In the decades after independence, ethnic tensions coupled with maritime conflict has challenged Indo-Lanka relations. However, in recent years, there has not been many turmoil and security issues in Tamil Nadu.

Uttar Pradesh – The state of Uttar Pradesh has many incidences of caste and communal violence over the years. Uttar Pradesh being one of the largest states in the country in terms of area and population has a huge bearing on shaping the politics of the country. Political parties go at all lengths to out to strengthen their caste-centric vote banks which sometimes leads to law-and-order situation in the state.

4. Human Rights, Gender, Youth and applying a Human Rights Based Approach

Overall scenario of India

The states and union territories have primary responsibility for maintaining law and order, with policy oversight from the central government. Despite government efforts there has been several human rights issues that plagued the country ranging from corruption, lax enforcement, communal conflicts amongst others. Investigations and prosecutions of individual cases took place, but lax enforcement, a shortage of trained police officers, and an overburdened and under resourced court system contributed to a low number of convictions[54].

Gender equality remains a key unfulfilled aspect of India's socio-economic transformation. Women, children, and young people are still among some of the most vulnerable and marginalized groups in India. The country ranks 131 in the Gender Inequality Index (UNDP's Human Development Report, 2020).

India has its largest ever adolescent and youth population. According to United Nations Population Fund projections, India will continue to have one of the youngest populations in the world till 2030. India is experiencing a demographic window of opportunity, a "youth bulge" that will last till 2025. India's youth face several development challenges, including access to education, gainful employment, gender inequality, child marriage, youth- friendly health services and adolescent pregnancy.

Scenario in the target states

The issues at the state level mirrors the challenges faced at the national level in terms of human rights concerns, gender equality and challenges faced by the youth. Concerted effect has been done to mainstream gender and youth participation in the project. The Community Leave No One Behind approach engrained in the implementation strategy of the project would ensure all sections of the society benefit from the project.

[54] https://www.state.gov/wp-content/uploads/2021/03/INDIA-2020-HUMAN-RIGHTS-REPORT.pdf

5. Inclusive sustainable growth, climate change and environment

Overview of India

India has great geographic diversity and a variety of climate regimes and regional and local weather conditions. India is one of the 12 mega biodiversity countries in the world. It hosts 4 out of 36 biodiversity hotspots in the world, namely the western Ghats, Himalayas, Indo-Burma region, and Sunderland. With its vast area, large population and unique geo-climatic conditions the country is exposed to natural catastrophes: 59 percent of land is vulnerable to earthquakes, 8.5 percent to cycles and 5 percent is prone to river basin floods[55]. It ranked 29 out of 191 countries by the 2019 Inform Risk Index. Disaster risk in India is also driven by its social vulnerability. India's vulnerability ranking (44 out of 191) is driven by its high levels of socioeconomic deprivation. India scores markedly better in terms of its coping capacity. The section which follows analyses climate change influences on the exposure component of risk in India[56].

In terms of air quality India ranks third in terms of worst air quality[57]. In comparison to other countries, Indians are exposed to an average of 83.2 µg/cubic metre of PM2. 5 pollutants compared to cleaner countries which record a relatively tiny figure of just 8µg / cubic metre.
Several environment protection legislations existed even before Independence of India. However, the true thrust for putting in force a well-developed framework came only after the UN Conference on the Human Environment (Stockholm, 1972). After the Stockholm Conference, the National Council for Environmental Policy and Planning was set up in 1972 within the Department of Science and Technology to establish a regulatory body to look after the environment-related issues. This Council later evolved into a full-fledged Ministry of Environment and Forests now renamed as the Ministry of Environment, Forest and Climate Change. India is a party to the United Nations Framework Convention on Climate Change.

Government of India has taken up various policies to arrest and mitigate the adverse impact on the environment and climate change. Some of the important legislations are as follows:

- The National Green Tribunal Act, 2010
- The Air (Prevention and Control of Pollution) Act, 1981
- The Water (Prevention and Control of Pollution) Act, 1974
- The Environment Protection Act, 1986
- The Hazardous Waste Management Regulations, etc.
- National Action Plan on Climate Change, 2008 outlines eight National Missions on climate change

Overview in the target project states

Overview of the environment and climate in the project target states has been listed below. Guided by the national policies on environment and climate change, each of the states has put in mechanism for addressing the challenges, a brief of which is given below.

[55] https://moef.gov.in/wp-content/themes/moef-green/ebook/indbur-ebook/IndBur_2016_Ebook.html#page/20
[56] https://climateknowledgeportal.worldbank.org/country/india/vulnerability
[57] https://www.iqair.com/in-en/india

Assam: The State of Assam is a constituent unit of the Eastern Himalayan Biodiversity Region; one of the two biodiversity "Hot Spots" in the country. Located in the transitional zone between the Indian, Indo-Malaysian and Indo-Chinese biogeographical regions, Assam has varied habitats for diverse forms of life[58].

The state is vulnerable to climate change. A study done by the Council on Energy, Environment and Water (CEEW), states that the state has witnessed rainfall deficit of over 20 percent for the sixth time since 2010 and is among the five states that highly vulnerable to extreme climate events such as floods, droughts and cyclones.

Women often bear the brunt of climate-related disasters which sometimes lead to new form of slavery and trafficking. According to a UNEPs study[59], women and men perceive experiences of climate change differently in places affected by floods such as Assam and Bihar. During floods, men reported being concerned about generating an income, which frequently entails migrating away from their households and families for low paid casual labour. This situation conditions their perceptions of hardship. In contrast, many women reported being concerned with immediate household livelihoods and sustenance and believe that they suffer the most during floods

In terms of response taken by the state Government, Assam has a separate state department on climate change to tackle various threats posed by the menace, besides taking steps for adaptation and mitigation of global warming. The State Action Plan on Climate Change (2015-2020) has flagged important issues which require attention. The action plan has highlighted key sectoral concerns and strategies for action in order to lead the way.

Rajasthan- The geographic features of Rajasthan are the Thar Desert (also known as the Great Indian Desert) and the Aravalli Range. Over 61 percent of the state mostly in the western part is desert. The state has only 1.1 percent of India's total water resource. Precipitation is scantly and the state is prone to frequent droughts. Some of the environmental concerns in Rajasthan are desertification, land degradation, air pollution, human-wildlife conflict, climate change, floods, droughts, unstainable mining.

Directorate of Environment and Climate Change, Government was reconstituted, and Directorate of Environment and Climate Change has been established. The Directorate will have three cells: environment, administrative and IEC.

Some of the legislative mechanism taken up by the state Government to tackle environmental issues in the state are:

- Rajasthan Environment Policy, 2010
- Environment (Protection) Act, 1986 and Rules, 1986
- Environmental Impact Assessment Notification, 1986

Tamil Nadu

From severe water crisis to the rise in pollution level, Tamil Nadu has witnessed major environmental calamities in the past few years. According to a study done by the Climate Vulnerability Index indicator by CEEW, the capacity city of Chennai is amongst the most climate vulnerable districts in India.

The Kosasthalaiyar river which is the major water source for Chennai has become more polluted. A study conducted by the National Green Tribunal in 2017 showed that water samples from the river contained elevated levels of several toxic metals. It In 2015, Chennai saw unprecedented flooding as

[58] https://assambiodiversity.indiabiodiversity.org/

[59] https://www.ipcc.ch/apps/njlite/ar5wg2/njlite_download2.php?id=9719

result of heavy rainfall which saw repeat of the same incidence in 2021. The storm brought life to a standstill. Chennai's largest dump yard in Kondungaiyur has been causing several health and environmental challenges.

Some of the initiatives taken by the state to mitigate and cope with the challenges caused by the environmental issues are as below:

- The State Disaster Management Authority is responsible for coordinating the response to disasters and to reduce risks. The CEEW study also indicates that Tamil Nadu has improved its District Disaster Management Plan and climate-proofed critical infrastructures in the recent years [60].
- Realizing the importance of the impact of climate change, Department of Environment, Government of Tamil Nadu has initiated Tamil Nadu State Climate Change Cell. The vision of the cell is to respond to global climate change by building capacity at local level particularly in the context of Tamil Nadu State and to make it as a resilient state to combat climate change.
- Tamil Nadu State Action Plan on Climate Change, 2015 has listed six sectors for targeted inventions - Sustainable Agriculture, Water Resources, Forest and Biodiversity, Coastal Area Management, Sustainable Habitat, Energy Efficiency, Renewable Energy and Solar Mission

Uttar Pradesh

The state of Uttar Pradesh has the high density of rivers, fertile soil, favorable climatic conditions and the plain landscape and all these parameters lead it to become one of the populous regions of the world. The state is facing aftereffects of climate change and ignorance of natural & scientific facts in the form of drought, flood, problem of potable water, challenge of epidemic spread out, issue of rising pollution, downfall of agricultural productivity and affected rivers[61].

As per data of Directorate of environment, Government of Uttar Pradesh, severity of environmental issues is high for water quality, indoor air pollution, urban ambient air pollution, forest and biodiversity loss and land degradation[62]. the same report rates medium severity for issues on surface water pollution, municipal solid waste, hazardous waste, biomedical waste, water availability and stress.

Several initiatives taken by the state government are as follows:

- Uttar Pradesh state Action Plan on Climate Change: A review from the perspective of women and children, 2017[63].
- The Uttar Pradesh State Action Plan on Climate Change (2014)[64] has listed key priority areas for achieving each of the eight missions enlisted in the National Action Plan on Climate Change. These missions are on Solar Mission; Mission for Enhanced Energy Efficiency, Mission on Sustainable Habitat, Water Mission, Mission for sustaining the Himalayan Ecosystem, Mission for a Green India, Mission for Sustainable Agriculture, Mission on Strategic Knowledge for Climate Change.

[60] https://www.ceew.in
[61] https://www.jetir.org/papers/JETIR2110098.pdf
[62] http://upenvis.nic.in/Database/Environmental_Issues_in_U_P_1020.aspx
[63] https://www.cansouthasia.net/wp-content/uploads/Uttar-Pradesh-SAPCC-Review.pdf
[64] https://moef.gov.in/wp-content/uploads/2017/09/SAPCC_UP_final_version_0.pdf

6. Capacity of public sector, public financial management and corruption

Capacity of the public sector for policy making implementation

Over the past few years successive Government both at the Centre and state level have made several efforts to bring in reforms in terms of drafting different legislations and policies. However, the implementation is an issue.

Some of the reasons for the failure are; faulty policy design which is the result of poor understanding of the problem on the ground; over optimistic expectations in terms of cost, risk and delivery; low political priority- policies formulated at national level may face the political will for delivery at the state, lack of accountability - politicians tend not to be held accountable for the outcomes of their policy initiatives as they move on, poor quality evidence amongst others.

Corruption situation and anti-corruption measures

According to a report published in 2021 by Transparency International, India's rank improved one place to 85 among 180 countries in a corruption perception index (CPI), however, raised concern over the country's democratic status. The index, which ranks 180 countries and territories by their perceived levels of public sector corruption according to experts and business people, uses a scale of 0 to 100, where 0 is highly corrupt and 100 is very clean. Among those with weak scores are some of the world's most populous countries such as China (45) and India (40), and other large economies such as Indonesia (38), Pakistan (28) and Bangladesh (26)[65].

Government of India, in pursuance of its commitment to 'Zero Tolerance Against Corruption' has taken several measures to combat corruption which, inter alia, include[66]:

- Systemic improvements and reforms to provide transparent citizen-friendly services and reduce corruption. These, inter alia, include:
    - Disbursement of welfare benefits directly to the citizens under various schemes of the Government in a transparent manner through the Direct Benefit Transfer initiative.
    - Implementation of E-tendering in public procurements.
    - Introduction of e-Governance and simplification of procedure and systems.
    - Introduction of Government procurement through the Government e- Marketplace (GeM).
- Discontinuation of interviews in recruitment of Group 'B' (Non-Gazetted) and Group 'C' posts in Government of India.
- Invocation of FR-56 (j) and AIS (DCRB) Rules, 1958 for retiring officials from service in public interest whose performance has been reviewed and found unsatisfactory.'
- The Prevention of Corruption Act, 1988 has been amended on 26.07.2018. It clearly criminalizes the act of giving bribe and will help check big ticket corruption by creating a vicarious liability in respect of senior management of commercial organizations.

[65] https://www.transparency.org/en/cpi/2021
[66] https://pib.gov.in/PressReleasePage.aspx?PRID=1696775

- Central Vigilance Commission (CVC), through various orders and circulars recommended adoption of Integrity Pact to all the organizations in major procurement activities and to ensure effective and expeditious investigation wherever any irregularity / misconduct is noticed.
- The institution of Lokpal has been operationalised by appointment of Chairperson and Members. Lokpal is statutorily mandated to directly receive and process complaints as regards alleged offences against public servants under the Prevention of Corruption Act,1988.

Participation of citizens in monitoring public budgets and corruption

Right to Information Act 2005 empower the citizens, promote transparency and accountability in the working of the Government, contain corruption, and make our democracy work for the people in real sense. It goes without saying that an informed citizen is better equipped to keep necessary vigil on the instruments of governance and make the government more accountable to the governed. The Act is a big step towards making the citizens informed about the activities of the Government.

Gender responsive budgeting

In efforts to integrate GRB in India's budgeting process, the Government of India (GoI) introduced the Gender Budget Statement (GBS) in the Union Budget in 2005-06. It constitutes two parts- Part A reflects women-specific schemes having 100% allocation for women, and Part B reflects pro-women schemes, where at least 30% of the allocation is for women[67]. As per Union Budget 2020-21, approximately 5 per cent of India's total would be spent on schemes that benefit women. States that have adopted gender-responsive budgeting are included in the state budgets. **Rajasthan**, Gujarat, Madhya Pradesh, Karnataka, Orissa, Kerala, Assam, Bihar, Chhattisgarh, Tripura, Nagaland, **Uttar Pradesh** and Uttarakhand[68].

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7. Matching with Danish strengths and interests, engaging Danish actors and seeking synergies

Concrete and potential synergies between the various Danish development and policy instruments should be identified. Prioritising coherence and synergy where it adds most value is important. At the country level the country strategic framework provides an overview of all the Danish supported stakeholders and institutions and identify possible concrete synergies when relevant within Danish supported development actors and instruments and between Danish development cooperation and the broader foreign and security policy and commercial interests. Synergies with other Danish policy areas e.g., climate policy should further be identified when relevant. Finally, Denmark is a small player and donor, and opportunities for collaboration with other bilateral as well multilateral donors should always be explored.

Summarise key conclusions and implications for the country strategic frameworks/ programs /projects:

Denmark and India entered into a Green Strategic Partnership in September 2020. One of the headline agreements was to develop a government-to-government cooperation between the Danish Environmental Protection Agency and the Indian Ministry of Jal Shakti (water). In September 2021,

[67] https://economictimes.indiatimes.com/news/economy/policy/view-assessing-indias-gender-budget/articleshow/80906668.cms

[68] https://wcd.nic.in/gender-budgeting

as a result a three-year Work Plan (2021-23) was launched focusing on the Jal Jeevan Mission. The work plan is funded through a Strategic Sector Cooperation (SSC) grant.

The cooperation focuses on groundwater, sustainable and efficient, energy optimization in water distribution as well as water treatment/grey water management. Since water is a state subject in India, the cooperation activities mainly take place in Tamil Nadu, which is the partner state. There, the Danish Environmental Protection Agency and its partners Geological Survey of Denmark (GEUS) and 3VAND (represented by the water utilities of Aarhus and Odense) work together with the Tamil Nadu Water Resources Department (on groundwater) and the Tamil Nadu Water Supply and Drainage Board (on the other issues). The latter organisation is the implementing body of the Jal Jeevan Mission in the state.

The cooperation activities include a policy dialogue on groundwater legislation, a demonstration project on sustainable groundwater mapping for abstraction at village level and technical cooperation activities related to source sustainability and Operations and Maintenance of water supply. Best practices and lessons learned are shared with the National Jal Jeevan Mission for dissemination to other states.

As part of the Work Plan, a yearly Water Innovation Challenge is organized in cooperation between the Innovation Centre Denmark and the NITI Aayog, the Indian government's "think tank" and the successor of the former Planning Commission. The Danish Environmental Protection Agency and the National Jal Jeevan Mission participate actively in the challenge to help formulate problem statements on which student and start-up teams work. The solutions that the teams develop could be pilot tested under the Jal Jeevan Mission.

Denmark is also represented in the state of Rajasthan through a Strategic Sector Cooperation between the City of Aarhus, including Aarhus Water Utility, and the city of Udaipur. The second phase of the project is currently being prepared. The main partner in the second phase is planned to be the state government in Rajasthan, which is also responsible for the Jal Jeevan Mission implementation.

The above activities show that Denmark is actively involved in Jal Jeevan Mission cooperation activities through a number of activities. These focus primarily on framework conditions, technical cooperation, demonstration projects and R&D. The partnership implemented by UNOPS adds an element of on-the-ground capacity building that Danish stakeholder are not able to take up themselves. As such, the bilateral and multilateral activities complement each other. Furthermore, the partnership implemented by UNOPS provides a platform for knowledge and dialogue with state and national level partners about the needs and opportunities under the mission that bilateral activities can tap into.

During phase 1, it has been clear that the Indian government sees the bilateral and multilateral support that Denmark provides to the Jal Jeevan Mission as connected. This was highlighted during the first Steering Committee meeting under the Work Plan (2021-23) in which the UNOPS project was also discussed.

ANNEX 2: Partner Assessment

Stakeholder analysis

The stakeholders in the partnership on both the Indian and the Danish sides are as follows:

Ministry of Jal Shakti (MJS) - Department of Drinking Water and Sanitation, Government of India – The department is characterized by a mission driven approach, which is why it has become a driver on water and sanitation issues in India. The department pursues a "policy of implementation" with focus on last mile delivery. The National Jal Jeevan Mission is part of the department.

State Water Supply and Sanitation Missions – These are formed by the States under the respective water supply and sanitation departments and generally headed by Secretaries of the Department. The role of the SWSM is to oversee implementation of the JJM and provide all policy and financial support for implementation and O&M. Capacity varies from state to state. States in Western and Southern India (e.g., Gujarat, Maharashtra, Karnataka and Tamil Nadu) are generally the most advanced, with states in Central and Eastern India (e.g., Uttar Pradesh, Bihar, and West Bengal) having the lowest capacity, which corresponds with the lower development levels in those states.

Public Health Engineering Departments, Water Supply and Sewerage Boards, Water Supply and Sanitation Agencies - These are hardcore engineering organizations setup under the water supply and sanitation departments or under the rural development departments of the State. Their primary role is to undertake constructions of the schemes planned under the JJM and hand them over to the respective Gram Panchayats or a group of Panchayats based on the nature of the schemes (single or multi-village). In case of large schemes, bulk supply is managed by these agencies while village level infrastructure is managed by village level institutions (VWSCs). In States like UP and Tamil Nadu, rural development departments and water supply and sewerage boards work collaboratively to implement JJM. Generally, these agencies have sound technical capabilities to design, construct, operate and maintain the simple and complex schemes across the State. Community engagement skills and capabilities of these agencies are generally weak but now supported by Water Supply and Sanitation Organizations (WSSO) – a carved out organization with the parent department to undertake capacity building and IEC activities.

District Water and Sanitation Missions (DWSM) – These are formed at the district level to oversee implementation of the JJM in the district. DWSMs are chaired by the District Collectors/Deputy Commissioners or the Chief Executive Officers of the Zilla Parishad/Zilla Panchayat depending on the district level administration structure each State has, and knowledge may vary significantly from district to district, also depending on its size and development level.

Gram Panchayat/Village Water and Sanitation Committee – The members of GPs/VWSCs are laymen villagers who do not generally have a professional background in water management. Capacity building in matters both technical (e.g., water quality monitoring with simple tools) and practical (e.g., plumbing) are therefore central to making JJM work at village level.
The stakeholders on the Danish side comprise of the Danish Environmental Protection Agency (DEPA) and the Embassy of Denmark in New Delhi.

DEPA - The Danish Environmental Protection Agency (DEPA) is part of the Ministry of Environment and is the national authority on environmental and nature protection in Denmark. DEPA is has entered into preparing a three-year Strategic Sector Cooperation (SSC) in India with the Ministry of Jal Shakti as the partner authority. The SSC will also support the Jal Jeevan Mission but will focuses primarily on state and utility level activities rather than in-village activities. Given that DEPA is already present in India through its SSC, it may participate in select UNOPS activities, e.g., workshops, when relevant.

Embassy of Denmark in New Delhi – Under the umbrella of the Green Strategic Partnership, the SSC team in the embassy has contributed to the development of a three-year workplan between DEPA and the Ministry of Jal Shakti on the Jal Jeevan Mission.

Many multilateral and bilateral agencies such as World Bank, Asian Development Bank (ADB), Japan International Cooperation Agency (JICA), Israel, India-EU Water Partnership support India, both technically and financially, in improving the performance of the water sector. For instance, ADB has provided a financing package totaling $245 million to provide safe, sustainable, and inclusive drinking water service to about 1.65 million people in three districts of West Bengal state, India, affected by arsenic, fluoride, and salinity. The project provides continuous potable water through metered connections to about 390,000 individual households in three districts—Bankura, North 24 Parganas, and Purba Medinipur.

The main objective of the Indian Government in engaging with donors is to get access to leading international expertise in the various fields as well as financing given the limited public finances due to the COVID-19 pandemic. There is a scope for synergy between the partnership and the Indo-Danish bilateral cooperation in support of the same mission under the Strategic Sector Cooperation instrument.

Criteria for selecting programme partners

The criteria for selecting a programme partner by the Government of Denmark are as follows:

- An organization that has a record of working in the Indian setting.
- An organization that has a background of collaborating with the Indian government partners.
- An organization which has an experience in managing development aid projects.
- An organization that has a distinguished reputation of delivering results.

Given the above-mentioned criteria, UNOPS can be identified as a suitable programme partner for the Government of Denmark. UNOPS, on behalf of Water Supply Sanitation Collaborative Council (WSSCC), and FINISH Society (India) had previously entered into a collaborative partnership with the aim to create synergy and maximize the impact of mutual resources being deployed in the Indian sanitation sector. FINISH Society is a recognized strategic partner and key player in the WASH sector in India, supporting awareness raising on the need for safe and durable toilets and managing microfinance schemes so that people can afford, build and manage sanitation safely.

UNOPS is recognized to possess a comparative advantage and expertise in working with government sector partners, civil society organizations (CSOs) and academic institutions on policy, capacity building, rapid action learning and societal engagement, to improve the lives of poor people. Furthermore, UNOPS on behalf of WSSCC has provided support to the Swachh Bharat Mission ('Clean India' Campaign), largely for capacity building on its open defecation free (ODF)- plus, menstrual health and hygiene (MHH) and rapid action learning (RAL) initiatives. Thus, the body has a track record of working in the Indian setting, managing

development aid projects, collaborating with Indian government partners and most importantly delivering results on time – which makes it an apt programme partner for the Government of Denmark in this project.

Brief presentation of partners

The Government of Denmark will continue its support to the United Nations Office for Project Services (UNOPS) to provide strategic-technical support to the Jal Jeevan Mission for achieving SDG 6. UNOPS is the apt implementing partner for the Government of Denmark in this project as it provides meaningful technical expertise to countries in the implementation of the Sustainable Development Goals and the Paris Agreement on Climate Change. With more than two decades of experience in fragile and conflict environments, UNOPS brings the agility and technical expertise to implement projects in some of the world's most challenging environments. With the values and principles of the United Nations and the innovation and efficiency, UNOPS helps people build better lives. UNOPS enjoys goodwill with government of India at all levels and with civil society, built up over the years. Through coordination between UNOPS, National Jal Jeevan Mission and the Embassy of Denmark, it will be ensured that the partnership and the bilateral Indo-Danish cooperation on the Green Strategic Partnership in general and the Jal Jeevan Mission in particular mutually support and reinforce each other in order to achieve the maximum impact.

This partnership would provide technical support in the following areas – System Strengthening and Strengthening of Planning and Implementation processes in the States; Capacity Building of State Agencies and Gram Panchayats/Local Communities for Social Accountability Mechanisms; Strengthening of Operation and Maintenance mechanisms and policy support for long term sustainability of water supply including grey water management; Source Sustainability measures and water conservation; Water safety and Community based water quality monitoring system; Rapid Action Learning to work with speed and on scale and with quality and making engagement of CSOs for creating mass campaign and 'Jan Andolan' ; Studies, Research and Knowledge Management.

Summary of key partner features

Partner name *What is the name of the partner?*	Core business *What is the main business, interest and goal of the partner?*	Importance *How important is the programme for the partner's activity-level (Low, medium high)?*	Influence *How much influence does the partner have over the programme (low, medium, high)?*	Contribution *What will be the partner's main contribution?*	Capacity *What are the main issues emerging from the assessment of the partner's capacity?*	Exit strategy *What is the strategy for exiting the partnership?*
UNOPS	-Offering strategic-technical assistance and capacity building support to the Jal Jeevan Mission across 04 selected states in India.	High The programme is of great importance to the WASH unit in UNOPS in India.	High Given the fact that the UNOPS has a prior experience of working in the Indian setting, collaborating with Indian government officials and	UNOPS will seek to identify and address gaps in the implementation of JJM with a focus on the following: sustainability of water sources and systems; water quality;	None	The exit strategy is two-fold. At the end of the project period, there will be an evaluation of results. Secondly, the objective of the Jal Jeevan Mission is to build capacity to ensure water supply in adequate quantity and of prescribed

	-Key interest of UNOPS will be to offer support in the following areas: capacity building; institutional strengthening; operation and maintenance of systems; financial sustainability of systems; sustainability of water resources; community-based water quality monitoring and surveillance; and Rapid Action Learning for achieving JJM goals and objectives with speed and on-scale; studies, research and knowledge management.		delivering results within the stipulated time, the body will have great influence over the programme.	community empowerment and ownership of created assets; decentralized management of systems and sources through community participation; strengthening public utility in villages; development and empowerment of human resources in implementation, and O&M of systems and raising awareness on conservation of water.		quality on sustainable manner. In this project, UNOPS help in ensuring sustainability water supply by developing capacity of VWSC which can exceed the project period,

Stakeholder details – Uttar Pradesh

1. **State Water and Sanitation Mission** – is functional in the state to ensure coordination and convergence among State Departments dealing with Rural Drinking Water Supply, Rural Sanitation, School Education, Health, Women and Child Development, Water Resources, Agriculture, etc. The department is ensuring an integrated implementation and institutionalizing community participation under Rural Water Supply Programme. The overall responsibility of SWSM under JJM is to -
    - Monitoring and evaluation of physical and financial performance and management of the water supply projects on regular basis.
    - Provide policy guidance.
    - Convergence of water supply and sanitation activities including special projects.
    - Coordination with various Departments of the State Government and other partners in relevant activities.
    - Integrating communication and capacity development programmes for water supply.

2. **State Level Scheme Selection Committee (SLSSC) –** As per the policy issues mentioned in the National Rural Drinking Water Programme guidelines, State Level Scheme Selection Committee (SLSSC) is functional in Uttar Pradesh under SWSM in order to avoid administrative bottlenecks and ensure government according technical and administrative approvals. This is subjected to the condition

that the State Government ensures a proper system of monitoring and evaluation is in place. This also requires complete and timely information from the state to enable the Government of India to release funds timely & regularly. The key role of SLSSC is to -

- Prepare an Annual Action Plan at the beginning of the year
- Approval in the SLSSC in order to access funds from DDWS.
- Ensuring the entry of approved projects on the central online MIS for accounting.
- Review the functioning/ performance of existing water supply schemes for availability of potable drinking water in adequate quantity in the rural habitations of the State/ UT. Coverage of schools, anganwadi centres and health institutions with potable and regular water supply.

3. **Water and Sanitation Support Organization (WSSO) –** Water and Sanitation Support Organization (WSSO) under State Water and Sanitation Mission (SWSM) is functional to deal with WQM&S, MIS/ Computerization project, M&E and IEC & HRD (CCDU), etc. The personnel can be engaged as per CCDU guidelines, and the State Government should clearly define their role and functions. The main functions of WSSO are as follows:
    - Act as a facilitating agency and function as a bridge between the PHED/Board and the Community Organizations. On a selective basis the WSSO assists the PRIs and VWSCs to prepare water security plan and plan, implement and maintain RWS projects based on the water security plan; these would be pilot projects intended to develop models for scaling up the activity on district and state-wise basis.
    - Undertake HRD and IEC activities through CCDU
    - Undertake Evaluation studies, impact assessment studies
    - Develop MIS and computerization programmes, GIS mapping and online monitoring systems, including those for water quality monitoring & surveillance.

4. **Namami Gange (Atal Bhujal Yojana) –** Namami Gange is managing Atal Bhujal Yojana in Uttar Pradesh**.** The goal of Atal Bhujal Yojana (Atal Jal) is to demonstrate community-led sustainable ground water management which can be taken to scale. The major objective of the Scheme is to improve the management of groundwater resources in select water stressed areas in identified states viz. Gujarat, Haryana, Karnataka, Madhya Pradesh, Maharashtra, Rajasthan and Uttar Pradesh. The primary objective of this Scheme is "to improve the management of groundwater resources in the water stressed areas of the selected States." This will be achieved by implementing appropriate investments/management actions led by community through convergence of various ongoing /new central and state schemes. The scheme is aligned with JJM with an objective of strengthening the institutional framework for participatory ground water management.

5. **Jal Nigam -** is a Public Sector undertaking having work force of environmental engineers. The U.P. Jal Nigam is the apex body responsible for formulation, execution, promotion, financing, fixing tariffs etc., for implementation of water supply, sewerage, sewage treatment and disposal, river pollution abatement projects etc., including fixing State Standards for water supply and sewerage services.

   Under Jal Jeevan Mission, Jal Nigam UP is working as an implementation agency having prominent role in implementation of schemes in the districts. Following are the key role of Jal Nigam under JJM
    - Empanelment of ISAs
    - Construction of OHTs and retrofitting of existing pipe water schemes.
    - Coordination with construction agencies and monitoring of onsite work.
    - Provide technical support assistance as per the need.
    - Conducting regular follow-up and meeting with DPMU & ISA team.
    - Participating in DWSM & SWSM meetings and sharing the updates.

- Interaction with DWSM & SWSM and ensure execution of work as per the directions.

6. **District Water and Sanitation Mission (DWSM) –** This is constituted at district level and functioned under the chairmanship of District Magistrate. The constitution of DWSM headed by Chairperson of Zila Parishad/District Magistrate, where Executive engineer (PHED/Jal Nigam) is the member secretary. Under JJM, DWSM has the responsibility to -
    - Consolidate and analyze Village Security Plans at the district level
    - Formulation, management and monitoring of projects and progress on drinking water security and total sanitation in rural areas.
    - Scrutiny and approval of the schemes submitted by the Block Panchayat/ Gram Panchayat and forwarding them to SLSSC where necessary.
    - Selection of agencies and/ NGOs and enter into agreements for social mobilization, capacity development, communication, project management and supervision.
    - Sensitizing the public representatives, officials and the general public
    - Engaging Institutions for imparting training for capacity development of all stakeholders and undertaking communication campaign.
    - Interaction with SWSM, State Government and the Government of India.

7. **District Project Management Team (DPMU) –** DPMU is a team of support staff recruited under SWSM to ensure successful implementation of JJM intervention in respective districts. It is the team of mainly 8 people which includes District Coordinator and coordinators- ISA, IEC, Capacity building & Training, along with GIS, MIS and finance person. Presently in Uttar Pradesh DPMUs are established and functional in each 75 districts.

8. **Key Resource Centre (KRCs) –** are having responsibility for building the capacity, reorientation of different stakeholders, dissemination of knowledge & information etc. among different cadre of functionaries i.e.
    - Level 1- senior policy makers, state and district key officials to provide leadership of effective planning, strategizing for water safety and security.
    - Level 2- District level engineers for development of socio-managerial skills & technical knowledge enhancement to manage public utilities.
    - Level 3 – Representative of local bodies for enhanced understanding of all aspects of JJM

    In Uttar Pradesh, total 29 KRCs are engaged with State Water and Sanitation Mission. Multiple training of level 1 & 2 officials has been done, whereas training of level 3 (i.e., ISA & CBOs) is proposed to be organized in coming months.

9. **Implementation Support Agencies (ISA) –** Total 163 ISAs are empaneled with SWSM and Jal Nigam (in district) to execute, manage, operation & maintenance of JJM based activities in their respective clusters (1 cluster of 40 GPs) of intervention. They are empaneled by state via comprehensive process of selection, subsequently Jal Nigam at the district had a yearlong agreement, where they are likely to perform activities under 3 different phases. Out of total 163, around 33 ISAs are working in UNOPS intervention area of 11 districts.

10. **Block Office –** Block Development official are responsible to conduct regular meetings with ISAs in order to ensure the scheme progress. They also have the responsibility to ensure the convergence of JM with other existing schemes such as SBM-G etc. The block office is responsible to disseminate the directives from district officials regarding JJM.

11. **Gram Panchayat –** has active role under JJM, where they have the responsibility to form VWSC and prepare Village Action Plan (VAP). They also have the responsibility to work on recharge of water sources as well as ensure that schemes remain sustainable in providing safe water. Apart from the above, Gram Panchayat also has role in the following
    - Ensuring availability of land for construction of OHT (Overhead Tank).
    - Retro fitting of existing OHTs/pipe water supply schemes.
    - Development of GPs water conservation plan and wastewater management plan.
    - Opening of Capital (CAPEX)and operational (OPEX) accounts of VWSC
    - Operation and maintenance of water supply scheme.
    - Provision of greywater management.
    - Utilization of at least 50% funds of 15th finance commission for water supply and sanitation.
    - Identification of qualified/suitable manpower for skill development training.
    - Follow-up of VWSC actions and provide essential support.
    - Creating awareness and successful implementation of scheme.

12. **NGOs/CSOs –** Apart from ISAs, some local NGOs are also working in some districts of Uttar Pradesh under JJM with their own agenda of work. They are mainly working to create awareness around JJM via using community-based tools and activities.

13. **Community Based Organizations (CBOs) Frontline staff:** CBOs such as Self Groups (SHGs), Rojgar Sewak, ASHA, AWW and ANM, Safai Karmi and skilled manpower are also associated for successful implementation of Jal Jeevan Mission in their respective areas. All of them are having distinct roles under the mission such as –

14. **Village Water and Sanitation Committees –** is order to instill 'the sense of ownership' among the community/user groups for better implementation and long-term operation and maintenance of the scheme as well as bringing the transparency VWSC is formed at GP level. The committee is a group of 14 elected members who has the responsibility to develop Village Action Plan (VAP), implement, manage, operate and maintain in village water supply infrastructure and Greywater management to meet drinking & domestic needs.
    - As per the JJM UP portal Village Water and Sanitation Committee formed in 95,110 revenue villages (97%) out of total 97,568 Revenue Villages.
    - As per the JJM UP portal, Village Action Plan prepared in 56,351Revenue Villages (57%) out of total 97,568 revenue villages.

15. **Pani Samiti –** is association of 5 active women from Gram Panchayat who are responsible to do water testing of 100% drinking water sources including private sources using filed testing kit (FTK) and undertake sanitary inspection. They are also sharing with community & concerned department. They are also creating awareness on safe drinking water, local/home-based mechanism for water purification, and necessity of water conservation. 100% Pani Samities are formed and functional in the UNOPS intervention area of Budelkhand, Vindhya and Prayagraj division.

16. **SHG –** are members of 5 Pani Samiti, who are carrying out water testing in their respective Gram Panchayats. They are getting trainings from the agencies empaneled from SWSM.

17. **ASHA/AWW/ANM –** are also part of the water testing committee formed in the GPs. Orientation of these cohort is also scheduled from SWSM.

18. **Rojgar Sewak –** is having responsibility to identify and nominate skilled manpower (i.e., Plumber, masons, pump operators, electrician, fitter etc.) for technical training proposed from state.

19. **Gram Pradhan and Ward Members –** are member of Village Water and Sanitation Committee formed at Gram panchayat level. They are having the responsibility of creating awareness on JJM in their respective GPs.

20. **Children in schools –** activities conducted in schools by ISAs in order to create awareness among children on safe hygienic practices such as hand washing, water conservation, etc. Prabhat pheri, slogan writing and drawing competitions were also organized in schools for creating awareness on JJM.

Stakeholders/ partners in the new states - Assam, Rajasthan, and Tamil Nadu

1. **Identification of stakeholder engaged/ responsible for the delivery of the Jal Jeevan Mission in the new states of Assam, Rajasthan and Tamil Nadu would be done in the initial two months of the project. The details of stakeholders/partners in the new states would be included in the first quarterly report of the project.**

ANNEX 3: Theory of Change, Scenario and Result Framework

1. Jal Jeevan Mission (JJM), announced by Hon'ble Prime Minister Modi on 15 August 2019 from the ramparts of the Red Fort, has brought water to the centre of the development agenda and action. Jal Jeevan Mission (JJM) aims at providing Functional Household Tap Connection (FHTC) to every rural household by 2024 through piped water supply. JJM intends to expand the 2019 coverage of tap connection of 18% of rural households to 100% by 2024 which means providing FHTC to remaining approximately 100 million households in various States/UTs by 2024. The programme focuses on service delivery at household level, i.e., water supply on regular basis in adequate quantity and of prescribed quality. JJM recognises that in the long-term, financial sustainability of O&M and institutional arrangement at village level will be the key to successful continuous service delivery. Prime Minister has appealed to make it 'Jan Andolan' (mass movement). It was proposed to achieve the goal by 2024, coinciding with the United Nation's Sustainable Development Goal-6. The purpose of the partnership is to provide strategic technical support to the Prime Minister's flagship program the Jal Jeevan Mission.

Objectives for the Project

2. UNOPS will seek to identify and address gaps in the implementation of JJM with a focus on the following: sustainability of water sources and systems; water quality; community empowerment and ownership of the created assets; decentralized management of systems and sources through community participation; strengthening public utility in villages; development and empowerment of human resources in implementation and; O&M of the systems and raising awareness on conservation of water.

3. The objective of the project is therefore to facilitate the delivery of the Jal Jeevan Mission in the target districts by strengthening the capacity of government and civil society stakeholders at national, state, district and village level to plan and implement the mission in a sustainable manner

Theory of Change

4. Recognising the scope of the JJM and the challenges it has, Theory of Change for the project has been developed based on the sector experiences and the experiences of the Phase I of this project in UP and the objective set for the project. The same is attached at Theory of Change Table and discussed below in detail with the linkages of activities, outputs and outcomes.

Activities to Outputs

<u>Technical and Operational Support at National and State level</u>

5. If development of operational guidelines, manuals and communication materials, and publications on JJM is supported at National and State level, it would help contribute to generate deeper and uniform understanding on the JJM, its components, challenges and opportunities, among various stakeholders involved in the JJM. Specific technical support to preparation of SAPs in the targeted States and advocacy on various issues and solutions at National and State level will help strengthening technical and operational support by the National and State entities to the JJM.

Training Materials and E modules developed

6. If various resource materials for training and awareness generation developed and e learning modules in the targeted States developed, then it will help enrich the content and quality of the capacity building and awareness programmes in the target States and also help the target as well as the non-target States to use these materials to deliver communication and capacity building programmes to a broad base of key stakeholders involved in WASH/JJM..

Capacities of State, District and PRIs built

7. If a cadre of trainers is developed in the target States, then using these trainers (training by trainers' approach) and the training materials developed under the project can be used to train State, District, ISAs, KRCs (participatory approach, change management, inclusive and innovative VAPs, contract management). If these training programmes are conducted sourcing the cohort of trained professionals, then the State institutions and District level organizations shall become sensitised on contextual challenges, best practices and innovations demonstrated in target districts to influence State Planning and solutions delivery processes in JJM.

Capacities of Communities, GPs and CBOs built

8. If communication materials such videos/ short films/ radio jingles on themes such as service delivery, financial sustainability, consumer behaviour related to responsive water use, good practices are developed, then those can be useful to conduct community campaigns at village level to sensitise village level stakeholders (communities, GPs, VWSCs and CBOs) on the JJM using an approach of Community Leave No One Behind.

9. Overall, adequate resource materials and human resources will be developed in the project to cater to the needs of the capacity building of various stakeholders in the targeted States.

Inclusive and Innovative VAPs developed and Implemented

10. If participatory planning processes are supported in the targeted villages for VAP preparations in all target States to integrate community preferences, choices and concerns and innovations related to source strengthening, grey water reuse, water conservation measures, water safety, water security and water supply, then it will lead to enhanced community involvement and developing inclusive and innovative Village Level Action Plans under the JJM. The exercise will also explore leveraging funds from various sources to meet the funding requirements. If further facilitation support is provided, then the momentum gained while creating a participatory approach to VAP preparation can be further leveraged in jointly implementing these VAPs in the target villages with local communities, and, furthermore, the lessons can be scaled up in the districts and beyond with support from the concerned districts and the State. In UP, support for implementation of activities suggest in the VAPs that were facilitated preparation by UNOPS in Phase I will be provided.

11. If VWSCs are established and strengthened with appropriate know-how through training and communication materials, and structural processes are established for their engagement in the planning and implementation process of JJM components, then it will facilitate improving the local democratic set up for decision making and planning in the long run vis-à-vis water resources and services management.

VWSCs trained on O&M

12. If VWSCs and operators are trained on technical, financial[69] and sustainability related aspects of the schemes and equipped them with O&M tool kits[70] and innovative applications, then they will be capacitated to manage water supply and other systems (grey water management, water conservation, water safety etc) on completion and handover of the schemes to them under the JJM. To promote a utility approach, various contracting out models will be explored to invite participation of local entrepreneurs and groups in the management of systems in collaboration with VWSCs.

Appropriate O&M Policy Guidelines developed

13. If O&M policy contexts of the targeted States for water supply is assessed to ensure that they are adequate to support VWSCs to manage the systems on a sustainable basis, then it is possible to identify gaps in the policies and develop appropriate guidelines to support the O&M of the systems comprehensively.

Community led Water safety and Security systems developed

14. If water safety and security situations at community level are assessed using a participatory approach of community-based water quality surveillance system using Community-led Approach/Action for Sanitary Surveillance (CLASS) in target villages, then it is possible to develop and agree, through community consultations, a community led approach for protecting water sources and using them in a sustainable manner. Related capacity building (training women on water quality issues) and supporting innovations (ground water monitoring) in targeted villages will add value in developing solutions to address problems. This approach will be integrated in the VAPs for its wider replication beyond target villages.

E learning Portal and Rapid Learning Workshops

15. If best practices, approaches and innovations are captured from the project and elsewhere, then they can be shared on E Learning portal and through Rapid Learning Workshops for JJM stakeholders, practitioners and policy makers in the targeted States and beyond, for wider applications and adoptions in the JJM ecosystem. E learning portal shall be established at National and State level. Rapid Learning Workshops will be conducted at national and regional level for wider dissemination of JJM learnings and engagement with sector professionals, civil society organizations and non-government sector institutions.

Outputs to Outcome

If National and target States are supported for developing JJM based manuals/guidelines/materials and supported them for various events/publications at the National level and advocated for JJM issues, it is possible to strengthen the technical support provided by the National and States in the delivery of JJM.

16. If training materials and resources supported and developed under the project in terms of manuals, e-learning modules, change management programme, communication materials targeting specific themes of JJM, developing a cadre of trainers and delivery of training, it is possible to sensitise and strengthen the capacity of State, District, KRCs and ISAs on effective delivery of JJM in the districts and the State.

17. If implementation of an inclusive and innovative Village Action Plans in target villages in the States are facilitated and supported, it is possible to develop model villages in the JJM where holistic management of water resources and systems led by communities can be demonstrated, which was envisaged in the JJM. Such VAPs shall also become model cases for the target States to adapt and

[69] O&M budgeting exercise for tariff setting and financial management of the schemes
[70] provision of O&M tool kits for repairs and maintenance, registers for records and mobile applications for billing-collection-accounting purpose etc.

scale up within the district and beyond for larger impact. Such VAPs can also be replicated in other non-target States through advocacy at the National level.

18. Capacity building of VWSCs and supporting them with the O&M policy and guidelines at the State level will contribute to strengthening of the O&M mechanisms for water supply in the State for the long terms sustainability of the existing as well newly created schemes under the JJM. O&M policy development will cover not only water supply but also grey water management.

19. With the stronger engagement of communities in target villages on issues of water safety and security and by developing approaches on the holistic management of water supply and other systems at the village level, it is possible to put in place a community led mechanism for water safety and security monitoring and surveillance for long term sustainability of the services generated through the JJM.

20. The project will document and capture best practices innovations, approaches from the project experiences and elsewhere and by supporting pilots on innovations and will disseminate them through rapid learning workshops and the learning portal to be established at National and State level for **wider applications/replications across the country to improve the performance of the JJM.**

Outcomes to Objective

21. The outcomes of supporting JJM at National and State level, strengthening the capacities of State stakeholders, developing model villages demonstrating components of JJM, strengthening O&M mechanisms and policy support, developing community approached in water safety and security and documenting and disseminating best practices and innovations will contribute to the objective of **facilitating effective delivery of JJM** through capacity building at all levels in the target States and beyond.

Theory of Change

The Big Picture/ The Status

- Government of India (GoI) is committed to SDG 6 to provide access of safe and adequate drinking water to all households by 2030.
- GoI's JJM with an outlay of Rs.3.65 Lakhs crores (2019-2024) is aimed at to provide Functional Household Tap Connection (FHTC) to every rural household by 2024.
- Aims to ensure sustainability of water supply sources and systems and funds for regular O&M.
- Project approach for implementation through action plans at Village, District and State.
- Shift in focus from water supply infrastructure creation to service delivery.

Challenges

- Lack of adaptation of participatory approach
- Lack of operational manuals and training modules
- Lack of capacity in gross root agencies
- Non- availability of IEC materials for awareness generation
- Lack of process of cross learning and sharing
- No proper documentation
- No tools for the engagement of vulnerable community
- Inadequate leverage of resources
- Non-availability of trained human resources
- Poor operation and maintenance of completed schemes

Strategies to address the challenges

- Community led partnerships by the States and community driven planning of the water supply systems
- Materials development
- Rapid Action Learning and sharing process
- Leveraging funds from various sources to be identified & planned while preparing Village Action Plans
- Develop and train professionals and involve local community-based individuals/ organizations (SHGs/CBOs/ NGOs/ Vos (to facilitate community involvement
- Innovative O&M models, newer technology, robust management practices and recovery of user charges, thus bringing in long-term sustainability.

Intervention areas

- Development of learning portal and need based technical documentation including manuals at National level
- Development of training Materials including IEC materials to build the capacity of stakeholders.
- Develop a pool of trainers
- Technical support to states for designing and running a change management programme
- Support to develop rapid learning process to capture field realities and innovations
- Support to development of Innovative, inclusive and community driven VAPs, DAPs and SAP
- Train WVSCs on all aspects of O&M, water security and safety
- Train operators on O&M and equip them with O&M tool kits

Outputs

- Capacities of ISA/ KRC/ and other stakeholders strengthened, and cadre of trainers created, Communication developed on targeting specific themes
- Innovative, inclusive and community driven VAPs, DAPs and SAP developed and implemented
- Capacities of Community/ Gram Panchayats and women built on water safety, security and water supply.
- Appropriate O&M policy and guidelines in place in state for water supply
- Learning portal established at national level/state level, Innovative technologies and approaches shared with stakeholders
-

Outcomes

Short Term

- Strategic Technical Support to JJM at national and state level
- Capacities of State, Districts and PRIs built under JJM for effective delivery of JJM
- Model villages developed with focus on sustainable and holistic management of sources and systems
- O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management
- Community-based water quality monitoring and surveillance systems established
- Documentation of successful approaches/methods adopted, lesson learnt disseminated,

Medium Term

- Delivery of the JJM in target States strengthened by capacitating government and communities

Impact

Short Term

- All targeted rural Households connected with FHTCs and receive adequate, safe and reliable water supply

Long Term

- Reduction in water borne diseases
- Improved health of rural population
- 'Ease of Living' especially for rural women

Geographical Focus – UP, Assam, Rajasthan, Tamil Nadu

External partners -

- Government of India
  - Ministry of Jal Shakti
  - Ministry of Rural Development
  - State governments: UP, Assam, Rajasthan, Tamil Nadu
  - State Water & Sanitation Mission, Jal Nigam, PHED

Vulnerable groups / Target Population - Gram Panchayat, community, vulnerable women, children, people with disabilities and with HIV, minorities, scheduled castes and tribes, OBCs, elderly and other marginalized groups,

Assumptions

- State Governments are supportive to adapt community led approach and mobilize required support for implementation.
- State Governments provide support for leveraging funds from various sources and take appropriate administrative procedures to make such funds available
- State Governments provide required policy support on areas of engaging human resources, their retention and O&M systems

Scenario planning of the partnership between the government of Denmark and UNOPS

Why is it important?

22. Scenario Planning considers what if situation and predicts the impact they may have on the Project. It helps minimize risk and preparation for any eventuality. Although, we can never really predict the future, but Scenario Planning gives us a range of potential options and outcomes to consider under the Project. We used six steps of Scenario Planning:

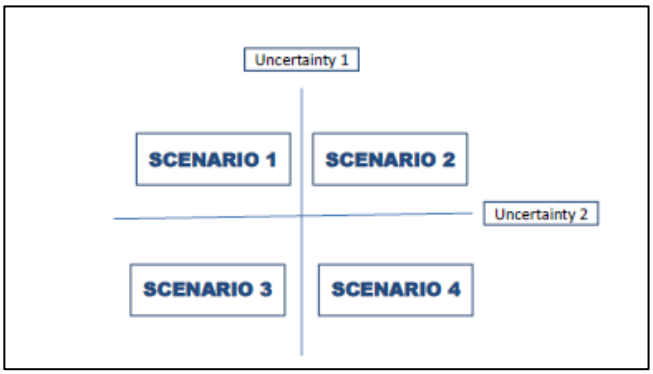
(i) We discussed with the Government of India and decided the time frame of the Project. This is from September 2022 to December 2024 (3 months for closing so effective project closure date is 31 March 2025). We discussed about the political conditions, and about the sector partners working in the states of UP, Rajasthan, Tamil Nadu and Assam. There is political stability in the Central Government and, it seems that the same Government will continue till December 2024. However, the General Elections of the Parliament are due in India for April-May 2024 and, it is plausible that the Government can be changed. If the Government changes, the support from the same could be minimized which would be one uncertainty of the Project. There is no competition between the partners. Even the changes in the Provincial Governments, which is due in December 2023, would be helpful for the Project. We have run this project for one year in UP and have faced two Covid-19 waves (second and third) which have created uncertainty in the field and program implementation.

(ii) We have identified five key uncertainties of our Project:

- The change in Government including the policies and laws is a major driving force of this Project because we are working closely with the Federal and State Governments and leveraging funds for our project from the Government Budget.
- The second driving force is the environment, effect of Climate Change and especially the outbreak of pandemics like COVID-19 would substantially affect the outcomes and results of the Project. This becomes the second uncertainty.
- Any changes in laws and legislations can affect the Project, but it is very unlikely.
- We are working in partnership with the State Governments, KRCs and ISAs. We do not have competitors in the field.
- In this partnership, UNOPS is mainly involved to empower the community and build the capacity of grassroots-based organisations. Our main focus is making behavioural changes in the community.

(iii) During planning and identification of outcomes and outputs, we assessed the needs and requirements at National, State and District levels and, finalized the outcomes and outputs for each level. In our result matrix, we have finalized five outcomes to work in the field.

(iv) We are anticipating four scenarios and two uncertainties in our Project:



The two uncertainties are change in the Government and outbreak of pandemics like COVID-19.

(v) In the first scenario, there would be plausible impact of the change in the Government in April-May 2024 which would require us to modify our work plan as per the requirements of the new Government that can create delays in the completion of the Project. Scenario two would be affected with both the uncertainties that would need prior preparation to meet out the challenges. We have faced the second uncertainty in phase-I hence have the mitigation plan to handle the situation the environmental situation like a pandemic outbreak. The third scenario presents the safest situation with no impact of any uncertainty. The fourth scenario could be affected by the pandemic that would be mitigated as per our prior experiences.

(vi) As we discussed the different uncertainties, we have the contingency plan and mitigation strategy for the potential scenarios. The third scenario is our current Project process, and we are moving ahead with the current plan. But the first and the fourth scenarios would need minor changes in the strategy. The second scenario is the most difficult one wherein we will have to revamp the entire action plan and make changes in the activities and the outcomes.

As per the above discussions regarding the scenarios and uncertainties, we have prepared our project proposal. We have a proper contingency plan for the Project.

Results Framework

23. Results framework is developed based in the objective of the project to be achieved and various outcomes and outputs expected to be delivered to meet the project objective. These are presented in detail in the following table.

<table>
<tr><th>SUMMARY</th><th></th><th>INDICATORS</th><th>MEANS OF VERIFICATION</th></tr>
<tr><td>OUTCOME 1</td><td>Strategic Technical Support to JJM at National and State Level
<table><tr><td>Baseline Year</td><td>2022</td><td>Lack of manuals/ Reports/IEC materials on different theme at national level and in states</td></tr><tr><td>Target Year</td><td>2024</td><td>5 to 10 manuals, reports and IEC materials would be developed</td></tr></table></td><td>• Technical and operational manuals developed
• Events supported
• Publications supported</td><td>Printed technical and operational manuals
Publications
Event reports</td></tr>
<tr><td>OUTPUT 1.1</td><td>Technical and operational support provided to JJM
<table><tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh:
New states (Assam, Rajasthan & Tamil Nadu):
Manuals required</td></tr><tr><td>Target Year 1</td><td>2023</td><td>New states (Assam, Rajasthan & Tamil Nadu):
2 to 4 manuals available for National and each States reference and learning</td></tr><tr><td>Target Year 2</td><td>2024</td><td>New states (Assam, Rajasthan & Tamil Nadu): 5 to 10 manuals</td></tr></table></td><td></td><td></td></tr>
</table>

<table>
<tr><td>Activities</td><td>Advocacy at National and State level for innovative and inclusive VAPs ensuring 100% coverage, coverage of Schools and Anganwadis, and leveraging funds from various sources including CSR and required policy support from National and State level for effective delivery and sustainability of the programme.
Technical Support for preparation of State Action Plans (SAPs)
Provide support in developing technical and operational manuals and drawing on best practices
Contribute and support publications and events at National and regional level
Development and printing of IEC and audio-video materials on components of JJM in English and Hindi languages</td><td></td><td></td></tr>
<tr><td>OUTCOME 2A</td><td>Capacities of target State, Districts and PRIs built for effective delivery of JJM<table>
<tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: Village/district/state level stakeholder’s capacity built on the different components of JJM Training of State, Districts and PRIs completed in UP

New states (Assam, Rajasthan & Tamil Nadu):

Training yet to start</td></tr>
<tr><td>Target Year</td><td>2024</td><td>All States:

04 State teams, 20 District teams, 150 ISAs and 107 KRCs trained on change management and JJM

Assam - 02 Districts, 15 State teams, 30 ISA and 08 KRCs trained

Rajasthan- 05 Districts, 45 State teams trained, 50 ISA and 20 KRCs trained</td></tr>
</table></td><td>State, District and PRIs on trained on JJM components</td><td>Training Plans Approvals from Partner States Training Completion reports</td></tr>
</table>

<table>
<tr><td></td><td><table><tr><td></td><td></td><td>Tamil Nadu- 02 Districts, 15 State teams trained, 30 ISA and 08 KRCs trained</td></tr></table></td><td></td><td></td></tr>
<tr><td>OUTPUT 2a.1</td><td>Training manuals, materials and e-learning module developed on various components of JJM
<table><tr><td>Baseline Year</td><td>2022</td><td>Draft training modules for VWSC members available
e-learning module and audio-video training materials not available</td></tr><tr><td>Target Year 1</td><td>2023</td><td>Training modules for VWSC members updated based on learnings from the Phase I implementation.
Draft training modules for targeting other stakeholders and audio-visual training materials would be prepared in consultation with the Ministry</td></tr><tr><td>Target Year 1</td><td>2023</td><td>All training materials and modules finalised</td></tr></table></td><td>• # of manuals, brochures, leaflets in multiple languages
• # of e-learning training modules developed</td><td>• manuals, brochures, leaflets, training modules, audio-video materials
•</td></tr>
<tr><td>Activities</td><td>• Development of e-learning module for scaling up of capacity building activities at national level
• Supporting Jal Jeevan Mission implementation throughout India via e-learning training modules based on the work done in phase I for the capacity building of the VWSC/Community
• Development of manuals, brochures, leaflets and printing them in respective State languages
• Development of audio-video materials, and short films for training purposes in multiple languages</td><td></td><td></td></tr>
</table>

<table>
<tr>
<td>OUTPUT 2A.2</td>
<td>Targeted States, Districts, ISA/ KRC/ and other stakeholders trained
<table>
<tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: KRC's not appointed by the State Government. Handholding supported provided to ISAs
New states (Assam, Rajasthan & Tamil Nadu): Status of appointment of ISAs and KRCs needs to be evaluated and their capacity need assessment to be carried out.</td></tr>
<tr><td>Target Year 1</td><td>2023</td><td>State level trainings of ISAs and KRCs to be conducted in 2 states</td></tr>
<tr><td>Target Year 1</td><td>2024</td><td>State level trainings of ISAs and KRCs to be conducted in the remaining 2 states</td></tr>
</table>
</td>
<td>• # of trainings organised for State/Districts/ KRCs/ISAs
• # of Training of Trainers modules organised for technical, institutional, financial and sustainability issues to support JJM
• # of trainers trained through the Training of Trainers modules</td>
<td>• Reports on training of KRC, ISAs List of trainers shared by the Partner States</td>
</tr>
<tr>
<td>Activities</td>
<td>• Support and a create a cadre of trainers in various areas for capacity building focusing on technical, institutional, financial and sustainability issues
• Train ISAs/ KRCs on components of JJM and on best practices/innovations
• Technical support to the concerned states for designing and running a change management programme for PHED/ Jal Nigam and other water supply sector mandated organizations
• Train State/Districts on innovative and integrated VAPs addressing water safety, security, management of water supply and sustainability of sources and systems
• Train State/Districts on Contract Management in rural water supply to optimise costs and time, building sustainable systems and ensuring communities participation, for expediated progress in JJM.</td>
<td></td>
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</table>

<table>
<tr>
<td>OUTPUT 2A.3</td>
<td>Communication materials on specific themes of JJMs developed
<table>
<tr><td>Baseline Year</td><td>2022</td><td>List of audio-visual materials prepared in Phase I
Video for Jal Jeevan Samvad Event on 2nd October 2021
Community Leave No One Behind Video
4 TV Commercials (community participation, skill development, village water sanitation committee and village action plan)</td></tr>
<tr><td>Target Year 1</td><td>2023</td><td>WASH themes for preparation of communication materials using various mediums identified in consultation with the Ministry.
Draft communication material prepared.</td></tr>
<tr><td>Target Year 1</td><td>2023</td><td>All communication materials finalised</td></tr>
</table></td>
<td># of communication materials/ videos/ short films/ radio jingles developed for trainers and GPs/Communities on various WASH themes</td>
<td>List of communication materials/ videos/short films/ radio jingles developed
Learning Portal
Best practices published</td>
</tr>
<tr>
<td>Activities</td>
<td>Development of various communication materials/ videos/ short films/ radio jingles on themes such as service delivery, financial sustainability, consumer behaviour related to responsive water use, sharing of good practices from India and Denmark on water leakages, water metering, water tariffs, energy optimization of drinking water supply, water treatment, and greywater management, groundwater, water resources management, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUTPUT 2A.4</td>
<td>Capacities of Communities, Gram panchayats and Community Based organisations built on components of JJM
<table>
<tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: Trainings to build capacity of Community/ Gram</td></tr>
</table></td>
<td># of awareness generation campaigns organised on JJM,</td>
<td>Training Reports
Project Reports</td>
</tr>
</table>

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<tr>
<td></td>
<td>
<table>
<tr><td></td><td></td><td>Panchayats/ CBOs and women conducted.
New states (Assam, Rajasthan & Tamil Nadu)- Training to be commenced</td></tr>
<tr><td>Target Year 1</td><td>2023</td><td>New states (Assam, Rajasthan & Tamil Nadu)-</td></tr>
<tr><td>Target Year 1</td><td>2023</td><td># number of trainings completed</td></tr>
</table>
</td>
<td>

# of orientation workshops and sharing of best practices conducted for public representatives and PRI members
# of VWSC activated/ created
# of Pani Panchayat modules organised

</td>
<td>

</td>
</tr>
<tr>
<td>Activities</td>
<td>

Campaigns to create awareness conducted at village level regarding – safe water, improved sanitation and hygiene and reduction of waterborne diseases, using the approach of Community Leave No One Behind
Orientation of public representatives and PRI members at block and district level in and sharing of best practices from global at grassroot level
Conducting Pani Panchayat on the modules of gender and water, climate change and water, source sustainability, water budgeting, water metering, water tariff, water leaks/water loss, greywater management and biodiversity conservation, sharing learning from global practice.

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<tr>
<td>OUTCOME 2B</td>
<td>
Model villages developed on the components of the JJM with focus on sustainable and holistic management of sources and systems, and scaled up in target districts
<table>
<tr><td>Baseline</td><td>Year</td><td>Uttar Pradesh: Groundwork for creation of model prepared

New states (Assam, Rajasthan & Tamil Nadu):</td></tr>
</table>
</td>
<td>#of Model villages developed on the criteria of JJM</td>
<td>Approved VAPs Partner States declaration of model villages Case Studies/Print Media</td>
</tr>
</table>

<table>
<tr><td></td><td><table><tr><td>Target</td><td>Year</td><td>All States 227 targeted villages transformed into mo</td></tr></table></td><td></td><td></td></tr>
<tr><td>Output 2B.1</td><td>Innovative and integrated VAPs developed in target villages in the State<table><tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: Groundwork for creation of model villages done, i.e., VAPs prepared
New states (Assam, Rajasthan & Tamil Nadu): No work started</td></tr><tr><td>Target Year 1</td><td>2024</td><td>All States: # Model villages created in all the targeted villages</td></tr></table></td><td># Innovative and integrated VAPs developed and implemented for target villages in the all the target States</td><td>VAPs developed for Model Villages
Declaration of model villages by the Partner States
Case Studies/Print Media</td></tr>
<tr><td>Activities</td><td>• Facilitate technical support for preparation of VAPs including technical options for source strengthening, grey water reuse, water conservation measures, water safety, water security, water supply, reuse and include flexible budgetary support by leveraging of the funds from JJM and other sources
• Ensure that best practices and innovations, which are relevant, manageable and sustainable at local level, are integrated to transform the existing villages to Model villages
• Facilitate engagement of communities-VWSCs-District Teams on various approaches and technical options on water safety, water security and water supply and reuse, to finalize proposals of VAPs
• Activating VWSCs, reforming them if required and orienting them on components of JJM, planning processes of developing village action plans (VAPs), their roles and responsibilities in planning and</td><td></td><td></td></tr>
</table>

<table>
<tr><td></td><td>implementation of VAPs, stakeholders involved and coordination and support available etc
• Submission of the VAPs to districts
• Support scaling up of the innovative, integrated VAP preparation processes in targeted districts through advocacy at District and State levels</td><td></td><td></td></tr>
<tr><td>Outputs 2B.2</td><td>Innovative and integrated VAPs implemented in target villages
<table><tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh:
New states (Assam, Rajasthan & Tamil Nadu): No work started</td></tr><tr><td>Target Year 1</td><td>2024</td><td>All States: # VAPs in target villages implemented</td></tr></table></td><td>VAPs approved and financed
VAPs implemented</td><td>Approved VAPs
Progress Reports</td></tr>
<tr><td>Activities</td><td>• Facilitate approval of the VAPs at GP and District level and related procurement processes for implementation.
• Facilitate engagement of Community-District Teams-Contractors on issues of water safety, security and water supply, planning and implementation of various technical options and their role during planning-implementation-O&M
• Facilitate effective participation of communities and VWSCs in implementation and takeover of the systems
• For UP State, facilitate implementation of VAPs to develop model villages in phase-I villages</td><td></td><td></td></tr>
<tr><td>OUTCOME 3</td><td>O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management
<table><tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: The status of in-village water supply (PWS) & Functional Household Tap Connection (FHTC) in the target 137 Villages in 11 districts of Uttar</td></tr></table></td><td>• Appropriate guidelines on O&M of water supply and grey water management in place in all the States
• VWSCs capacitated on Operation and</td><td>• O&M Policy Guidelines issued by the States</td></tr>
</table>

Pradesh till 27 April 2022 is given in the Table below.

S. No	District	% HHs with Tap Connection
1	Banda	0.00
2	Chitrakoot	26.83
3	Hamirpur	55.64
4	Jalaun	0.00
5	Jhansi	21.19
6	Kaushambi	14.92
7	Lalitpur	12.48
8	Mahoba	5.97
9	Mirzapur	17.16
10	Prayagraj	56.71
11	Sonbhadra	100.00
Total		**26.25**

26% of the households in the targeted villages (137 villages) in Uttar Pradesh have FHTC.
Status of PWS and FHTC in the new villages in the new states (Assam, Rajasthan, Tamil Nadu) needs to be ascertained after selection of the target villages in consultation with the district/ state administration.
All Status: Training on O&M and grey water management not initiated

maintenance of water supply and grey water infrastructure

<table>
<tr><td></td><td><table><tr><td>Target Year</td><td>2024</td><td>All States:
227 villages manage Operation and maintenance of in village water supply infrastructure as per the operational guidelines of the JJM.</td></tr></table></td><td></td><td></td></tr>
<tr><td>OUTPUT 3.1</td><td>Appropriate O&M policy and guidelines developed in targeted State for rural water supply and grey water management<table><tr><td>Baseline Year</td><td>2022</td><td>All States: Comprehensive O&M policies not available</td></tr><tr><td>Target Year</td><td>2024</td><td>All States:
Comprehensive O&M policies available</td></tr></table></td><td># of state developed state O&M policy for rural water supply and grey water management</td><td>• State O&M policies and guidelines</td></tr>
<tr><td>Activities</td><td>• Facilitate and support workshops/debates/consultancy support for framing appropriate O&M policies and guidelines in the states on rural water supply, grey water management and water security and safety related issues.</td><td></td><td></td></tr>
<tr><td>OUTPUT 3.2</td><td>VWSCs and Operators trained on O&M management of the systems including grey water management<table><tr><td>Baseline Year</td><td>2022</td><td>Inadequate training to VWSCs</td></tr><tr><td>Target Year 1</td><td>2023</td><td></td></tr><tr><td>Target Year 1</td><td>2023</td><td># VWSCs in targeted villages receive tolls and training to manage water supply and grey water management</td></tr></table></td><td>• Training of VWSCs, and Operating Staff on O&M, O&M Tool Kits and a handbook on grey water management approved by GOI</td><td>• O&M Tool Kits and handbook on grey water management</td></tr>
<tr><td>ACTIVITIES</td><td>• Training of VWSCs on operations, technical, financial, and institutional aspects of managing water supply schemes and other systems including</td><td></td><td></td></tr>
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<tr>
<td></td>
<td>grey water management and sharing learnings from Global goo practices.
• Train VWSC and GPs on developing O&M Budgets for water supply systems covering tariff setting, billing and collection and management of finances.
• Developing O&M tool kits for VWSCs/GPs and operating staff including the use of digital technologies
• Training of VWSCs, Operators on O&M Tool kits and other digital technologies developed
• Explore and support various models of O&M of water supply system with the involvement of local entrepreneurs/local groups to collaborate with the VWSCs to manage water supply systems
• Support development of handbook on grey water management
• Sharing of best practices on O&M and on utility approach in management of services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OUTCOME 4</td>
<td>Community-based water safety and security surveillance and monitoring systems in place

<table>
<tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: Community trained on water quality monitoring and surveillance systems and water safety protocols

New states (Assam, Rajasthan & Tamil Nadu): Training yet to be initiated</td></tr>
<tr><td>Target Year</td><td>2024</td><td>All States: 227 target villages have a community-based water safety and security monitoring and surveillance systems functional.</td></tr>
</table>
</td>
<td>Communities in # target villages adapt agreed water safety and security surveillance and monitoring mechanisms learnt through Community Led Action on Sanitary Surveillance (CLASS) approach</td>
<td>CLASS Reports
Project Reports
VAPs</td>
</tr>
</table>

<table>
<tr>
<td>OUTPUT 4.1</td>
<td>Community-based water safety and water security monitoring surveillance systems developed
<table>
<tr><td>Baseline Year</td><td>2022</td><td>Uttar Pradesh: Community trained on water quality monitoring and surveillance systems and water safety protocols
New states (Assam, Rajasthan & Tamil Nadu):</td></tr>
<tr><td>Target Year 1</td><td>2023</td><td>New States (Assam, Rajasthan & Tamil Nadu):
Inadequate water safety and security monitoring and surveillance system</td></tr>
<tr><td>Target Year 2</td><td>2024</td><td>All States: # targeted villages adapt water safety and security monitoring surveillance system</td></tr>
</table>
</td>
<td>#of the training programme conducted on a community-based quality surveillance system

# of training programmes organized for VWSCs/GPs

# of women trained to conduct water quality tests by using Field Test Kits</td>
<td>CLASS Reports
Pilot Project Reports
Project Reports
VAPs</td>
</tr>
<tr>
<td>ACTIVITIES</td>
<td>• Develop and implement a participatory approach community-based water quality surveillance system using Community-led Approach/Action for Sanitary Surveillance (CLASS)
• Training to women trained on Field Test Kits to conduct water quality tests
• Support pilots using innovations for ground water monitoring and its sustainable use for domestic purpose.
• Facilitate and support VWSCs/GPs for evolving local norms for management of ground water sources (consumption and regulation)
• Training to plumbers on water conservation measures in domestic plumbing works
• Train VWSCs/GPs on agreed water safety and security issues and monitoring and surveillance systems being developed
• Integrate these systems in the VAPs of respective villages</td>
<td></td>
<td>Handbook for the participatory water quality testing developed translated into local language of the targeted states of intervention</td>
</tr>
</table>

<table>
<tr><td>OUTCOME 5</td><td>Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme

<table><tr><td>Baseline Year</td><td>2022</td><td>No readily available documentation on best practices and lessons learnt.</td></tr><tr><td>Target Year</td><td>2024</td><td>Living book on best practices and lessons learnt available as a ready reckoner and documentation properly</td></tr></table></td><td>• Learning Portal established
• # number of documentations on best practices</td><td>• Documentations on best practices
•</td></tr>
<tr><td>OUTPUT 5.1</td><td>Learning portal established at national level/state level

<table><tr><td>Baseline Year</td><td>2022</td><td>No such portal</td></tr><tr><td>Target Year 1</td><td>2023</td><td>Draft Framework for Portal Agreed</td></tr><tr><td>Target Year 2</td><td>2024</td><td>Portal Functional</td></tr></table></td><td>• Learning portal approved by GOI</td><td>• Functional learning portal</td></tr>
<tr><td>ACTIVITIES</td><td>• Establish learning portal at national /state level</td><td></td><td># of learning portals established</td></tr>
<tr><td>OUTPUT 5.2</td><td>Innovative technologies and approaches shared with JJM stakeholders for learning, adaptations and scaling up

<table><tr><td>Baseline Year</td><td>2022</td><td>Documentation on innovative technologies and approaches on JJM implementation not available</td></tr><tr><td>Target Year 1</td><td>2023</td><td># documents compiling innovative technologies and approaches done.</td></tr><tr><td></td><td></td><td></td></tr></table></td><td>• Compendium of innovative technologies and approaches compiled.</td><td>• Printed compendium of innovative technologies</td></tr>
<tr><td>ACTIVITIES</td><td>• Initiate and support rapid small-scale trials of innovative approaches, technologies and methods and assessing and adapting them for scaling up
• A Rapid Action Learning workshop and activities at district/state and National level engaging CSOs and government functionaries to harness</td><td></td><td></td></tr>
</table>

	best practices and innovations and sharing them with others to plan and implement JJM with speed, scale and with quality. • Documenting experiences, lessons learnt and promising innovations, both within India and in other countries and sharing them through learning portal • Exposure visits for senior policy makers and PRI members in the states		

NOTE: The baseline and target data are indicative of the target villages in the selected states, except where specifically mentioned.

ANNEX 4: Risk Management

1. While this partnership carries very little visible risk, as Jal Jeevan Mission is a national flagship program having highest level of political and policy support, however it cannot be denied that there could be some inherent risks. Some of the risks and their management is detailed below:

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Unanticipated policy shifts or guidelines that impacts community participation or government budgetary support	Very unlikely	Minor	Ensure continuous engagement with the government departments to understand the background of the changes and seek support from them to apply changes to the project areas to mitigate the risks if any.	Short-term risks are reduced through continues engagement with Government and Long-term risks are reduced by seeking support from government in allying changes in the project.	The resultant policy shifts due to socio-economic or political triggers might have an impact on the project.
Surge in COVID-19 or any new pandemic may cause delay in project completion	Likely	Major	Continuous monitoring of the COVID situation in the program target states, districts and villages would be done Impact is expected to be	Assessment shall be done where project activities can be done without any changes or where some activities may need to	The assessment has been done based on learnings/experience of previous program implementation after the onset of COVID starting from March 2020 to December 2021.

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
			high in areas where total lockdown has been imposed. For other areas, staff will be encouraged to adhere to COVID appropriate protocols and take all precautions to prevent any undesirable event that might impact project personal and the project.	be curtailed to meet the changing situation. There may be a requirement to review some program outputs and outcomes should the project period be extended.	
Risk of project delay or release of funds from the central to state Government or the inability to dovetail funds from other Central and State programmes/schemes[71] due to lack of coordination and mistrust between centre and state and inter Department/ Ministries especially in	Likely	Major	Keep the key government officials both at the centre and state well informed on the progress of project activities and take advisory support where needed to gain mutual trust and ensure	Residual risk not reduced. However, the actions taken could gradually increase trust.	Experience in past grants.

[71] Government of India's share to the Jal Jeevan Mission

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
states having different ruling political party with that at the centre.			a sense of partnership in the project implementation.		
Delay in field interventions due to risk of natural calamities in the project sites either due to floods, cyclone, earthquake, extremely heat wave and any other natural disaster.	Likely	Major	Plan the project activities well and avoid field interventions during the high-risk months when the risk of occurrence of natural calamity is high.	Residual risk not reduced. However, the actions taken could prevent adverse impact on project activities and project personnel.	India is a country prone to many natural disasters. Past records in the target states have had instances of natural disasters. As per the World Meteorological Organization's report on State of the Climate in Asia report (released in October 2021), India lost $87 billion in 2020 due to natural disasters such as tropical cyclones, floods and droughts.

Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Initial delay due to grant formalities, receipt of funds and actual deployment of project resources especially in the new states	Unlikely	Major	Activities that can be carried out and have no-costs associated to it like planning activities, liaisoning with government counterparts, preparation of solicitation documents etc. shall commence awaiting transmission of funds	Project getting delayed for long period may require adjustment of timelines for delivery of outputs and outcomes. This may impact project budgets due to fixed costs being incurred in the delay period.	Experience in similar grants
Frequent transfers of key government officials	Likely	Minor	Briefing and updating the new incumbent shall be done to bring them on board with the project and its progress. It may be noted that both at State and District level transfer of officials takes place, but continuity is generally maintained.	No residual risk.	Experience in similar grants

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Exchange rate fluctuation Risk – Funds shall be transmitted to UNOPS in DKK. UNOPS global accounting in in USD. The currency of expenditure is in INR.	Likely	Minor	Monitor exchange rate	It will be reduced by monitoring exchange rate.	UN exchange rates change every month. At the moment rates are quite stable and expected to remain so in the current year. UNOPS maintains its accounting system in USD and is International Public Sector Accounting Standards (IPSAS) compliant UN rate of exchange is available at the following link: https://treasury.un.org/operationalrates/default.php
Risk of project delay or inability of the project to deliver activities linked to setting up water supply infrastructure in the target districts and villages.	Unlikely	Minor	Close coordination and regular dialogue with the village, district and state level stakeholders to help facilitate setting up of water supply infrastructure.	Residual risk not reduced. However, the actions taken could gradually increase accelerate	Experience of past projects.
Key organisations/ partners	Likly	Major	UNOPS would be carrying out capacity building	Residual risk not reduced. However, the	It is essential for the implementation that the KRCs and the ISAs have

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
responsible for capacity building of key officials at the state and district/ village level are missing or not recruited resulting in capacity gap of the key institutions and stakeholders responsible for the delivery of the JJM.			activities of key stakeholders at the state and district/ village level.	actions taken could gradually increase capacity of key stakeholders.	been identified and recruited. The endorsement of KRCs in Uttar Pradesh is still pending.
Risk of villagers unwilling to pay for water, hence rending poor/ no maintenance of piped water supply infrastructure	Likly	Major	Regular community sensitisation on the importance of paying water utility charges to facilitate Operation and Maintenance of infrastructure and functioning of the water management institutions would be conducted.	Short-term risks are reduced substantially due to regular community sensitisation initiatives/ activities. However general risk prevail, over the long term period.	• At present, people in the villages are not paying for water, and as such it appears difficult to imagine that water pricing can be introduced widely. This would pose an imminent risk to the project. Without a water pricing system in place, introduction of piped water will be difficult without sufficient cash flows to maintain the infrastructure and maintain the water

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
					management organization. • Introduction of water pricing may cause resistance among villagers, due to the fact that many of these already have their own water supply (pumps etc.) and as such they are now willing to be connected to a system involving payments. • It is unclear whether the project will involve setting up metering system. Even households with piped/tap water does not have metering.

Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Resignation of key project personnel especially	Unlikely	Minor	Due to the ongoing pandemic employment has been affected adversely and some changes in key personnel is	Low to limited residual risk.	Experience in similar grants

field level staff			expected during the project period. To mitigate this risk, a roster of eligible personnel would be maintained to enable speedy replacement. New incumbents shall be provided orientation directly in field		
Safety of staff in remote areas and villages	Unlikely	Minor	Adhere to UN protocols in movement of staff, and closely coordinate with district administration during project implementation.	Actions shall be taken to follow the travel protocols and constantly coordinate with local administration.	Some of these areas have reported local law & order issues in the past which may hamper movement of personnel for short duration.

Annex 5 – Budget details (mentioned amount is in DKK)

Amounts in DKK

Sr.No.	Description	2022	2023	2024	Total
1	**Outcome-1 Strategic Technical Support to JJM at National and State level**				
	Output-1.1 Technical and operational support provided to JJM	1,164,959	3,155,351	3,927,140	8,247,450
	Total Outcome 1	**1,164,959**	**3,155,351**	**3,927,140**	**8,247,450**
2	**Outcome-2A- Capacities of the target States, Districts and PRIs built for effective delivery of JJM**				
	Output-2a .1 Training manuals, materials and e-learning module developed on various components of JJM **&** Targeted States, Districts, ISA/ KRC/ and other stakeholders trained	1,066,544	2,796,308	2,738,029	6,600,881
	Output-2a .2 Communication materials on specific themes of JJMs developed **&** Capacities of Communities, Gram Panchayats and Community Based organisations built on components of JJM	1,470,857	3,035,164	2,976,986	7,483,007
	Total Outcome 2 a	**2,537,401**	**5,831,472**	**5,715,015**	**14,083,888**
	Outcomes-2B Model villages developed on the components of the JJM with focus on sustainable and holistic management of sources and systems, and scaled up in targeted districts				
	Output-2b.1 Innovative and integrated VAPs developed in target villages in the State **&** Innovative and integrated VAPs implemented in target villages	470,547	1,201,016	645,322	2,316,885
	Total Outcome 2	**3,007,948**	**7,032,488**	**6,360,337**	**16,400,773**
3	**Outcome-3 O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management**				
	Ouput-3.1 Appropriate O&M policy and guidelines developed in targeted State for rural water supply and grey water management **&** VWSCs and Operators trained on O&M management of the systems including grey water management	188,217	351,790	257,681	797,688
	Total Outcome 3	**188,217**	**351,790**	**257,681**	**797,688**
4	**Outcome-4 Established community-based water quality monitoring and surveillance systems and water safety protocols**				
	Output-4.1 Community-based water safety and water security monitoring surveillance systems developed	179,256	219,589	219,589	618,434

	Total Outcome 4	**179,256**	**219,589**	**219,589**	**618,434**
5	**Outcome-5 Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme**				
	Output- 5.1 Learning portal established at national level/state level **&** Innovative technologies and approaches shared with JJM stakeholders for learning, adaptations and scaling up	439,195	1,953,891	1,022,040	3,415,126
	Total Outcome 5	**439,195**	**1,953,891**	**1,022,040**	**3,415,126**
	Total Outcomes 1 to 5	**4,979,575**	**12,713,109**	**11,786,787**	**29,479,471**
8	UNOPS Indirect Cost	**255,170**	**651,463**	**603,995**	**1,510,628**
9	Sub-Total	5,234,745	13,364,572	12,390,782	30,990,099
10	Levy Fee (1%) --UN	**52,347**	**133,646**	**123,908**	309,901
11	**Total**	**5,287,093**	**13,498,218**	**12,514,690**	**31,300,000**

ANNEX 6 – List of Supplementary Materials

#	Document / Material	Source
1	Two years of Jal Jeevan Mission Progress Report (English)	DDWS, Ministry of Jal Shakti. Click here for the document.
2	Two years of Jal Jeevan Mission Progress Report (Hindi)	DDWS, Ministry of Jal Shakti. Click here for the document.
3	Community Leave No One Behind Handbook for Facilitators (English)	Institute of Development Studies, Brighton, UK. Click here for the document.
4	Rapid Action Learning Handbook for Facilitators (English)	Institute of Development Studies, Brighton, UK. Click here for the document.
5	Coffee Table Book on Prime Minister's Samvad with Pani Samitis on Jal Jeevan Mission (English)	DDWS, Ministry of Jal Shakti. Click here for the document.
6	Jhansi Division Rapid Action Learning Report	UNOPS WASH State & National Team
7	Chitrakoot Division Rapid Action Learning Report	UNOPS WASH State & National Team
8	Prayagraj Division Rapid Action Learning Report	UNOPS WASH State & National Team
9	Video for Jal Jeevan Samvad Event on 2nd October 2021 (55 sec duration)	DDWS, Ministry of Jal Shakti
10	Community Leave No One Behind Video (4 min duration)	The Water Supply and Sanitation Collaborative Council (WSSCC) hosted by UNOPS. Click here for the video.
11	By-lined Article: Jal Jeevan Mission is empowering women and changing their lives (April 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
12	News: UNOPS organizes 6-day training programme in Uttar Pradesh for field level functionaries (April 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
13	By-lined Article: This summer, ensure each drop counts! (May 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
14	By-lined Article: Awareness and training key for Har Ghar Shudh aur Swachh Jal (July 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
15	By-lined Article: UNOPS facilitating JJM works in Uttar Pradesh - ((July 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
16	By-lined Article: Participatory mapping exercises inspires community action (Sep 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.

17	By-lined Article: Community led action for sanitary surveillance (CLASS) (November 2021 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
18	By-lined Article: We Cannot Improve, What We Cannot Measure (January 2022 Issue of Jal Jeevan Samvad)	UNOPS National Communication Team Click here for the document.
19	Coffee Table Book on Prime Minister's Samvad with Pani Samitis on Jal Jeevan Mission (Hindi)	DDWS, Ministry of Jal Shakti Click here for the document.
20	Contributed to drafting of Manual for the utilization of 15th Finance Commission Tied Grants to RLBs/ PRIs for water & sanitation	DDWS, Ministry of Jal Shakti Click here for the document.
21	Reforms in the water sector; special booklet in Hindi and English on the JJM	DDWS, Ministry of Jal Shakti Click here for the document
22	Sukh-suvidha kee nayee pahachaan (Hindi)	DDWS, Ministry of Jal Shakti Click here for the document.
23	'A Mission for Fulfilling Aspirations' (English)	DDWS, Ministry of Jal Shakti Click here for the document.
24	Member of the Editorial Team for monthly newsletter 'Jal Jeevan Samvad' in English and Hindi	UNOPS National Communication Team and DDWS, Ministry of Jal Shakti Click here for the document.

*DDWS is Department of Drinking Water and Sanitation

ANNEX 7 Plan for Communication of Results

Theme	Message	Purpose of Communication	Communication Activity	Frequency	Responsible	Audience(s)	Expected Results / Comments
Community Participation	**<u>Community Leave No One Behind (CLNOB) Mapping</u>** Community especially women are well informed and willing to actively participate in any issues regarding water sustainability, water quality monitoring and surveillance as well as grey water management. Ensure that no one is left behind in the village and there is 100% coverage. Community takes ownership of the water connections provided by the government and maintain it themselves. The aim of Jal Jeevan Mission coincides with the United	CLNOB was designed to ensure a participatory method to enable sustained access to safely managed water and sanitation facilities for people who have been/might be 'left behind' or left out of the ongoing water program and from the first phase of India's national sanitation campaign.	Engagement on social media in the form of views, likes, comments, shares and retweets. Disseminate Press Releases to media/organize press conferences/one-to-one interactions; banners; contributing inhouse bylined articles to the Ministry's Monthly Magazine Jal Jeevan Samvad highlighting indicators and achievements Develop documentary / television commercial, participate in talk shows and discussions	Daily during the ongoing activity on social media Once in two months in Print Media/Jal Jeevan Samvad Bi-annually in electronic media	UNOPS Communication Team UNOPS Communication Team UNOPS Communication Team UNOPS Communication Team	**Primary:** Community especially VWSC, women and youth, Panchayati Raj Institutions **Secondary:** Ministry of Jal Shakti, State governments, Donors, sector partners, other agencies, national and international development practitioners, NGOs and INGOs,	Increase follower base and engagement, social media posts can be categorized as General Public Interest (Health/Environmental facts), UP specific Grievances Redressal Contacts, Infographics on framework of Jal Jeevan Mission, Roles and Responsibilities of stakeholders and Media Advocacy in addition to UNOPS activities and achievements on field

	Nation's Sustainable Development Goal-6. Jal Jeevan Mission is a community-based programme and community plays a key role in its effective planning, implementation, operation, maintenance and source sustainability.		Documentation Modules for trainings, handbooks, reports on case studies of best practices captured during Rapid Action Learning workshop and activities convened at district/state and National level Participatory tools such as Jal Chaupal[72], Gram Sabha, Wall paintings, oath taking ceremonies, videos of success stories, poster making/slogan writing competitions, Rallies etc.	Bi-annually Bi- monthly	District & State Consultants	national and international media, policymakers & other stakeholders	
Strengthening of VWSC	Support and strengthen the participation of local communities in improving water and	The elected VWSC members are the backbone of the mission as they will lead the operation and	VWSC Formation and recording in proceeding register	Weekly Meetings with VWSC members	District Consultants		

[72] Jal Chaupal is an informal group of individuals, citizens, experts, practitioners, and academics working on, or interested in water issues

	sanitation management.	maintenance of the program. Trainings on roles and responsibilities and capacity building are critical to the Mission.	VWSC training & capacity building Engagement on social media in the form of views, likes, comments, shares and retweets. Disseminate Press Releases to media/organize press conferences/one-to-one interactions; banners; contributing inhouse bylined articles to the Ministry's Monthly Magazine Jal Jeevan Samvad/ Develop theme based short film	Daily during the ongoing activity on social media Once a month in Print Media/Jal Jeevan Samvad/ Short Film will be once a year for Ministry	UNOPS Communication Team	**Primary:** Community especially VWSC, women and youth **Secondary:** District level officers and PHED officials, Ministry of Jal Shakti, State governments, Donors, sector partners, other N agencies, national and international development practitioners, NGOs and INGOs, national and international media, policymakers & other stakeholders	
Water Quality Surveillance & Monitoring	**<u>Community Led Action for Sanitary Survey (CLASS)</u>** Impact of water borne diseases on health	Sensitize the community about water quality, its impact on disease and financial burden.	Voluntary selection of women and training and their registration	Daily during the ongoing activity of selection and training	District Consultants &	**Primary:** Community	

	Sanitation survey important for cleaning drinking water source FTK testing important for health and maintaining water quality Empowering women to lead water quality surveillance by integrating technology	Capacity building of local women to test water samples Methods to mitigate the water quality issues and escalate the issues to district authorities Dissemination of grievance redressal mechanism in general public interest	CLASS by trained women and report submission on e-portal	Biannually before and after monsoon	State Coordinator	especially VWSC, women and youth **Secondary:** Ministry of Jal Shakti, State governments, Donors, sector partners, other N agencies, national and international development practitioners, NGOs and INGOs, national and international media, policymakers & other stakeholders	
			Engagement on social media in the form of views, likes, comments, shares and retweets. Disseminate Press Releases to media/organize press conferences/one-to-one interactions; banners; contributing inhouse bylined articles to the Ministry's Monthly Magazine Jal Jeevan Samvad	Daily during the ongoing activity on social media Once six months in Print Media/Jal Jeevan Samvad	UNOPS Communication Team		
Water Security, Sustainability &Conservation	How source sustainability is important for regular water supply Declining water table and increasing water stress is top priority of Jal Jeevan Mission.	To move a proportion of water users from a position of wasting water to one of using it efficiently	Pani Panchayat (Open meetings on water), Jal Chaupal & discussions with youth, painting competitions in schools	Monthly	District Consultants	**Primary:** Community especially VWSC, women and youth	Determine the effectiveness of promotional campaigns on water-use attitudes and behaviour

	Protection & cleaning of traditional water bodies Maintaining water quality Different methodologies and for water conservation water quality Good practices and innovations of water conservations		Engagement on social media in the form of views, likes, comments, shares and retweets. Disseminate Press Releases to media/organize press conferences/one-to-one interactions; banners; contributing inhouse bylined articles to the Ministry's Monthly Magazine Jal Jeevan Samvad	Daily during the ongoing activity on social media Once a month in Print Media/Jal Jeevan Samvad	UNOPS Communication Team	**Secondary:** Ministry of Jal Shakti, State governments, Donors, sector partners, other N agencies, national and international development practitioners, NGOs and INGOs, national and international media, policymakers & other stakeholders	
Women Empowerment & skill development	Jal Jeevan Mission is a women-driven revolution to decentralize the system and empower community especially women to address their water concerns themselves. Ease of piped water supply directly in their homes will save the	To inform, influence, motivate, engage and empower women, by transforming attitudes and norms that perpetuate gender-based discrimination.	Women Time Use Analysis Water Use Analysis Engagement on social media in the form of views, likes, comments, shares and retweets.	Monthly Daily during the ongoing activity on social media Once a month in Print Media/Jal	District Consultants	**Primary:** Community especially VWSC, women and youth **Secondary:**	Empowerment contributes to building confidence and skills to negotiate choices and demand for equal access to and control of resources. Quantifiable indicators to measure change in behavior will be documented and shared as achievement.

	hours spent in fetching it every day. Women's participation in skill development and then income generation activities increase their mobility, understanding of health and environmental impacts, while also building their leadership abilities.		Disseminate Press Releases to media/organize press conferences/one-to-one interactions; banners; contributing inhouse bylined articles to the Ministry's Monthly Magazine Jal Jeevan Samvad	Jeevan Samvad	UNOPS Communication Team	Ministry of Jal Shakti, State governments, Donors, sector partners, other N agencies, national and international development practitioners, NGOs and INGOs, national and international media, policymakers & other stakeholders	
Grey Water Management, Sanitation & Solid Liquid Wastewater Management	Water conservation & grey water management (domestic wastewater excluding toilet wastewater) can contribute towards minimizing water stress through reuse for non-potable purposes and groundwater recharge. Increasing general cleanliness in the village Impact of solid waste on human life and environment	If harnessed with the right scientific techniques, grey water can become a potent resource for several non-portable uses, if treated with care. To emphasize why grey water requires immediate attention, and how states and	Community taking initiative in the form of kitchen gardening, cleanliness drives, toilet construction and repair etc. Engagement on social media in the form of views, likes, comments, shares and retweets. Disseminate Press Releases to	Weekly Daily during the ongoing activity on social media Once a month in Print Media/Jal Jeevan Samvad	District & State consultants UNOPS Communication Team	**Primary:** Community especially VWSC, women and youth **Secondary:** Ministry of Jal Shakti, State governments, Donors, sector partners, other N agencies, national and international development	Learning and sharing of good practices on greywater management.

	Promoting composting and vermi-composting at household level Segregation of biodegradable and non-biodegradable waste and use in recycling	districts can chart their course on the journey to attaining sustainable grey water systems.	media/organize press conferences/one-to-one interactions; banners; contributing inhouse bylined articles to the Ministry's Monthly Magazine Jal Jeevan Samvad			practitioners, NGOs and INGOs, national and international media, policymakers & other stakeholders	

Annex 8: Process Action Plan for Implementation

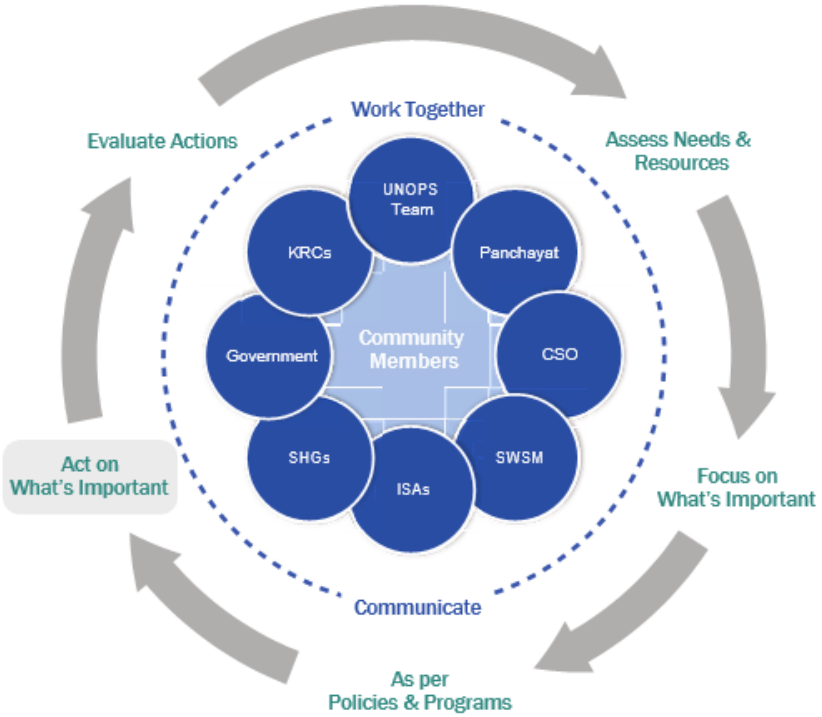
Introduction

1. Under the Green Strategic Partnership between the Government of India and the Government of Denmark, a partnership agreement has been signed between the Government of Denmark and UNOPS to provide support to national flagship program, the Jal Jeevan Mission which aims at providing functional tap water connections to every household by December 2024.

2. The agreement signed for 11 districts of Uttar Pradesh and UNOPS has been working since the past one year in selected 137 villages to develop them as model villages under the Jal Jeevan Mission. Now, after completion of one year, this project is expanding in three more states with a change in the work plan and implementation strategy. This work plan has been prepared for the second phase of implementation of the project.

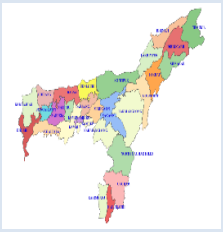
3. This partnership project is focused on community's chosen action. It is a challenge to move from a broad goal to effective and strategic action. This document addresses one specific part of action planning for impact: a well-thought-out implementation plan. An implementation plan can help assure the work gets done. This document explains four key areas of the project:

- Specific and measurable objectives
- Strategies that are known to be or have a high likelihood of being effective (i.e., evidence-based)
- Specific action steps with accountabilities
- Deadlines and resources needed, links to national goals and strategies



Overview of the project

Project Title	India-Denmark Partnership to Provide Strategic Technical Support to Jal Jeevan Mission – Implemented by UNOPS (Technical Support to the JJM for Achieving SDG-6)
Partner	Government of Denmark
Goal	Support the JJM to provide functional tap water connection to each household in 20 districts of 4 selected states thereby improving the lives of approximately 5 million people, ensuring that No One Leaves Behind, and empowering the lives of 2 million women through training and education.
Main Objective	To facilitate the delivery of the Jal Jeevan Mission in the target districts by strengthening the capacity of government and civil society stakeholders at national, state, district and village level to plan and implement the mission in a sustainable manner
Underlying Objectives	•To strengthen the delivery of National Jal Jeevan Mission by strengthening the capacity of institutional stakeholders to facilitate the mission achieve its goal and support SDG-6 •To strengthen the institutional delivery mechanism in the selected states for planning and implementation to manage community-based water supply systems, water quality and safety, grey water management and community-based O&M •To empower project beneficiaries for participatory analysis of their current situation and undertake collective local action to plan and leverage funds to enable water and sanitation improvement in their villages •To capture lessons learnt, share and disseminated with practitioners for the adaptability
Outcomes	1. Strategic Technical Support to JJM at National and State Level 2.a. Capacities of the target States, Districts and PRIs built for effective delivery of JJM 2. b. Model villages developed on the components of the JJM with focus on sustainable and holistic management of sources and systems, and scaled up in targeted districts 3. O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management 4. Community-based water safety and security monitoring and surveillance systems in place 5. Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme
Beneficiaries	• 5 million people in 20 districts - 11 in UP, 5 in Rajasthan, 3 in Assam & 1 in Tamil Nadu • 2 million women directly involved and empowered in water testing, water security, water planning, water recharging, resource sustainability, and water related employment.

	• Community Based Organisations (CBOs), implementation support agency (ISAs) and working as a key resource centre (KRCs) and government officials trained in 20 districts across 4 states.
Target States	Uttar Pradesh Rajasthan Tamil Nadu  Assam
Duration	1 September 2022 to 31 March 2025
Budget	31,300.000 Danish Kroner (equivalent to approximately USD 4,807,988)

Detailed work plan with specific objective, outcome, output, intervention areas timeline, resource required with responsibility and level of efforts are given below:

Outcomes #1: Strategic Technical Support to JJM at National and State Level

By DATE, Given the sheer scale of operations expected under JJM, it is important that planning and implementation processes are strengthened at the national and State level.

BACKGROUND ON STRATEGY

Source: https://jalshakti-ddws.gov.in
Evidence Base: # of technical and operational manuals and IEC Materials developed
Policy Change (Y/N): Yes

ACTION PLAN

Activity	TargetDate	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Intervention level
Advocacy at National and State level for innovative and inclusive VAPs ensuring 100% coverage, coverage of Schools and Anganwadis, and leveraging funds from various sources including CSR and required policy support from National and State level for effective delivery and sustainability of the programme.	September 2022 to December, 2024	Staff time and travel	UNOPS national team and State coordinators	Implementation of VAP and 100% coverage schools and Anganwadis	National/ State

Technical Support for preparation of State Action Plans (SAPs)	September 2022 to June 2023	Staff time, travel	UNOPS national team	Published copy of SAPs	State
Provide support in developing technical and operational manuals and drawing on best practices	September 2022 to December, 2024	Staff time and travel	UNOPS national team	Copy of manuals	National/State
Contribute and support publications and events at National and regional level	September 2022 to December, 2024	Staff time and travel	UNOPS team	Event organized and report	National/ state
Development and printing of IEC and audio-video materials on components of JJM in English and Hindi languages	September 2022 to December, 2024	Staff time and travel	UNOPS team	Copy of IEC materials and printed materials	National

Outcomes #2A: Capacities of the target States, Districts and PRIs built for effective delivery of JJM

By DATE, Training manuals, e-learning module developed, ISA/ KRC/ and other stakeholders trained, Communication materials developed, capacities of Communities, Gram Panchayats and Community Based organisations built

BACKGROUND ON STRATEGY

Source: Capacity building Module, e-learning Module, and Communication materials/videos/short films/ radio jingles available on https://jalshakti-ddws.gov.in, CLNOB Handbook - https://sanitationlearninghub.org/resource/community-leave-no-one-behind-handbook-for-practitioners/

Evidence Base: # Training manuals, e-learning modules, other print, and audio-video training materials developed, and knowledge disseminated

Policy Change (Y/N): No, Capacity building of stakeholders and partners

ACTION PLAN

Activity	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Intervention level
Development of e-learning module for scaling up of capacity building activities at national level	October 2022 to January, 2024	Staff time, travel, technical agency	UNOPS National staff and capacity building expert	# of e-learning training modules developed	National
Supporting Jal Jeevan Mission implementation throughout India via e-learning training modules based on the work done in phase I for the capacity building of the VWSC/Community	October 2022 to June 2024	Staff time	UNOPS capacity building expert	# e-learning modules produced and used	National
Development of manuals, brochures, leaflets and printing them in respective State languages	October 2022 to June, 2024	Staff time	UNOPS national team	# of manuals, brochures, leaflets in multiple languages	National/ State
Development of audio-video materials, and short films for training purposes in multiple languages	October 2022 to December, 2024	Staff time, camera	UNOPS national team and communication specialist	# of audio-video materials prepared and used in training	National/ State

Support and a create a cadre of trainers in various areas for capacity building focusing on technical, institutional, financial and sustainability issues	September 2022 to December 2024	Staff time	UNOPS Capacity building expert	# of trainers trained	State
Train ISAs/ KRCs on components of JJM and on best practices/innovations	Jan 2023 to December, 2024	Staff time	UNOPS National Team	Reports and feedback	National/ State
Technical support to the concerned states for designing and running a change management programme for PHED/ Jal Nigam and other water supply sector mandated organizations	Jan 2023 to December, 2024	Staff time, travel	UNOS team	# Report published	State/ district
Train State/Districts on innovative and integrated VAPs addressing water safety, security, management of water supply and sustainability of sources and systems.	Jan 2023 to December, 2024	Staff time, travel	UNOPS team	# of VAPs approved by GPDP	State/District
Train State/Districts on Contract Management in rural water supply to optimise costs and time, building sustainable systems and ensuring communities participation, for expediated progress in JJM.	Jan 2023 to December, 2024	Staff time, travel, and support from the Denmark embassy	UNOPS team	# Report published	State/National
Development of various communication materials/ videos/ short films/ radio jingles on themes such as service delivery, financial sustainability, consumer behaviour related to responsive water use, sharing of good practices from India and Denmark on water leakages, water metering, water tariffs, energy optimization of drinking water supply, water treatment, and greywater management, groundwater, water resources management, etc	September 2022 to December, 2024	Staff/Travel	UNOPS team	# Videos/films/IEC materials	National
Campaigns to create awareness conducted at village level regarding – safe water, improved sanitation and hygiene and reduction of waterborne diseases, using the approach of Community Leave No One Behind	Sept 2022 to December 2022	Staff time, travel,	UNOPS district and state team	# of awareness generation campaigns organised through Community Leave No One Behind tool	District/Community
Orientation of public representatives and PRI members at the block and district level in and sharing of best practices from Global at the grass-root level	October 2022 to Sept 2023	Staff time	UNOPS team	# of orientation workshops and sharing for public representatives and PRI members at block and district level	District/ community

Conducting *Pani Panchayat* on the modules of gender and water, climate change and water, source sustainability, water budgeting, water metering, water tariff, water leaks/water loss, greywater management, and biodiversity conservation, sharing learning global good practices	September 2022 to May 2023	Staff time, travel	UNOPS district and state team	# of *Pani Panchayat* modules on gender and water, climate change and water, source sustainability, water budgeting, water metering, water tariff, water leaks/water loss, greywater management and biodiversity conservation organised.	District/ community
Outcome # 2b: Model villages developed on the components of the JJM with focus on sustainable and holistic management of sources and systems, and scaled up in targeted districts					
Facilitate technical support for preparation of VAPs including technical options for source strengthening, grey water reuse, water conservation measures, water safety, water security, water supply, reuse and include flexible budgetary support by leveraging of the funds from JJM and other sources	September 2022 to June 2023	Staff	UNOPS team	# of Meeting organised	District
Ensure that best practices and innovations, which are relevant, manageable, and sustainable at local level, are integrated to transform the existing villages to Model villages	September 2022 to June 2023	Staff	UNOPS team	# of Bets practices shared	district
Facilitate engagement of communities-VWSCs-District Teams on various approaches and technical options on water safety, water security and water supply and reuse, to finalize proposals of VAPs	September 2022 to June 2023	Staff	UNOPS team	# of meeting organised and report submitted	District
Activating VWSCs, reforming them if required and orienting them on components of JJM, planning processes of developing village action plans (VAPs), their roles and responsibilities in planning and implementation of VAPs, stakeholders involved and coordination and support available etc	September 2022 to June 2023	Staff	UNOPS team	#VWSC orientated	District
Submission of the VAPs to districts	September 2022 to June	Staff	UNOPS team	# of VAPs submitted	District

	2023				
Support scaling up of the innovative, integrated VAP preparation processes in targeted districts through advocacy at District and State levels	September 2022 to June 2023	Staff	UNOPS team	# of VAPs prepared	District
Facilitate approval of the VAPs at GP and District level and related procurement processes for implementation.	September 2022 to June 2023	Staff	UNOPS team	# of VAPs approved by GPDP	District
Facilitate engagement of Community-District Teams-Contractors on issues of water safety, security, and water supply, planning and implementation of various technical options and their role during planning-implementation-O&M	September 2022 to June 2023	Staff	UNOPS team	# of Teams trained	District
Facilitate effective participation of communities and VWSCs in implementation and takeover of the systems	September 2022 to June 2023	Staff	UNOPS team	#of schemes handover	District
For UP State, facilitate implementation of VAPs to develop model villages in phase-I villages	September 2022 to June 2023	Staff	UNOPS team	# of VAP activities implemented	District

Outcomes #3: O&M Mechanisms strengthened with policy support for long term sustainability of water supply including grey water management

By DATE, Strengthening of Operation and Maintenance mechanisms and policy support for long term sustainability of water supply including greywater management

BACKGROUND ON STRATEGY

Source: Policy and manual document

Evidence Base: Appropriate O&M policy and guidelines in place in the state for water supply, O&M Tool Kits, and a handbook on greywater management developed

Policy Change (Y/N): Yes

ACTION PLAN

Activity	TargetDate	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Intervention level

Facilitate and support workshops/debates/consultancy support for framing appropriate O&M policies and guidelines in the states on rural water supply, grey water management and water security and safety related issues	October 2022 to December, 2023	Staff time	UNOPS national and state team	# of state policy guidelines where support has been provided	District/State
Training of VWSCs on operations, technical, financial, and institutional aspects of managing water supply schemes and other systems including grey water management and sharing learnings from Global good practices.	October 2022 to December, 2023	Staff time	UNOPS Team	# of VWSCs traines	District
Train VWSC and GPs on developing O&M Budgets for water supply systems covering tariff setting, billing and collection and management of finances.	October 2022 to June, 2024	Staff time	UNOPS Team	# of VWSC trained	District
Developing O&M tool kits for VWSCs/GPs and operating staff including the use of digital technologies	October 2022 to June, 2024	Staff time, travel	UNOPS team	# of O&M Tool Kits developed	District/ State
Training of VWSCs, Operators on O&M Tool kits and other digital technologies developed	October 2022 to June, 2024	Staff time	UNOPS Team	# of VWSCs and Operators trained on O&M aspects	District level
Explore and support various models of O&M of water supply system with the involvement of local entrepreneurs/local groups to collaborate with the VWSCs to manage water supply systems.	October 2022 to June, 2024	Staff time	UNOPS Team	# of models used	District
Support development of handbook on grey water management	October 2022 to March, 2023	Staff time	UNOPS team	# of handbook prepared on greywater management	National/State

Sharing of best practices on O&M and on utility approach in management of services	October 2022 to December 2024	Staff time	UNOPS team	# of Learning and sharing workshop organized and report	National/ state/ district

Outcomes #4: Community-based water safety and security monitoring and surveillance systems in place
By DATE, Water safety and community-based water quality monitoring system establish in to ensure water safety and decrease in water-borne diseases

BACKGROUND ON STRATEGY
Source: 3D mapping and field test kit
Evidence Base: Water safety promotion programs are indicated to be "scientifically supported" in "What Works for Health'"
Policy Change (Y/N): No, capacity building

ACTION PLAN

Activity	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Intervention Level
Develop and implement a participatory approach community-based water quality surveillance system using Community-led Approach/Action for Sanitary Surveillance (CLASS)	October 2022 to October 2023	Staff time and travel	UNOPS team	#of the training programme conducted on a community-based quality surveillance system	District
Training to women trained on Field Test Kits to conduct water quality tests	October 2022 to March 2023	Staff time and travel	UNOPS National team	# of women trained	District
Support pilots using innovations for ground water monitoring and its sustainable use for domestic purpose	October to March 2024	Staff time and travel	UNOPS team	# water resources management tools and techniques promoted	District
Facilitate and support VWSCs/GPs for evolving local norms for management of ground water sources (consumption and regulation)	October to March 2024	Staff time and travel	UNOPS team	Booklet on local norms and facilitation	District
Training to plumbers on water conservation measures in domestic plumbing works	October to March 2024	Staff time and travel	UNOPS team	# of Plumber trained	District
Train VWSCs/GPs on agreed water safety and security issues and monitoring and surveillance systems being developed	October to March 2024	Staff time and travel	UNOPS team	# of VWSC trained	District

Integrate these systems in the VAPs of respective villages	October to March 2024	Staff time and travel	UNOPS team	# of VWSC oriented on CLASS	District

Outcomes #5: Documentation of successful approaches/methods adopted, lessons learnt disseminated throughout pan India and used by implementers to enhance the performance of the programme

By DATE, Convene Rapid Action Learning for scaling up at the national level, engaging Civil Society Organisations (CSOs) for creating mass campaign and '*Jan Andolan*[73]' Knowledge management and commission of studies

BACKGROUND ON STRATEGY
Source: RAL facilitation handbook
Evidence Base: Learning portal established at national level/state level, innovative technologies and approaches shared with stakeholders for learning and scaling up **https://jalshakti-ddws.gov.in and** https://sanitationlearninghub.org/resource/convening-and-facilitating-rapid-action-learning-workshops-for-the-swachh-bharat-mission-gramin-sbm-g
Policy Change (Y/N): Yes

ACTION PLAN

Activity	Target Date	Resources Required	Lead Person/ Organization	Anticipated Product or Result	Intervention level
Establish a learning portal at the national /state level	September 2022 to December, 2022	Staff time	UNOPS National Team	# of learning portals established	National/ State
Initiate and approaches, technologies and support rapid small-scale trials of innovative methods and assessing and adapting them for scaling up	October 2022 to December, 2024	Staff time, Travel	UNOPS Team	# of innovative and new technologies adopted	National/ District
A Rapid Action Learning workshop and activities will be convened at the district/state and national level engaging CSOs to harness best practices and innovations. This would be shared with other stakeholders/implementors to plan and implement JJM with speed, scale, and with quality.	October 2022 to December, 2024	Staff time, travel	UNOPS team	# of workshop convened, and action plan based on learnings shared at national level	National/ state/ District
Documenting experiences, lessons learnt, and promising innovations, both within India and in other countries	October 2022 to December, 2024	Staff time, Travel	UNOPS team	# of Compendium of learning from JJM prepared and published	National/State
Exposure visits for senior policymakers and community-level leaders in the states	October 2022 to December, 2024	Staff time, travel	UNOPS team	# of exposure visits organized and report	State/District

[73] People's Movement

ALIGNMENT WITH STATE/NATIONAL PRIORITIES			
Obj #	**Community/ Panchayat**	**State structure**	**National JJM operational Manual**
1	Design communication/ technical tools to encourage activity	Increase advocacy at the state level and support in development of state-specific manuals	Support in developing materials and manuals at the national level
2	Empowering community/women/panchayat	Support states in modification and development of capacity building modules for ISAs and KRCs	Develop capacity building module and e-learning module for scale-up at the national level
3	Increase awareness and create ownership in the community for operation and maintenance	Established state-level system for O&M and support in the preparation of manuals	Support policies and programs that promote awareness for O&M
4	Capacity building of the community and women regular water testing and action for mitigation	Support State in the development and functionality of labs for water quality testing at the block level	Support to Develop of a national water safety process
5	Provide the opportunity for sharing good practices and innovations adopting learning from other places	Support state in development of Rapid Action learning system to provide the opportunity for the districts to share innovations and good practices	Support to established learning portal in Ministry and advocacy for necessary policy change based on field realities and new innovations

Attachment 1:

S No	Document/Material	Source
1.	Jal Jeevan Mission Operational Guidelines	DDWS, Ministry of Jal Shakti Click here for the document
2.	Handbook for the gram Panchayat	DDWS, Ministry of Jal Shakti Click here for the document
3.	National guidelines for the Swachh Bharat Mission-Gramin Phase-II	DDWS, Ministry of Jal Shakti Click here for the document
4.	Guidelines of Atal Bhujal Yojana	DDWS, Ministry of Jal Shakti Click here for the document
5.	Contributed to drafting of Manual for the utilization of 15th Finance Commission Tied Grants to RLBs/ PRIs for water & sanitation	DDWS, Ministry of Jal Shakti Click here for the document.
6.	Community Leave No One Behind Handbook for Facilitators (English)	Institute of Development Studies, Brighton, UK. Click here for the document.
7.	Rapid Action Learning Handbook for Facilitators (English)	Institute of Development Studies, Brighton, UK. Click here for the document.
8.	Handbook for the CLASS approach for water quality surveillance	Work in progress

S No	Document/Material	Source
9.	Assurance letter from central Government and state government to work in the districts	Namami Gange & Rural Water Supply Department, Government of Uttar Pradesh Click here for the Document
10.	Guidelines for water recharging and rainwater harvesting	Central Ground Water Board (CGWB) Ministry of Jal Shakti, Department of Water Resources, River Development and Ganga Rejuvenation Click here for the document

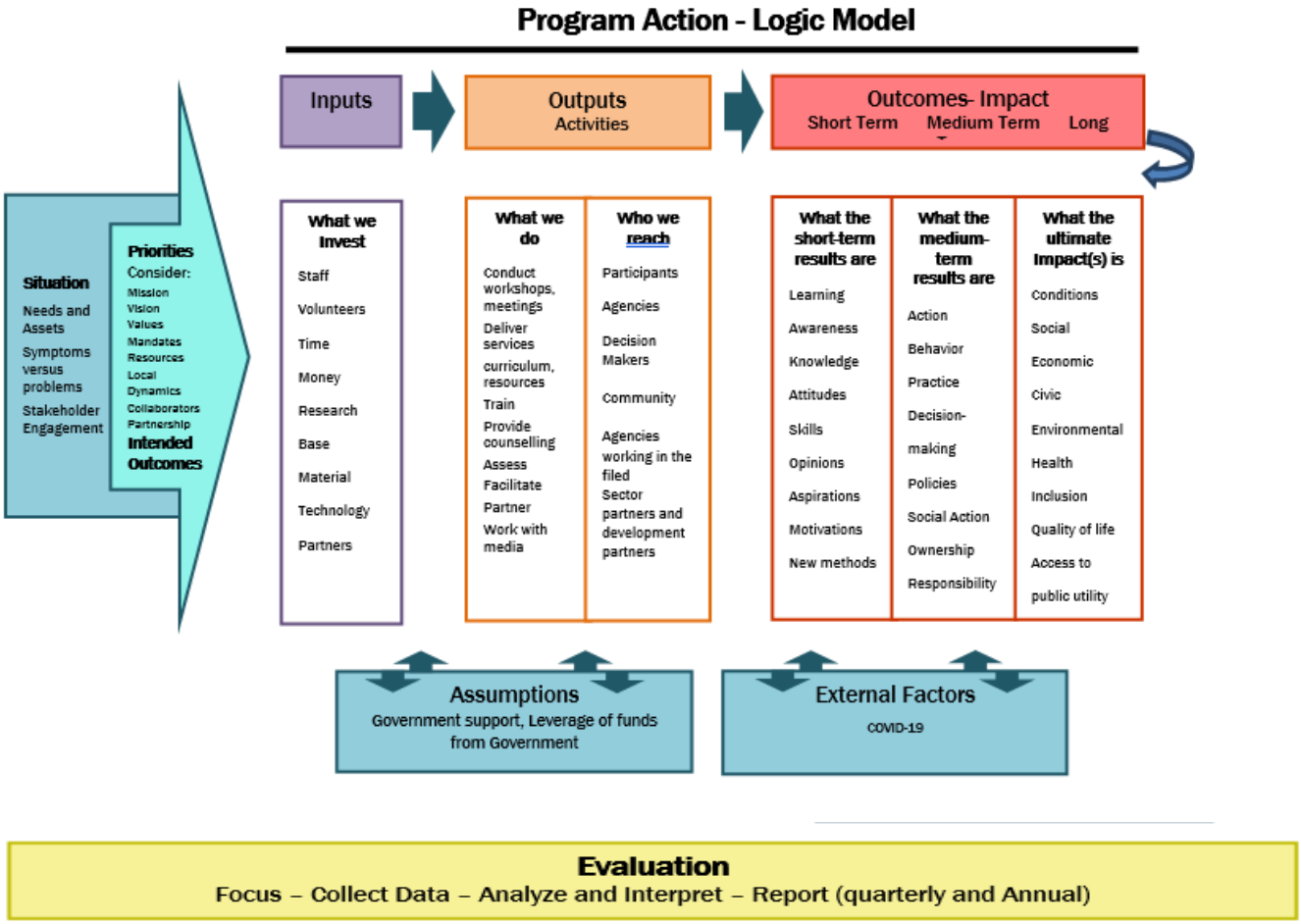
*DDWS is Department of Drinking Water and Sanitation

Attachment 2:

Link Between Implementation Plan and logical model

The implementation plan provided here is intended to follow a typical logic model by providing a structure to move from a broad goal to intermediate accomplishments or outcomes and then to very concrete strategies and action steps.

Template Implementation Plan Category	Logic Model Category
Goal	Long Term Outcome
Long Term Indicators	Medium-Term Outcomes
Short Term Indicators.....	Medium-Term Outcomes
Objectives	Short-Term Outcomes
Anticipated Product/Results	Outputs
Resources Needed	Inputs


Program Action - Logic Model
Inputs
Outputs
Activities
Outcomes- Impact
Short Term
Medium Term
Long
Situation
Needs and Assets
Symptoms versus problems
Stakeholder Engagement
Priorities
Consider:
Mission
Vision
Values
Mandates
Resources
Local Dynamics
Collaborators
Partnership
Intended Outcomes
What we Invest
Staff
Volunteers
Time
Money
Research
Base
Material
Technology
Partners
What we do
Conduct workshops, meetings
Deliver services
curriculum, resources
Train
Provide counselling
Assess
Facilitate
Partner
Work with media
Who we reach
Participants
Agencies
Decision Makers
Community
Agencies working in the filed
Sector partners and development partners
What the short-term results are
Learning
Awareness
Knowledge
Attitudes
Skills
Opinions
Aspirations
Motivations
New methods
What the medium-term results are
Action
Behavior
Practice
Decision-making
Policies
Social Action
Ownership
Responsibility
What the ultimate Impact(s) is
Conditions
Social
Economic
Civic
Environmental
Health
Inclusion
Quality of life
Access to public utility
Assumptions
Government support, Leverage of funds from Government
External Factors
COVID-19
Evaluation
Focus – Collect Data – Analyze and Interpret – Report (quarterly and Annual)

Annex 9: Quality Assurance Checklist or signed table of appraisal recommendations and follow-up actions taken, depending on whether the appraisal has been conducted by a development specialist

1. Quality management in the UNOPS context focuses on project output's fitness for purpose. In practical terms, this means that project activities and outputs meet or exceed the agreed expectations of funding sources, clients and other project stakeholders.

2. Managing quality within a project contributes to successful project delivery. Not doing so, may also lead to a significant reputational risk to the organization and its partners. Quality management requires identifying requirements, analyzing, managing and reviewing performance at planned intervals.

3. With the appropriate quality management processes and procedures embedded throughout the project lifespan, UNOPS personnel can ensure the successful delivery of projects that meet the expectations of partners and clients, improve the performance of UNOPS offices and contribute to the continuous improvement of the UNOPS quality management system (QMS).

4. Under the chair of the Project Executive, all projects at UNOPS are reviewed on a quarterly basis. The quality assurance checklist for the quarterly review is as given below:

- Partner satisfaction and Organisational reputation
    - Have reporting milestones with due date within the QA period being met
- Project delivery performance
    - Have output milestones in the calendar been met?
    - Is the project timeline on track?
    - Is the expenditure forecast and cost management on track?
    - Does the UNOPS risk register reflect the most up to date risk profile of the project?
    - Are the key risks for this project regularly managed and are responses managed?
    - Is issue Management on track?
- Compliance
    - Is the general compliance with UNOPS procedure related to support services (e.g., procurement, HR, travel, etc.) on track?

5. The appraisal has been conducted by an appraisal team. The summary of the recommendations and follow up action taken is given in the Table below.

Title of Programme/Project	UNOPS & Government of Denmark's Partnership Project on Strategic Technical Support to Jal Jeevan Mission for Achieving SDG-6
File number/F2 reference	2022 - 9053
Appraisal report date	6th April 2022
Summary of possible recommendations not followed All recommendations have been followed.	

Overall conclusion of the appraisal The overall conclusion of the appraisal is that the proposed project is relevant and in line with Danish strategic priorities and contributes well to achieving SDG – 6., but the current project document contains a number of inconsistencies, and the scope is unrealistic. The PD should be revised, and more detailed descriptions will be needed, in particular when it comes to scope, results framework, budgets, workplans, and institutional arrangements. The AT proposes that an Inception Phase of six month be included in the implementation, where the PD can be upgraded in accordance with the recommendations below.	
Recommendations by the appraisal team	**Follow up by the responsible unit**

Recommendation 1: Context analysis and partner assessment should be re-written/expanded to ensure a more comprehensive description of policies, strategies and procedures for rural water provision and description of the role and capacity of the key partners.	For comprehensive description of policies, strategies and procedures for rural water provision the main text in the standard project document has been updated in section 2 (context, strategic considerations, rationale and justification) and following sections have been added in Annex 1- Context Analysis. ***Section 1. Overall Development Challenges, Opportunities and Risks*** • Sector level analysis (scenario of water availability in India, Water in Indian Constitution, Centrally supported Water Supply Programmes/ Schemes in India, Jal Jeevan Mission) • Program/project level Analysis of the Jal Jeevan Mission (funding pattern, components, institutional mechanism, role of key stakeholders, Delivery of JJM to achieve its goal, Convergence with other Central and State funded schemes) ***Section 2. Political Economy and Stakeholder Analysis*** • Overview of the Indian political economy • Role of the Centre and State and mechanism for revenue collection • Women and minority representation in the Indian Politics • Project on Strategic Advisory and Technical Assistance for water and Sanitation in India o Project implementation approach o Stakeholder Analysis o Stakeholder Analysis Matrix for the Project o Sector partners (donors) working in the target states (additions done to this section) o Sector Partners working for Jal Jeevan Mission in Uttar Pradesh ***Section 7. Matching with Danish strengths and interests, engaging Danish actors and seeking synergies***

	Regarding feedback to include the role and capacity of the key partners - the following sections have been added: • Annex 1- Sector partners (donors) working in the target states (additions done to this section), Sector Partners working for Jal Jeevan Mission in Uttar Pradesh Annex 2 – Partners Assessment
Recommendation 2. Efficiency and effectiveness should be considered as part of finalization of the project document and that such considerations should be based on a more comprehensive description of processes and linkage to/commitment from the key beneficiaries.	A new section (31) on Justification of the programme design based on the six DAC criteria area (relevance, impact, efficiency, effectiveness, coherence, sustainability has been included for comprehensive description of processes and linkage to/commitment from the key beneficiaries.
Recommendation 3. Ensure consistency between objectives, thematic areas, outcomes, outputs and activities across both text and annexes and consider restructuring document (and results framework) to reflect more clearly the outcome, outputs and activities at national, state and district level. In a new structure it should also be more clearly defined, which activities will be undertaken in new states and districts and which activities will be continued and deepened in villages and districts from Phase 1.	To ensure consistency between objectives, thematic areas, outcomes, outputs and activities section on Theory of Change and key assumptions and summary of the results framework has been updated in the main document. Annex 3 – Theory of Change, Scenario and Results Framework has been updated To clearly outline the activities that would be undertaken in new states and districts and which activities would be continued and deepened in villages and districts from Phase 1, sections 2 of the main document has been updated. The results framework in Annex 2, clearly defines the milestones to be achieved each year in the existing state (Uttar Pradesh) and the new states.
Recommendation 4: Consider restricting the scope to Uttar Pradesh alone to achieve more consolidated results and a more cost-effective implementation.	During a meeting on 01 July 2022 with the Embassy representatives and UNOPS it was decided to retain the original scope of implementing the project in 20 districts across 4 states (Uttar Pradesh, Assam, Rajasthan and Tamil Nadu).

Recommendation 5. Focus on UNOPS core competencies by removing Engagement Area 4 and 6 and the associated outcomes and outputs from the project document and the results framework.	Engagement Areas have been removed in the project document and focus has been retained on outcome and outputs. Engagement Area 4 (Source Sustainability measures and water conservation) & Engagement 6 (Demonstration of innovative technologies and dissemination through Rapid Action Learning for scaling up at national level, engaging Civil Society Organisations (CSOs) for creating mass campaign and 'Jan Andolan ') has been removed.
Recommendation 6: Focus and specify the scope of Engagement Area 7 in consultation with the JJM. Ideally specific themes and types of reports should be defined in the results framework.	Engagement Area 7 (Lesson learnt, studies, research and knowledge management) has been modified and Outcome 5 included with clear activities, indicators and means of verification in the results framework of Annex 3.
Recommendation 7: The timeline should be revised (with clear references to the results framework) and detailed to provide a meaningful understanding of the sequencing of activities. It should also be considered whether 6 months for mobilization and 6 months for reporting is justified.	The timeline has been updated to align with each activity mentioned in the results framework (Annex 3). The activities listed in the time The typo error of 6 months for mobilization and 6 months for reporting has been corrected. For phase 1, we had spent 1 month for mobilisation and deployment of team. For phase 2 we have proposed 2 months for deployment and orientation of staff and also for identification of stakeholder engaged/ responsible for the delivery of the Jal Jeevan Mission in the new states Annex 8, Process Action Plan for Implementation has been added for clarity on the activity sequence, timeline, resource required, anticipated product result and intervention level.
Recommendation 8: The Partner Assessment/stakeholder analysis should be updated with more information on activities performed/supported by other donors in each of the target states and approach to coordination be considered and described.	Annex 2 – Partner Assessment has been updated to include a section on stakeholder analysis (listing all stakeholders both in the Indian and Danish side and their roles and synergies between each stakeholder. The stakeholder details in the target states have been included.

Recommendation 9: Develop a ToT in line with the Danida Aid Management Guidelines and include it as a separate section in the main document.	A narrative and diagrammatic Theory of change has been prepared in line with Danida Aid Management Guidelines and has been included in Annex 3 and in the main project document under Header 4. The list of stakeholders who would be interested or affected by the project and the stakeholder analysis matrix for the project is included in Annex 1 In the main project document Section 15 on the important stakeholders/ partners for the implementation of the Jal Jeevan Mission and their roles have been included.
Recommendation 10: The results matrix should be revised to better reflect outputs and activities at different organizational and geographic levels. While revising the logic consistency between objectives, outcomes, outputs should be ensured and fewer, but meaningful indicators developed.	The results matrix (Annex 3) has been revised to include the suggestions.
Recommendation 11: Preparation of a detailed budget, considering the revised scope of the project, if relevant, and include the revised budget aligned with the work plan. The detailed annotated budget should be presented in the PD	Outcome and year wise budget have been included in Annex 5.
Recommendation 12: Drafting of a Risk Management Framework in line with the Danida Aid Management Guidelines and include it as a separate section in the main document.	The Risk Management Framework has been updated in Annex 4 and also in the main document (section 44) in line with the Danida Aid Management Guidelines.
Recommendation 13: Outline the program management arrangements and reporting requirements more clearly in the PD, and consider establishing a formal, joint Steering Committee for the SSC project and the UNOPS project with clear Terms of Reference.	The project management arrangements have been updated describing different stakeholders to be included and their roles (TOR) for involvement in the project. Section 35 includes the project governance structure. In section 36, describes how the project would involve CSOs/NGOs/academic institutions for collaboration and learnings from each other work. Section 37 describes the Steering Committee.

Recommendation 14: Postpone approval of the project until a thorough revision has been completed or include an inception phase and an inception review to ensure follow-up on recommendations.	

ANNEX 9: QUALITY ASSURANCE CHECKLIST[1]
File number/F2 reference: 2021-9929

Programme/Project name: India-Denmark Partnership to Provide Strategic-Technical Support to the Jal Jeevan Mission – Implemented by UNOPS

Programme/Project period: October 2022-March 2025

Budget: DKK 31.300.000

Presentation of quality assurance process:

The program plan for the next phase is designed to cater to the Danish Government's Development Priorities (*The World We Share*) and Guiding Principles set out in Operational Guidelines (2019) for the *Jal Jeevan Mission* (JJM), Govt. of India. For this, regular dialogue was held between UNOPS and Representatives from the Danish Embassy in New Delhi. UNOPS has developed the Program for phase 2 taking into account their experiences and lessons from delivering results under phase 1, and therefore, the activities and goals also holds significant relevance for the Indian Government Actors at National, State and Grassroots Levels. Moreover, an independent review was carried out by the Danish MFA led by Jan Riemer, WASH Expert, and Svend Kaare Jensen, Institutional and Financial Expert who constituted the external evaluation team.
The above steps provided for the preparation of this program plan/application for phase 2 with coherency between various dimensions – namely: results framework, budget allocation, theory of change, risk assessment, capacity of partners to deliver results. Moreover, the legal framework for the phase 2 was developed through joint consultation between UNOPS and MFA's staff members reflecting a shared understanding between the partners vis-à-vis the modalities of engagement.
Further, the program for phase 2 is designed in such a manner that it takes into account the need for heightened administrative control by MFA. For this purpose, clear administrative provisions have been included in the application documents with respect to financial and technical reporting, auditing, budget management and use, and physical inspections. It is expected that, going ahead, there will be regular engagement (in terms of meetings, site visits, etc.) between Representatives from the Royal Danish Embassy in New Delhi and the regional team from UNOPS responsible for the execution of the project to ensure the quality of expected results.

☐ The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

[1] This Quality Assurance Checklist should be used by the responsible MFA unit to document the quality assurance process of appropriations, where development specialists from either ELQ or other units are not involved in the process; i.e. (i) internal appraisal of appropriations up to DKK 10 Million; (ii) external appraisals of appropriations between DKK 10 – 39 million and (iii) appraisal in exceptional cases. The checklist aims to help the responsible MFA unit ensure that key questions regarding the quality of the programme/project are asked and that the answers to these questions are properly documented and communicated to the approving authority.

Comments: Yes, the project has been appraised by independent development consultants Jan Riemer and Svend Jensen

- ☐ The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

Comments: Yes, Annex 9 of the Standard Project Document provides an overview of how each (14) of the recommendations are adopted.

- ☐ The programme/project complies with Danida policies and Aid Management Guidelines, including the fundamental principles of Doing Development Differently.

Comments: Yes

- ☐ The programme/project addresses relevant challenges and provides adequate responses.

Comments: Yes, the program is aligned with the Government of India's high priority and challenging goal of providing water supply to each and every rural household by 2024. The program is firmly rooted in an understanding of the complex nature of the challenges described in the Operational Guidelines for JJM (2019) and the response mechanisms are, furthermore, developed in alignment with the Government of India's strategies to face these challenges constraining universal coverage of water supply. One of the key approach identified by the government, and which this partnership is anchored around, is the use of participatory/community-based approaches to deliver just and sustainable solutions.

- ☐ Issues related to HRBA, LNOB, Gender, Youth, Climate Change, Green Growth and Environment have been addressed sufficiently in relation to content of the project/programme.

Comments: Yes, as the main goal of the project/programme is to provide sustainable water supply to each and every rural household. Also, it must be appreciated that this program has as its objective to create a stronger system of participatory rural government where everyone in the village is empowered with right capacity, knowledge, behaviour, regulatory frameworks, tools, etc. to take an active democratic participation in the planning, execution and maintenance aspects of the service delivery (water and sanitation). Hence, inclusion and recognition of the voices of traditionally ostracized forms the heart of this program, and the activities are designed accordingly.

- ☐ Comments from the Danida Programme Committee have been addressed (if applicable).

Comments: n/a

- ☐ The programme/project outcome(s) are found to be sustainable and in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

Comments: Yes, the outcome is in line with the goals of JJM which is a key development priority of the Indian Government. The project aims to leverage innovative practices in involving communities in the planning and execution of rural water and sanitation systems, and this is expected to ensure that the services that are developed are sustainable because of greater acceptance and ownership by locals.

- ☐ The theory of change, results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

Comments: Yes, the theory of change captures the actions that will be taken to achieve the expected outcomes, defined in the result framework. The framework systematically links outcomes and activities and the indicator are defined so as to provide clear and measurable assessment of the results. Timelines are also developed to help assess when planned activities are expected to deliver the anticipated results.

- The programme/project is found sound budget-wise.

Comments: Yes.

- The programme/project is found realistic in its time-schedule.

Comments: Yes, the programme aligns with the Government of India's goal of providing water supply to all rural households by the end of 2024 through their mission of JJM.

- Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.

Comments: n/a

- Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.

Comments: Yes, the key stakeholders have been identified for the state of UP, and for the new states of Rajasthan, Tamil Nadu and Assam, the relevant stakeholders will be identified in the first three months of the next phase.

- The implementing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.

Comments: UNOPS has prior experience of working in the Indian setting (from phase 1), collaborating with Indian government officials and delivering results within the stipulated time and budget.

- Implementing partner(s) has/have been informed about Denmark's zero-tolerance policies towards (i) Anti-corruption; (ii) Child labour; (iii) Sexual exploitation, abuse and harassment (SEAH); and, (iv) Anti-terrorism.

Comments: Yes, this is part of the general conditions of the agreement.

- Risks involved have been considered and risk management integrated in the programme/project document.

Comments: Yes, and it can be found in annex 4 of the agreement.

In conclusion, the programme/project can be recommended for approval: **Yes**

Date and signature of Desk Officer: 27/09/2022

Date and signature of Management: 27/9/22