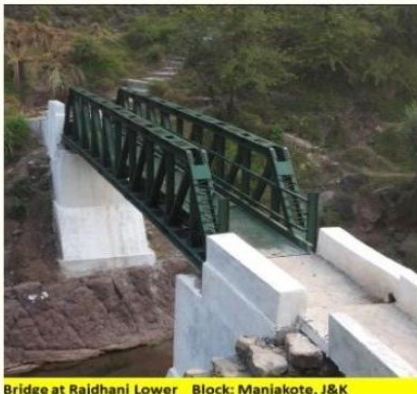


Baramulla Block at Institute of Hotel Management & Srinagar (J&K) under Skill Development



Bridge at Rajdhani Lower Block: Manjakote, J&K



THIRD-PARTY EVALUATION OF BORDER AREA DEVELOPMENT PROGRAMME

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Report on
Third Party Evaluation of Border Area Development Programme

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सत्यमेव जयते
Ministry of Home Affairs

Sponsored by

**Department of Border Management,
Ministry of Home Affairs
Government of India**

Conducted by



**Indian Institute of Public Administration
New Delhi- 110002**

EXECUTIVE SUMMARY

Ministry of Home Affairs (MHA) entrusted to **Indian Institute of Public Administration (IIPA)** the **Third-Party Evaluation of Border Area Development Programme (BADP)** of the **Department of Border Management**. The terms of reference for this evaluation study, as mandated by MHA, are as below:

TERMS OF REFERENCE

1. Performance of the Scheme
2. Implementation Mechanism
3. Assets/ Service creation & Maintenance Plans
4. Financial Allocation
5. Assessment of Operational Issues, Terrain Conditions, Manpower Analysis
6. Coverage of Scheme within own Ministry/ Department or the other Ministry/ Department
7. Gaps in Achievements of Deliverables
8. Key Bottleneck Issues
9. Input Use Efficiency
10. Other Challenges
11. Vision for the Future
12. Recommendations for the Scheme

BORDER AREA DEVELOPMENT PROGRAMME (BADP)

The main objective of BADP is to meet special developmental needs and ensuring well-being of the people living in remote and inaccessible areas near the International Boundary (IB) of India and to provide these areas with essential infrastructure by convergence with other Central/State/UT/Local schemes via a participatory approach especially in the five thematic areas - Basic Infrastructure, Health Infrastructure, Education Infrastructure, Agriculture & Water Resources, and Social Sectors. In border areas, the provision of essential infrastructure facilities and opportunities for a sustainable living helps to integrate these areas with the

mainland, while creating a positive perception of care by the country and also encourages people to stay in the border areas which lead to safe and secure borders.

The BADP is a core Centrally Sponsored Scheme (CSS). Presently, the Programme covers 396 Blocks of 111 Border Districts in 16 States and 2 Union Territories abutting the International Boundary viz. Arunachal Pradesh, Assam, Bihar, Gujarat, Himachal Pradesh, Jammu & Kashmir (UT), Ladakh (UT), Manipur, Meghalaya, Mizoram, Nagaland, Punjab, Rajasthan, Sikkim, Tripura, Uttar Pradesh, Uttarakhand, and West Bengal.

METHODOLOGY

The IIPA study team applied a balanced combination of quantitative and qualitative tools of data collection. The detailed evaluation pertaining to research methodology followed by the study team, are as under:

1. Data Collection

The study team collected primary and secondary information from the following sources: -

A. Collection of Secondary Data

- I. Annual Reports available on the website of MHA.
- II. Official website of Border Area Development Programme (BADP).
- III. Copies of relevant documents provided by the Ministry.
- IV. BADP guidelines, project status and updated notifications related to the scheme.

B. Collection of Primary Data

- I. Discussions over video conferencing and calls with the state nodal officers of the six representative states.
- II. Monitoring and Inspection reports provided by the representative states.

III. Discussion with BM officials.

Research Study Work Flow



2. Process of Evaluation of the Scheme

The research work during evaluation was carried out in the following steps:

1. Preparatory Work

Collection & Perusal of Data

Coverage and Survey Design

Preparation of Questionnaires/Tools

Orientation Training & Development of Research team

2. Field Study

Interaction with officials of BM-II Division & State Nodal officers

Data Collection: Primary & Secondary

3. Data Processing

4. Computation of Results

5. Quantitative Analysis of key parameters

6. Qualitative Analysis of key parameters

7. Preparation of Draft/Final Report

3. Sampling Methodology

As per the sample frame, all the 16 states and 2 UTs, 111 border districts and 396 blocks covered under the programme are divided into six groups or clusters, naming Group A, Group B, Group C, Group D, Group E and Group F based on their geographical location and contiguity of boundaries with each other.

Group A: Arunachal Pradesh, Assam, & Meghalaya

Group B: Sikkim & West Bengal

Group C: Manipur, Mizoram, Nagaland, & Tripura

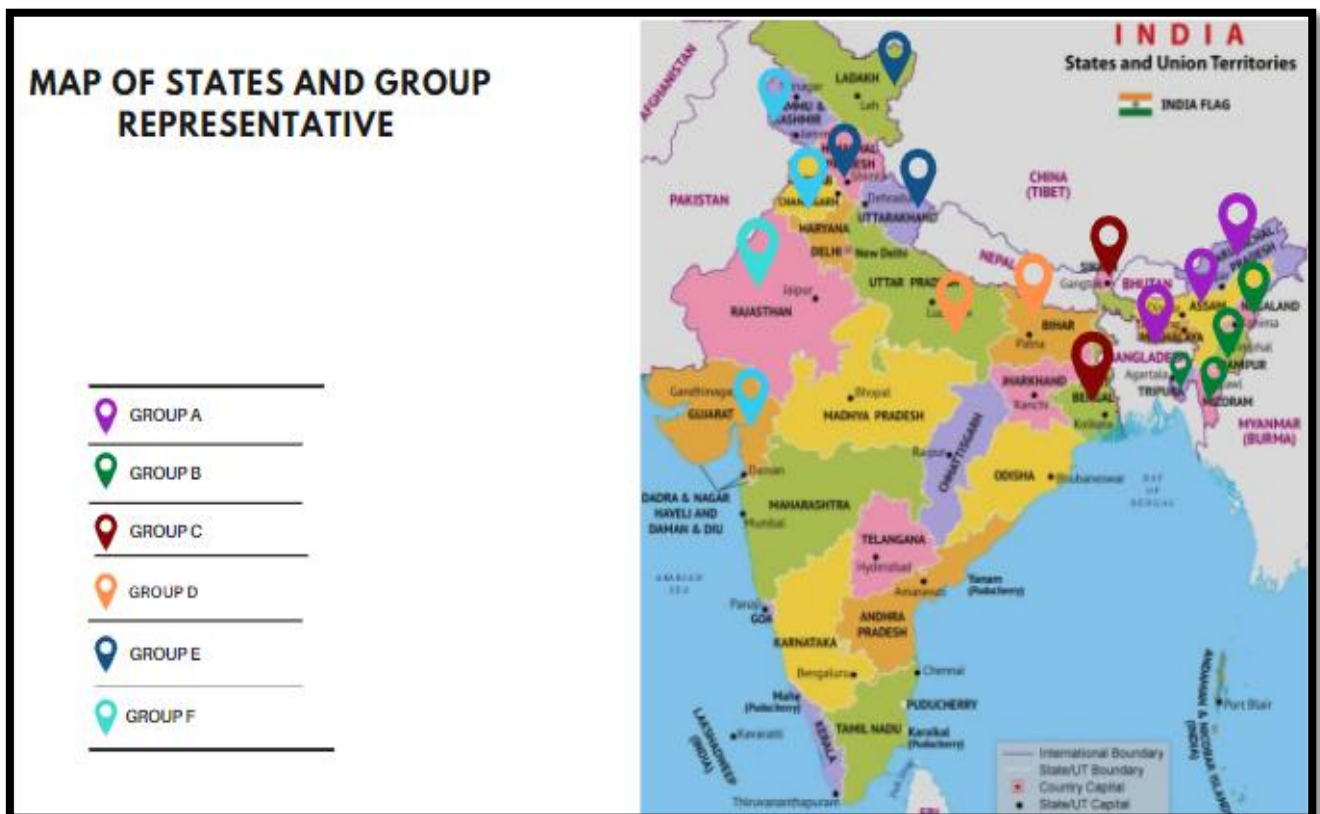
Group D: Bihar & U.P

Group E: Ladakh, Himachal Pradesh & Uttarakhand

Group F: Punjab, Rajasthan, Gujarat, & Jammu and Kashmir

Table E1: State Group Representative and Blocks

GROUPS	STATES/UTs	BLOCKS	GROUP REPRESENTATIVE
Group A	Arunachal Pradesh	46	Meghalaya
	Assam	28	
	Meghalaya	13	
		TOTAL= 87	
Group B	Sikkim	8	Sikkim
	West Bengal	65	
		TOTAL=73	
Group C	Manipur	12	Manipur
	Mizoram	16	
	Nagaland	13	
	Tripura	32	
		TOTAL=73	
Group D	Bihar	37	Uttar Pradesh
	Uttar Pradesh	21	
		TOTAL=58	
Group E	Ladakh	7	Uttarakhand
	Himachal Pradesh	3	
	Uttarakhand	9	
		TOTAL=19	
Group F	Punjab	22	Gujarat
	Rajasthan	17	
	Gujarat	7	
	Jammu & Kashmir	40	
		TOTAL=86	



Map of State Representatives

Representative State:

One state was selected from each group as a representative state to represent that entire group.

The representative state for each group is mentioned below:

Group A: Meghalaya

Group B: Sikkim

Group C: Uttar Pradesh

Group D: Manipur

Group E: Uttarakhand

Group F: Gujarat

4. Data Analysis

The subsequent information entails the qualitative and quantitative aspects of the methodology used during data analysis in the study.

I. Qualitative Analysis

The qualitative analysis of BADP was performed, by evaluating the operational and administrative challenges faced during implementation of the BADP, through the interviews and in-depth discussions conducted with the ministry officials and state nodal officers during the visits and on over conference calls.

II. Quantitative Analysis

The quantitative analysis of the programme was done on the basis of the data provided by BM-II Division officials and State Nodal officers. This included the amount of funds utilized, the performance of the projects, and the number of infrastructure and services developed in different sectors. Data was analyzed with the help of statistical tools such as MS Excel.

5. Limitations of the Study

The following were a few of the limitations of this study:

1. Given, the study took place during the Covid-19 pandemic, lack of field visits attribute to one of the major limitations of the study.
2. The study lacks interaction with the primary sources that are the agents responsible (including local villagers and security personnel) for implementing the BADP programmes on ground level in different States/Districts/Blocks/Villages.

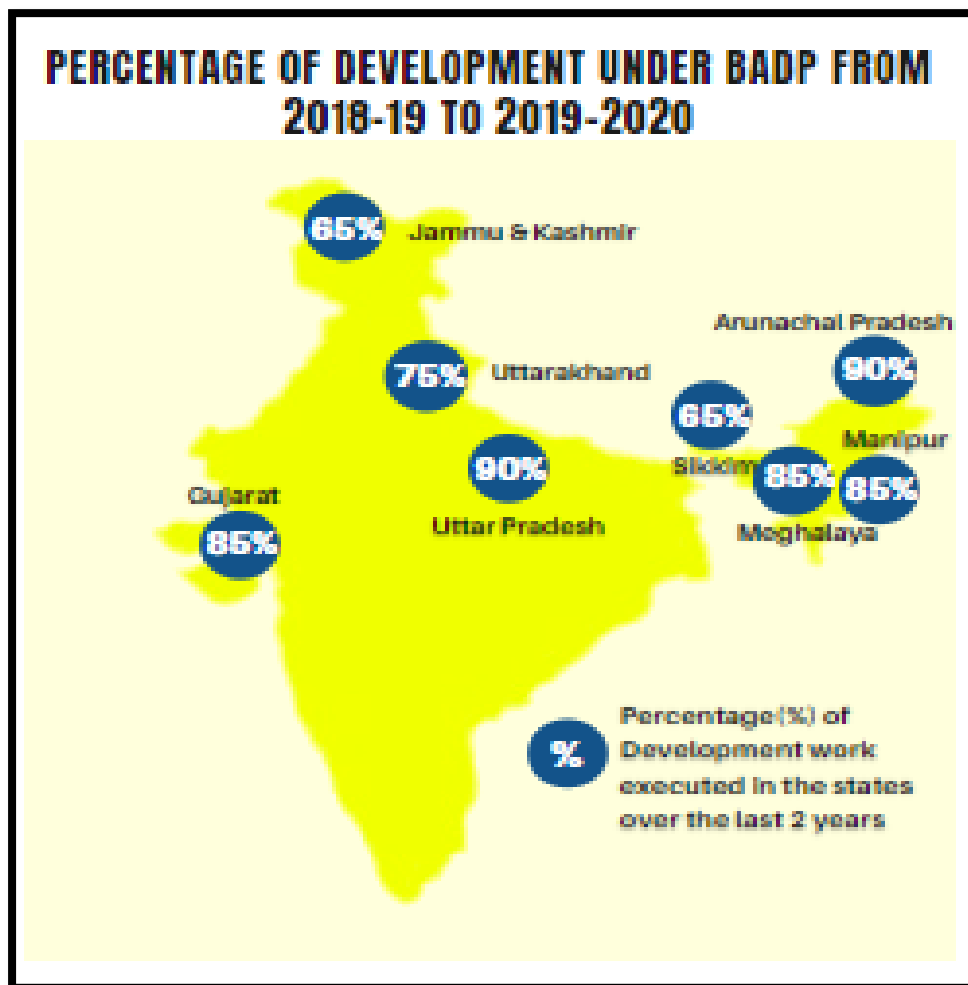
INFRASTRUCUTRE DEVELOPMENT UNDER BADP

The study team contacted the State Nodal officers of 7 States and 1 UT through digital mode and developed an understanding of overall infrastructure development performance in the states. The opinions of the officers of each representative state were analysed to highlight the overall infrastructure development that took place over the last two years between 2018-2020 on the six thematic areas.

The following states officers were contacted to get an overall opinion of the state on infrastructure development that took place under BADP.

S.No.	State/ UT	Name of the State Nodal officer	Department	Designation
1.	Arunachal Pradesh	Mr. D. Riba	Planning Department	Joint Director
2.	Gujarat	Ms. Urmilla Zankat	Home Department	Section Officer
3.	Manipur	Ms. Kulka Rani	Planning Department	Director
4.	Meghalaya	Ms. Varianarica Syiem	BADP	Director
5.	Uttarakhand	Dr. Prabhakar Bebni	Rural Development	Project Management Officer
6.	Uttar Pradesh	Ms. Ajantha Devi	Planning Department	Joint Director
7.	UT of Jammu & Kashmir	Mr. Tariq Ahmad Khan	Planning Development & Monitoring Department	Director General (CSS)
8.	Sikkim	Ms. Norzing Tsering	Planning & Development Department	AdditionalSecretary

Representative State Performance on Infrastructure Development under BADP



The above graph represents the percentage of infrastructure development works undertaken in the representative states over the last two years i.e. 2018-19 and 2019-20.

All the 7 states and 1 UT have reported a remarkably high satisfaction level of the scheme execution in their respective border areas. Uttar Pradesh, Arunachal Pradesh, Meghalaya, Manipur, and Gujarat ranked slightly higher in overall infrastructure development in all the six thematic areas. Further, it was also identified that BADP is an immensely popular scheme in these border areas. It has helped the states to integrate the border area with the mainland by developing better infrastructure and services in extreme rough terrains.

SUGGESTIONS AND RECOMMENDATIONS

BADP is an important intervention of the Central Government to bring about development of border areas by supplementing the State Plan Funds in bridging the gaps in socio-economic infrastructure on one hand and improving the security in border areas on the other.

IIPA study team appreciates the motive of the programme, its popularity, and satisfaction amongst the border area population, and strongly recommends continuation of the BADP. This is the only scheme which is exclusively focused on development of border areas and meeting the special development needs of the people living in remote and inaccessible areas situated near the international border. It would create a positive perception and encourage people to stay in the border areas leading to safe and secure borders. This would help integrate these areas with the mainland.

Also, in the light of the recent incident of face-off between India and China, the development of infrastructure is a strategic move for the better management of the border areas. It will enable faster mobility of troops and equipment to the border with China. India is creating the infrastructure for better connectivity to the Line of Actual Control with China. Such infrastructure development would ensure the territorial integrity of India along other borders as well.

In order to make the scheme more effective, the study team of IIPA has the following summary suggestion points for consideration to the competent authorities.

1. Trained Manpower

State Governments require trained staff to understand the finer aspects of BADP scheme and submit proposals online for timely submissions of Annual Action Plans. It is, therefore, important to impart proper training to officers who are dealing with PFMS at state levels and eliminate any procedural delays. For such training purposes, video tutorials and seminars may be organized.

2. Leverage Technology for Infrastructure Monitoring

Under the scheme, latest technologies such as Artificial Intelligence and Global Positioning System (GPS) may be used for better monitoring and execution of the Infrastructure development. Frequently Asked Questions (FAQ) based chat bot enabled BADP portal may be used to expedite the documentation process and real time dashboard

may provide efficient performance monitoring of all the states at a glance. AI based technologies may compliment the manpower effectiveness for development and maintenance of infrastructure at the border areas. Predictive Analytics can be used for speedy and timely completion of projects under BADP.

3. Revision in Financial Allocation

Under the scheme, more funds are required to efficiently run BADP operations and meet the recurring expenses. Therefore, a finance committee may be formulated at MHA to recommend revision in funds under BADP.

4. Saturation of Villages

There is a requirement to fix timeline and criteria of evaluation for the saturation of villages in terms of infrastructural development. The criteria may be state specific since the requirements, funding and challenges faced by each state is different from one another.

5. Continuation of BADP

As per data analysis and observations, team IIPA strongly recommends continuation of the BADP. The scheme is highly popular amongst the border area population. All the states and villages have reported high satisfaction with the scheme and expressed further aspirations for the scheme to meet their special developmental needs and well-being.

