United Nations Development Programme
Country: Sri Lanka
Programme Document

Programme Title: *Strengthening Enforcement of Law, Access to Justice and Social Integration in Sri Lanka*

UNDAF Outcome:
3. Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka.

Expected CP Outcome:
3. Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka.

Expected Outputs:
3.1: Coordination, co-operation and systems between justice, police and prisons enhanced in three “area models” for an effective, efficient and equitable legal system and administration of justice
3.2: Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all
3.3: Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender based violence (SGBV)
3.4: Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons
3.5: National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation
3.6: A better aware public, especially youth and women, engaged in social integration and reconciliation actions

Implementing Partners: Ministries of National Languages and Social Integration; Justice; Rehabilitation and Prison Reforms; and Ministry of Child Development and Women’s Affairs.

Responsible Parties: Government Analyst’s Department; Legal Draftsman’s Department; Judicial Service Commission; Judges Training Institute; Attorney General’s Department; Police Department; Ministry of Land and Land Development; Registrar General’s Department; Registration of Person’s Department; Legal Aid Commission; and Bar Association of Sri Lanka. [Following consultation between the Implementing Partners and UNDP, additional Responsible Parties may be added as and when needed.]
**Brief Description**

The overriding objective of the new Programme is to strengthen access to justice and the enforcement of law while simultaneously supporting the foundations for longer-term social integration and development.

<table>
<thead>
<tr>
<th>Programme Period:</th>
<th>2013 - 2017</th>
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<tbody>
<tr>
<td>Start date:</td>
<td>01/08/2013</td>
</tr>
<tr>
<td>End Date:</td>
<td>31/12/2017</td>
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<tr>
<td>PAC Meeting Date:</td>
<td>26/07/2013</td>
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<tr>
<th>Management Arrangements:</th>
<th>National Implementation (NIM)</th>
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<tr>
<td>Total resources required:</td>
<td>USD 10,965,000</td>
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</table>

Agreed by implementing Partners — Ministry of National Languages and Social Integration; Ministry of Justice; Ministry of Rehabilitation and Prison Reforms; & Ministry of Child Development and Women’s Affairs:

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[Signatures]

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Agreed by United Nations Development Programme (UNDP):

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Country Director, P.I., UNDP 30/08/13
I. **Overview**

Improving integration and cohesion among people and groups is a priority for Sri Lanka, particularly after a long conflict. The Government of Sri Lanka (GoSL) has taken important steps, especially at policy-level, to promote social integration, for example through its efforts around the Lessons Learnt and Reconciliation Commission (LLRC), the National Policy Framework for Social Integration (NPFSI) and the Official Languages Policy (OLP) and related efforts. There is considerable work to be done in further operationalizing these policy actions.

Access to justice and legal resources has been identified as one of the key elements of the NPFSI. Some of the key challenges facing the justice sector are the slow disposal rate and corresponding build-up of a large case backlog; and laws and regulations being inaccessible to the entire population due to language obstacles. There also needs to be more strategic direction for sector development, and effective procedures and case management between justice and police entities. UNDP, through the experience accumulated from its previous Equal Access to Justice Projects, has facilitated processes and mechanisms at local level to improve service delivery particularly on legal aid, prisons administration and access to documentation. It has placed informal mechanisms for a more coordinated approach between justice sector institutions. Building on these positive results, the new Programme will look to systematizing and up-scaling some of these coordination blocks for more upstream and coordinated reforms for justice. It will also focus on supporting state capacities to implement the LLRC recommendations as well as the National Human Rights Action Plan and Master Plan for implementation of the National Policy Framework for Social Integration through strengthening institutional planning capacities across the sector. The new Programme will also promote bottom up evidence based planning by supporting models at sub national level to improve the administration of criminal justice between agencies and ensure that good results from these inform national planning and policy making. Emphasis will be placed on capacity strengthening of the whole penal chain including police, prosecution, courts, legal aid service providers and prisons management. The new Programme will focus on sequencing and prioritizing to address issues of administration of justice that adversely affect the most vulnerable. It will provide sector wide support to justice, police and prisons and with the concurrence of the Implementing Partners continue to work with civil society organizations (CSOs) and academia to enhance access to justice for the population as well as communication between diverse actors in the enforcement of law arena.

There are also noteworthy efforts, especially by CSOs, to both advocate for social integration and reconciliation in the country, and provide platforms for strengthening relationships among different groups and persons. There is a need for recognizing the essentially long-term and process-oriented nature of social integration and reconciliation and for facilitating opportunities at all levels for people to become more aware, dialogue and engage in these processes. The processes of social integration and reconciliation must be based on critical understanding of the past and shared consensus of the present challenges which have a bearing on the future. Such efforts must be based on the informed views of the people, their needs and aspirations. The processes of social integration and reconciliation requires the commitment of all sections of society, including the state, civil society, religious leaders, media, academia and the private sector. Women and youth in particular are potentially strong constituents for work in this area.

Hence, the overriding objective of the new Programme is to strengthen access to justice and the enforcement of law while simultaneously supporting the foundations for longer term social integration and development.
II. STRATEGY AND METHODOLOGY

2.1 Programme Strategy

The programme will support the following five levels of intervention though implementation of its 6 outputs:

- **Support an area based approach for justice-sector interventions at sub-national level**: This will be anchored on improving state capacity (institutional capacity, skills, systems and processes) at provincial and/or district level (hereafter referred to as “area models”) in the form of integrated support addressing the whole penal chain (police, prosecution, courts, legal aid and prisons) in the priority area models in order to expedite the administration of justice and increase access to justice.

- **Support to institution and capacity building at national level**: Provide support at national level to ensure capacity development and systematizing of processes for more efficient social integration and justice service delivery, both on individual skills as well as systems and institutional performance, while contributing to the effectiveness of programme interventions at sub-national level; ensure that good practices at national level are mirrored and supported at sub national level and vice-versa.

- **Policy development and strategic planning at national level**: Working with national authorities on capacities and coordination for strategic planning in the justice and social integration sectors, aimed at increased engagement on policy development and implementation in critical areas such as legal aid, violence against women, land, etc. The final goal is to ensure that the state has capacity to promote a sector wide approach to justice and social integration and to position the programme as the facilitator for national planning and policy development in these areas.

- **Social integration and reconciliation as long-term processes** – The Programme’s social integration and reconciliation interventions are based on the critical understanding that these processes happen both at the individual and collective level; and that individuals and communities must first overcome the obstacles to social integration and reconciliation in order to engage in macro-political or institutionalized processes. Also, while the programme’s work is undoubtedly shaped by political and policy processes, and while supporting these, the programme’s work is not fully premised on the success of a single-track programme completion. This requires an approach which focuses on building public awareness and public support and for strengthening cross-sector relationships in this area. This also demands that the Programme’s social integration and reconciliation interventions are designed with careful consideration for mapping longer-term change and for ensuring capacities for continued work beyond programme-based life-spans.

- **Social integration and reconciliation as multiple processes** – Social integration and reconciliation are understood as the convergence of multiple processes that move a society towards addressing inequalities and building or strengthening relations. These processes need to be facilitated by key opinion makers (political leaders, civil society leaders, religious leaders, media, etc.) and need to impact on a wide range of stakeholders. While some of these persons and groups can be considered entry-points, others can be considered important due to the leverage they have in taking decisions and shaping public opinion. This demands that the Programme focuses on reaching and involving key persons and groups with the power, ability and influence to act.

**Coordination mechanisms at national level**

There are a number of coordination mechanisms at national level that the Programme should support and each one has a particular role to play in the formulation, implementation and monitoring of a cross-sector wide plan for enforcement of law and social integration in Sri Lanka. For this, the programme recommends and will support inputs as required to the formalization of an **Inter-Ministerial Forum for Policy Direction and Decisions for the Justice and Social Integrations Sectors** – This Forum will provide a common policy-level vision and direction as well as decisions for the development of the rule of law, access to justice and social integration sectors, ensuring a cohesive and coordinated national leadership in line with the
principles of ownership and harmonization under the Paris Declaration. This Forum will be the heart of policy making for these sectors and should be comprised of the Heads of national institutions of these sectors – i.e., Minister of Justice, Minister of National Languages and Social Integration, Chief Justice, Attorney General, Minister of Rehabilitation and Prison Reforms, Minister for Child Development and Women’s Affairs, Minister of Defence and Urban Development, Minister of Finance and Planning as well as the corresponding Secretaries of the said institutions and other institutional Heads relevant for a cross-sector wide approach.

2.2. Theory of Change

The theory of change – the transformation that the programme seeks to achieve – relies on a two sided approach: On one hand, strengthening policy level planning, coordination, dialogue and response will contribute to stronger national responses to access to justice, enforcement of law and social integration issues; the institutional capacity building support at national level will help realize institutional linkages, identify entry points for sector wide planning and create the foundations to initiate action and reform. On the other hand, with respect to the justice sector, innovative ideas or low cost initiatives for a more efficient and transparent administration of justice process tested in the pilot regions can be rolled out and pave the way for up scaling and for more national reforms. Thus, it is hoped that this approach will create incentives for reform based on practical experience from the pilot area models and based on recommendations from advocacy, research and assessments conducted. Experiences and achievements in the pilot area models shall inform advocacy for policy change and reform initiatives.

2.3. Programme Methodology

The methodology will ensure:

2.3.1. Vertical coordination and programme coherence

Vertically, the programme will involve working at 2 levels: a) at the sub-national level (provinces and/or districts referred to as “area models”) with a range of actors to ensure effective capacities to deliver services and/or to enhance social cohesion; b) at the national level, to support policy implementation and capacity development of state institutions. This will also require strengthening institutional capacities for coordinating vertically among the levels, including ensuring that social networks and local level actors provide inputs to policy as well as feedback on implementation.

2.3.2. Promoting an area based approach and ensuring effective, integrated and well-sequenced approaches at sub-national level

In terms of horizontal coherence, interventions must be delivered in a mutually reinforcing manner. With regard to the justice sector interventions, at the sub-national level, the Programme will adopt an area based approach that combines a range of interventions in justice, police, legal aid and prisons institutions (provincial and/or district levels), starting with a focus on three area models. The identification of specific provinces and/or districts as “area models” will be based on needs assessments and consultations with the Implementing Partners and other stakeholders. This will help promote a more concentrated support from UNDP in priority areas. These actions will also be coordinated at the national level to secure the role of national actors in supporting sub-national efforts. For this, a coordinated implementation, with adequate sequencing and prioritization is required. The first phase of the programme for years 1 and 2 will concentrate on capacity building and process development at the local level while building elements of institutional capacity development also at national level. While an explicit area-based approach is not envisaged for the social integration interventions of the programme, sub-national units will be identified that are specific to the interventions being considered and, to the extent possible, aligned to the sub-national units that are to be identified for the area-based outputs of the justice-sector. It is assumed that over time, there would be more openings to work on national upstream policy development. During the first phase of the programme, whenever feasible, the Programme will assist the government in strengthening its policy work that fosters more effective institutions as well as aim for strengthened national unity.
2.3.3. Guiding principles and cross-cutting issues

The Programme will use the following guiding principles in implementation and monitoring to ensure approaches across the sub-outputs are directed in a common manner. The principles build upon UNDP’s global experience and work in Sri Lanka.

A. **Context sensitive interventions and regionally differentiated approaches:** While the programme framework provides an integrated multi-dimensional approach, implementation of those activities will be context specific, including accommodating the varying needs and capacities in different areas. Working closely with local authorities and stakeholders is crucial in order to identify priorities and appropriate processes as well as key target groups and type of activities. Furthermore, the Programme will capacitate its staff on ‘how-to be context-specific’ as well as how to adjust programmes based on new information that comes from updated analysis. For this, access to justice profiles (assessments) and other baseline gathering exercises will help the programme adjust when and where needed.

B. **Ensuring interventions do no harm and are conflict sensitive:** The Programme will ensure in all its interventions that it does not contribute or aggravate existing tensions and cleavages. The Programme will assess the priority groups to be targeted in terms of service delivery; will build the capacity of key implementing partners to comply with the ‘Do No Harm principles’; promote equal access to justice services and opportunities; facilitate affirmative action where needed; and support mainstreaming of elements for social cohesion and increased equality.

C. **Evidence based programming and measuring and capturing results:** The Programme will monitor results and demonstrate progress, even if incremental, and will embed systematic M&E approaches into all aspects of programming (e.g. baseline assessments, capacity assessments of institutions and civil society, access to justice profiles, etc.). Given that the programme outputs reinforce each other, the programme will work with national and local authorities, civil society partners and development partners on drawing and analyzing data and assessing progress and impact.

D. **Development and sustainability:** The programme aims for a sustainable development of the sector and of community and other partnerships engagement. This includes building national capacities, ensuring that training will be on-going, and that assistance is solidly institutionalized in broader national structures and planning processes.

E. **Flexibility:** While the programme aims to support the creation of an environment that is conducive to more integrated and sector-wide approaches to enforcement of law, it must ensure flexibility in sequencing and transition phases according to the national context absorption capacity. Accordingly, programme outputs and suggested activities will be adapted, as necessary, to adjust to changes affecting the achievement of overall goals. A thorough risk log will also be maintained and updated, and mitigation measures adopted as necessary.

Within specific focus areas of the programme, certain cross-cutting issues will be mainstreamed, including:

a) **Gender equality, women and youth empowerment**

A gender equality perspective will be mainstreamed throughout the programme, through ensuring the collection and interpretation of sex and age disaggregated data and conducting gender analysis to better inform programme design and implementation. The programme will prioritize in particular women’s access to justice services and women’s participation and role (including decision making) in the rule of law architecture and social integration policy implementation framework.

b) **Human rights**

In addition to ensuring that the Programme itself is executed in full conformity with international Human Rights standards, and complements additional work carried out by the Human Rights Commission of Sri Lanka supported by UNDP, the programme will actively promote human rights as a cross-cutting approach.
2.4. Programme Outcome, Outputs and Key Results

The programme will contribute to UNDAF Outcome 3: Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka.

The programme will be based on 6 outputs:

**Output 1:** Coordination, co-operation and systems between justice, police and prisons enhanced in three “area models” for an effective, efficient and equitable legal system and administration of justice

**Output 2:** Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all

**Output 3:** Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender based violence (SGBV)

**Output 4:** Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons

**Output 5:** National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation

**Output 6:** A better aware public, especially youth and women, engaged in social integration and reconciliation actions

Please refer the Results and Resources Framework under section 3.1 for key results.

2.5. Partnerships and coordination

The Programme will engage other UN partners working to support the rule of law and access to justice sector in Sri Lanka within the broader framework of the joint UN support to social integration. Activities will be coordinated with the United Nations Country Team, in particular with UNFPA, UNICEF, UNHCR, ILO and other agencies, funds and programs working in areas related to the Programme’s outcome. Close coordination will also be maintained with the UNDP Regional Centre in Bangkok and UNDP HQ (through the UNDP Rule of Law, Justice and Security Teams of BCPR). The Programme will actively seek to link support to that of other international organizations with expertise and interest in rule of law and social cohesion. Additionally the programme will continue to build on partnerships with bi-laterals that have been long supporters of Access to Justice, and partners that are supporting police interventions in Sri Lanka. The Programme will also foster any institutional partnerships formed under the former projects and will continue to build on its relationship with civil society and national NGOs, considering also the potential of such bodies to act as responsible parties for certain activities in the course of the Programme. The Programme will moreover assist and facilitate the government to establish and improve relations with external stakeholders, including attempting to establish more south-south cooperation with other regional governments and peer judicial institutions. General principles for partnership and coordination will include information sharing, cooperation and consultation, strengthening national capacity to work with other donors, and participatory planning, monitoring and evaluation.

The Strengthening Enforcement of Law, Access to Justice and Social Integration programme will be anchored under UNDP’s Governance for Empowerment and Social Inclusion (GESI) Cluster and will work in tandem with the UNDP Governance for Local Economic Development (GLED) Programme that seeks to increase the capacity of local governance institutions at Divisional, District and Provincial level – civil society, CBOs, the private sector and communities in particular, to improve socio-economic conditions in...
vulnerable areas of the country and secure the transition from recovery to development and linkages to the policy sphere. Both interventions contribute to the same UNDAF Outcome (3.1) and will be planned together and seek all avenues to optimize synergy and impact in planning, implementation and monitoring of interventions at national and sub national levels.

2.6. Sustainability and exit strategy

This is the third phase of an almost decade partnership in access to equal justice in Sri Lanka, and thus the consolidation phase with a 5 year framework to move from support to service delivery to support to state capacity for improved service delivery. The philosophy and theory of change rely on the assumption that through a two way approach – bottom up and vice versa, the programme will be able to systemize and institutionalize practices for longer term strategic planning and policy making for setting the development of rule of law in a better direction for the most vulnerable. By supporting the development of strategic planning, in partnership with key stakeholders, the programme will continue to ensure that identified Programme activities are in line with the country’s strategic priorities. The Programme will ensure benchmarking and an M&E framework with baselines and indicators to be able to show progress in the capacity building objectives; it will provide supplementary technical assistance through international and national advisors (particularly for training and institution building) through a Technical Assistance Team facility, so that within a 2 to 3 year timeframe (the programme management transition period) appropriate quality assurance mechanisms are established within national implementing partners to be able to take forward fully the programme. Additionally, the programme is based on lessons learnt and evaluations from previous initiatives, and is supporting further development of pilot activities, leaving enormous scope for “replicability” and scaling-up. Staff development and participation of stakeholders in all aspects of the programme activities will be ensured.

The present Programme will formulate an appropriate exit strategy for phasing out its support in consultation with national actors. There must be room for flexibility not only in implementing the programme, but also in applying this exit strategy – paying great attention to the needs and requests coming from the judicial and security institutions and civil society actors, possibly leading to the development of follow-up programmes. The exit strategy should thus be revisited and discussed regularly with beneficiaries as well as bilateral donors and relevant UN agencies working in the sector during the programme implementation period and at the 2 year transition point.
### III. PROGRAMME FRAMEWORK

#### 3.1 Results and Resources Framework

**UNDAF Outcome 3:** Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka.

Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

<table>
<thead>
<tr>
<th>INTENDED OUTPUTS</th>
<th>OUTPUT TARGETS FOR (YEARS)</th>
<th>INDICATIVE ACTIVITIES</th>
<th>RESPONSIBLE PARTIES</th>
<th>INPUTS</th>
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<tbody>
<tr>
<td>Output 1</td>
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<tr>
<td>Coordination, co-operation and systems between justice, police and prisons enhanced in three “area models” for an effective, efficient and equitable legal system and administration of justice</td>
<td>Targets Year 1&lt;br&gt;First study on A2J sector profiles designed and initiated&lt;br&gt;First satisfaction survey on A2J completed and showing % of vulnerable and marginalized populations accessing justice systems in the three area models&lt;br&gt;Baselines for measuring case management and improved administration of justice established (including perception surveys from users)&lt;br&gt;Assessment of cases trial time in 3 areas&lt;br&gt;Provincial Justice Coordination Forum established in 3 area models</td>
<td>Activity result 1.1: Reduced criminal justice delays through improved case management and pretrial procedural mechanisms between police, prosecution and courts&lt;br&gt;&lt;br&gt;Indicative activities&lt;br&gt;1) Support establishment of Case Management Committees in area models to address and monitor improvement of CM&lt;br&gt;2) Support assessment and recommendations in respect of case management and case-flow transfer bottlenecks in three regional courts, prosecution, police and prison chain&lt;br&gt;3) Support measures for improving efficiency (based on recommendations from the assessment) such as improving manual and case registry records and management&lt;br&gt;4) Support the development of an integrated information flow process among the justice sector agencies and integrated Case flow Management System (manual or simple IT solution) in MNLSI</td>
<td>MNLSI&lt;br&gt;MoJ&lt;br&gt;Government Analysts Department&lt;br&gt;Legal Aid Commission&lt;br&gt;Mediation Boards&lt;br&gt;Supreme Court&lt;br&gt;Presidential Secretariat&lt;br&gt;AGD, Legal Draftsman’s Department&lt;br&gt;Ministry of Defence and Urban Development (Department of Police)&lt;br&gt;Ministry of Rehabilitation and Prison Reforms (Department of Prisons)&lt;br&gt;Human Rights Commission</td>
<td>US$ 1,850,000</td>
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<td></td>
<td>Ministry of Defence and Urban Development (Department of Police)&lt;br&gt;Ministry of Rehabilitation and Prison Reforms (Department of Prisons)&lt;br&gt;Human Rights Commission</td>
<td>At sub national areas: Courts, Police, Prisons,</td>
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Baseline:
1. No coordination at national and sub national level for case management
2. # of backlog cases to be established during Year-1
3. # of priority cases identified in three area model courts, prosecution, police and prison chain to be established in Year-2
4. # of interpreters and translators in police and courts in the three area models to be established in Year-1
### Process indicators:

1. **# of district Case Management Committees established and in operation**
2. **Staff trained on use of case-management systems**
3. **Intra prison network electronic database established in three regional models (this could potentially be linked to Indicator 3 above)**
4. **Provincial Justice Coordination Forum established to promote dialogue and recommendations across police, courts, prisons and LAC (including case-management)**
5. **Plan developed for improving language services across the sector in the three regional models**
6. **# of recommendations from the Provincial Justice Coordination Forum implemented across police, courts, prisons and LAC**

### Output indicators:

1. **Case-management systems improved**
2. **% of backlog cases reduced in three area model courts, prosecution, police and prison chain**
3. **% priority cases addressed in three area model courts, prosecution,**

<table>
<thead>
<tr>
<th>Agreement on the definition of what constitutes a “backlog” case</th>
<th>line with the Needs Assessment study for three area models</th>
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<tbody>
<tr>
<td><strong>Targets Year-2:</strong></td>
<td><strong>5)</strong> Support evidence based data collection and analysis for identification of key types of case areas and priority cases</td>
</tr>
<tr>
<td>Case management recommendations available in 3 area models</td>
<td><strong>6)</strong> Support the development of a planning and monitoring mechanism for the reduction of the backlog of cases based on agreed definition of what constitutes “backlog cases”</td>
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<tr>
<td>Best Practice Guidelines for Effective Case Management (BPCM) formulated and adopted</td>
<td><strong>7)</strong> Assist judicial and prosecution services to identify and process priority cases to clear case backlog</td>
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<tr>
<td>Study for intra prison database for management of pre-trial detainees available</td>
<td><strong>8)</strong> Develop, print and distribute Best Practice Guideline for effective case management at national level for testing in pilot area models</td>
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<tr>
<td>Whole penal chain coordination analysis made and action plan for strengthening sub national sector-wide cooperation available in three area models</td>
<td><strong>9)</strong> Support awareness-raising amongst judges and non-judicial personnel on guidelines</td>
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<tr>
<td><strong>Targets Year-3:</strong></td>
<td><strong>10)</strong> Support emergency human resources, supplies and equipment to ensure more speedy case management.</td>
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<tr>
<td>Training plan for BPCM guidelines formulated and implemented</td>
<td><strong>11)</strong> Support the availability of recording equipment and increased efficiency of stenographers</td>
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<tr>
<td>Integrated case management system established across institutions</td>
<td><strong>12)</strong> Identify and support mechanisms between police, AGD, prisons, courts and Legal Aid Commission to reduce the number of remand prisoners</td>
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<tr>
<td><strong>Targets Year-4:</strong></td>
<td><strong>13)</strong> Support establishment of technical committee to follow up and advise the prison services in setting up of the intra prison network electronic database at local level (this could potentially be linked to Result 1.1, Activity 4 above)</td>
</tr>
<tr>
<td>Alternative sentencing measures increased</td>
<td><strong>LAC, Human Rights Commission (HRC), CSOs</strong></td>
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police and prison chain

4. % increase of interpreters and translators in police and courts in the three area models

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<tr>
<th>Targets Year 5:</th>
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<tr>
<td>Second satisfaction survey on A2J completed and showing 20% increase in vulnerable and marginalized populations accessing justice systems in the three area models</td>
</tr>
<tr>
<td>All justice, police and prisons institutions in the three regional models familiar with integrated case management system</td>
</tr>
<tr>
<td>20% of backlog cases reduced in 3 area models</td>
</tr>
<tr>
<td>20% of prisoners in remand reduced in 3 area models</td>
</tr>
<tr>
<td>20% reduction of women incarceration in 3 area models</td>
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<tr>
<td>20% increase of interpreters and translators in police and courts in the three area models</td>
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<table>
<thead>
<tr>
<th>Activity result 1.2: Model sector approaches between police, courts and prisons operationalized in three area models for improved effectiveness in the whole penal chain</th>
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<tbody>
<tr>
<td>Indicative activities</td>
</tr>
<tr>
<td>1) Support establishment of Provincial Justice Coordination Forum to promote dialogue, and the development and implementation of an action plan for strengthening sub national sector-wide cooperation (including improved case management and pretrial procedural mechanisms)</td>
</tr>
<tr>
<td>2) Support the conduct of a rapid assessment of logistics needs for priority court and justice facilities (this requires collection of court data).</td>
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<tr>
<td>3) Procure emergency materials and infrastructure, if necessary, for priority police, court and justice facility improvement</td>
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<tr>
<td>4) Conduct a local capacity needs assessment (at organizational and individual levels and including a gender analysis to enhance women’s equality and participation in the justice sector) covering the principal justice institutions (police, AGD, courts, LAC, Corrections Department and prisons).</td>
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<tr>
<td>5) Support the capacity strengthening of the Government Analyst’s Department and Attorney General’s Department for</td>
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| 11 | Page |
1) Efficient prosecution services

2) Generate a capacity development plan for prisons reform based on the needs assessments

3) Support dialogue/workshops on police-related issues (including between police and communities) such as community policing priorities, the role of women in the police service, and the specific protection needs of women and children

4) Strengthen information and statistics reporting at regional level to improve transparency and accountability of justice system

5) Support assessments of the quality and efficiency of judicial processes and sentencing through trial monitoring, courts scorecards and civilian oversight (including through perception surveys)

6) Strengthen the service delivery of LAC offices and Mediation Boards through capacity development, with increased representation of women

7) Ensure all of the above are informed by a gender analysis to enhance women's equality and participation in the justice sector.

8) If prison facilities are available in area models, then support the review of the models, then support the review of the
status of prisoners and detainees at provincial level, especially the situation of women and why women are sent to prison – types of cases/length of terms – using the results to better inform judicial policy making, including alternative sentencing options such as community-based correction orders.

14) If prison facilities are available in area models, then take measures to address priority cases, especially with regard to cases of pre-trail detention and determining possibilities for probation (working closely with the AGD / public prosecution).

**Activity result 1.3: State capacities strengthened for implementation of the trilingual policy and Road Map for Trilingual Society in all areas related to justice and police service delivery**

**Indicative activities**

1) Support a needs assessment of interpreter/translation services in all police and justice services in the 3 area models

2) Support implementation of the Inter Ministerial Committee Road Map for the effective implementation of the Language Policy in the justice sector in the three area models

3) Develop a plan for improving language services across the sector with short, medium and longer term strategies and costing
Output 2
Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all

**Baseline:**
- Many recommendations of the 2010 LAC capacity assessment have not been implemented
- # of LAC capacity assessment recommendations not implemented to be determined in year-1
- There is no coordination mechanism for legal aid providers
- No formal referral system in place between ADR mechanisms, paralegal service providers, legal aid service providers and justice and security institutions
- No recognition of para-legals as formal legal aid service providers
- Absence of standardized training and accreditation for para-legal service providers

### Targets (year 1)
- Deliberations on revisions to legal aid policy started
- Agreement by relevant stakeholders on system for needs-based legal aid service delivery in prisons
- Mapping of paralegal service providers and available training

### Targets (year 2)
- LAC capacity development action plan developed and implementation started
- Study on A2J sector profiles completed, disseminated and baselines established
- Proposed revisions to legal aid policy formulated
- System for needs-based legal aid

### Activity result 2.1: National legal aid policy revised and implemented

**Indicative activities**

1. Support establishment of coordination mechanism of legal aid service providers to provide a coordinated engagement to the formulation and implementation of national policy and strategy on legal aid
2. Support the preparation of profiles for access to justice sector to establish baseline for improved planning and priority areas for legal aid services (building on Legal Aid Mapping conducted in 2009 by A2J Project), including public defenders system in the High Courts for criminal matters
3. Support the implementation of prioritized recommendations from the "The Legal Aid Sector in Sri Lanka: Searching for Sustainable Solutions – A Mapping of Legal Aid Services in Sri Lanka – Policy Brief" (2009), including revision and adoption of a national policy on legal aid and legal aid strategy
4. Support the capacity development of LAC informed by prioritized

<table>
<thead>
<tr>
<th>Legal Aid Commission (LAC)</th>
<th>US$ 1,510,000</th>
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<td>Ministry of Justice</td>
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<td>Ministry of Land</td>
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<td>Human Rights Commission</td>
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<td>Legal Draftsmen’s Department</td>
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<td>Ministry of Rehabilitation and Prison Reforms</td>
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<td>Prisons Department</td>
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<td>Bar Association of Sri Lanka</td>
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<td>CSOs</td>
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<td>CBOs</td>
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</table>
- Needs based legal aid services are not available in prisons
- Measures underway to establish specialized land mediation boards. Baseline on land issues and disputes to be collected

**Process indicators:**
1. Coordination mechanism for legal aid providers established
2. Formal referral system established between ADR mechanisms, paralegal service providers, legal aid service providers and justice and security institutions

**Output indicators:**
1. # of recommendations of the 2010 LAC capacity assessment implemented
2. Para legals formally recognized as legal aid service providers
3. Standardized training and accreditation system for paralegals established
4. System for needs-based legal aid service delivery in prisons established
5. % reduction in pre-trial detention in target prisons (year 5= 20%)
6. % of land cases handled by dispute resolution mechanisms

<table>
<thead>
<tr>
<th>Process indicators</th>
<th>Output indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs based legal aid services are not available in prisons</td>
<td>Coordination mechanism for legal aid providers established</td>
</tr>
<tr>
<td>Measures underway to establish specialized land mediation boards. Baseline on land issues and disputes to be collected</td>
<td>Formal referral system established between ADR mechanisms, paralegal service providers, legal aid service providers and justice and security institutions</td>
</tr>
</tbody>
</table>

**Targets (year 3):**
1. Revisions to the legal aid policy adopted and Legal aid legislation amended
2. Standardised and certified training for paralegals developed

**Targets (year 4):**
1. Formalized referral system between ADR, paralegal, legal aid and justice and security institutions established

**Targets (year 5):**
1. 10% reduction in pre-trial detention in target prisons
2. 20% of land cases handled by dispute resolution mechanisms
3. Successful completion of certified paralegal training for 400 para legals

**Activity result 2.2: Increased coordinated legal aid service delivery for vulnerable and marginalized populations, including through the establishment of referral mechanisms at sub-national level**

**Indicative activities**
1. Support the mapping of service providers that offer ADR and para legal services and efforts to standardize para legal education and accreditation of para legal training, including establishing partnerships with academic institutions
2. Support the establishment or strengthening of structures and networks of standardized paralegal services (pilot)
3. Support paralegal networks to establish coordination and referral mechanisms with ADR mechanisms and justice sector actors including the police
4. Support increased awareness and commitment of law students to *pro bono* work and legal aid for indigent litigants as well as public interest litigation through
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<td></td>
<td>strengthening relevant curricula (theory and practice)</td>
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<tr>
<td>5)</td>
<td>Support the Bar Association in increasing the involvement of its members in <em>pro bono</em> work and legal aid for indigent litigants as well as public interest litigation</td>
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<tr>
<td>6)</td>
<td>Support standardized awareness raising of the public, and decentralized and standardized training of relevant justice and other public officials as well as citizens groups, on access to justice and legal themes relevant for strengthening the provision of legal information (criminal procedure, pre-trial detention, human rights in the administration of justice, women and children’s rights, and economic rights and access to natural resources)</td>
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</table>

**Activity result 2.3: System for needs-based legal aid service delivery in prisons established**

**Indicative activities**

1) Support the establishment of a systematized registry and database for legal aid service delivery in prisons and monitor and assess effectiveness of legal aid in prisons (this could potentially be included in intra prison networked electronic database referred to under Result 1.1, Activity 13)

2) Support the establishment of an efficient Coordination Network among high level officers of the Ministry of Rehabilitation and Prison Reforms, Prisons Department
and Attorney General’s Department

**Activity result 2.4**: Capacities of legal aid service providers and local administration officials strengthened to provide legal information on land issues and address land disputes in areas where there are complex land issues and/or special land mediation boards have been established

**Indicative activities**

1) Update and translate the training manual for public officials and justice actors on land laws and regulations prioritizing disputes relevant to the most vulnerable and marginalized populations

2) Strengthen capacity of Land Officers and mediators especially in Land Mediation Boards to handle complex land issues (link to Result 2.2)

3) Support land officers to establish a system of mobile land clinics to cover vulnerable and marginalized areas to raise awareness on processes and mechanisms to solve land issues as well as to provide immediate and quick solutions to land settlement issues in area models

4) Support government entities and CSOs in raising the awareness of vulnerable and marginalized populations on processes and mechanisms to resolve land issues and disputes

5) Support systematized access for legal documentation for land-related issues

6) Linkages and referral system between ADR mechanisms and legal aid services
### Output 3
**Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender-based violence (SGBV)**

**Baselines:**
- National Plan of Action for Women (1996) established, but implementation needs to be supported (CEDAW report 2011)
- No National Action Plan on SGBV
- Comprehensive and current data on prevalence of SGBV not available.
- No systematic training on SGBV for WDOs in all districts
- Domestic violence law adopted but some gaps highlighted
- There is no operational referral system of SGBV from mediation boards to the penal chain
- # of cases filed under Domestic Violence Act of 2003 to be determined by baseline study conducted in year-1

**Process indicators:**
1. Inter-agency coordination mechanism established amongst service providers for oversight and coordination to address SGBV
2. Legislation to combat violence against women reviewed by

<table>
<thead>
<tr>
<th><strong>Target Year 1:</strong></th>
<th><strong>Baseline study on SGBV designed and completed (possibly as part of A2J sector profiles)</strong></th>
<th><strong>Strengthen the capacities of MCDWA to lead development of national action plan on SGBV and coordination mechanisms</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target Year 2:</strong></td>
<td><strong>National Action Plan on SGBV formulated</strong></td>
<td><strong>Mapping and development, if required, of curriculum, training modules and training techniques on SGBV for all justice sector institutions and actors in partnership with academia or research institute/s</strong></td>
</tr>
</tbody>
</table>

**Activity result 3.1: National action plan to address sexual and gender-based violence formulated and implemented, including through establishment of relevant coordination mechanisms**

**Indicative activities**
1. Strengthen the capacities of MCDWA to lead development of national action plan and coordination mechanisms
2. Support the mapping of existing research and conduct baseline study, if required, on SGBV against women
3. Support the strengthening of inter-agency coordination mechanism amongst service providers for oversight and coordination to address SGBV, including effective coordination with non-state mechanisms, particularly legal aid, paralegal service providers, shelters, etc.
4. Support the implementation of policy actions on SGBV
5. Advocate for review and amendment of legislation to combat violence against women (4.1.a NHRAP)
6. Support collection of gender disaggregated data on crime and identify measures to address priority issues on violence against women (4.1.a NHRAP)
7. Support referral system of SGBV cases to penal chain (away from mediation boards) in 3 area models

**Included organizations:**
- MoJ
- MoD
- MCDWA
- MNLSI
- LAC
- HRC
- Legal Draftsman’s Department
- CSOs

**Financing:**
- US$ 1,800,000
### mandated institutions
3. Training modules finalized for local level governance institutions on CEDAW, national legislation and judicial services
4. # of SGBV awareness campaigns conducted through radio, TV, social media

#### Output indicators:
1. National action plan on SGBV formulated
2. # of activities implemented from the National Action Plan on SGBV
3. % increase in the number of domestic violence complaints referred by the Mediation Boards to the penal chain (as a proxy for the operationalization of the system)

<table>
<thead>
<tr>
<th>Target Year 3:</th>
<th>Activity result 3.2: Local level governance institutions and communities understand women’s rights and are aware of available legal and judicial mechanisms to protect SGBV victims</th>
</tr>
</thead>
<tbody>
<tr>
<td>SGBV awareness campaigns conducted through radio, TV, social media</td>
<td>Indicative activities</td>
</tr>
<tr>
<td>Educational and awareness-raising trainings on SGBV conducted for public officials (such as WDOs, community health workers, mid-wives, Child Protection Officers) and community leaders</td>
<td>1) Support the mapping and development, if required, of training modules for local level governance institutions on CEDAW, national legislation and judicial services</td>
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</table>

#### Target Year 4:
SGBV awareness campaigns conducted through radio, TV, social media
Educational and awareness-raising trainings on SGBV conducted for public officials (such as WDOs, community health workers, mid-wives, Child Protection Officers) and community leaders

#### Target Year 5:
50% increase in the number of domestic violence complaints referred by the Mediation Boards to the penal chain (as a proxy for the operationalization of the system)

In 30% of all SGBV cases handled by criminal justice system, the victims benefitted from legal aid

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**Activity result 3.2:** Local level governance institutions and communities understand women’s rights and are aware of available legal and judicial mechanisms to protect SGBV victims

**Indicative activities**

1. Support the mapping and development, if required, of training modules for local level governance institutions on CEDAW, national legislation and judicial services
2. Support the assessment and strengthening of the capacities of WDOs to address, provide advice and conduct training on SGBV issues
3. Map and support awareness activities on VAW for relevant non state institutions and citizens groups
4. Support a guide for media (print and visual) on SGBV and existing redressal mechanisms as well as ethical practices to promote accurate and responsible reporting
5. Support trainings for media personnel on Guide for print and visual media on SGBV
6. Support SGBV awareness campaigns through radio, TV, social media, etc.
7. Support dissemination of legal information on SGBV by CSOs, including paralegal services, legal aid providers and community coordination structures for VAW in trilingual at community levels (9.241 LLRC)
8. Carry out additional educational and awareness-raising trainings for public officials (in particular health service
| Process time for SGBV cases reduced by 50% in three area models | providers and social workers), community leaders and the general public so as to raise awareness and sensitization that all forms of violence against women constitute criminal offences (CEDAW recommendation). |

**Activity result 3.3: Capabilities of law enforcement and judicial institutions strengthened to efficiently handle SGBV cases and ensure equal access to legal and judicial protection for SGBV victims**

**Indicative activities**

1. Support the mapping and development, if required, of curriculum, training modules and training techniques on SGBV for all justice sector institutions and actors (law enforcement officers, medico-legal, judicial and other relevant officials) (4.1a NHRAP and CEDAW recommendation) in partnership with academia or research institute/s

2. Support the development of policy and SOPs with other partners to ensure prioritization of cases for investigation, prosecution and adjudication on SGBV (this could be linked to activities under Result 4.2)

3. Support institutional capacity strengthening of Women’s and Children’s Desks at Police stations with an emphasis on ensuring the availability of female officers, adequate representation and translation services

4. Support victim and witness protection measures

5. Support measures to address priority
cases, especially with regard to cases of pre-trial detention and determining possibilities for probation pending trial (working closely with the AGD and prisons) (this could be linked to activities under Result 4.2).
6) Provide assistance to ensure the protection of women in custody based on data and baselines of SGBV on women and children in custody
7) Support capacity of legal aid service providers (LAC and others) to provide services to SGBV survivors (this activity to be linked to Results 2.1 and 2.2)
8) Specific training for mediation boards to refer SGBV cases to the penal chain (link to Result 1.2)

Output 4
Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons

Baseline:
- Information is collected by separate ministries for annual reports and when reporting to international commissions/committees. Systematic collection of data or analysis or sharing needs to be developed.
- # of justice sector agencies with strategic plans to be determined in

<table>
<thead>
<tr>
<th>Targets Year 1</th>
<th>Activity result 4.1: Capacities of justice sector institutions strengthened for research, data collection and analysis, and comparative policy-making for improved evidence based planning for the justice sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 research, data collection and analysis and comparative policy unit established</td>
<td>Indicative activities</td>
</tr>
<tr>
<td>Capacity gap assessment of research, data collection and analysis and comparative policy unit and capacity plan developed</td>
<td>1) Identify adequate units or support establishment of units across the sector to support capacities for data collection, analysis and research/surveys</td>
</tr>
<tr>
<td>Priority research/policy needs identified</td>
<td>2) Support gap analysis of capacity needs for units’ staff and capacity development plan on data gathering, analysis, survey/assessment methodology and M&amp;E skills</td>
</tr>
<tr>
<td>Technical Working Group established for the formulation of policy and strategic plans</td>
<td>3) Support the entering into of agreements with academic or research institutes for research studies and capacity building opportunities</td>
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<tr>
<td>Partnerships with academic institutions established</td>
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<thead>
<tr>
<th>MNLSI</th>
<th>MoJ</th>
<th>JSC</th>
<th>Judicial Training Institute</th>
<th>Presidential Secretariat</th>
<th>Legal Draftsman’s Department</th>
<th>AGD</th>
<th>GAD</th>
<th>MoD</th>
<th>Ministry of Rehabilitation and Prison Reforms (Prisons Department)</th>
<th>Bar Association of Sri Lanka</th>
<th>UNDP</th>
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<td>US$ 1,805,000</td>
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<tr>
<td>Year-1</td>
<td>Capacity assessments (including gender analysis) for 3 justice institutions</td>
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<tr>
<td># of justice sector agencies with costed annual plans to be determined in Year-1</td>
<td><strong>Target Year 2</strong></td>
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<tr>
<td># of justice sector institutions with results oriented M&amp;E systems in place to be determined in Year-1</td>
<td><strong>Inter-Ministerial Forum for Justice established</strong></td>
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<tr>
<td>National Policy for Social Integration available</td>
<td>2 evidence based research assignments undertaken</td>
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<td></td>
<td>2 workshops on strategic justice sector issues and consensus for a sector wide approach to justice</td>
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<tr>
<td></td>
<td>Implementation of capacity development plans initiated in 3 justice institutions</td>
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<tr>
<td></td>
<td>Assessment to identify laws for reform</td>
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<td></td>
<td>Agreement on the definition of what constitutes a backlog case</td>
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<td></td>
<td>Plan for improving data collection and prioritisation of cases developed and approved</td>
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<td></td>
<td>Capacity assessments (including gender analysis) for 2 additional justice institutions</td>
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4) Ensure provision of regional good practices/experiences linking research to policy making
5) Support the assessment of priority areas for research in light of priority policy or strategic planning needs for the justice sector
6) Support research capacities within the judiciary, including through partnerships with academic institutions, on priority issues such as sentencing policies and alternatives to detention
7) Develop policy advocacy tool kit, plan for justice sector reforms and move towards sectoral approach
8) Provide technical assistance to develop policy, plans and support for monitoring and reporting

**Activity result 4.2**: Improved institutional capacities for efficiency and effectiveness of the justice sector at national level, including strategic planning and cross-sectoral management skills for the formulation and implementation of policies, laws and plans

**Indicative activities**
1) Support capacity assessments of national level justice sector institutions
2) Support an analysis on the efficiency of administration of justice (delays and bottlenecks) covering the principal actors in the criminal justice chain (Police, AGD, Courts, Prisons) (18.2.a NHRAP)
3) Support the formulation and implementation of capacity development plans based on priority areas from the assessments (18.2.a NHRAP)
development guided by a sector wide road map and investment plans

<table>
<thead>
<tr>
<th>Target Year 3:</th>
<th>Target Year 4:</th>
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<tbody>
<tr>
<td>Action plan for strengthening sector-wide cooperation</td>
<td>National Justice Policy and Strategic Plan developed</td>
</tr>
<tr>
<td>2 evidence based research assignments undertaken</td>
<td>2 justice sector agencies with strategic plans in place</td>
</tr>
<tr>
<td>3 key policies for justice sector adopted</td>
<td>4) Support the continued legal education of judges and non-judicial staff through the JTI and Non Judicial Training Institute (link to Output 1, where applicable)</td>
</tr>
<tr>
<td>3 key laws for justice administration reviewed</td>
<td>5) Support JSC with institutional capacity development, oversight and performance of judicial services</td>
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<tr>
<td>3 justice sector agencies with strategic plans in place</td>
<td>6) Support the implementation of the Inter Ministerial Committee Road Map for Language Policy implementation at national level</td>
</tr>
<tr>
<td>3 justice sector agencies with costed annual plans</td>
<td>7) Support the establishment of a Languages Unit in the MoJ to formulate and coordinate implementation of a language plan for the justice sector, including translation of core pieces of legislation identified by the Speedy Trial Committee</td>
</tr>
<tr>
<td>3 justice sector institutions with results oriented M&amp;E systems in place</td>
<td>8) Support the consolidation and translation of 5 key pieces of legislation into both official languages: Evidence Ordinance, Penal Code, Judicature Act, Criminal Procedure Code and Civil Procedure Code</td>
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<tr>
<td>Measures adopted at national level for intra prison network electronic database</td>
<td>9) Support increased awareness and commitment of law students to professional ethics through strengthening relevant curricula (theory and practice)</td>
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<td>10) Support the Bar Association in creating increased awareness and commitment of its members to professional ethics</td>
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<tr>
<td></td>
<td>11) Support to increasing the availability and awareness of complaint mechanisms and oversight for unethical conduct of the legal profession (18.5 NHRAP)</td>
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<td></td>
<td>12) Support the Bar Association in creating awareness, especially amongst young</td>
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</tbody>
</table>
2 justice sector agencies with costed annual plans

2 justice sector institutions with results oriented M&E systems in place

3 high level policy advocacy events undertaken

The implementation of capacity development plans initiated in 3 justice institutions

20% of gender recommendations in capacity development plans adopted

Target Year 5:

10 # of key policies for improving administration of justice, legal aid/public defense, land and other rights issues formulated and presented for adoption to mandated institutions

30% of remand prisoners reduced

30% of backlog cases reduced in AGD

30% of backlog cases reduced in the High Courts

20% of gender recommendations in capacity

lawyers, of the latest international and regional developments in criminal justice and public law (Constitutional and Administrative)

13) Support specialized training for justice sector, particularly for women and young judges (link to Output 1, where applicable)

14) Strengthen and formalize the Coordination Committee on Right to a speedy trial: Ensure follow up actions to support prioritized measures identified to address delays in justice

15) Support measures at national level to improve organizational systems and procedures such as case registry and information management, targeting police, courts, prosecution, prison services and legal aid for ensuring speedy administration of justice (NHRAP 18.2)

16) Support establishment of a national technical committee to follow up and advise the prison services in setting up of the intra prison network electronic database (NHRAP 18.1)

17) Support the creation in the AGD of a special mechanism to examine cases of persons being held in detention (for long periods without charges) on a case by case basis and recommend a course of action in regard to disposal of each case (LLRCNAP 9.57).

18) Provide training to technical officers across the sector in strategic planning, integrated management systems, policy formulation and research capacities

19) Support exposure of senior level officers to experiences on sector approaches to
<table>
<thead>
<tr>
<th>development plans adopted</th>
<th>enforcement of law and administration of justice</th>
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<tr>
<td>20) Train junior officers of the Legal Draftsman’s Department on legislative drafting, including priority laws to give effect to international obligations under the justice sector</td>
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<tr>
<td>21) Support advocacy for the enactment/revision of laws to give effect to priority needs under the justice sector</td>
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</table>

**Activity result 4.3: Enhanced strategic vision and leadership for prioritization and sequencing of a justice sector road map through the establishment of national coordination mechanisms and an increasing sector wide approach to the enforcement of law and administration of justice (justice, police and prisons)**

**Indicative activities**

1) Support the establishment and functioning of an Inter-Ministerial Forum for Justice and provide technical assistance as necessary to promote a sector wide approach to enforcement of law and administration of justice

2) Support the establishment and functioning of a Technical Working Group for the formulation of strategic plans and policies for the justice sector (including police, courts and prisons)

3) Support relevant government and justice institutions (including MOJ, AGD, JSC, Prisons, Police, MNLSI, MOD) to appoint technical focal points for coordination

4) Facilitate regular and periodic meetings between the technical focal points and
|   |   | identify critical areas for cooperation and collaboration  
5) Develop and implement an action plan for strengthening sector-wide cooperation  
6) Support the provision of technical and secretariat support for coordination at different levels  
7) Provide technical assistance to support institutions in coordinated cross-sectoral planning and budgeting  
8) Support policy, strategic planning and legislative initiatives relevant for a sector wide approach  
9) Conduct annual justice conferences and other high level policy advocacy events as part of preparatory dialogue on establishment of sector wide coordination mechanism  
10) Facilitate workshops for discussion on strategic justice sector issues and on reaching consensus to a sector wide approach to justice including the police, courts and prisons |
### Output 5
National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation

#### Baseline:
- National Policy Framework for Social Integration (NPFSI) launched; National action-plan under formulation.
- Lessons Learnt and Reconciliation Commission (LLRC) report and action-plan in place.
- There is limited interaction and discourse between policy makers and civil society on social integration

#### Indicators:
1. # of platforms established for discussions between policy-makers and civil society on social integration and reconciliation
2. # of policy actions on social integration and reconciliation proposed
3. # of policy actions on social integration and reconciliation adopted
4. # of policy actions on social integration and reconciliation implemented

<table>
<thead>
<tr>
<th>Targets Year 1</th>
<th>Activity result 5.1: Expanded policy discourse on social integration fostered across national institutions and actors (state and civic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 discussion platform established at national level</td>
<td>Indicative activities</td>
</tr>
<tr>
<td>[Targets Year-2]:</td>
<td>1) Facilitate strong partnerships between state institutions, civil society institutions, academia, religious bodies and private sector institutions</td>
</tr>
<tr>
<td>1 policy recommendation proposed in partnership with policy-makers and civil society</td>
<td>2) Facilitate opportunities for dialogue and consensus-building towards a multi-sector approach to social integration</td>
</tr>
<tr>
<td>National level discussion platform sustained; discussion platforms established at regional level.</td>
<td>3) Facilitate policy discourse on priority issues for action, particularly on issues pertaining to women’s rights and women’s empowerment.</td>
</tr>
<tr>
<td>Targets Year-3:</td>
<td>4) Support civil society policy advocacy efforts</td>
</tr>
<tr>
<td>2 policy recommendations proposed and at least 1 adopted in partnership with policy-makers and civil society</td>
<td>5) Develop sustainable platforms for policy dialogue</td>
</tr>
<tr>
<td>Discussion platforms sustained</td>
<td>6) Support the involvement of women, young persons and marginalized groups in the policy discourse</td>
</tr>
<tr>
<td>Targets Year-4:</td>
<td>7) Ensure all of the above are informed by a gender analysis to enhance women’s participation in the policy discourse</td>
</tr>
<tr>
<td>3 policy recommendations proposed, at least 2 adopted, and at least 1 implemented in partnership with policy-makers and civil society</td>
<td></td>
</tr>
<tr>
<td>Discussion platforms sustained</td>
<td>Activity result 5.2: Increased policy actions on social integration and reconciliation</td>
</tr>
<tr>
<td>Targets Year-5:</td>
<td>Indicative activities</td>
</tr>
<tr>
<td>4 policy recommendations proposed, at least 1 adopted, and at least 1 implemented in partnership with policy-makers and civil society</td>
<td>1) Support evidence-based data-collection and analysis for identifying policy priorities</td>
</tr>
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</tbody>
</table>

#### Activity result 5.2: Increased policy actions on social integration and reconciliation

- MNLSI
- LLRC Implementation Unit – Presidential Secretariat
- Ministry of Education
- Ministry of Women’s Affairs and Child Development
- CSOs
- Provincial Councils and District Secretariats
- Think tank/research institutes

US$ 1,000,000
• Discussion platforms sustained

as access to legal documentation

3) Facilitate knowledge-management and knowledge-sharing, in-country, inter-regionally and internationally

4) Support the technical, institutional and operational capacities of national institutions engaged in the subject

5) Ensure all of the above are informed by a gender analysis and conflict analysis to enhance gender-sensitivity and conflict-sensitivity in policy actions

6) Support the preparation of a language assessment index for public services (such as health, justice, education)

Activity result 5.3: National policy on schools twinning developed and piloted as a concrete policy action for social integration and reconciliation

Indicative activities

1) Facilitate knowledge-management and knowledge exchange on models, best practices and lessons learnt from schools twinning activities undertaken to-date.

2) Support the formulation, implementation and monitoring of policy actions on schools twinning.

3) Support the development of a schools twinning methodology

4) Support the development, roll-out, monitoring and scale-up of schools twinning in select provinces and/or districts.
Output 6
A better aware public, especially youth and women, engaged in social integration and reconciliation actions

Baseline:
- Many LLRC recommendations to be implemented.
- # of persons reached through social integration and reconciliation awareness activities (disaggregated by gender and age) - Baseline: To be established in Year-1.
- % of persons targeted reporting increased understanding of social integration and reconciliation after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age) - Baseline: To be established in Year-1.
- % of persons targeted reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age) – Baseline: To be established in Year-1.
- % of persons targeted reporting getting involved in social integration and reconciliation actions after being outreached (disaggregated by gender and age) - Baseline: To be established in Year-1.
- 24.5% of men and 12.9% of women across the districts of Ampara, Batticaloa, Trincomalee, Mannar,

<table>
<thead>
<tr>
<th>Targets Year 1</th>
<th>Activity result 6.1: Expanded public discourse on social integration and reconciliation fostered among people of Sri Lanka</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 100,000 reached through social integration and reconciliation awareness activities</td>
<td></td>
</tr>
<tr>
<td>2. 20% of targeted people reporting increased understanding of social integration and reconciliation after being outreached through awareness activities</td>
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<tr>
<td>3. 15% of targeted people reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities</td>
<td></td>
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<tr>
<td>4. 10% of targeted people reporting getting involved in social integration and reconciliation actions after being outreached.</td>
<td></td>
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<tr>
<td>5. 10% of targeted people reporting increased opportunities for interaction with other identity-groups.</td>
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<table>
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<tr>
<th>Targets Year 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 200,000 reached through social integration and reconciliation awareness activities</td>
</tr>
<tr>
<td>2. 30% of targeted people reporting increased understanding of social integration and reconciliation after being outreached</td>
</tr>
</tbody>
</table>

Indicative activities
1) Facilitate innovative and sustainable partnerships between national institutions (state, civil society, academia, media, religious institutions, private sector) for carrying-out public awareness and outreach activities
2) Facilitate dialogue and consensus-building among national institutions (state, civil society, academia, media, religious institutions, private sector)
3) Facilitate and support initiatives for understanding and assessing public knowledge, attitudes and perceptions and for monitoring and mapping changes
4) Facilitate and support awareness and outreach activities including dialogue processes at national, regional and local levels
5) Facilitate trainings for media (management and personnel) on the media role and impact on social integration and reconciliation
6) Facilitate and support a more expanded public discourse across the media landscape, including through the use of social and community media

- MNLSI
- Ministry of Women’s Affairs and Child Development (MWACD)
- LLRC Implementation Unit – Presidential Secretariat
- Ministry of Education
- CSOs
- Provincial Councils and District Secretariats
- Think tank/research institutes

US$ 3,000,000
Vavuniya, Jaffna, Anuradhapura, Polonnaruwa and Puttalam report having no opportunities for interacting with people from other ethnicities. 1

**Indicators:**

1. **# of persons reached through social integration and reconciliation awareness activities (disaggregated by gender and age)**
2. **% of persons targeted reporting increased understanding of social integration and reconciliation after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age)**
3. **% of persons targeted reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age)**
4. **% of persons targeted reporting getting involved in social integration and reconciliation actions after being outreached.**
5. **20% of targeted people reporting increased opportunities for interaction with other identity-groups. (disaggregated by gender and age)**

**Targets Year 3**

1. **200,000 reached through social integration and reconciliation awareness activities (disaggregated by gender and age)**
2. **40% of targeted people reporting increased understanding of social integration and reconciliation after being outreached through awareness activities**
3. **35% of targeted people reporting changes in attitudes after being outreached through social integration and reconciliation**

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**Activity result 6.2: Increased capacities for social integration and reconciliation fostered among people of Sri Lanka**

**Indicative activities**

1) Support training and exposure opportunities for state institutions, civil society organizations, academic institutions, professional associations, media and religious organizations.

2) Support technical, institutional and operational capacities of state institutions, civil society organizations, academic institutions, professional associations, media and religious organizations.

3) Support the development and roll-out of relevant tools for assessing the results and impact of social integration and reconciliation actions of national institutions.

4) Support the capacity-development of public officers serving in related posts, including Social Integration Officers.

**Activity result 6.3: Increased social integration and reconciliation actions among people of Sri Lanka**

**Indicative activities**

1) Facilitate partnerships and support joint efforts/actions between state institutions, civil society organizations, academic institutions, professional associations, media and religious organizations.

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1 (UNDP Socio-Economic Baseline Analysis 2011).
<table>
<thead>
<tr>
<th>Targets Year 4</th>
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</thead>
<tbody>
<tr>
<td>1. 200,000 reached through social integration and reconciliation awareness activities</td>
</tr>
<tr>
<td>2. 50% of targeted people reporting increased understanding of social integration and reconciliation after being outreached through awareness activities</td>
</tr>
<tr>
<td>3. 45% of targeted people reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities</td>
</tr>
<tr>
<td>4. 35% of targeted people reporting increased opportunities for interaction with other identity-groups.</td>
</tr>
</tbody>
</table>

**Awareness activities**

4. 30% of targeted people reporting getting involved in social integration and reconciliation actions after being outreached.

5. 25% of targeted people reporting increased opportunities for interaction with other identity-groups.

**Activity result 6.4:** Women representatives and leaders at national and community level are engaged as change agents for social integration and reconciliation

**Indicative activities**

1) Support and advocate for the enactment/revision of laws to give effect to international obligations as well as implementation of existing laws and policies pertaining to women, including those pertaining to women’s rights and UNSCR 1325

2) Support the technical, institutional and operational capacities of the MWACD to oversee and coordinate activities.

3) Map past and ongoing initiatives for women’s leadership development

4) Support improved coordination of institutions involved in women’s leadership development work

5) Identify, assess capacities and support women’s leadership collectives including women’s bodies and organizations.

2) Facilitate and support efforts/actions of state institutions, civil society organizations, academic institutions, professional associations, media and religious organizations.

5) Promote volunteerism and volunteer social integration and reconciliation activities

6) Engage the support of respected leaders and personalities in politics, religion, sports, visual, creative and performance arts as ‘champions’
| Targets Year 5 | 6) Conduct capacity-assessment to identify the context-specific capacity needs of women leaders  
7) Support the capacity-development needs of public officers serving in gender-related posts, including gender focal-points and Women Development Officers (WDOs)  
8) Support awareness-raising among public officials  
9) Facilitate and support training, knowledge-sharing and networking opportunities between women leaders, in-country, regionally and internationally  
10) Facilitate and support initiatives for increasing women’s participation in decision-making and governance activities at the national, regional and local levels.  
11) Facilitate and support social integration and reconciliation actions of women leaders.  
12) Facilitate and support joint/collective efforts by women leaders across regions and identities.  
13) Ensure provision of regional good practices/experiences linking research to policy making |
|-------------------------------------------------|
| 1. 200,000 reached through social integration and reconciliation awareness activities  
2. 60% of targeted people reporting increased understanding of social integration and reconciliation after being outreached through awareness activities  
3. 55% of targeted people reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities  
4. 45% of targeted people reporting getting involved in social integration and reconciliation actions after being outreached. of targeted people reporting changes in attitudes after being outreached through social  
5. 30% of targeted people reporting increased opportunities for interaction with other identity-groups. |

| | 32 |
reconciliation actions after being outreached. of targeted people reporting changes in attitudes after being outreached through social

<table>
<thead>
<tr>
<th>Activity result 6.5: Youth representatives and leaders at national and community level are engaged as change agents for social integration and reconciliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indicative activities</td>
</tr>
<tr>
<td>1) Support the technical, institutional and operational capacities of Youth Organizations to engage in social integration and reconciliation actions</td>
</tr>
<tr>
<td>2) Identify, assess capacities and support youth leadership collectives including youth bodies and organizations</td>
</tr>
<tr>
<td>3) Conduct capacity-assessment to identify the context-specific capacity needs of youth leaders</td>
</tr>
<tr>
<td>4) Facilitate and support training, knowledge-sharing and networking opportunities between youth leaders, in-country, regionally and internationally</td>
</tr>
<tr>
<td>5) Facilitate and support initiatives for increasing youth participation in decision-making and governance activities at the national, regional and local levels.</td>
</tr>
<tr>
<td>6) Facilitate and support social integration and reconciliation actions of youth leaders.</td>
</tr>
<tr>
<td>7) Facilitate and support joint/collective efforts by youth leaders across regions and identities.</td>
</tr>
<tr>
<td>8) Ensure provision of regional good practices/experiences linking research to policy making</td>
</tr>
</tbody>
</table>

TOTAL BUDGET

| US$ 10,965,000 |
3.2 Programme Management Arrangements

The Programme on *Strengthening Enforcement of Law, Access to Justice and Social Integration in Sri Lanka* will be nationally implemented (NIM) by the Ministries of National Languages and Social Integration; Justice; Rehabilitation and Prison Reforms; and Ministry of Child Development and Women’s Affairs respectively, and as detailed in the 4 Ministry-specific project documents and corresponding annual work plans to be signed by each of the implementing partners (IPs) and UNDP. The 4 IPs will each be responsible and accountable for the implementation of their respective projects and work plans. These 4 projects will collaboratively contribute to achieving the overall outcome of the programme’s results framework. The IPs may enter into agreements with each other as Responsible Parties (RPs) to assist in delivering project outputs. In addition, each of the IPs may enter into agreements with other entities as RPs – both government and non-government (academic institutions, research organizations, civil society organizations, etc.), to assist in successfully delivering project outputs. RPs are directly accountable to the IP in accordance with the terms of their agreement with the IP. IPs use RPs in order to take advantage of their specialized skills, to mitigate risks and to relieve administrative burdens.

<table>
<thead>
<tr>
<th>Implementing Partners (IPs)</th>
<th>1. Ministry of National Languages and Social Integration (MNLSI)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2. Ministry of Justice (MOJ)</td>
</tr>
<tr>
<td></td>
<td>3. Ministry of Rehabilitation and Prison Reforms (MRPR)</td>
</tr>
<tr>
<td></td>
<td>4. Ministry of Child Development and Women’s Affairs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Responsible Parties (RPs)</th>
<th>Government Analyst’s Department</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Following consultation between the IPs and UNDP, additional Responsible Parties may be added as and when needed.</em></td>
<td>Legal Draftsmen's Department</td>
</tr>
<tr>
<td></td>
<td>Judicial Service Commission</td>
</tr>
<tr>
<td></td>
<td>Judges Training Institute</td>
</tr>
<tr>
<td></td>
<td>Attorney General’s Department</td>
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<tr>
<td></td>
<td>Police Department</td>
</tr>
<tr>
<td></td>
<td>Ministry of Land and Land Development</td>
</tr>
<tr>
<td></td>
<td>Registrar General’s Department</td>
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<tr>
<td></td>
<td>Registration of Person’s Department</td>
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<tr>
<td></td>
<td>Legal Aid Commission</td>
</tr>
<tr>
<td></td>
<td>Bar Association of Sri Lanka</td>
</tr>
</tbody>
</table>

The respective IPs will be responsible and accountable for implementing the following outputs and/or activity results and/or specific activities under the overall programme’s results framework:

**Ministry of National Languages and Social Integration:**

- **Output 5**: National institutions and actors (state and civic) have stronger capacities for policy-making and policy actions aimed at promoting dialogue, social integration and reconciliation
- **Output 6**: A better aware public, especially youth and women, engaged in social integration and reconciliation actions
Ministry of Justice:

- **Output 1:** Coordination, co-operation and systems between justice, police and prisons enhanced in three “area models” for an effective, efficient and equitable legal system and administration of justice
- The following activity results under Output 2: Improved access to justice for vulnerable and marginalized populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all
  - **Activity result 2.1:** National legal aid policy revised and implemented
  - **Activity result 2.2:** Increased coordinated legal aid service delivery for vulnerable and marginalized populations, including through the establishment of referral mechanisms at sub-national level
  - **Activity result 2.4:** Capacities of legal aid service providers and local administration officials strengthened to provide legal information on land issues and address land disputes in areas where there are complex land issues and/or special land mediation boards have been established
- **Output 4:** Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons

Ministry of Rehabilitation and Prison Reforms:

- The following specific activities which will contribute to the achievement of Output 1, Activity result 1.1: Reduced criminal justice delays through improved case management and pretrial procedural mechanisms between police, prosecution and courts
  - **Activity 6:** Generate a capacity development plan for prisons reform based on the needs assessments
  - **Activity 13:** If prison facilities are available in area models, then support the review of the status of prisoners and detainees at provincial level, especially the situation of women and why women are sent to prison – types of cases/length of terms – using the results to better inform judicial policy making, including alternative sentencing options such as community-based correction orders.
  - **Activity 14:** Support establishment of technical committee to follow up and advise the prison services in setting up of the intra prison network electronic database at local level
- The following activity result which will contribute to the achievement of Output 2: Improved access to justice for vulnerable populations through systematized legal aid service provision and dispute resolution mechanisms accessible to all
  - **Activity result 2.3:** System for needs-based legal aid service delivery in prisons established
- The following specific activities which will contribute to the achievement of Output 4, Activity result 4.2: Improved institutional capacities for efficiency and effectiveness of the justice sector at national level, including strategic planning and cross-sectoral management skills for the formulation and implementation of policies, laws and plans
  - **Activity result 16:** Support establishment of a national technical committee to follow up and advise the prison services in setting up of the intra prison network electronic database
Ministry of Child Development and Women’s Affairs:

- **Output 3**: Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to address sexual and gender based violence (SGBV)

Programme Board and nationally implemented structure:

MNLSI: Ministry of National Languages and Social Integration  
UNDP: United Nations Development Programme  
ERD: External Resources Department, Ministry of Finance and Planning (MOFP)  
DPMM: Department of Project Management and Monitoring, MOFP  
NPD: National Planning Department, MOFP  
MOJ: Ministry of Justice  
MRPR: Ministry of Rehabilitation and Prisons Reform  
MCDWA: Ministry of Child Development and Women’s Affairs  
PIUs: Project Implementation Units  
TAT: Technical Assistance Team
The Programme (consisting of the 4 projects) will be governed by a Programme Board chaired by the MNLSI and co-chaired by UNDP. The Board will consist of the MoJ, MRPR, MCDWA, representatives from the relevant Departments of the Government Coordinating Agency (External Resources Department, National Planning Department and Department of Project Management and Monitoring of the Ministry of Finance and Planning), key responsible parties (Judicial Services Commission, Department of Police, etc.), donors and other members approved by the LPAC. The Programme Board may also invite key partners/stakeholders as “Observers” for meetings, as and when necessary. These may include *inter alia* line ministries and departments, civil society organizations and United Nations agencies.

The Programme Board is the highest-level programme management and oversight body. It will provide policy guidance, review progress against target results, and ensure coordination and collaboration among the 4 projects and with other national initiatives and development projects. The Programme Board will meet at least bi-annually and will receive reports from the 4 projects through the respective Project Implementation Units (PIUs). The main responsibilities of the Programme Board are to:

- Identify synergies and complementarities and strengthen coordination and collaboration between the 4 individual projects contributing to the overall Programme.
- Review reports from the Project Implementation Units and provide strategic guidance and policy direction.
- Review and endorse annual work plans (including budgets) from the respective PIUs.
- Provide oversight and review progress against target results.
- Review assessments, evaluations and recommendations in respect of the 4 projects and provide strategic guidance, as required.
- Recommend new or revised policy directions in the planning and implementation of the 4 projects in light of new national planning documents.
- Provide guidance when tolerance levels (on time and budget) have been exceeded by the PIUs.
- Support coordination and effective working relationships, as required, with other government and non-government bodies with which the 4 projects must interact to achieve results.

In addition, it is the role of the Programme Board to:

- Assume overall responsibility for the successful implementation of the 4 projects, and be accountable to the Government and UNDP for the proper and effective use of project resources.
- Ensure that prior obligations and prerequisites of the Government in respect of the 4 projects are met.
- Identify and obtain any support, relevant agency clearances and advice required for the management, planning and control of the 4 projects.

Apart from the Programme Board meetings, the Chair of the Programme Board will convene regular progress review and coordination meetings with the other Implementing Partner Ministries as well as the Responsible Parties with whom the Implementing Partners enter into agreements for delivering specific outputs.

The UNDP’s Governance for Empowerment and Social Inclusion Cluster will carry out the quality assurance role on behalf of the Programme Board. The Programme Assurance role supports the Programme Board by carrying out objective and independent programme oversight and monitoring functions. This role ensures appropriate programme management milestones are managed and completed. The UNDP Cluster Lead/Programme Officer typically holds the Programme Assurance role.

In addition, the Programme Board will be supported by a Technical Assistance Team (TAT), composed of long- and short-term experts on the areas covered by the programme (for example, criminal justice, case
management systems, legal aid, prisons reform, land mediation, SGBV, social integration and reconciliation, institutional capacity development and policy-making). The TAT’s role is two-fold: it will provide (1) policy advisory services to the Programme Board, as well as (2) guidance and technical assistance to the 3 PIUs. The TAT, together with the PIUs, will focus on capacity development of relevant government entities, as well as identifying and supporting measures that promote closer cooperation, coordination and systems as well as their institutionalization amongst the justice and social integration actors. The TAT will also support the strengthening of partnerships between government entities and civil society organizations as well as improved planning and policy-making for the justice and social integration sectors. The key functions of the TAT will also include supporting the various Committees (Technical and High Level Forums) to identify and commission relevant studies/assessments and interventions (where possible as joint initiatives with other potential partners); to improve A2J and social integration outcomes; to function as a high-level advocacy engine to enable translation of identified bottlenecks in the administration of justice and social integration process into an agenda for reform; and to facilitate the move towards a more holistic approach for budgeting and planning across the justice and social integration sectors. The TAT will report to the Programme Board.

Project Implementation Units (PIUs)

The 4 projects constituting the programme will be implemented by the respective PIUs which will be headed by a National Project Director who will ex officio be the Secretary of each of the IP Ministries. The main responsibilities of each Project Implementation Unit are to:

- Effectively deliver their designated project outputs and/or activity results and/or specific activities and contribute to achievement of the overall results and outcome of the programme, with a special focus on resolving problems and bottlenecks.
- Ensure relevant approvals are given for project activities.
- Review and monitor the progress of annual work plans and budgets.
- Prepare quarterly work plans and quarterly expenditure estimates.
- Ensure financial management (including reporting) of the projects.
- Prepare procurement and human resource plans and confirm procedures and progress.
- Support compliance with regulations and rules.
- Provide results-based reports on progress against work plans to the Programme Board, Government, UNDP, donors, etc.
- Attend the Programme Board meetings and prepare presentations and other documentation for the Board, as required.
- Take relevant actions based on recommendations and issues referred by the Programme Board.
- Facilitate project and programme reviews and evaluations to support project and programme assurance for performance improvement, accountability and learning.
- Facilitate effective communication, coordination and systems between the partner institutions.
- Identify cross-institutional problems and solutions and recommend cost-effective mechanisms for problem solving and agreeing on the way forward.

The PIUs will be staffed by officers from the respective IPs. These officers must have at minimum proven capacities in the technical areas of the programme and project, results-based management, administration, finance, human resources, procurement and/or public information. The Technical Assistance Team will support the respective Project Implementation Units in carrying out the above-mentioned responsibilities.

The respective IPs and RPs will together establish the sub-national structures that are required for managing and implementing project interventions in designated “area models.”