



TRANSITION RECOVERY PROGRAMME

UNDP Transition Recovery Programme (TRP) is the second phase of the Transition Programme which has been supporting the economic and social recovery of conflict-affected populations in the North and East of Sri Lanka since 2004 building on its umbrella project of 2001-2004. TRP will continue to address the needs of internally displaced persons (IDPs), returnees and host communities and support their resettlement and reintegration through community and area-based development which include housing and community-based infrastructure, restoration of livelihoods and enhancement of social cohesion. The TRP is a multi-donor funded programme consisting of multi-projects which feed into the overall objective of the Programme. Under the fragile security situation and operational climate, the TRP will focus on early recovery and subsequently transition to medium to longer-term recovery. TRP will adopt an inbuilt flexible and conflict-sensitive approach in order to respond to the changing needs of its operational environment. At the central level, TRP will work closely with the Ministry of Nation Building and Estate Infrastructure Development, UN and non-UN agencies and donors under the direction of the Programme Steering Committee. At the local level, the projects will be implemented by a network of seven field offices in the North and East and will work closely with the Government Agents and other local authorities, NGOs and CBOs,.

Section 1 – ELABORATION OF THE NARRATIVE

PART 1 SITUATION ANALYSIS

I.1 The impact of over two decades of conflict:

For the past two decades, Sri Lanka's prospects for sustainable development and the well-being of its approximately 20 million inhabitants have been affected by the protracted ethno-political conflict. The conflict has resulted in over 80,000 casualties and heavy losses to property and infrastructure, both public and private. According to the latest estimates a total of over 1 million people have been uprooted as a consequence of the war over the past two decades.

Although the military battles have been largely confined to the North and East of Sri Lanka, every part of the country bears the scars of conflict. Thousands of Sri Lankan citizens, from all ethnic and religious groups have suffered directly from terrorist acts and serious human rights violations. The prolonged conflict has interrupted productive activities, caused large-scale damage to economic and social infrastructure, deterred private sector investment, discouraged tourism and contributed to an exodus of qualified professionals. As is always the case the conflict and its consequences have taken their heaviest tolls on the more vulnerable groups in society including women, children, the economically disadvantaged and minority groups.

The Central Bank of Sri Lanka estimates that the conflict has reduced the country's annual economic growth by 2 to 3 percentage points a year for the past two decades. Although Sri Lanka has made quantitative and qualitative progress in sectors like education and health, the benefits of these achievements are not always enjoyed by the conflict-affected populations nor have they been substantial enough to translate into broad overall economic productivity required to reduce persistent poverty, achieve sustained growth and maintain quality investment in human development, resulting in significant regional disparities in poverty levels with deep pockets of poverty in some parts of the country.

The protracted ethno-political conflict has also adversely impacted social and communal relations in the country, resulting in deep mistrust, suspicion and fragmentation across and within communities.

I.2 Past and future prospects for peace

Over the years, repeated attempts to find a solution to the conflict have failed, in large part due to difficulties in brokering and sustaining a political consensus on the process and substance of such a solution.

In a renewed search for peace the GOSL and the LTTE entered a Ceasefire Agreement (CFA) brokered by the Government of Norway in February 2002. While this ceasefire brought about a temporary respite to the conflict, facilitated resettlement and rehabilitation in the conflict-affected areas and opened up the space for political negotiations, the parties resumed open hostilities in mid 2006.

At this juncture a renewed peace process seems unlikely in the immediate future; although it can be assumed based on past trends, that there will be a newly-constituted peace negotiations process in the medium to long term. The non-abrogation of the CFA by both parties combined with the apparent commitment of the Government to develop blueprints for a political solution (as evinced by the establishment and continued work of the All Party Representative Committee {APRC}) and the continued engagement of the international community in supporting the non-violent resolution of the conflict, are reasons for envisaging a renewed peace effort in the future.

The role of UN in general and UNDP in particular in such a context is to cater to the socio-economic recovery of the populations living in the conflict-affected areas and to simultaneously endeavour to create an enabling environment for peace by facilitating coexistence and cohesion in the community.

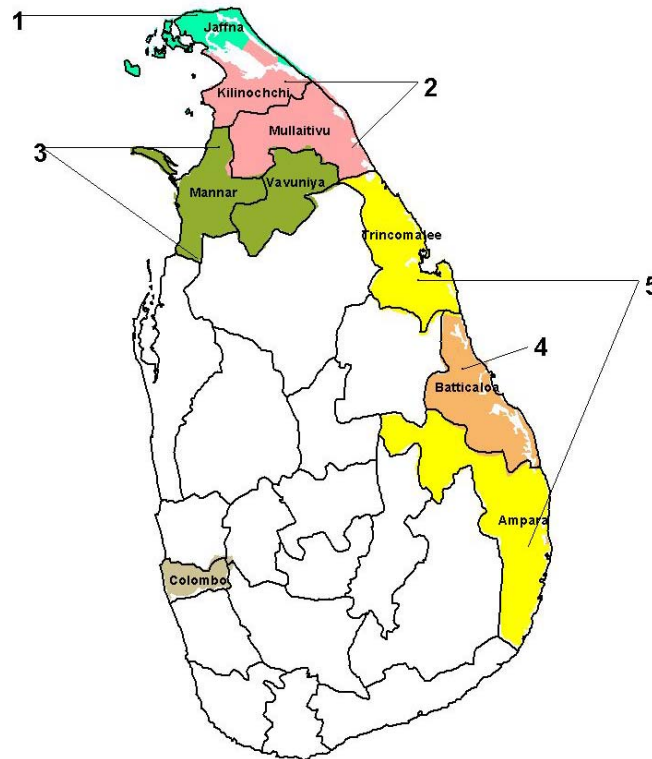
I.3 Recovery in the conflict affected areas

During the 2002 CFA period, donors and development agencies recognized the importance of supporting the peace efforts of the two parties by creating tangible dividends of peace, particularly in those areas directly affected by conflict, namely: Jaffna, Kilinochchi, Mannar, Mullaitivu, Vavuniya, Batticaloa, Trincomalee and Ampara. In keeping with this trend, the recently concluded phase of the Transition Programme developed interventions aimed at meeting the early to medium term socio-economic recovery and development needs of the most vulnerable populations in the conflict affected areas (including those affected by the December 2004 tsunami disaster).

In comparison to this period, the current one is marked by several changes in the operational environment: a) the CFA agreement is defunct, although it has not been officially abrogated by either party, a position endorsed by the Norwegian facilitators; b) the Eastern province is fully under the control of the GOSL, and is for the moment relatively stable; c) the land route to the Jaffna peninsula has been disconnected, and its 300,000 inhabitants are physically isolated from the rest of the country and the movement of goods and people through the A9 to the areas under LTTE control is made cumbersome due to security restrictions on both sides of the divide; and d) there is sporadic

fighting between the GOSL and LTTE, contained to limited land areas for the moment, with potential for spreading to other parts of the North.

Figure 1: Map of conflict-affected districts depicting recovery scenarios



Scenario	Response approach	District/s ¹
1 Early recovery/ intermittent mid- term recovery	Focus on early recovery, as well as intermittent mid-term recovery based on security situation and availability of construction materials	Jaffna
2 Early recovery	Focus on early recovery through alternative livelihood development and social cohesion initiatives due to the security situation and scarcity of construction materials	Kilinochchi & Mullaitivu
3 Mid-term recovery/ development	Mid-term recovery and development interventions in selected areas that are not affected by the security situation	Mannar & Vavuniya

¹ The scenarios as well as the scenario-district match-up has been done based on current assessments of security conditions, access to un-cleared areas, availability of construction materials and other relevant factors and will have to be reviewed and adapted periodically.

4 Early recovery & mid-term recovery/ development	Early recovery in small proportion of the district emerging out of the conflict, and mid-term recovery/ development initiatives in the rest of the district	Batticaloa
5 Mid-term recovery/ development	Mid-term recovery and development initiatives in the entire district owing to stable security situation	Trincomalee & Ampara

The humanitarian impact of the current conflict dynamics combined with the changes in the operational environment have to a large extent determined UNDP's proposed approach to the new Transition Recovery Programme.

PART 2 STRATEGY

2.1 PROGRAMME DESIGN

The design of the new phase of the Transition Programme has evolved based on a series of reviews conducted to date and with a view to better reflecting and accommodating the changes to the operational environment and addressing the gaps of the first phase. Of particular importance are: 1) the systematization of lessons resulting from the ongoing monitoring processes and interfaces between UNDP programme staff and implementing partners; 2) external evaluations and 3) recommendations from the BCPR Mission.

UNDP commissioned an external Mid-term Review for the Transition Programme (Nov/Dec 2005) which provided a forward looking assessment of its progress and achievements. The evaluation team looked into the design, planning, implementation, management arrangements, and monitoring and evaluation of the ongoing Transition Programme and made a number of recommendations to enhance the next phase of the programme (see below). In addition, UNDP undertook rapid crisis/conflict contexts analysis to assess how changes in the peace and conflict dynamics at national and sub-national levels affected impact and outcomes of the Transition Programme. From this ongoing assessment UNDP was able to do a more nuanced classification of recovery needs in different parts of the country. Review findings and lessons learned have been supported by the Programme Steering Committee (PSC) which endorsed the extension of the Transition Programme (July 2007) and recommended a design which allowed for adjustments resulting from changes in the security situation. The PSC also emphasized that area-based approaches had to reflect the varying degrees of stability and insecurity on the ground and ask UNDP to ensure that sub-projects build-in flexible mechanisms so as to undertake rapid reprogramming of activities to absorb conflict-related shocks.

The above recommendations were deepened and expanded by the Bureau for Crisis Prevention and Recovery (BCPR/UNDP) mission (September 2007) which undertook a substantive review of the programme and conducted a series of workshops to identify key issues/lessons and the way forward. The Mission ² also reviewed the UNDP Crisis Prevention and Recovery (CPR) portfolio and other relevant programmes (particularly in the governance practice area) and recommended a new framework for the Transition Programme reorienting some of the activities and strengthening sub-projects particularly those aimed at enhancing social cohesion.

From all the above processes, UNDP Sri Lanka had identified five key issues as being critical for the design of the second phase of the Transition Programme. These are:

- 1) Special emphasis on social cohesion: Building on the community-based focus and the concrete improvements that the Transition Programme makes to the community, the social cohesion should be institutionalized by having a focused programme as well as linking it with other programme components to have a more strategic impact;
- 2) Equity of intervention – In order to have equity of beneficiaries taking account of potential tensions and ethnic composition of the community, a district level conflict analysis accompanied by desegregated baseline survey are crucial and sector-wide programming could be adopted where possible;
- 3) Calibrated approach based on the ground conditions: Different types of intervention should be taken depending on security conditions, while up-scaling of interventions toward medium-term should be considered where possible;
- 4) Gender mainstreaming: Gender equality should be integrated into the programme having specific indicators to ensure achievements; and
- 5) Enhanced implementation modality: In order to ensure sustainable implementation of the Transition Programme, the following three mechanisms; a multi-year programme and funding modality; continuation of UNDP direct execution modality; and establishment of pool funding mechanism for operation component were endorsed by the PSC.

2.2 APPROACH

It is envisaged that social cohesion and social and economic recovery within and between communities are enhanced through an integrated area-based approach targeting the most vulnerable populations in the conflict-affected areas specifically, returnees, host communities and mine-affected communities- and areas at risk from ethnic and community tensions, taking account of gender equality.

² Consisting of 5 BCPR experts on recovery, mine action, peace-building.

The strategy proposed by UNDP focuses on delivering integrated and coherent multi-sectoral responses calibrated to local contexts and with a strong emphasis on enhancing local ownership through participatory and empowering process so as to ensure the early recovery and recovery interventions create the conditions for local ownership and are sustainable. This is particularly important as the recovery needs of the conflict-affected people remained largely unchanged (including livelihood recovery) or have worsened as the current state of conflict has resulted in renewed the loss of livelihoods and affected related functions and services such as a) small and medium scale physical infrastructure b) means of production c) access to credit and investment and d) access to markets.

A second important need of these populations continues to be social cohesion. The protracted conflict has left deep fissures in the community, both within and across ethno-political groupings. The current escalation in the fighting, the resulting and recurring displacement, the pervasive socio-economic hardships combined with the continued suspension of a peace process aimed at resolving the conflict have all contributed to further fragmenting relationships among the communities. Reconciling these relationships is an important priority, given that it will facilitate the peaceful return and reintegration of displaced communities, strengthen cooperation and collaboration on socio-economic ventures, and reduce the potential for flare-ups and violence, all of which will create the enabling environment necessary for sustained recovery.

2.3 Programme outcome and outputs

Programme outcome: It is envisaged that social cohesion and social and economic recovery within and between communities are enhanced through an integrated area-based approach targeting the most vulnerable populations in the conflict-affected areas, specifically returnees, host communities, mine-affected communities and areas at risk from ethnic and community tensions, taking account of gender equality.

The above outcome will be achieved as a result of six sector components and their outputs as follows:

Programme outputs:

(i) Conflict affected communities have benefited from support to re-establish agriculture, fisheries and livestock livelihoods.

Sustainable livelihood opportunities will be created for vulnerable populations through community mobilization and provision of training and resources such as inputs, equipment, start-up capital and improvement of sector-specific infrastructure needs at the community-level and community interaction and integration will be enhanced through this process.

(ii) Communities have access to micro-finance and micro-enterprise development

Targeted vulnerable populations, both returnees and host communities (female and male), will gain increased access to micro-finance and skills training for small and medium enterprise development for income generation, while capacity and fund management of Micro Finance Institutions and CBOs will be enhanced through training.

(iii) Vulnerable families have benefited from community-based housing development

Housing for the most vulnerable families including women-headed households will be constructed through self-help labour intensive approaches and use of alternate building technologies while the management capacity and income-generation of the targeted populations will also be improved.

(iv) Communities have benefited from small-scale community infrastructure.

Access of crisis-affected communities to socio-economic services will be enhanced through rehabilitation and improvement of community infrastructure while gaining access to income through cash for work and community social cohesion will be enhanced through training and the formation of CBOs for livelihood activities.

(v) Communities have improved understanding of cultural/religious and social differences and women's capacities to develop and implement responses to a crisis would have been enhanced

Social cohesion and gender empowerment of vulnerable communities will be enhanced through youth leadership training, establishment of/ linking with youth networks, school twinning and exchanges, women's empowerment training and the establishment of funds for community interventions.

(vi) Community-based environment management has been mainstreamed into all economic recovery activities and local level recovery environmental priorities addressed.

Community environmental management will be mainstreamed into the recovery process of crisis affected communities through disaster profile mapping, capacity building of the local authorities for sustainable solid waste systems management and development of sustainable environment strategy at the community level.

2.4 Priority target groups

UNDP, in close consultation with programme partners, has identified **youth and women** as two groups that require particular support in the next phase of the programme. The focus on youth and women will require significant efforts in identifying how best to support their practical recovery needs (e.g. livelihoods) in ongoing projects and, most importantly, how to support their strategic needs across different sub-project initiatives and locations to help them become active agents of social cohesion.

2.5 Geographical Focus

Main geographical focus of the recovery support under Transition Recovery Programme will continue to be given to eight conflict-affected districts. However, in connection with the recent Cabinet Memorandum on the subject of the expansion of the Transition Programme to the 3 adjacent districts which have high level of IDP population, namely Anuradhapura, Puttalam and Polonnaruwa, the Transition Recovery Programme will explore the possibility of broadening the scope of coverage to these districts. This possible support will be subject to additional resources specifically being mobilized targeting these populations.

2.6 Cross cutting issues

The 6 pillars above will be complemented by three cross cutting issues that will be integrated across all programme interventions:

- a. Gender mainstreaming;
- b. Conflict sensitive local level recovery;
- c. Enhanced linkages with mine action interventions
- d. Focus on vulnerable groups
- e. Enhanced participatory processes for sub-project design and delivery

Area-Based Recovery for Social Cohesion

social cohesion and social and economic recovery within and between communities are enhanced through an integrated area-based approach targeting the most vulnerable populations in the conflict-affected areas, specifically returnees, host communities, mine-affected communities and areas at risk from ethnic and community tensions, taking account of gender equality.

Sustainable livelihood opportunities created for crisis affected communities

Micro-credit and Micro Enterprise Development support provided to vulnerable communities and individuals with limited access to credit.

Community focused housing provided to crisis affected communities.

Access of crisis affected communities to socio-economic services enhanced through **rehabilitation of community infrastructure.**

Enhanced **social cohesion** and gender empowerment across and within communities in crisis affected areas.

Community environmental management mainstreamed into the recovery process of crisis affected communities

Outputs

- Vulnerable populations-particularly women- are provided with training and resources (access to inputs, equipment, start-up capital, capacity-building, and technology) to develop livelihood opportunities in agriculture, fisheries and livestock sectors.
- Community interaction and integration through livelihood activities enhanced.
- Alternative income-generating activities for respective sector introduced and its sustainability enhanced
- Technical/ institutional capacity of implementing partners enhanced.

- Vulnerable population including female and male returnees and host communities gained access to micro-finance and skills training for income generation
- Small and medium enterprises (SME) established and developed
- Capacity of MFIs and CBOs in fund management strengthened through training.

- Houses for the most vulnerable returnee families and host communities-including women-headed households-constructed through self-help labour intensive approach
- Livelihoods of target communities improved through income-generating activities.
- Knowledge and management capacity of the target population enhanced.
- Vulnerable population has increased access to inputs and micro-finance.

- Damaged small-scale community infrastructure rehabilitated and basic infrastructure necessary for long- lasting solutions for returnees and host communities constructed through community mobilization approach,
- Community integration/ cohesion and capacity for collective action strengthened through formation of CBOs and training.
- Income generation opportunities in community infrastructure construction for target communities increased through training and cash for work.

- Network established, training conducted, twining and exchange programmes conducted for enhanced social cohesion and gender empowerment
- Funds for women's empowerment and social cohesion established to extend community-based and sustainable intervention
- Capacity Development Strategy on mentorship, psycho-social improvement and peace reconciliation for coaches, teachers, and teachers developed.

- Community environmental management mainstreamed into the recovery process of crisis affected communities.
- Disaster profile mapping in conflict affected areas conducted.
- Capacity of local authorities for sustainable solid waste systems management strengthened through training.
- Strategy for sustainable eco-system developed and community awareness conducted.

2.7 A differentiated and nuanced approach to responses that builds on local realities

While needs of crisis affected populations may not have changed dramatically over the last years, the current approach to conflict management have significant impact in the delivery and design of local level responses that UNDP must take into consideration. While changes in crisis contexts are not new to the Transition Programme in the design of the second phase is essential to take them into consideration from the onset and appropriate level interventions. Changes that have the most significant impact include:

- a) Limited access to conflict-affected areas;
- b) Limited mobility of goods and services, specifically construction material;
- c) Sudden surge in intra-district displacement; and
- d) High rate of resettlement following military operations, such as in the case of the East.

In order to accommodate these exigencies and to make the Programme most adaptable to evolving situations, the programme will adopt a calibrated approach to programming, based on four pre-identified scenarios.³. The calibration of recovery activities will incorporate, as much as possible, a commitment to work on processes that generate ownership and promote the activate participation of communities (particularly vulnerable groups).

SCENARIO	CONTEXT	RESPONSE APPROACH
Scenario I: Early recovery	Volatile security situation characterized by security threats, a breakdown in communications, displacement and limited or no access to the affected population.	Early recovery activities bordering on humanitarian activities, such as quick impact income generation, alternative livelihood development, indigenous product development, community empowerment and social cohesion. The nature of these interventions will be by default labour intensive, requiring limited inputs that can be found locally.
Scenario II: Intermittent/mid-term recovery	Geographically contained security situation, sporadic security threats, no significant displacement and different parts of the districts in the control of one or other party. This contained situation will result in delays to the transport of goods and services, restrictions to staff mobility and relatively easy availability of skilled labour.	The focus will be on intermittent/ mid-term recovery activities such as micro-credit, fisheries and micro-enterprise development; community-based minor infrastructure projects which will be to a large extent determined by the availability of construction material.
Scenario III: Recovery	Relatively stable security situation as a result of local level military operations, the strategic withdrawal of one or other party from an area or a localized peace initiative. Such a situation might include some threats to civilian life and a large number of conflict-affected returnees.	The focus will be on recovery, including traditional and alternative livelihood activities, minor and medium scale infrastructure projects and limited shelter projects.
Scenario IV: Development	Predicated on a stable security environment, characterized by reduced militarization, full access to the affected population, the free availability of goods and services, and fully functional public administrative services.	The focus will be on mid-term recovery, including The focus will be on development efforts, which would be similar to activities under scenario III but scaled up to sector-wide interventions.

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2.8 Expansion and review of the recovery programme to address key gaps on social cohesion, and social development

The key guiding principle for the Transition Recovery Programme (TRP) will be **an explicit focus on strengthening and amplifying social cohesion as an integral part of the recovery effort and, encouraging and institutionalizing interaction and linkages between communities.** Although this approach will be considerable more time-consuming and demanding on the staff and structures of the programme, the resulting impact would provide the opportunity to use local level recovery as the platform and building block for social cohesion and sustainable peace.

Therefore, this phase includes considerable expanded programming on social cohesion to complement economic recovery and local level infrastructure. This expansion will be integrated both as vertical activities (e.g. through the design of specific project components as part of a new social cohesion pillar) and, as a horizontal mainstreaming approach.

For vertical programming, the TRP will use the Sports for Peace project as the main entry point and expand it on a sequential and carefully managed basis using the following criteria:

- Local capacities for social cohesion of appropriate entry points (e.g. schools willing to enter/continue the Sports for Peace programme);
- Political and programmatic space to safely intercept social cohesion type interventions with ongoing economic recovery and local infrastructure efforts;
- Local level (local government, selected partners) participatory identification of project activities;
- Capacity of partners to sustain efforts and develop programmatic approaches rather than isolated activities;
- Incremental expansion in order to sustain successes, and allow for the operational challenges inherent in an expanded programme to be addressed.

As a starting point, it is proposed that the Sports for Peace project will be broadened to include arts, theatre and local culture. The expansion of this component will be done slowly to ensure interventions are deepened (several activities with a smaller number of schools working with students and teachers) and UNDP can provide the appropriate support and accompaniment.

In terms of horizontal expansion, (i.e. enhancing potential social cohesion impact of the programme as part of the design and implementation of recovery activities), UNDP proposes to focus on: (a) ensuring inter and intra group interfaces, (b) stronger processes of consultation and participatory decision making and, (c) support to target groups such as young people and women.

For the implementation of this new approach, UNDP is proposing to commence activities in two districts where conditions are appropriate in the first year. Entry-points and strategies will be deliberated in conjunction with the proposed district profile analysis (see below). Two key complimentary activities to the district profile analysis will be essential:

- Identification of social cohesion activities that can be integrated into the design and implementation of recovery projects;
- Identification of recovery activities and sub-projects that may promote greater levels of tolerance and understanding in the communities;

Both of the above (vertical and horizontal approaches to strengthen social cohesion) will require additional efforts to support appropriate processes and provide local partners with the skills, competences and leadership values that are required to undertake these initiatives in a successful manner. **This effort, considered y UNDP**

to be strategic in the next phase of the programme, will be managed through an expanded team with the necessary expertise and knowledge to work on these issues with existing staff and partners.

2.9 Strengthened local level data collection and use and district profile analysis to underpin social cohesion efforts

In the second phase of the Programme, UNDP will strengthen the overall planning process with a stronger data collection management approach and the implementation of district profile analysis. The aims of the district profile analysis are:

- To ensure all recovery activities do not contribute to or exacerbate community tensions;
- To inform the design of interventions geared towards promoting social cohesion;
- To build capacities, understanding and awareness of UNDP staff in conflict related programming;
- To develop baseline indicators for the recovery programmes in conflict affected districts.

The district profile analysis will have a focus on identifying local level conflict and peace dynamics, development of district level data-bases (including base-line for UNDP’s recovery activities), assessing specific economic recovery interventions and a gender and youth needs assessment. It is expected that out of each local level peace and conflict analysis UNDP would have developed a “District Level Profile Analysis” (and mini-date base) that will be used to guide project design and as the basis for a more rigorous M&E and knowledge management systems.

An additional key component of any district profile analysis is the assessment of development responses to identify gaps and, most importantly, whether any recovery intervention is having a negative impact on local level peace and conflict dynamics. Therefore, it is expected that the district profile analysis will lead to the design of social cohesion response strategies and specific sub-projects.

In the first year, the focus of the district profile analysis will consist of:

Output	Activity
Tools developed and sector analysis identified	<ul style="list-style-type: none"> • Adaptation of the BCPR/UNDP methodology (Gender and Conflict related development Analysis); • Development of the early recovery data collection master tool and software for district level data bases; • Development of the methodology for the gender and youth assessments; • Development of methodology of value-chain analysis
Districts identified and key stakeholders consulted/engaged	<ul style="list-style-type: none"> • Identification of the 2 pilot districts; • Consultation with key counterparts (national and local government and NGOs) on the approach and methodology; • Capacity building for peace and onflict analysis and local level planning
Conflict sensitive planning completed	<ul style="list-style-type: none"> • Undertaken 2 district level conflict analysis and data collection exercises;
Date base developed	<ul style="list-style-type: none"> • Developing the data basis for 2 districts; • Systematizing and sharing lessons learned.

On years 2 to 5 the focus will be on the replication of efforts in other districts and the maintenance of an efficient process of analyzing district dynamics that can help assess programme impact and design local level interventions.

BCPR/UNDP will provide technical assistance and accompaniment of the UNDP Sri Lanka Country Office, together with complimentary financial resources for the development of these components.

2.10 Improving monitoring and evaluation including the design of outcome, progress and process indicators

In line with the above efforts to develop more comprehensive district level profiles, UNDP will improve the monitoring and evaluation of the Transition Recovery Programme to ensure partners and government assess progress against agreed and common criteria and lessons from interventions (district level, sectoral and/or by target group) are distilled with greater ease. Furthermore, the M&E system would have to include social cohesion and gender indicators and considerations in line with a commitment to mainstreaming.

The development of the M&E system will be developed with support from BCPR/UNDP and will build on the base line/district level profiles. Particular activities will include:

- Design of a **minimum “Impact Index”** or monitoring framework common to all districts to be used on an ongoing basis by UNDP staff accompanying and monitoring sub-projects. These core minimum impact indicators will include both progress on implementation of activities as well as gender and social cohesion impact. Progress on these minimum set of indicators will be monitored by local project staff and reported on a quarterly basis. A format for reporting on progress and a time-table for all districts will be developed in the first 2 quarters of the implementation of the second phase of the TRP.
- An annual review of **outcomes impact** to assess the cumulative efforts of the range of inputs from UNDP into each district. The design of these outcome indicators will be done in a workshop format with the collaboration of the GoSL (national and local) as well as local implementing partners. Every year, as part of the reporting system, UNDP will produce an outcomes report for all districts which will build on the review of agreed indicators, distilled information from monitoring reports and other activities that may be required.

2.11 Developing a women and youth leadership programme to strengthen local level capacities for social cohesion and agency of key actors on the design and implementation of recovery strategies

As part of the overall social cohesion strategy and approach, UNDP will design a Youth and Women’s Leadership component of the project to strengthen local capacities for peace in all recovery districts. The principal goal of this component will be to strengthen the voices of community-based peace constituencies.

This component of the programme, which will operate as a cross cutting approach, **will be initiated in the second year of the implementation of the project** and will start in the districts where district profile analysis and data collection has already taken place.

The idea of the leadership programme is not to create another layer of projects, but, to develop complimentary activities that target women and youth in districts where UNDP is already working. Recipients of the leadership programmes will be identified from a range of sources including local government officials, local level leaders, local level NGOs, representing emerging and existing agents of change. Criteria for selection will also include: diversity, potential and commitment of individuals and interest of their organization to support these efforts. Examples would include key youth leaders identified through the formal structures such as school prefects and scout/guide leaders, and informal systems such as youth clubs and Sunday school clubs.

It is expected that between 150-200 women and 150-200 young people will be identified overall by UNDP for the Leadership Programme from all districts. The Leadership programmes will function on the basis of two primary types of inputs:

- Capacity strengthening through training, exposure trips, exchanges and local planning processes;
- A leadership and social cohesion grant scheme to support the development of local level social cohesion activities by and for women and youth.

The leadership programme will function as a “cross cutting set of interventions” and therefore will be managed centrally from the Programme Management Unit (PMU) with additional staff. UNDP will also identify national level partners (e.g. women and youth organizations) who will bring in the necessary expertise and manage the small grants schemes.

2.12 Strengthening gender impacts of the programme and ensure women’s needs are taken into consideration in project design

In addition to the leadership programme UNDP is committed to ensure the Transition Recovery Programme (TRP) mainstreams gender into its programming. This was an identified need both in the programme evaluation and BCPR mission, given the overwhelming presence of women in the most vulnerable groups in conflict affected districts.

The development of a mainstreaming strategy for the Programme will be phased in (in the same way as other initiatives) as it will require additional efforts in project assessment and needs identification as well as in the implementation of activities. To do this effectively, UNDP proposes to:

- Develop concrete, gender focused outcomes for each district and a minimum set of activities for the field office teams;
- Production of a number of relevant gender focused knowledge products including a “How to Mainstream Gender in Recovery Guide” adapted from the IATF on Gender and Early Recovery.

It is expected that as part of the mainstreaming effort, UNDP will work with specialist individuals and organizations that will support the implementation of a strategy and undertake training for staff and partners.

Given that the mainstreaming of gender requires the full commitment and support of all stakeholders, it is important to ensure that the ideas and objectives are owned by all levels of project management, including the senior management in the Country Office, the Senior Programme Manager and Programme Management Unit and field-based staff and facilitate this through an incentive system that rewards efforts and achievements in this direction.

2.13 Up-scaling local economic development towards sector wide approaches and appropriate technology projects in selected districts

In line with efforts to ensure the Transition Recovery Programme (TRP) takes local level peace and conflict dynamics fully into account, it is necessary to review the design of some of the economic recovery and infrastructure sub-projects to ensure a) all communities are reached equally and; b) inputs from UNDP do not necessarily cease in the event of security challenges.

a) Economic activities reaching all communities:

The current conceptualization of the Transition Programme takes a village/community focus for the identification of the projects. In multi-ethnic districts it may be necessary to apply a sector-wide approach to ensure all vulnerable communities are taken into consideration and in these districts, for the design of a balanced intervention targeting all conflict affected groups. In addition, in those districts where there is a prospect for longer term recovery, UNDP could elevate micro-level projects to a sector-focus, shifting from small-scale to

medium-scale intervention thus enhancing potential relevance of the recovery intervention. This sector wide focus will not preclude community-focused level implementation of activities.

b) Appropriate level infrastructure for districts with difficulties in accessing goods:

As demonstrated in phase I of the Programme, infrastructure-related projects cannot be sustained in volatile environments with issues of access and security. A strategic shift is required in the projects that are being implemented in the middle of high-intensity conflict areas. In the Programme for 2008-2011, UNDP will take a more nuanced approach ensuring both the development of contingency plans to avoid activities being significantly downsized in case of heightened security challenges. UNDP will initiate discussions with local government to identify development priorities that are most violence-proof. In areas that are under high-intensity conflict, the focus will be on the development and use of indigenous technology for small infrastructure projects and a shift in emphasis towards aspects of strengthening civil society, community empowerment and social development taking a calibrated approach based on the conditions on-the-ground.

2.14 Strengthening partnerships with other UN agencies in the design and implementation of components of the programme

Given the new approach of the Transition Recovery Programme (TRP) with its considerable expansion to integrate social cohesion as well as data management and analysis, a major effort will be undertaken to promote more effective UN system collaboration. Currently most efforts are directed towards local level UN system coordination as a whole. However, in the current context in Sri Lanka (which poses a range of challenges), greater coherence and harmonization of the UN System at local level is seen by UNDP and other UN agencies as essential both for an effective response to the ongoing crisis at district level and, to strengthen social cohesion capacities across the UN system.

At the same time, UNDP recognizes that inter-agency joint programming also presents some challenges given the differentiated mandates, time-lines, sequencing and disbursements systems of each agency. Furthermore, there is not a coherent approach to crisis prevention. In view of these opportunities and constraints, it is envisaged that inter-agency joint programme will focus, on this second phase on two types of activities, (a) joint analysis and assessments, including local level conflict analysis and, (b) technical advisory services from selected UN agencies for the design of interventions, monitoring and evaluation.

Two main inter-agency activities will be developed with other UN agencies:

- Collaboration with ILO on the basis of a programme of advisory services, capacity development, and monitoring/evaluation for livelihoods initiatives;
- Partnering with UNICEF for the design of the youth leadership component and identifying elements that could be implemented by UNICEF.

2.15 Strengthening collaboration with the UNDP supported Mine Action Project⁴

⁴ Since 2002, UNDP Sri Lanka has been providing key support to the National Steering Committee for Mine Action (NSCMA) headed by the Ministry of Nation Building and Estate Infrastructure Development who constitutes the apex body of the National Mine Action Programme in Sri Lanka. The UNDP Support to National Mine Action Programme in Sri Lanka Project (MA Project) includes supporting coordination, capacity-development and provision of technical expertise at

UNDP will use the Transition Recovery Programme (TRP) as the platform to support mine-affected communities. By linking mine action into the recovery and rehabilitation of conflict affected communities in the North and East, the ‘economic return’ of mine action operations, and more specifically minefield technical survey and landmine/UXO clearance, will be increased as the surveying and clearance of contaminated land will be based on the community prioritization for rehabilitation of land through community recovery projects. UNDP has already included the Mine Action Project under the broader management framework of the TRP as both mine action and recovery work in overlapping mine-affected communities. By doing this, UNDP is undertaking a strategic reorientation of project support provided both to communities and, particularly to the National Mine Action Programme. While the TRP provides services for rehabilitation and recovery of conflict-affected communities, the knowledge and experience available through the MA Project will feed into identifying target groups and consolidate GIS information for short- to medium term decision making processes on the development component of mine action operations in Sri Lanka. As such the UNDP project support will continue to make a significant contribution to the National Mine Action Programme in Sri Lanka.

A two-pronged approach is suggested:

- Mainstreaming mine action into the Transition Programme tools and mechanisms. This will include:
 - Integrating mine action indicators into a) assessment tools such as the participatory needs assessments (PNA), b) vulnerability and conflict profiles, c) baseline data for each district;
 - Incorporating mine action into district profiles and the monitoring and evaluation framework and, when appropriate, M&E of project results will be done jointly by Transition and Mine Action staff
 - Exploring possibilities for a joint database between mine action and transition programmes, including using GIS for development results as this will enhance knowledge and analytical capacity across the board.
 - Delivering Early recovery and/or recovery Projects to mine-affected communities. Taking into account recovery scenarios, the following approaches are suggested:

Approach	Inputs	Linkages with recovery Activities
Approach 1	Support to communities who have benefited from clearance operations and where land needs to be brought back to use by the communities.	Sub-project activities in these areas will include livelihood development, environmental management and development as well as activities contributing to social cohesion where prioritized
Approach 2:	Support to communities who live in an antipersonnel mine/UXO contaminated area in a predictable operating environment/recovery setting.	Sub-project activities in these areas will include MRE/ risk management, alternative livelihood development, environmental management and development and social cohesion.
Approach 3:	Support to communities who live in a	Sub-project activities in these

national and district level as well as resource mobilization for operators and advocacy. The overall aim of the National Programme is to have a ‘mine-impact free Sri Lanka’ by the end of 2008. In May 2006, the MA Project was assessed through an independent evaluation team consisting of two international and one national expert, to map out achievements, impact and recommend ways forward. The evaluation acknowledged the overall achievements of the MA Project and specifically highlighted the contributions to national coordination structures as well as the building up of well-trained specialized national teams in the District Mine Action Offices. At the same time, the final report of the team emphasized three areas for increased support and input through the project and recommended strategies to encounter these. One area being the gap in ensuring Government commitment to transfer technical skills and knowledge built up through the MA Project to sustain structures and services (successful capacity-building), the second area being the establishment of beneficiary-driven prioritization of mine action clearance operations, and the third being strengthening of advocacy efforts for the ban of antipersonnel mines in Sri Lanka. These recommendations were reiterated and reinforced in October 2007 by a UNDP internal review in preparation of the Country Programme Action Plan 2008 – 2011.

	contaminated area, with a security constraints and limited predictability of operations (project risk management).	settings will include MRE/risk management, information management, as well as early recovery activities.
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2.16 Strengthening linkages with other projects and maximizing the impact of UNDP’s programmes interventions in each district

There are currently a number of projects that are being implemented in crisis affected provinces that may be relevant for the Transition Recovery Programme (TRP):

- The **Capacity Development for Recovery Program**. CADREP has strengthened the capacities of the Government Agents (GA) Offices in Jaffna, Kilinochchi, Mullaitivu, Trincomalee, Batticaloa and Ampara for delivering recovery. Its package of support has included equipment, training and the provision of technical skills towards the development of district recovery plans.
- The **Civil Society Capacity Development Project**. The STRONG PLACES project continues to support the capacity development of CBOs in the tsunami-affected districts.
- The **Access to Justice** project conducts mobile documentation clinics for tsunami and conflict affected persons and also carries out awareness and training programmes around issues of access to justice in several districts in the North and East.
- The **People’s Consultations** project not only carried out an extensive people’s consultations exercise with tsunami-affected persons, but has also set-up human rights help desks in seven tsunami-affected districts to respond to the human rights concerns of affected persons. Both these 2 governance initiatives have included components of human rights and human rights based approaches training for local government authorities.
- In **Disaster Risk Management** UNDP’s initiatives include preparing of Disaster Management Plans that include identification of disaster mitigation activities; establishing Emergency Operating Centers; increasing community awareness on disasters and prevention methods; developing early warning systems to inform communities of the pending disasters; and conducting community based disaster management activities
- **Climate change related programmes** that will have regional impacts include (a) strategic environment assessments; (b) small grant activities on ecosystem restoration in Ampara and Batticaloa districts that involve mangrove restoration, coastal conservation related capacity building and waste management.

Many of the above projects are being implemented in the crisis affected districts where the TRP will be developed. It is increasingly recognized that there is a need to have a greater level of internal coherence within UNDP to ensure all its local level interventions in crisis zones are effectively coordinated in terms of inputs and relationships with government and implementing partners. Furthermore, it is clear that some of the projects such as CADREP, Access to Justice, Strong Places and/or DDR initiatives would compliment and support the Transition Programme.

It is also clear that the TRP can only sustain a limited number of sub-projects in terms of absorption and staff capacities. Therefore, UNDP proposal is to initiative a gradual and progressive process of internal harmonization of interventions that will include:

- A planning workshop with all programme staff to identify areas where there is existing programme and project overlap;
- Identification of 1 or 2 districts where harmonization of project inputs will be initiated;
- Development of joint strategies for capacity development and operational plans to ensure interventions are well sequences.

The process of identification of districts will be initiated on the second half of the first year and the first 2 districts will be implemented on the second year.

Part 3: RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework:				
UNDAF: By 2012 the people of Sri Lanka live in an improved environment for a sustainable peace anchored in social justice and reconciliation, as envisaged in the Millennium Declaration				
CP: Increased equity in socio-economic opportunities and services for conflict-affected communities and internally displaced persons				
Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets.				
Outcome indicator: Percentage of population in conflict-affected areas with access to basic services.				
Baseline: Population with access to basic services in conflict-affected areas lower on average than in non conflict-affected districts.				
Target: Percentage gap in access to basic services between conflict-affected and non-conflict-affected districts reduced (exact target to be set)				
Applicable MYFF Service Line: Crisis Prevention and Recovery (4.2)				
Partnership Strategy:				
Project title and ID (ATLAS Award ID):				
Intended Outputs	Output Targets	Indicative Activities	Responsible parties	Inputs
Output 1. Sustainable livelihood opportunities through agriculture, fisheries and livestock development and alternative income generation created for crisis affected communities	<ul style="list-style-type: none"> - Livelihood opportunities of 100,000 people (50% women) enhanced through: <ul style="list-style-type: none"> a) Provision of fisheries related equipment to 35,000 people b) Provision of agricultural inputs to 30,000 people c) Provision of livestock to 30,000 of people d) Construction of 50 fisheries related minor infrastructure - At least 20% of activities have joint inter- & intra-ethnic implementation - Capacities of 5,000 of community/ government implementing partners developed for the 	<ul style="list-style-type: none"> 1.1. Vulnerable communities without access to sustainable livelihood opportunities identified through participatory needs assessment 1.2. Identification of economic activities which can be jointly implemented by different ethnic groups and support to enhance inter-group collaboration and delivery. 1.3. Mobilization of participants in the targeted communities taking gender equality into account 1.4. Identification and implementation of non-traditional economic activities that can promote economic empowerment of women; 1.5. Designing of community focused livelihood support sub-projects for identified targeted communities 1.6. Capacity/ gender assessment conducted of implementing partners (including existing/new co-operative societies/CBOs & technical departments) 1.7. Technical and institutional capacity development of implementing partners 	UNDP MoNB	1/7 of the field office cost Technical & monitoring inputs by district level Agriculture Department, Livestock Department (tbc) and Fisheries Cooperation Funds: US\$ 15 million

	provision of above services			
Output 2. Micro finance and Micro enterprise development provided to vulnerable communities and individuals	<ul style="list-style-type: none"> - 10,000 individuals (50% women) benefited from revolving loans provided - 1000 MFIs and CBOs (50% women) trained in fund management out of which at least 15% will be joint training across ethnic communities - 5000 individuals (50% women) trained in MED 	<ol style="list-style-type: none"> 2.1 Vulnerable communities without access to the formal credit system identified through participatory needs assessment 2.2 Beneficiaries in targeted communities mobilized taking gender equality into account 2.3 Expansion of the existing RLFs and establishment of new RLFs 2.4 Developing and conducting training sessions for MFIs and CBOs in fund management 2.5 Capacity building of entrepreneurship and leadership for potential beneficiaries 	UNDP MoNB	<p>1/7 of the field office cost</p> <p>ILO technical expertise on Employment generation</p> <p>Funds US\$1 million</p>
Output 3. Community-Based Housing provided to crisis affected communities	<ul style="list-style-type: none"> - 2,500 houses built for 10,000 beneficiaries of which at least 25% will be women headed households; - 2,500 families directly receive income from cash for work including at least ¼ women headed households; - 2,500 people benefiting indirectly from housing projects through provision of skilled labor and other services including at least 15% women beneficiaries; - 500 CBOs formed and trained of which at least 15% should be multi ethnic CBOs; 	<ol style="list-style-type: none"> 3.1 Establishing a system which promotes community participation & decision making in the construction process 3.2 Provision of materials, funds and in-kind support for construction and repairs of houses, and short-term employment opportunities 3.3 Construction of permanent housing for returnees and resettled IDPs 3.4 Technical, institutional, and management capacity building of implementing partners including CBOs and technical government departments 	UNDP MoNB	<p>1/7 of the field office cost</p> <p>WFP for food for work schemes</p> <p>Funds US\$10 million</p>
Output 4. Access of crisis affected communities to socio economic services enhanced through rehabilitation and	<ul style="list-style-type: none"> - 150,000 people have enhanced access to socio economic services through: <ul style="list-style-type: none"> a) rehabilitation of 300 	<ol style="list-style-type: none"> 4.1 Community infrastructure and rehabilitation needs identified for crisis affected communities through gender sensitive participatory needs assessment; 4.2 Mobilization of the community for labor work (against 	UNDP MoNB	<p>1/7 of the field office cost</p> <p>Technical & monitoring</p>

improvement of community infrastructure	<p>km of roads & bridges</p> <p>b) 100 community centers, clinics and schools</p> <p>c) 200 wells, culverts & clean water connections</p> <ul style="list-style-type: none"> - At least 20% of infrastructure projects are delivered through joint interethnic & intra-ethnic implementation - Capacities of 300 of communities/ government developed for monitoring of implementation of small scale infrastructure projects 	<p>cash for work where applicable);</p> <p>4.3 Identification of infrastructure projects which can be jointly implemented by different ethnic groups and support to enhance inter-group collaboration and delivery.</p> <p>4.4 Community contractors identified;</p> <p>4.5 Reconstruction and rehabilitation of community infrastructure such as roads, small bridges, water and sanitation, clinics, community centers, and schools;</p> <p>4.6 Training on monitoring for participating communities and CBOs</p>		<p>inputs by district level RDA and Irrigation Department</p> <p>Funds US\$ 11million</p>
Output 5. Enhanced social transformation and gender empowerment across and within communities in crisis affected areas	<ul style="list-style-type: none"> - 500 young leaders identified from crisis affected partner communities under the programme and trained in life skills and leadership; - Network established between the selected 500 young leaders and linked to other existing youth networks across the country; - 100 interschool exchanges involving teachers and students & twinning of schools completed between North, East and South using sports & arts as entry points - Capacities of 2,000 facilitators/teachers and coaches enhanced to 	<p>5.1 Identification and training of young leaders from crisis affected communities</p> <p>5.2 Developing design and institutional set-up for network of selected 500 young leaders</p> <p>5.3 Setting up twinning arrangements and exchange mechanisms between schools from crisis affected districts and other districts to develop sustainable cross- district relationships among students and teachers</p> <p>5.4 Devise and implement capacity development strategy on mentorship, psycho-social improvement and peace reconciliation for coaches, facilitators and teachers</p> <p>5.5 Rehabilitation of sports infrastructure and provision of sports equipment</p> <p>5.6 Conduct overall assessment to identify opportunities gender empowerment in recovery and develop strategy for implementation and monitoring incl. training</p> <p>5.7 Design, establish and implement Women Empowerment and Social Cohesion fund</p> <p>5.8 Support to civil society engagement for social cohesion identified by the community such as leadership training and youth activities</p>	UNDP MoNB	<p>1/7 of field office cost</p> <p>2 int'l area coordinator Advisors/yr: US\$250,00/yr</p> <p>Funds US\$4.25 million</p>

	<ul style="list-style-type: none"> - promote social cohesion - 10,000 youth provided access to sports and recreational facilities; - Gender empowerment strategy for recovery developed and implemented - 150 small grants provided to women's organizations to promote innovative social cohesion programmes 			
Output 6. Community environmental management mainstreamed into the recovery process of crisis affected communities	<ul style="list-style-type: none"> - 200 number of environmental-related infrastructure rehabilitated - 300 number of local partners trained to promote environmental based livelihood opportunities - 50 number of technical training sessions conducted for local authorities - 200 number of public awareness campaigns conducted on SEMS - 100 number of community environmental protection societies established - 30% of women membership in environmental protection societies - 15,000 number of beneficiaries under environmental related cash for work program 	<ul style="list-style-type: none"> 6.1 Mapping of disaster profiles for sub-project locations in partnership with DMC 6.2 Provision of policy and management support for local authorities 6.3 Introduction of tools for community conservation efforts for livelihood opportunities. 6.4 Provision of technical and financial support to selected local authorities for (i) sustainable management of solid waste systems (incl. collection & transport capacity, recycling and processing facilities and landfill development) 6.5 Conducting public awareness campaigns on integrated sustainable environmental management systems (SEMS) and the role of communities 6.6 Establishment of community environmental protection societies for environmental protection and promotion of the economic and environmental value of natural resources. 6.7 Establishment of community nurseries for the production and distribution of plants and trees 6.8 Cleaning of coastlines, river-beds, irrigation channels, drainage and sewage systems cleaned using community labour and/or machinery 	UNDP MoNB	<p>1/7 of the field office cost</p> <p>Technical support by CO and DRM project</p> <p>Synergies with GEF initiatives</p> <p>Fund US\$3 million</p>

<p>Output 7: Cost effective delivery and management of the programme is ensured and joint UNDP/ Govt decision making and M&E mechanisms are strengthened</p>	<ul style="list-style-type: none"> - Delivery structure of 7 Field Offices and PMU reviewed and maintained - Shared operational resources available for all UNDP district based initiatives - M&E capacities enhanced at national and district level for impact based monitoring - External evaluation(s) conducted - Annual outsourced audits conducted as per UNDP rules - 7-10 Knowledge products covering both operational and substantive aspects systematically developed and disseminated 	<p>7.1 Consolidation of delivery structure including core staff and assets 7.2 Integration of administrative support operation structure with Mine Action and DRM programmes at district level, which would include cost sharing of jointly staff 7.3 National officer level M&E position established at PMU level and M&E focal points appointed in field offices. 7.4 Monitoring tools and frameworks developed and focal points trained 7.5. Review DRB ToRs and hold orientation to broadening the DRB scope towards a multi stakeholder decision making mechanism for all development initiatives in the district 7.6. Conduct mid-term and possibly end of project external evaluation 7.7. Establish retainer contract with external audit firm and conduct annual audits 7.8. Knowledge development strategy formulated and implemented</p>	<p>Core operational structure: FO</p> <ul style="list-style-type: none"> - 1 SPO - 1 Eng. - 1 PA - 1 Field Asst - 1 Admin Finance Asst - 2 drivers <p>Reg. Support</p> <ul style="list-style-type: none"> - 2 Area Coordinators <p>PMU</p> <ul style="list-style-type: none"> - 1 SPM - 1 DPM - 3 POs - 1 M&E Assistant - 1 Secretary - 2 drivers <p>Staff costs/yr (int'l SPM & national staff): US\$732,000/yr</p> <p>Operations/yr: US\$420,000/yr</p> <p>Total/yr: US\$1,152,000 (excl price escalation)</p> <p>Audit/M&E (5yrs) US\$100,000</p> <p>Total / 5 yrs US\$5,860,000</p> <p>Intl & Nat consultancies for</p>
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				development of M&E processes and Knowledge Management Annual audits External evaluation
Total Budget				US\$ 51,110,000

PART 4 MANAGEMENT ARRANGEMENTS

The Programme will be operated under Direct Implementation modality (previously known as DEX) utilizing UNDP's existing network of Field Offices in the conflict affected districts of Sri Lanka which has established itself as an effective delivery mechanism for recovery initiatives ensuring operational presence and outreach to all relevant stakeholders across the spectrum.

At the national level the programme will be closely coordinated with the Ministry of Nation Building and Estate Infrastructure Development (MNBEID) as the key national partner institution co-chairing the Project Board as the apex body for the Programme.

At the district level with a view to catering to local development priorities, sub-project ideas are designed through a bottom up process involving communities and local authorities including the Government Agent Offices, Divisional Secretaries (DS), Grama Niladaris and relevant technical departments prior to being approved by the District Review Board. Chaired by the Government Agent with representation of local CBOs, NGOs and other development partners the **District Review Board** constitutes a multi-stakeholder forum for selection, review and endorsement of project initiatives at the district level thus ensuring local ownership. UNDP's seven field offices covering the eight conflict-affected districts will provide the implementation and monitoring structure for the identified sub-projects at local level.

4.1 Project Board

Overall programme implementation will be guided by the **Project Board** (equivalent to the former project steering committee) consisting of UNDP, MNBEID, Government Agents of the programme operating districts as well as donor partners and relevant UN agencies. The Project Board will be responsible to provide advice on the programmatic strategy and direction of the programme while endorsing the annual workplans developed by the project management and reviewing progress against workplans at 6 months intervals. Where necessary the project board will be consulted by the project management when preset tolerances against implementation timeframes or financial resources are being exceeded. The project board also acts as a coordination mechanism among relevant project partners incl. key government ministries facilitating partnerships for project implementation and building consensus and synergy.

The Project Board is composed of the following minimum roles:

- Executive: representing the project ownership and acting as the chair. This function will be assumed jointly by the UNDP Country Director and the Ministry of Estate Infrastructure Development.
- Senior Supplier: providing guidance regarding the technical feasibility of the project. This function will be performed by the UNDP, DRR/ Programme
- Senior Beneficiary: ensuring the realization of project benefits from the perspective of beneficiaries. This role will be assumed by the Government Agents of the 8 project operating districts.

4.2 Project Management

Senior Programme Manager

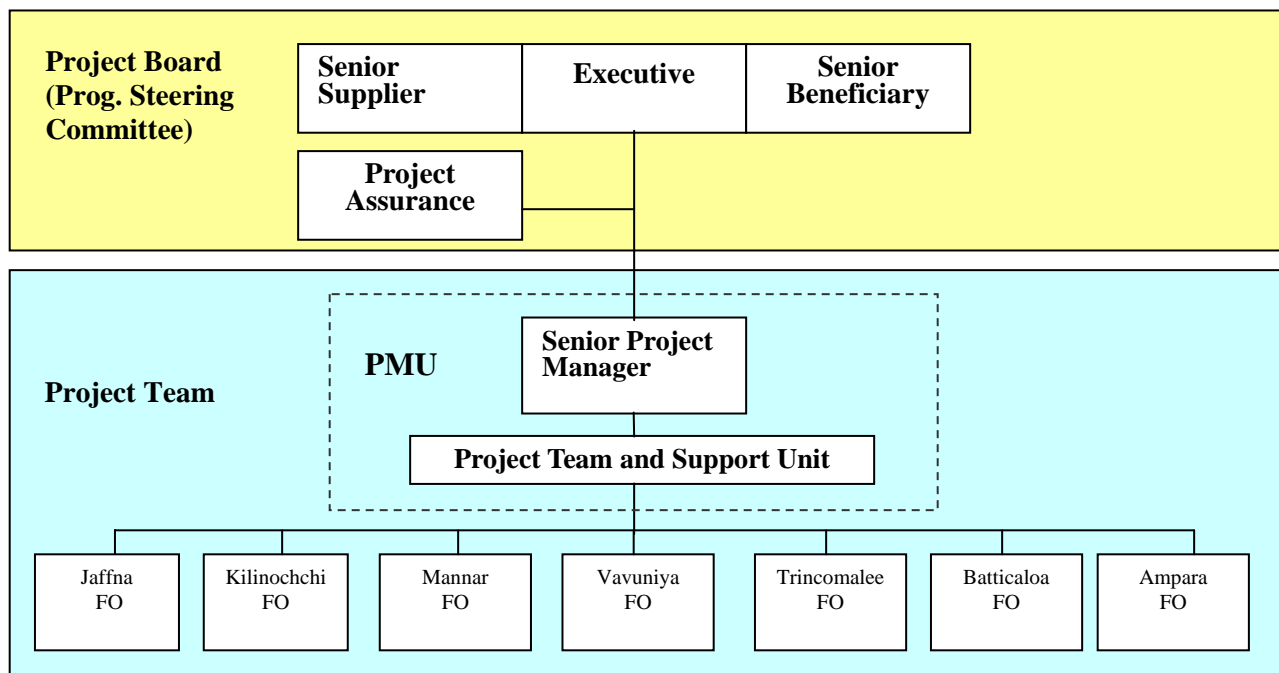
Acting on behalf of the Project Board the overall programme management will be delegated to the Senior Programme Manager. Supported by the Colombo based Programme Management Unit (PMU) the Senior Programme Manager (under the supervision of the UNDP Country Office) will be responsible for the day-to-day management and project decision making in addition to providing guidance to the seven field offices. The SPM's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and financial resources. In the absence of the Senior Project Manager, responsibilities of SPM will be delegated to the Deputy Project Manager. (See ToRs for Senior Programme Manager in Annex 1)

Programme Management Unit and Field Offices

While UNDP Country Office provides oversight and project assurance to the Programme, the Colombo based Programme Management Unit (PMU) and the seven field offices will provide the implementing structure. Headed by the Senior Programme Manager the PMU is comprised of a Deputy Programme Manager, Programme Offices and Programme Associates, and some supporting staff. The seven Field Offices are located in the districts of Jaffna, Kilinochchi, Mannar, Vavuniya, Trincomalee, Batticaloa, and Ampara, with the Killinochchi Office also covering Mullativu District.

Two international Area Coordinators will be recruited to backstop project implementation in the field offices, provide technical guidance and coordination advising strategic project interventions on the ground, and to ensure the alignment of the work in the field office with the overall strategy of the project. One Area Coordinator will be based in Vavuniya to cover the four northern districts while the other will be based in Batticaloa covering the three districts in the East (see Annex 2). Each field office will have a core staff depending on overall volume and substantive breadth of project portfolios as well as geographical scope covered. In line with UNDP internal control framework requirements each Field Office will be headed by a national Field Office Coordinator and comprised of at least 1 Programme Officer, 1 Field Engineer, 1 Programme Assistant, 1 Field Assistant, 1 Admin Finance Assistant and 2 drivers.

PROJECT MANAGEMENT STRUCTURE



4.3 Financial arrangements and funding structure

In order to maintain optimum and even levels of performance, the Programme will be built on a core delivery structure (including human resource costs and recurrent office expenditure for the Colombo based PMU and seven Field Offices), with inbuilt flexibility for expansion where and when needed. The operational expenditure for this core delivery structure will be covered through a pooled funding mechanism supported in large part by UNDP resources in addition to a percentage contribution from donor partners to the programme. (See Annex 3)

4.4 Procurement of goods and services

Under the project's direct execution arrangement (DEX), all procurement of goods and services will be carried-out according to UNDP guidelines for competitive procurement of goods and services (advertising, tender bidding, evaluation, and approval) in line with international standards.

In line with UNDP procurement policy, UNDP will provide the following procurement and recruitment services to the project against a fee for service as per Universal Price List.

- a). Identification and recruitment of project and programme personnel
- b). Identification and facilitation of training activities
- c). Procurement of goods and services

It will be the responsibility of the beneficiary line ministry or the government institution to ensure the upfront payment of all duties/taxes on imported goods and services as required by the Ministry of Finance and Planning Circular on the "Expeditious Clearance of Vehicles/Goods Imported by UN Agencies" (Circular No. FP/T/2/3/18 Vol 1 dated 14th July 2005) and a further circular on the same subject (Circular No. TTIP/1/86 (Tsunami) dated 16th April 2007).

Further, the local procurement of goods and services will be granted exemption from Value Added Tax (VAT) as per Ministry of Finance and Planning Fiscal Policy Circular on Concessions on the Payment of Value Added Tax on donations and purchases of goods and services by organizations or persons engaged in the rehabilitation work in the Tsunami-affected areas (Fiscal Policy Circular o1/2005).

Part 5. MONITORING AND EVALUATION

Following UNDP practice and protocol in monitoring and evaluation, the steps below will be adopted:

A) The Project Management Board will validate the progress of the programme through the review and analysis of the work-plan and results framework.

B) The Annual Project Review (APR) will be prepared by the Project Management Unit (PMU). The APR is an essential input to reporting towards the UNDP Multi Year Funding Framework (MYFF), which is submitted to the UNDP Headquarters. A minimum of one Annual Review meeting will be conducted annually to ensure the achievement of the Programme outcomes and outputs.

C) The project will be audited at least twice during its lifetime. For this purpose, UNDP will engage the services of an independent audit firm to conduct management and financial audit of the project as a whole.

For further measures and methodology adopted for continuous result-oriented monitoring of project implementation, please refer to paragraphs 2.8 and 2.9.

Part 6. PROJECT RISK ANALYSIS AND RISK REDUCTION

Annex 7

Part 7. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement subscribed between the Government of Sri Lanka and UNDP on 20 March 1990. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement referred to the Government Cooperating Agent described in that agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the document have no objections to these proposed changes.

- Revisions of any of the Annexes of the project document or additions to them.
- Revisions that do not involve significant changes in the immediate objectives, outputs or activities of the project, but caused by a rearrangement of inputs already agreed to or by increases of expenditures due to inflation.
- Mandatory annual revisions, which re-phase the delivery of agreed project inputs or increased expert or other cost due to inflation or take into account expenditure flexibility.

On the other hand in case of significant changes to immediate objectives, results or activities have to be effective in the project, a substantive project document revision should be done, which should be signed by UNDP as well as the other signatories of the document.

Part 8. BUDGET

Intended Outputs	US\$
Sustainable livelihood opportunities	15 million
Micro-finance and micro enterprise development	1 million
Community-based housing	10 million
Community infrastructure	11 million
Social transformation	4.25 million
Community environmental management	3 million
Cost effective delivery, management, joint UNDP/ Govt. decision-making and M&E mechanisms strengthened	5.86 million
Total Budget	51.11 million



United Nations Development Programme, Sri Lanka
 Year 2008
 Project ID: 00059213
 Project Title: Transition (Recovery) Programme TRAC Funds
 Updated on: 20 December 2007

Part 9

Annual Work Plan

Expected Output	Key Activities	Timeframe				Planned Budget USD						
		Q1	Q2	Q3	Q4	Fund	Donor	Account Code	Budget Description	2007 Budget	Estimated as of 31st Dec 2007	2008 Budget
Objective 1: To provide operational support to the offices in the North and East												
	Activity : Management & Operations	X	X	X	X	04000	TRAC	61300	International Programme Manager *	168,420	168,420	170,000
		X	X	X	X	04000	TRAC	71400	Contractual Services- Individuals **	194,124	176,064	340,893
		X	X	X	X	04000	TRAC	71500	UN Volunteers	153,090	24,044	-
		X	X	X	X	04000	TRAC	71600	Staff Travel *	42,324	28,638	59,841
		X	X	X	X	04000	TRAC	72200	Equipment & furniture *	14,400	43,677	24,960
		X	X	X	X	04000	TRAC	72400	Internet Connectivity, Telephone & Fax *	106,828	105,960	82,744
		X	X	X	X	04000	TRAC	72500	Office Supplies & Fuel *	57,600	87,036	56,455
		X	X	X	X	04000	TRAC	73100	Rent, Security & Utilities *	165,818	160,800	152,508
		X	X	X	X	04000	TRAC	73400	Office, equipment & vehicle maintenance *	38,400	67,777	44,927
Sub-Total										\$ 941,005	\$ 862,415	\$ 932,327
Objective 2: MOSS Compliance activities												
	Activity 2: MOSS	X	X	X	X	04000	TRAC	74500	MOSS Compliance expenditure	6,300	18,772	-
Sub-Total										6,300	18,772	-
	Grand Total									\$ 947,305	\$ 881,187	\$ 932,327

} 421,434

* Please refer to table A
 ** Please refer to table B

ANNEXES

- 1 Elaboration of output 1: Sustainable Livelihoods through Agriculture, Fisheries and Livestock Development
- 2 Elaboration of output 2: Micro-Credit and Micro Enterprise Development
- 3 Elaboration of output 3: Community-focussed Housing Development
- 4 Elaboration of output 4: Small-scale Community Infrastructure Development
- 5 Elaboration of output 5: Social Transformation
- 6 Elaboration of output 6: Community-based Environment Management
- 7 Job description – Senior Programme Manager
- 8 Job description – Area Coordinator
- 9 Funding Structure
- 10 Ministry of Finance and Planning Circular on the Expeditious Clearance of Vehicles/Goods Imported by UN Agencies (Circular No. FP/T/2/3/18 Vol 1 dated 14th July 2005)
- 11 Ministry of Finance and Planning Circular on the Expeditious Clearance of Vehicles/Goods Imported by UN Agencies (Circular No. TTIP/1/86 (Tsunami) dated 16th April 2007)
- 12 Concessions on the Payment of Value Added Tax on donations and purchases of goods and services by organizations or persons engaged in the rehabilitation work in the Tsunami-affected areas (Fiscal Policy Circular o1/2005)
- 13 Risk Analysis