



*Empowered lives.
Resilient nations.*



UNDP and Sri Lanka *Partners for a New Era*

Foreword

UNDP Sri Lanka is repositioning itself for a new era. The new five-year Country Programme comes into place in January 2013 with a focus on two main areas:

a. 'Governance for Empowerment and Social Inclusion': which will include work on socio-economic recovery and development, social inclusion, rule of law and access to justice, local governance, human rights and parliamentary support; and

b. 'Environmental Sustainability and Resilience': which will include work on ecosystem-based natural resource management, clean energy, climate change adaptation and mitigation, and disaster risk reduction.

Drawing on an analysis of the changing context and a review of UNDP's recent results and lessons, this report illustrates how UNDP will work in these areas moving forward, using its comparative advantage and building on the strong partnership base developed over the years.

In line with the transition from humanitarian response to recovery and sustainable development, UNDP will gradually adopt a wider lens, shifting from what has been a relatively intensive focus on the North and the East, to look at issues of regional disparity and socio-economic inequalities across the country.

At the same time, building on years of strong and trusted partnerships with Government and civil society, at the central and regional levels, UNDP will be placing increased emphasis on institutionalizing good downstream practices, promoting multi-stakeholder approaches to policy advocacy and reform, and harnessing Sri Lanka's knowledge for South-South exchange and global learning.

Alongside our traditional partners, we see great opportunities for working together with the private sector, both with a view to catalysing long term sustainable livelihood opportunities and promoting energy-efficient production technologies and a greener environment. We also hope to increase our engagement with women and youth, promoting them as leaders and decision-makers and empowering them to access new opportunities.

UNDP looks forward with great optimism to the next five years of partnership in Sri Lanka – the beginning of a new era.

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UNDP and Sri Lanka
Partners for a New Era

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UNDP's support to strengthening the capacity of individuals and institutions, linking people with markets, supporting women's community projects and helping communities establish productive livelihoods.

UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. We are on the ground in 177 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and our wide range of partners



Partners for a New Era

Emerging from three decades of conflict, Sri Lanka looks to the future with newfound hope. In an era of peace and stability, this vibrant country is now in a position to boost economic growth and achieve equitable and sustainable human development. In realizing this vision, the government can also call on the experience and resources of the United Nations Development Programme (UNDP).

Sri Lanka can build on its many strengths. A middle-income country with a broad-based economy, Sri Lanka is growing at around 8% annually, thanks in part to spectacular natural endowments that draw in around one million tourist visitors each year. Other sources of strength are social: Sri Lanka retains rich cultural traditions, and despite decades of conflict has achieved good standards of basic education and made commendable progress in providing universal healthcare. By 2015, Sri Lanka is likely to achieve the Millennium Development Goals (MDGs).

Nevertheless, the country still faces many problems. It has persistent disparities across regions and between social groups. Uva, Central and Sabaragamuwa provinces, in particular, which include many of the plantations, still suffer from high levels of poverty, hunger and malnutrition. And women especially remain at a disadvantage; they are under-represented in Parliament and in the labour force; and many are vulnerable to gender-based violence.

Sri Lanka's beautiful and diverse natural environment is also at risk. Rapid economic growth, combined with the impacts of climate change could put greater pressure on natural resources. At the same time, natural disasters may also erode hard-earned development gains.

These are issues that the Government of Sri Lanka is determined to address. The National Development Policy Framework Vision, *Mahinda Chintana* 2011-2016, recognizes that Sri Lanka cannot rely on economic growth alone. The country also has to ensure that its people have equitable access to infrastructure, services and economic opportunities so they can take full advantage of the fruits of public and private investments.



UNDP works with many stakeholders

Partners for a New Era	1
A Time of Transition	3
Governance for Empowerment and Social Inclusion	4
Supporting Responsive Governance	5
Promoting Local Economic Development	6
Access to Justice and the Rule of Law	7
Policy Support, Institutional Strengthening and Systems Development	8
Environmental Sustainability and Resilience	9
Ecosystem-based Natural Resource Management	10
Disaster Management and Climate Change Adaptation	11
Low-emission Climate-resilient Development	12
Mainstreaming Energy, Environment and Disaster Resilience	13
United Nations Volunteers	14
Development through Volunteering	15
Programme Resources	16
Preparing for Change	17
Looking Ahead	18

The United Nations Development Programme will be helping the Government pursue the *Mahinda Chintana*. UNDP has been engaged in Sri Lanka for more than five decades and has a wealth of relevant international experience and expertise. Recently, this work has included:



Establishing productive livelihoods

- **Directly supporting communities:** In the aftermath of the conflict, UNDP helped communities establish productive livelihoods and rebuild small-scale infrastructure. It also enabled them to become more resilient by engaging in village-level planning, building cyclone and flood-resistant houses and improving their capacity to respond to disasters.
- **Boosting public sector performance:** In 2010, UNDP helped ministries introduce results-based management using harmonized databases. For the 2011 budget, each Ministry now has specific objectives assessed through time-bound indicators.
- **Supporting governance structures:** UNDP has been building the capacities of the central and deconcentrated arms of government, as well as the locally elected bodies. These are now in a strong position to plan and coordinate the process of recovery, using multiple sources of information, and adopting best practices for building design and land use.

- **Enhancing women's leadership:** The 'Women's Leadership Development Project' worked with 30 women in the conflict-affected district of Ampara. In addition to receiving training to build their confidence and capacity, the women designed community projects for which they could get seed funds from UNDP and which were integrated into district decision-making mechanisms.
- **Improving response to disasters:** This has included technical assistance and training to strengthen the National Disaster Management Center.
- **Tracking progress:** UNDP supported the 2011 National Census – helping the Department of Census and Statistics to upgrade data collection. UNDP also commissioned the second National Human Development Report, 2012.



Supporting women's community projects

A Time of Transition

Now that Sri Lanka has moved into a new era, UNDP is transitioning into a different kind of programme. Until recently, most of the support was for early recovery of conflict-affected areas, often delivered directly to communities in need. But in future, UNDP will instead assist the Government's efforts at the national as well as local levels, to operate effectively and deliver services more efficiently.

UNDP is uniquely positioned to make this transition. UNDP already works closely with the national Government – having built relationships that will serve as a sound basis for future policy support and capacity building. With a presence in 177 countries, UNDP has a wealth of experience in helping public administrations operate more efficiently and transparently – and with greater accountability and full respect for human rights.

In Sri Lanka, UNDP has also been working with administrations at the local level. This has primarily been through the district government agents, but there have also been efforts to build the capacity of locally elected officials. There are also long-standing partnerships with other district-based organizations such as women's rural development societies, agricultural cooperatives and producer organizations.

In all its activities, UNDP consults closely with other UN agencies. The UN system now aims to 'deliver as one' – through the United Nations Development Assistance Framework (UNDAF). The 2013-2017 UNDAF has four pillars: (1) equitable economic growth and sustainable livelihoods; (2) disparity reduction, equitable and quality social services; (3) governance, human rights, gender equality, social inclusion and protection; (4) environment and climate change.

Through the UNDAF, in addition to working in its own areas of comparative advantage, notably in governance and the environment, UNDP serves as a channel through which other specialized agencies bring support and ensure that the United Nations development system operates in a flexible but coherent fashion.

Based on the UNDAF, the UNDP Country Programme 2013-2017 has two broad 'focus areas'. The first is 'Governance for Empowerment and Social Inclusion' – which supports the first three UNDAF pillars. The second is 'Environmental Sustainability and Resilience' which is central to the fourth UNDAF pillar.



*Strengthening the capacity
of individuals and institutions*

Governance for Empowerment and Social Inclusion

In this focus area, UNDP works with national and local government and the private sector, while increasing the capacities of civil society and communities so they can jointly plan, implement, monitor and sustain socio-economic development. The aim is to create sustainable livelihoods and protect human rights, with special attention to the needs of the marginalized – including women-headed households, youth, plantation sector workers and conflict-affected communities.

Much of this effort is focused on the conflict-affected areas as they make the transition from relief to recovery and development. This will mean helping to revitalize local economies so as to expand income-generating opportunities and build links to markets. In order to avoid new causes of grievance it is important to deliver this support in an equitable manner.

Supporting Responsive Governance

Reconciliation and lasting peace will depend to a large extent on the Government's ability to deliver quality services efficiently and transparently and in an accountable fashion. UNDP is in a good position to help. Having been engaged over a long period in conflict recovery, UNDP has built strong partnerships with local governance institutions such as District and Divisional Secretariats and Provincial Councils, community-based organizations and beneficiary communities, and has considerable experience in implementing integrated programmes with other UN agencies.

In the Northern Province, the primary vehicles for inclusive development and broader reconciliation are the local governance institutions. UNDP is strengthening their capacities to improve public consultation and community engagement. This will also involve greater local support for district-based mine action teams whose work needs to be integrated into district plans.

In all this work, UNDP is building on the experience of the Local Governance Project (LoGoPro) which has operated since 2009, based on earlier post-tsunami local governance interventions. In the North, in the aftermath of the conflict, UNDP helped the civil administration re-establish and develop recovery plans, and also facilitated networking between district authorities and community-based organizations to improve two-way communication and service delivery. Other achievements of LoGoPro include:

- *Improving fund disbursement:* UNDP has worked with government and development partners to broker a fund disbursement mechanism for local authorities, which has been used to disburse small grants to 21 local authorities to complete quick-impact local development projects in the Eastern Province.

- *Building village profiles:* UNDP has supported the development of village profiles. In Uva Province, for example, these are being used for MDG-based planning.
- *Strengthening the Citizen's Charter:* In 2007, in order to make public administration more accountable and citizen friendly, the Ministry of Public Administration and Home Affairs introduced the Citizen's Charter. In 2009, with UNDP support, the system was re-engineered to incorporate tools such as feedback forms and suggestion boxes. At the same time there were programmes to improve the capacity of government officials. Today, the Citizen's Charter is displayed in 14,022 Grama Niladhari offices island wide and in 108 Divisional Secretariats. Plans are currently underway to introduce the Citizen's Charter in eight more districts across North Central, North Western and Sabaragamuwa provinces.
- *Work Manuals:* LoGoPro helped the Ministry of Public Administration develop 20 manuals that detailed the functions of public officers in various sectors – including Samurdhi (welfare), human resources and institutional management, planning and development, and financial management.



Strengthening governance

Promoting Local Economic Development



Linking communities with markets

The conflict caused tremendous losses to Sri Lanka's social and economic capital. A survey of conflict-affected households found that 43% had no livelihood skills, over 20% were engaged in unskilled daily wage labour, and 77% had difficulties in accessing credit.

UNDP has already demonstrated its ability to provide practical assistance on the ground. Over the period 2008-11, a livelihood assistance programme benefited 12,000 persons of whom over 90% had started their activities within six months. Around 95% of those granted micro-enterprise loans started businesses within three months. In addition, UNDP supported the construction of 509 livelihood facilities such as milk processing factories, reaching over 80,000 people, as well as 171 social infrastructure units, such as community centres, benefiting 36,000 people.

In recent years UNDP has largely engaged directly with local communities and small enterprises. In the conflict-affected areas, for example, this might have involved giving them

farm equipment, or inputs like livestock or paddy seed to help them take the first step to independent livelihoods. Now they will need to move on from subsistence activities and build businesses that link up to markets.

UNDP's approach is now different, with less emphasis on local interventions, and more on bringing partners together. One opportunity is to connect buyers with new sources of supply. Grocery chains in Colombo, for example, are likely to be extending into the North, seeking suppliers, of fish, perhaps or cashews. But they may not have the access to local producers or be aware of local dynamics or they may be wary of investing in what are still fragile environments. With its experience, contacts and local knowledge, UNDP could be a vital intermediary.

There may also be opportunities for offsetting some of the private-sector risks through strategic investments by donors. A Colombo-based company may, for example, be reluctant to invest in a food processing factory in the North if it is unsure about the reliability of suppliers, or transport links. UNDP can be a channel through which donors participate in the investment to the benefit of both private companies and small producers, helping offset some up-front costs so that the anticipated return on investment is more favourable, thus bringing into the picture communities that may have been disregarded because of business risk. This is an example of UNDP brokering partnerships for sustainable development, in this case between rural, conflict-affected agricultural producers and the country's supermarket chains.

Building on the results of its past programmes, UNDP's approach to local economic development will continue to look at how socio-economic development activities can be used to improve relations between communities.

Access to Justice and the Rule of Law

National reconciliation after a conflict requires full confidence in the legal system. This is an area in which UNDP has considerable experience. Since 2004 the 'Equal Access to Justice' project has helped the more disadvantaged groups address their most pressing justice and human rights concerns. Support has included:

- *Mobile documentation clinics:* Since 2009 over 100,000 people have applied for vital legal documentation through mobile clinics held in the North and East and plantation areas. These documentation clinics act as 'one-stop shop' allowing people to meet relevant government officials from Colombo, receive support to complete application forms, secure endorsement of their personal details from their Grama Niladhari officer, register missing documents and have their identity card photographs taken.
- *Digitization:* UNDP has also supported the digitization of six district registries thereby reducing transaction times and enabling the regular service delivery channels to gradually meet the demand, and thus reduce the need for mobile services.
- *Empowerment of women:* The Community Legal Empowerment of Women project has been working to address sexual and gender-based violence through the use of street drama and community networking. As a first step, around 100 community workshops have been conducted to train 15,000 people including street theatre actors, police, lawyers and government officers on sexual and gender-based violence, and the legal framework for marriage, divorce and maintenance. Following the training, 45 minute street dramas are conducted for local communities, and key duty bearers are then available to answer what can be sensitive or difficult questions or provide the necessary counselling and referrals. The project has helped individual women seek justice and has created a pool of resource persons knowledgeable on sexual



A mobile documentation clinic in progress

and gender-based violence, and on measures for local response.

- *Legal aid for prisoners:* Sri Lanka's prisons now hold almost three times their carrying capacity. Over half of the prisoners are on remand, often detained for trivial offences. UNDP has provided prisoners with legal aid, for example, helping them make bail applications. UNDP has also supported policy research through the publication, 'Pre-trial Detention in Sri Lanka: Reforming the System of Bail and Upholding the Right to Speedy Trial.' The report recommends ways of improving prison conditions and the efficiency of the criminal justice system, emphasizing the need for greater flexibility and transparency.

In recent years, UNDP has focused on extending legal aid, documentation and awareness programmes to remote and often conflict-affected communities. Now UNDP is re-orienting its support to the national level – offering policy-level assistance and improving the effectiveness of the justice system for vulnerable groups, especially women. Partners include the Ministry of Justice, the Ministry of National Languages and Social Integration, the Prisons Department, the Registrar General, the Judicial Services Commission, the Legal Aid Commission, the Bar Association and selected NGOs. A significant new partnership will be with the Judicial Service Commission under the leadership of the Chief Justice. On matters related to gender-based violence, UNDP continues to work closely with UNFPA, WHO and UNICEF to ensure a coherent response.

Policy Support, Institutional Strengthening and Systems Development

UNDP is helping Sri Lanka to meet its national priorities and international commitments including those on human rights treaties. UNDP is, for example, strengthening the capacity of the Human Rights Commission to perform its core functions in line with the Paris Principles for National Human Rights Institutions. A special focus is given to the Commission's regional offices which are often the first respondents, with support directed to civil society outreach, complaints handling and reporting. Additional activities to date have included:

- *Protecting human rights:* Under the Joint Programme on Human Rights developed in 2008, UNDP helped the Government to meet its commitment under the UN Human Rights Council Universal Peer Review mechanism by providing support for the formulation of the National Action Plan for the Protection and Promotion of Human Rights (2011-2016) which was approved by the Cabinet in 2011.
- *Fighting corruption:* UNDP helped CIABOC - the Commission to Investigate Allegations of Bribery or Corruption - to complete the self-assessment required under the UN Convention Against Corruption. The data collected through the assessment can also serve as a basis for legislative and policy reform.
- *National Human Development Report:* The second National Human Development Report, currently under preparation, will serve as a major advocacy tool for future work on regional disparities and inequalities.

Moving forward, UNDP is looking to re-engage with the Parliament, with which it has had a long-standing partnership. Initial priorities are likely to include technical support for committee strengthening and public outreach. At the same time, UNDP is looking to support the 13 Members of Parliament from across the political spectrum who make up the Women's Caucus, helping them realize their goals which include the promotion of the Women, Peace and Security agenda linked to Security Council Resolution 1325.

Improving legal aid

The Legal Aid Sector in Sri Lanka: Searching for Sustainable Solutions

A MAPPING OF LEGAL AID SERVICES IN SRI LANKA



Involving communities in protecting ecosystems

Environmental Sustainability and Resilience

Unless carefully managed, rapid economic growth can seriously degrade ecosystems and the natural environment and affect the quality of human life. Sri Lanka requires effective environmental management based on a comprehensive understanding of the natural resource base combined with extensive programmes of education, awareness and advocacy.

UNDP has built a close relationship with the Government agencies and others on environmental issues and is well-positioned to support the national agenda for sustainable development. This has already borne fruit in the form of a stronger national policy framework. The socio-economic development strategy in the *Mahinda Chintana* targets "an economy with a green environment and rapid development".

In its new programme, UNDP will work at the national level on policy issues and at the local level on environmental sustainability and disaster risk reduction.

Ecosystem-based Natural Resource Management



During the Integrated Strategic Environment Assessment

Sustainable natural resource management involves many government and non-government entities along with local communities including school children. UNDP can bring these different groups together to work for a common purpose. Recent multi-stakeholder activities have included:

- *Environmental assessment:* In partnership with the UN Environment Programme, UNDP supported over 30 government agencies involved with development, conservation and planning to conduct an Integrated Strategic Environment Assessment (ISEA) for the conflict-affected Northern Province. The ISEA established environmental baselines and mapped important archaeological areas and wildlife corridors, among others. It also identified environmentally less-sensitive lands suitable for development. The Government used the ISEA to improve its physical investment plan for 2030, and to revise the urban and other development plans for the North.

- *Developing hazard profiles:* UNDP is working with a number of government agencies and universities to prepare 'multi-hazard profiles'. These assessments cover sea surges, coastal erosion, sea-level rise and tsunamis, as well as droughts, floods, cyclones, winds and landslides. To be completed in 2012, hazard profiles provide local governments with a scientific basis for integrating risk reduction into development processes. The landslide profile, for example, has already been incorporated into national and local development planning and building permit processes. These profiles are also useful educational tools – for policy makers as well as for communities, including school children.

During the programme cycle 2013-2017, UNDP will continue to promote information sharing for development. One key activity will be to establish a national system on generating and sharing ecosystem data. UNDP will also mobilize resources to help Sri Lanka to meet its international obligations on the environment. It will also seek new resources to enable the country to improve natural resource management and address issues such as biodiversity, land degradation and deforestation.

UNDP works with bilateral donors to provide resources, knowledge and technologies for communities living near natural resources such as forests, and environmentally-sensitive and archaeological areas. The aim is to help them with home gardening, sustainable harvesting, marketing forest products, and ecotourism. In the process, the private sector will, for example, be mobilized to help forest communities improve their earnings through value addition activities, which will help them gain a better appreciation of the natural resource base and be in a stronger position to protect it.

Disaster Management and Climate Change Adaptation

Following the Indian Ocean Tsunami of December 2004, Sri Lanka established a sound legal and institutional framework for disaster management. Disaster risk reduction must also include climate change adaptation – as rainfall disparities could lead to more droughts, floods, sea surges, landslides and land salinity issues. In addition, temperature changes are expected to impact on food security, cropping systems and biodiversity.

Disaster risk management demands extensive coordination, transparency and accountability, while taking careful account of gender and disability. This entails maintaining continuous partnerships between different agencies and stakeholder groups. UNDP is well positioned to draw upon appropriate technical assistance and provide necessary institutional strengthening. Examples of recent activities are:

- *Managing disaster risk:* UNDP supported the establishment of the 65-member National Disaster Management Coordinating Committee. Members share their programmes and experiences, have collaborated on educational material, and have provided inputs to the 2005 Disaster Management Act. In 2010-11, members responded collectively to flood emergencies and prepared communities for impending cyclones. Building on these partnerships, UNDP is helping to develop the National Emergency Operation Plans, which will enable more than 35 government agencies to coordinate their activities before, during and after a disaster.
- *Dealing with salinity:* Paddy land productivity has been declining due to increased soil salinity arising from droughts, increased sea levels and saltwater intrusion. In 2008, UNDP partnered with the Disaster Management



Supporting agriculture in salt-affected paddy lands

Centre and the National Federation for Conservation of Traditional Seeds and Agricultural Resources to test climate change adaptation techniques for paddy lands, such as, the use of salt-tolerant seeds and organic land preparation materials, along with new farming and water management practices. Within a year the farmers were reporting yields of 2,800 kilogrammes per hectare in salt-affected lands, compared with the national average of 1,700 kilogrammes.

In its current country programme, UNDP promotes disaster risk reduction in all development processes. This involves developing hazard profiles and environmental assessments, and resilient building designs, as well as policy dialogue and awareness campaigns. UNDP also helps universities, technical colleges and schools incorporate disaster management into their curricula and to develop graduate and undergraduate courses.

In addition to providing technical assistance and institutional support, UNDP is also assisting the Government in the development of a comprehensive Disaster Management Programme covering 2013-2017 that would serve as a framework for disaster management in the medium term.

Low-emission Climate-resilient Development

Although Sri Lanka is not a major greenhouse gas emitter, it is supporting global efforts to reduce global warming. It is, for example, promoting the use of renewable energy sources, enhancing energy efficiency, reducing the use of refrigerant gases and increasing recycling. Recent related activities have included:

- *Phasing out CFCs:* UNDP helped the Ministry of Environment establish the National Ozone Unit that successfully phased out the use of CFCs and methyl bromide before the targeted dates. Currently, the National Ozone Unit is working with air-conditioner repair centres and industries using foam products to help them minimize greenhouse gas emissions through substitution of normal gases with less harmful gases and recycling gases.
- *Community biogas:* UNDP has funded a number of community biogas projects. More than 100 installations now use organic solid waste – enabling households to reduce expenditure on liquid petroleum gas while gaining additional income and employment opportunities – for example, by selling biogas sludge as fertilizer. Many of these units are run by women who have formed small community organizations, some of which have developed into microcredit programmes.

UNDP has access to many global initiatives related to low-carbon, climate-resilient growth. For example, UNDP Sri Lanka has successfully tapped into the UN Secretary General's Sustainable Energy for All initiative and the Special Climate Change Fund.



A community biogas unit

Mainstreaming Energy, Environment and Disaster Resilience

Sri Lanka lacks many of the legal and institutional frameworks for information sharing, enforcement and monitoring. As a result, it has not been able to promote investments on best practices on environmental protection, energy use, and disaster risk reduction. In addition, investment decisions on development projects often lack adequate environmental safeguards.

The lack of capacity also makes it difficult for Sri Lanka to benefit and share knowledge through 30 or more environment-related global conventions to which Sri Lanka is a signatory. This requires intensive monitoring of, for example, changes in biodiversity, flora and fauna, and air and water based on multi-agency data sharing, and access to information by universities, independent researchers, students and media. This is an area in which UNDP plans to provide high-level technical assistance while drawing in global experience in policy dialogue and socio-economic and environmental analysis, including green accounting. This is particularly valuable in a post-conflict era which is likely to involve high levels of investment.

UNDP is promoting data-sharing and strengthening the capacity of district planning units. Database systems being established at district planning units support government



Identifying the types of disasters in various provinces in Sri Lanka during a workshop aimed at building climate resilience through Divi Neguma and Gama Neguma

and village development planning, as well as national rural development programmes such as Divi Neguma (domestic agriculture and livelihood) and Gama Neguma (rural development).

These databases, information-sharing platforms and advocacy forums serve multiple purposes. While improving the planning capacity in general, improved access to information benefits socio-economic and scientific research, improves governance systems, increases awareness and promotes public-private partnerships in managing natural resources, and in making risk reduction efforts and investments.



A volunteer during one of the many activities of UNV

United Nations Volunteers

The values inherent in volunteerism endow it with far-reaching potential for human development. This notion of development includes factors such as solidarity, social inclusion, empowerment, life satisfaction and individual and societal well-being.

The United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. UNV's mandate is to raise awareness of volunteerism and provide technical cooperation to developing countries in the field of volunteerism to fully exploit its potential as a resource for achieving peace and development. In cooperation and support of its international and local partners, UNV has been an active partner promoting peace and development through volunteerism in Sri Lanka for over three decades.

In past and on-going operations UNV Sri Lanka effectively mobilized and integrated volunteerism, involving local communities in a participatory process towards achieving peace and sustainable livelihoods. Hence UNV has the expertise and convening power that enable it to effectively mobilize volunteers and promote the integration of this asset into development work, ensuring the recognition of volunteers and the institutionalisation of such mechanisms.

Development through Volunteering

UNV advocates for volunteerism and supports policy development and legislation recognizing volunteer work in Sri Lanka. In close cooperation with state institutions and national development fora, it aims at developing nationally owned and sustainable volunteer infrastructures, and at supporting the documentation of volunteer contributions to peace and development.

Based on its mandate to mobilize UN Volunteers according to demands in peace and development programmes, UNV Sri Lanka advocates for the integration of volunteerism into development frameworks, targeting specific priority areas based on the value-added of volunteering and the involvement of UNV. Interventions also embrace the private sector, working on corporate social responsibility, and experimenting with improved community-business relations through volunteering.

Specifically during 2011, UNV and its partners celebrated the tenth anniversary of the International Year of Volunteers (IYV+10). Reaching out to all sectors of society involving volunteers, it established the IYV+10 National Steering Committee consisting of representatives from the Government, media, academia, the private sector, civil society and the United Nations. This coordinated effort was launched as a stepping stone for a continuous effort by the various actors to promote volunteerism for peace and development in Sri Lanka. Volunteerism was recognized through IYV+10 activities and steps were taken to institutionalize its inclusion into development policies within and outside the government. A specific chain of events during the IYV+10 anniversary celebrations were the V Awards, where a significant number of outstanding volunteers were recognized and awarded for their enormous contribution to Sri Lanka, paving the path for more volunteers to actively contribute towards creating a better tomorrow.



Members of the Volunteer Force (V-Force)

With a view towards sustainability and following up on achievements, UNV is working with the Government of Sri Lanka to support the establishment of the National Volunteering Secretariat within the Ministry of Social Services as a statutory body to highlight and promote the value of volunteerism. It shall create a network between the various actors involved in volunteer work and become a one-stop facility for all those wanting to contribute to peace and development through volunteerism.

UNV cooperates with local and international partners to engage in awareness campaigns on topics relevant to its mandate. For example, "Colombo+20: The Future We Want" created a platform for various youth networks to unite in order to sensitize the general public on sustainable development. Whereas International Youth Day 2012 was celebrated with the participation of more than two thousand youth under the theme "Building a Better World: Partnering with the Youth", to recognize their efforts and to engage them actively in positive contributions to their society.

Especially with regard to marginalized groups like women and youth, UNV will continue its efforts towards social inclusion through networks and programmes responding to their specific needs, while partnering with governmental and non-governmental organizations as well as academic and private institutions through volunteering. Thereby UNV is working towards one of the priorities of the UN Secretary General's five-year agenda which is to address the needs of the youth by creating a youth volunteer programme under the umbrella of UN Volunteers.

Programme Resources

The 2008-2012 Country Programme has delivered assistance amounting to approximately \$75 million to-date. Figure 1 reflects the distribution of these resources within respective thematic areas. The peace and recovery programme delivered more than 63%, followed by the governance, environment and poverty focus areas.

European Union (EU), the Australian Agency for International Development (AusAID), the Government of Japan, the Canadian International Development Agency (CIDA), the Government of Norway and the Government of Germany as reflected in Figure 2. In addition, UNDP's Bureau for Crisis Prevention and Recovery (BCPR) has also made a significant contribution to the programme. The total resources mobilized amount to \$92.93 million, some of which will be carried over into the new Country Programme, starting January 1, 2013.

This assistance has been provided through significant resources being mobilized from development partners. Key donors include the

Figure 1 – Total delivery of the resources 2008-2012 by thematic area, \$ millions

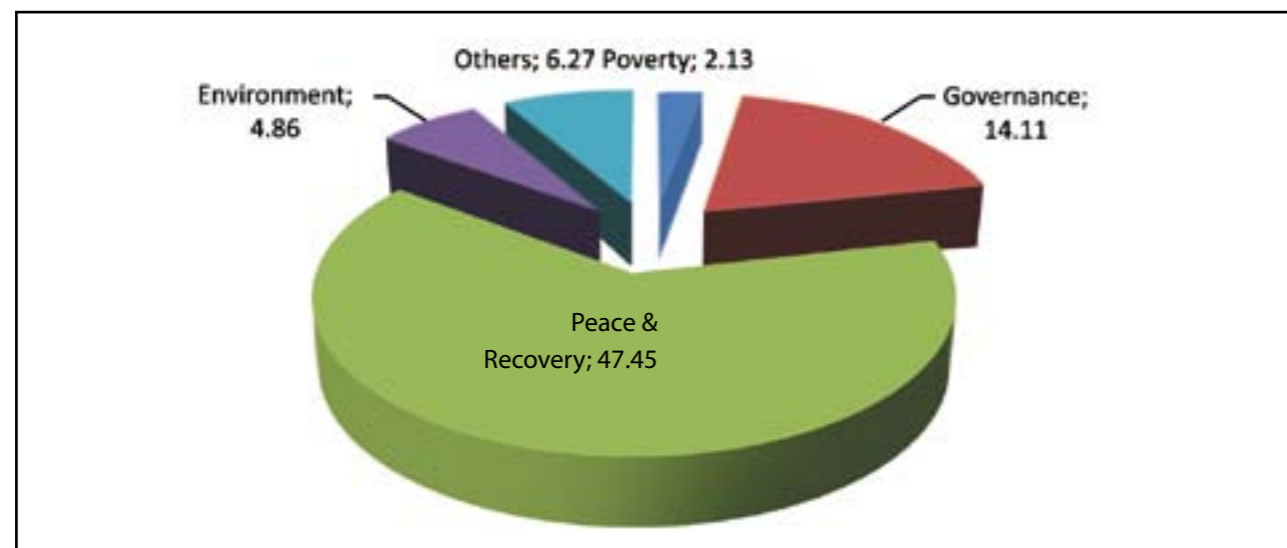
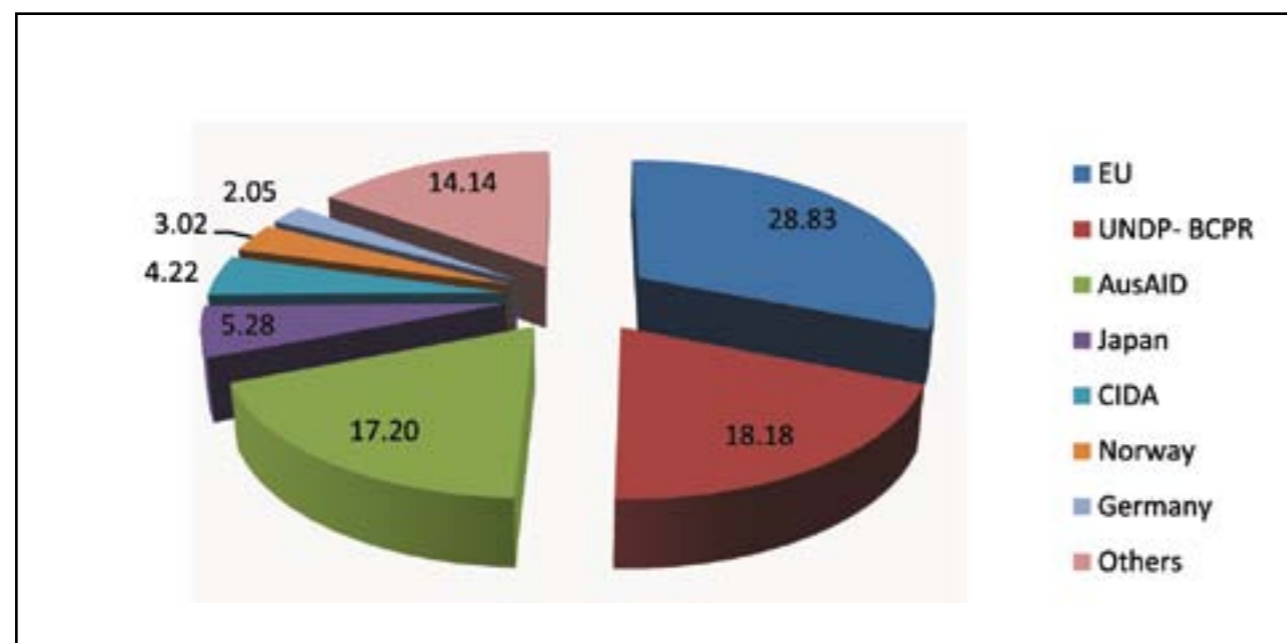


Figure 2 – Resources mobilized 2008-2012 by donor, \$ millions



Preparing for Change

Like Sri Lanka itself, UNDP in Sri Lanka is moving into a new era. Now UNDP engages in fewer activities directly and concentrates more on helping the Government, at both national and local levels, work more effectively – bringing together partners to influence policies and improve systems. At the same time, UNDP is extending its range of partnerships; in particular cooperating more with the private sector which has the potential to boost economic development especially in the conflict-affected regions in the North and East.



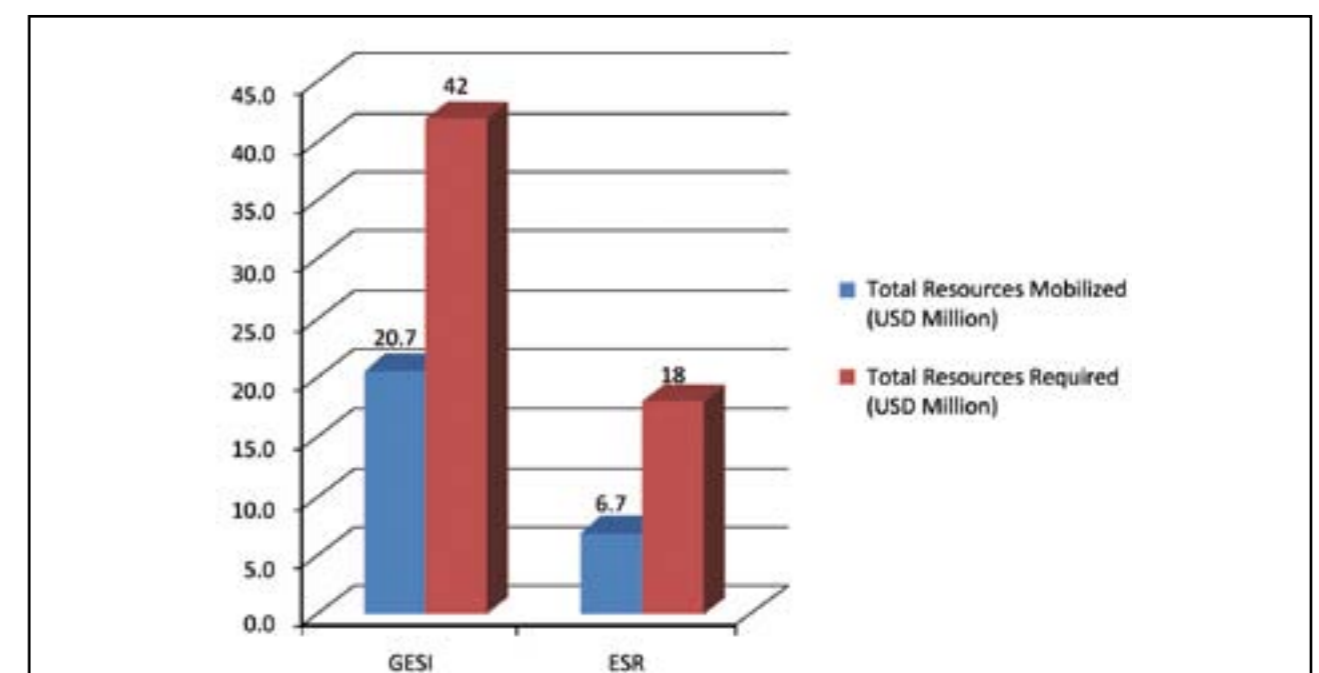
This has major structural implications for UNDP. In the past, UNDP has been directly involved in construction – of homes, for example, irrigation ditches, or community centres. Now it is engaging fewer engineers and instead more business advisers. Moreover, instead of having separate programme and operations sections, the office is now moving towards having two results-oriented thematic clusters corresponding to the two main focus areas in which programme and operations staff work side by side. A policy support team will provide the platform for policy dialogues on key national priorities and help design strategic initiatives and mobilize resources.

The estimated resource envelope for the new country programme is \$60 million, of which \$5.2 million is allocated from UNDP regular resources and \$54.8 million is to be mobilized from development partners.

Around two-thirds of the budget goes to the 'Governance for Empowerment and Social Inclusion' (GESI) focus area, while one-third is allocated to the 'Environmental Sustainability and Resilience' (ESR) focus area.

Figure 3 reflects the amounts that have been mobilized to-date against the projected requirements for the new programme focus areas.

Figure 3 – Resources required, and already mobilized, for 2013-2017



Looking Ahead

The Government's aim in the Mahinda Chintana is to preserve Sri Lanka's cultural values and traditions while developing a knowledge-based economy with better living standards. UNDP has the knowledge, experience and capacity to support Sri Lanka in realizing this vision.

The end of Sri Lanka's 27-year conflict has opened the possibility of a new period of sustained peace and prosperity. But it is important to acknowledge that change – real change – will take time. Attitudes to ethnicity and gender, for example, that have been shaped over decades do not change overnight. Recent history from other conflict-affected countries has demonstrated that creating societies that are based on fairness, the rule of

law and transparency demands patience and perseverance – and sustained support.

UNDP prides itself on being the UN agency that is present before, during and after crises. In Sri Lanka, UNDP has enjoyed a long-term relationship with the Government – a track record of trust. This has enabled UNDP to influence change on a range of complex and difficult subjects and now allows it to extend that support, with a greater emphasis on policy dialogue, systems development, training and capacity building. This partnership, many years in the making, serves as a strong foundation for this new stage of Sri Lanka's long and distinguished history.





*Empowered lives.
Resilient nations.*

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