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Draft country programme document for Sri Lanka (2018-2022)

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I. Programme rationale

1. Sri Lanka is a lower middle-income country of 20.8 million people with a growing economy and ambitions of becoming a higher middle-income country within 15 years.¹ The country has benefited from past investments in education, health and poverty reduction, resulting in a human development index ranking of 73 out of 188 countries in 2015,² with most Millennium Development Goal targets attained by 2014.³ Economic growth has averaged over 7 per cent in the past five years,⁴ driven largely by rehabilitation in the North and East provinces after almost 30 years of armed conflict, and accompanied by a structural shift toward services and industry. Sri Lanka has a low tax-revenue to gross domestic product (GDP) ratio,⁵ constraining the fiscal space for discretionary spending. Sri Lanka appears to be in the last stages of its ‘demographic dividend’ and is projected to reach its maximum working-age population soon after 2030.⁶ Under a 2015 United Nations Human Rights Council resolution, co-sponsored by Sri Lanka,⁷ the Government has committed to numerous measures to address the legacy of the country’s armed conflict and, together with the United Nations, has agreed on a comprehensive peacebuilding priority plan to operationalize various aspects of transitional justice, governance reforms, reconciliation and resettlement. Sri Lanka is also pursuing an ambitious innovation and technology-driven agenda to transform the country into an innovation-driven global hub for manufacturing, transport and high-tech services.⁸ The Government is focused on sustaining economic growth and increasing competitiveness through innovation, and is committed to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), focused on poverty reduction, food security and agriculture, sustainable cities, decent employment, environmental governance and safe, peaceful societies.⁹ The Government has engaged the United Nations for support to better align and integrate the SDGs with national policies and rationalize the institutional framework to guide the process.

2. The Sri Lanka peacebuilding context analysis concluded that the fundamental drivers of the armed conflict were shortcomings in governance, which exacerbated inequality and marginalization and led to erosion of trust in the state.¹⁰ As Sri Lanka continues on a path of strong economic growth, its governance institutions and processes will need to address inequalities and vulnerabilities through more accountable, evidence-based and inclusive policies and services to help strengthen the public’s trust in the state as the foundation of lasting peace.

3. While the national poverty headcount ratio fell to 6.7 per cent in 2012/2013, roughly one quarter of the population is considered ‘near poor’,¹¹ and vulnerable to falling back into poverty. Regional disparities are increasing, with high poverty rates and increased vulnerability in the historically underdeveloped former conflict areas in the North and East (where ethnic minorities are concentrated) and Monaragala in Uva Province.¹² Female-headed households (which constitute 24 per cent of all households) are particularly vulnerable in these regions. The estate sector continues to face challenges of high poverty, poor access to health and education, and a declining tea industry.¹³ Women have higher life expectancy and educational attainment than men, yet labour

¹ United Nations country team in Sri Lanka, common country assessment, 2016.

² UNDP, *Human Development Report 2016: Human Development for Everyone*, New York, 2017.

³ United Nations in Sri Lanka, *Millennium Development Goals country report 2014*, Colombo, 2015.

⁴ World Bank, Sri Lanka, “Ending poverty and promoting shared prosperity – a systematic country diagnostic”, Washington, D. C., 2015.

⁵ *Ibid.*

⁶ UNDP, *Shaping the future: how changing demographics can power human development – Asia-Pacific human development report*, New York, 2016.

⁷ Extended by two years at the 34th session of the United Nations Human Rights Council (A/HRC/34/L.1).

⁸ See http://megapolis.gov.lk/wp-content/uploads/2016/09/Megapolis-Plan_Jan16_English.pdf.

⁹ Department of National Planning, Ministry of National Policies and Economic Affairs. “Public investment programme: 2017-2020”.

¹⁰ de Mel, N. and Venugopal, R., *Peacebuilding Context Assessment, Sri Lanka 2016*. Colombo, 2016.

¹¹ Living above the official poverty line (roughly \$1.50 per day in 2005 purchasing power parity (PPP) terms) but below \$2.50 per day in 2005 PPP terms.

¹² World Bank, Sri Lanka, 2015.

¹³ *Ibid.*

force participation rates are half those for men.¹⁴ Women hold only 5.8 per cent of seats in the current Parliament, make up a majority of the country's rapidly ageing population, and face challenges linked to gender-based violence.¹⁵ While overall unemployment in 2015 was 4.7 per cent, youth unemployment (15 to 24 years) was high at 20.8 per cent as of 2015,¹⁶ and youth are increasingly disengaging from civic, political and social activities, linked in part to a disconnect between aspirations, education quality and job opportunities.

4. To develop and implement policies to mitigate the risk of these inequalities, public institutions need to address the underlying challenges posed by over-politicization and de-professionalization of the civil service rooted in a deep-seated patronage system.¹⁷ Institutional capacity gaps need to be addressed to establish the stability and professionalization required for inclusive long-term development planning and systematic reform. Political interference in many aspects of governance, including law enforcement, security and service delivery, need to be addressed by strengthening rule of law and responsiveness to citizens' priorities. The justice system in particular is in critical need of efficiency and effectiveness in its functioning, and independence in judicial appointments.

5. Diminished effectiveness in service delivery resulting from proliferation of parallel and ad-hoc institutional arrangements need to be addressed through rationalization of mandates and jurisdictions of horizontal and vertical governance structures, improved coordination platforms, and strengthened capacities for policy planning, revenue generation and equitable service delivery to reduce regional disparities.¹⁸ The country's commitment to improving the quality of governance heightens expectations and opportunities for civil society to play a more active role in development processes. This will require an enabling environment with the funding and space to allow civil society to engage the public and government institutions more substantively and build collaborative networks.

6. Addressing the impact of climate change is critical to addressing inequalities and vulnerability, and sustaining peace. Some of the poorest regions in the North, East, Uva Province and estate sector correspond to the regions least resilient to climate change, more prone to food insecurity and where women bear greater responsibility for water management for subsistence agriculture.¹⁹ To build resilience, farmers require more information about climate impacts, more support on how to diversify livelihoods and improved market access. Weak natural resource management has reduced the country's forest cover by 25 per cent since the 1990s, owing to illegal settlements, commercial agriculture and infrastructure projects. The number of people affected annually by climate-related hazards increased from 400,000 in 1990 to 750,000 in 2013,²⁰ and the long-term impacts of climate change could result in GDP losses of 1.2 per cent per year by 2050.²¹ Ensuring equitable access to natural resources, in light of such land, population and climate pressures, will help to reduce conflict risk. Improved natural resource management requires more effective oversight and enforcement mechanisms, which increasingly involve the public and civil society. Reducing climate and disaster risk require addressing overlapping institutional mandates, capacity gaps and integrating environmental, climate and disaster considerations into development planning.

7. Underpinning Sri Lanka's development challenges is the lack of quality disaggregated data, which is necessary to better target government programmes within the country's fiscal constraints. More challenging will be to change the underlying institutional culture regarding data use to more systematically utilize data for planning and addressing multi-dimensional challenges. This will require not only strengthened capacities in relevant institutions, but also developing new, innovative methods for data collection and demonstrating the value of evidence-based policymaking.

¹⁴ Department of Census & Statistics, Sri Lanka (2014).

¹⁵ Asia Development Bank. *Country Gender Assessment Sri Lanka: An Update 2015*.

¹⁶ Department of Census & Statistics, Sri Lanka. *Labour Force Survey Annual Bulletin 2015*.

¹⁷ Verite Research (2016). *Mid-Term Review: United National Development Assistance Framework (UNDAF) 2012-2017*.

¹⁸ *Ibid.*

¹⁹ WFP. *Sri Lanka Food Security Atlas: Livelihoods, Food Security and Resilience*. Colombo, 2015

²⁰ *Ibid.*

²¹ World Bank, Sri Lanka (2015).

8. UNDP contributions in preceding programme cycles position it to contribute more strategically to the Government's reform agenda and SDG attainment. At the policy level, UNDP contributed technical support to the development of the peacebuilding priority plan, the right to information bill, the national legal aid policy, the national plan of action to address sexual and gender-based violence, the national comprehensive disaster management programme and strengthened monitoring and oversight capacities of the National Human Rights Commission. At the subnational level, UNDP has worked with 22 of 25 districts to support development planning and service delivery, and pilot local economic development initiatives reaching approximately 100,000 people in conflict affected areas.²² UNDP facilitated a more substantive role for civil society in the development of the national policies, and in brokering a partnership between civil society, government and the private sector in organizing Sri Lanka's first National Summit on Foresight and Innovation for Sustainable Human Development.

9. These contributions have established a clear comparative advantage for UNDP to deliver system-level interventions in support of Sri Lanka's national 2030 Agenda. As the independent mid-term review of the country programme notes,²³ UNDP *convening power* allowed it to function as an impartial, high-level mediator of debate on national priority issues in a dynamic political context. The networks UNDP has built between state actors, civil society, youth and the private sector allowed it to function as a *connector* to promote more participatory, inclusive development processes. Finally, UNDP has functioned as a *knowledge broker*, drawing on its global network to bring technical expertise to bear on institutional capacity building and policy advisory services.

10. At the same time, the mid-term review highlighted areas for improvement, including better targeting of interventions, more consistent use of gender analysis, more integrated programming internally across thematic areas and externally through joint programming with other United Nations organizations, expanding partnerships with the private sector and increased mobilization of government co-financing. A recent survey of development partners suggested that UNDP increase engagement with donors and international financial institutions on project design to maximize complementarities, communicate results and lessons and, where appropriate, take on a greater coordination role.²⁴

II. Programme priorities and partnerships

11. The country programme is aligned with the United Nations Sustainable Development Framework (UNSDF), 2018-2022, and guided by the Government's policy statements, the public investment programme, the Peacebuilding Priority Plan and the emerging national vision for localization of the 2030 Agenda. UNDP will contribute to a stronger One-UN approach to maximize the collective effectiveness of more integrated United Nations support, particularly within the context of the Peacebuilding Priority Plan where UNDP will play a key coordination role.

12. The country programme will continue to adjust its business model to a middle-income country context by focusing on policy advocacy (especially for SDG financing from domestic resources and private sector), supporting the development of longer-term development strategies to complement capacity-building support, and strengthening its role as a knowledge broker. While other development partners and international financial institutions will more directly support the growth agenda by improving the enabling environment for trade and investment and direct provision of services, UNDP will focus on increasing inclusivity of development policies and processes for more balanced growth and reduced vulnerabilities.

13. The country programme will incorporate a rights-based approach by engaging duty-bearers and rights-holders, and increasing its use of gender analysis to bring about transformative changes in gendered social, economic and political structures. UNDP will adopt an issues-based, consultative approach to project design to ensure that cross-cutting linkages and conflict drivers are addressed,

²² Otter, T. et al. *Evaluation of European Union-Support to District Development Programme (EU- SDDP) Sri Lanka*. EPRD Office for Economic Policy and Regional Development, Ltd. June 2016.

²³ Verite Research, "Mid-term review: UNDP country programme (2013-2017)", October 2016.

²⁴ Anodjan, S., *Partnership Mapping Report: UNDP Sri Lanka*, 2014.

especially within the context of the Peacebuilding Priority Plan and governance issues related to natural resource, climate and disaster risk management.

14. UNDP will prioritize strategic partnerships to expand its partnership base beyond traditional bilateral partners and vertical funds to initiate cooperation with the Green Climate Fund on energy and climate change adaptation, the South Asian Association for Regional Cooperation Fund and the United Nations Peacebuilding Fund on transitional justice and reconciliation. UNDP will pursue additional co-financing opportunities from government and private sector, building on successful collaboration already established. UNDP will expand its use of South-South cooperation in addressing the country programme's priorities in climate change, SDG localization and innovation. UNDP will help strengthen national mechanisms to systematize South-South and triangular cooperation in pursuit of the country's broader development agenda, and help identify opportunities for sharing expertise with other countries and increasing Sri Lanka's engagement in regional development forums.

Sustaining peace through more inclusive, effective and accountable governance

15. To address underlying institutional challenges of effective, accountable and equitable policy planning and service delivery necessary to build public trust in governance and sustain peace (SDGs 5, 10, 16), UNDP will strengthen capacities in central and subnational governance institutions to mainstream the SDGs, improve cross-sectoral policy development, and improve delivery of and access to key governance functions, focused on access to justice. Within the context of SDG mainstreaming, UNDP, together with other United Nations organizations, will prioritize North, East and central regions and embed human rights-based approaches and gender equality considerations in these policies and plans.

16. In cooperation with the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and the Office for the High Commissioner for Human Rights (OHCHR), UNDP will help improve judicial system performance by operationalizing transitional justice mechanisms, providing legal education and training, building capacity of institutions providing legal aid services, and informing the public of their rights and opportunities to access legal aid. UNDP will actively support and facilitate the participation of women's civil society groups in advocacy and oversight mechanisms. Victims of sexual and gender-based violence in the estate sector will be a key target group, in line with the priorities of the national plan of action supported by UNDP during the previous programming cycle.

17. UNDP will use its convening role to facilitate multi-stakeholder dialogue on enhancing coordination and clarification of responsibilities between the central/deconcentrated and subnational/devolved governance authorities for more equitable service delivery, especially in North, East and central regions. UNDP will utilize technical assistance to enhance public sector effectiveness by introducing performance-based auditing and budgeting, which will complement broader public financial management support initiatives by the World Bank and International Monetary Fund. Building on previous initiatives in local economic development, UNDP will strengthen subnational capacities and leverage on the power of volunteerism to pilot entrepreneurship skills and business services development initiatives targeting women, youth and vulnerable groups, with priority given to North, East and central regions.

18. In collaboration with UN-Women and OHCHR, UNDP will provide policy advice and capacity-building support to parliamentary committees on human rights, public finance, women and gender to discharge their functions effectively. UNDP will build the capacity of the National Human Rights Commission to engage in advocacy and investigate complaints, strengthen the National Police Commission's capacity to oversee management of police appointments and investigate public complaints, and operationalize the newly established Right to Information Commission. UNDP will help further develop the legal/regulatory framework for more inclusive and participatory decision-making mechanisms, and facilitate partnerships between public institutions and civil society for deepened engagement in development planning, budgeting, implementation and monitoring.

Building resilience through integrated climate and disaster risk management

19. To help the Government meet its international commitments under the Kyoto Protocol and Paris Agreement of the United Nations Framework Convention on Climate Change (UNFCCC) and the Sendai Framework for Disaster Risk Reduction, UNDP will address institutional root causes of increased climate and disaster risk by contributing to the knowledge and evidence base needed to develop and implement risk-informed strategies for: (a) climate change adaptation with the World Food Programme (WFP); (b) disaster risk reduction with the United Nations International Strategy for Disaster Risk Reduction (UNISDR); and (c) natural resource management with the United Nations Environment Programme (UNEP) and the Global Environment Facility (GEF). These will prioritize actions to support the most vulnerable population groups (SDGs 10, 13) and reduce conflict risk through more equitable access to natural resources.

20. UNDP, in partnership with the Green Climate Fund, will strengthen the resilience of vulnerable smallholder farmers (especially women) in the country's dry zone who are facing increasing climate risks by addressing technical, financial and institutional barriers related to achieving integrated water management to improve agriculture-based livelihoods. UNDP will bring to scale a government co-financed pilot initiative to convert municipal waste to energy and other marketable products (through the promotion of public-private partnerships). UNDP will initiate programming on urban area planning in the Western Province for climate-resilient cities, including pilot initiatives to demonstrate options for converting commercial and urban areas into green and climate-resilient spaces (SDGs 7, 11). In partnership with the Food and Agricultural Organization of the United Nations (FAO), it will support achievement of national goals for emission reductions from deforestation and forest degradation through implementation of the national REDD+ investment framework and action plan and expansion of community forestry (SDG 13).

21. To improve public oversight of natural resource management, UNDP will help civil society to leverage the right to information act's provisions in monitoring enforcement of environmental laws and standards, with a special focus on engaging young men and women in promoting behavioural change (SDG 16).

22. UNDP will facilitate engagement between the private sector and government to explore carbon-related taxes, penalties and incentives to promote low-emission development and increase investment in low-carbon development. This will contribute to the achievement of the country's renewable energy targets in line with nationally determined contributions under the UNFCCC and national energy policy. UNDP will provide policy advice and support to piloting market-based instruments, certification and standards for sustainable consumption and production.

Building the data and knowledge foundations for evidence-based policy development

23. UNDP activities will also contribute to the country's knowledge base and help generate data and evidence needed to support its work across the programme. UNDP will contribute to a United Nations country team-wide initiative that focuses on strengthening national capacities for disaggregated data collection, analysis on national SDG priorities by establishing national SDG baselines and platforms for data sharing across government and with the public. UNDP will support the design and implementation of a data management gap assessment, to strengthen national capacities for monitoring and evaluation, establish protocols for data sharing among government entities, and strengthen multi-stakeholder platforms that contribute to trust-building.

24. UNDP will make direct contributions to the country's knowledge base by preparing national human development reports to explore topics relevant to the country's SDG priorities. It will give priority to producing disaggregated data, especially regarding gender and other inequalities. It will address additional data gaps on vulnerability by establishing regional climate profiles, climate risk inventories and other assessments to establish critical data baselines. UNDP will support the implementation of the Government's national spatial data Infrastructure initiative and help identify innovative data management, damage assessment and insurance schemes for climate risk management. UNDP will help leverage public and private sector financing through evidence-based policy advocacy linked to valuations of climate risk and benefits of integrating environmental and biodiversity concerns in economic development planning.

25. The UNSDF recognizes that the country's data challenges present an opportunity for the United Nations to help Sri Lanka "do development differently". Building on the National Foresight and Innovation Summit, UNDP will work with the Government to establish a policy innovation lab to test and promote data-driven approaches to Sri Lanka's development challenges, which UNDP will use as a platform to prototype innovative development solutions across the country programme. This initiative will contribute to a broader United Nations country team effort to establish a knowledge hub for sustainable development solutions. Both initiatives will contribute to the establishment of a national research agenda (together with other international development partners, academic and research institutions), and produce analysis and briefs to support United Nations policy advocacy efforts in helping the Government make evidence-based decisions on national budget allocations toward SDG achievement.

III. Programme and risk management

26. The country programme outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Different implementation modalities, such as, national, direct or non-governmental organization implementation, will be selected to enhance efficiency and effectiveness of UNDP contributions to development results. Implementing partners will be selected on the basis of comparative advantage and capacities, and with a view to building sustainable impact. When required, UNDP will support national implementing partners in addressing capacity gaps. In line with Executive Board decision 2013/9 on policy on cost recovery, organizational costs incurred in the implementation of a development programme that can be directly traced to a specific project will be included in the project budget and directly charged against it.

27. The country programme has benefited from consultations at national and subnational level with the government coordinating authority, national counterparts, civil society and development partners. A country programme board will be established as the primary governance mechanism for the country programme.

28. The successful implementation of the country programme will depend on managing several key risks, which will be monitored through regular early-warning public perception surveys commissioned by the Office of the Resident Coordinator, and regular engagement with government and civil society. The first risk is delayed progress on reconciliation and accountability measures leading to political instability, which could de-prioritize the constitutional reform and peacebuilding agendas. UNDP will focus on capacity building of public institutions for better service delivery, which is needed even as policy priorities might change, and use its convening role to engage partners in sustaining focus on peacebuilding priorities.

29. A second risk is that concentration of wealth by the elite continues and revenues generated by future economic growth and fiscal reforms are not reinvested into sustainable development priorities, thereby increasing inequalities and reducing trust in public institutions. UNDP, together with other United Nations organizations, will mitigate this risk through the collective emphasis on building capacities for evidence-based policymaking and engaging in advocacy efforts on the use of national budget resources for more inclusive, equitable and risk-informed policies.

30. A third risk is the country's increasing exposure to extreme weather events, which may cause disruptions to planned programming in the event of a natural disaster. UNDP will review lessons from past experience and undertake a programme criticality exercise at the outset of the new programme cycle to develop a business continuity strategy and establish thresholds that would trigger programme adjustments.

31. To address the risks of mobilizing sufficient resources for the programme in a middle-income context, UNDP will expand its partnership strategy with vertical and regional funding mechanisms, while building on initial successes in mobilizing resources from the Government and private sector.

32. In line with the independent mid-term review of the previous country programme,²⁵ UNDP will institute more consultative processes for project design, as well as systems for continuous programme oversight through formal and informal engagement with the country programme board and project and counterpart staff to mitigate substantive or operational risks, and identify adjustments. The 2017 UNDP Management Change Team engagement will help identify requisite capacities for programme scalability and pipeline development.

33. The programme will expand use of corporate project quality assurance standards and tools to ensure linkages to the national SDG agenda and “reaching the furthest behind first” are embedded in project design. The country office will train staff and inform national counterparts regarding the application of the UNDP social and environmental standards and accountability mechanism, as required.

IV. Monitoring and evaluation

34. UNDP will monitor the country programme together with national counterparts within the broader UNSDF monitoring framework. In addition, UNDP will conduct an annual review of the programme together with the country programme board. To monitor progress, UNDP will utilize national data systems to the extent possible, recognizing the need for additional data sources where national data is unavailable. Indicators are aligned to SDG targets and the UNDP current strategic plan, 2014-2017, with the results framework to be updated with relevant indicators from the new strategic plan, 2018-2021, once approved by the Executive Board in 2017. UNDP will use the gender marker to plan and monitor gender-related investments and results in line with UNDP targets.

35. Project design will ensure inclusion of indicators disaggregated by sex and other variables where possible, and identify data gaps to be addressed for quality monitoring of results. Monitoring, evaluation, data collection and research costs will be included in project budgets, while UNDP resources will cover staff training costs for quality assurance. UNDP will adopt a more deliberate approach to project design, monitoring and evaluation to ensure relevant lessons and data are captured to build the evidence base for policy dialogue on SDG achievement and contribute to the knowledge base required for evidence-based advocacy and policy development.

36. In line with the independent mid-term review of the previous country programme, UNDP will supplement biannual project board meetings and annual project reviews with systems for continuous and dynamic programme oversight through formal project monitoring visits (with increased participation of donors, civil society and beneficiaries), financial spot-checks and informal engagement with project and counterpart staff, and civil society, to identify substantive or operational risks to project implementation.

²⁵ Verite Research, 2014.

Annex. Results and resources framework for Sri Lanka (2018-2022)

<p>National priority or goal: The reforms in relation to good governance are associated with efficient public sector management, cultivating social responsibility in the private sector, enhanced efficiency in legal and judicial services, re-structuring the prison related activities and constitutional reforms toward democratic rule.</p>				
<p>UNDAF outcome 2: By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust among communities and towards the State.</p>				
UNDAF outcome indicator(s), baselines and target(s)	Data source and frequency of data collection, and responsibilities	Indicative country programme outputs (including indicators, baselines and targets)	Major partners, partnerships and frameworks	Indicative resources by outcome (in thousands of United States dollars)
<p>Indicator 1.1: Extent to which innovative governance platforms are strengthened at national and subnational levels, focusing on citizen engagement.</p> <p>Baseline (2017): TBD²⁶ Target (2022): TBD</p> <p>Indicator 1.2: Amount of national budget allocation for gender empowerment and elimination of discrimination against women.</p> <p>Baseline (2018): Sri Lankan Rupee 2.83 billion (allocated to the Ministry of Women and Child Affairs) Target (2022): LKR 5.69 billion</p>	<p>Source: A United Nations assessment/strategy of civil society organizations (CSO) engagement (December 2017)</p> <p>Frequency: Biennial</p> <p>Source: Budget estimates published by the Ministry of Finance</p> <p>Frequency: Annual</p>	<p>Output 1.1. Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity.</p> <p>Indicator 1.1.1. Extent to which oversight institutions (Human Rights Commission (HRC), National Police Commission (NPC), Right to Information Commission (RIC) have the capacity to support fulfilment of national and international human rights obligations. (Integrated results and resources framework (IRRF) indicator 2.3.1 aligned).²⁷ Baseline (2018): HRC=2, NPC=2, RIC=not fully operational yet Target (2022): HRC=3, NPC=3, RIC= 4 Source: Commission mandate and minuted discussions with the commissions</p> <p>Indicator 1.1.2. National legislature conducts public hearings during budget cycle. (SDG indicator 16.7.3). Baseline (2016): 0 hearings in 2016 budget cycle Target (2022): 1 hearing per cycle Source: Parliament of Sri Lanka</p> <p>Indicator 1.1.3. Number of policy/strategy drafts initiated/formulated and oversight processes implemented involving non-government actors supported by UNDP.</p>	<p>Presidential Secretariat Prime Minister's Office Parliament Human Rights Commission National Police Commission Right to Information Commission Ministry of Home Affairs Ministry of Public Administration Ministry of Provincial Councils and Local Government Ministry of Finance Ministry of Women Ministry of National Co-existence, Dialogue and Official Languages Ministry of National Policies and Economic Affairs Ministry of National Integration and Reconciliation Ministry of Sustainable Development Ministry of Development Strategies and International Trade Ministry of Law and Order Ministry of Foreign Affairs United Nation Peacebuilding Fund UN-Women OHCHR</p>	<p>Regular resources</p> <p>673,300</p> <p>Other resources</p> <p>16,145,267</p>

²⁶ The baseline will be determined following an assessment and strategy for civil society organizations engagement.

²⁷ Rating scale: 1 = very weak; 2 = weak; 3 = moderate; 4 = strong; 5 = very strong.

		<p>Baseline (2018): 2 Target (2022): 8 Source: UNDP project reports</p> <p>Output 1.2: Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services.</p> <p>Indicator 1.2.1. Extent²⁸ to which transitional justice mechanisms are operationalized. Baseline (2018): 1 Target (2022): 4 Source: Special Rapporteur reports, Office of the High Commissioner for Human Rights</p> <p>Indicator 1.2.2. Number of men and women accessing justice through UNDP interventions. (IRRF 3.4.1 aligned) Baseline: 5,000 (at least 50% women) Target: 7,000 (at least 50% women) Source: UNDP project reports</p> <p>Output 1.3: National and subnational level institutions have the capacity to deliver equitable, accountable and effective services.</p> <p>Indicator 1.3.1: Proportion of the sample population satisfied with their last experience of public services in selected districts.²⁹ Baseline (2013):³⁰ 0.53 Target (2022): 0.8 Source: Client Satisfaction Survey, UNDP</p> <p>Indicator 1.3.2. Number of people (women, youth and the disabled) supported for strengthened livelihoods through entrepreneurship, skill training, and business support services through the strengthened capacities of economic advisory services units. (IRRF 1.1.1B aligned) Baseline (2016): 4,500 (men 1990; 2,600 women), including 1,600 youth (960 women; 640 men) Target (2022): 30,000 (12,000 men; 18,000 women), including 12,000 youth and 1,000 disabled persons Source: UNDP project reports</p>	<p>South Asian Association for Regional Cooperation Fund European Union Norway United Kingdom Chambers of commerce Media Civil society organizations (CSOs) Youth groups</p>	
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²⁸ Rating scale: 1 = no action taken; 2 = partially operational; 3 = Operational; 4 = Fully Operational

²⁹ Vavuniya, Ampara, Jaffna districts

³⁰ Rating scale: High > 0.6, 0.6 > Medium > 0.3, Low < 0.3

National priority or goal: Adopt a green development strategy with a specific focus on green agriculture, energy, construction, green villages, cities and green employment for the sustainable development of Sri Lanka.				
UNDAF outcome 4: By 2022, people in Sri Lanka, in particular the vulnerable and marginalized, are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance and blue/ green development.				
<p>Indicator 2.1: Number of districts with funded disaster risk reduction (DRR) and response strategies (SDG indicator 1.5.3, 11.b.2 and 13.1.1 – modified)</p> <p>Baseline (2018): 0 DRR strategies in place</p> <p>Target (2022): (a) 25 targeted districts have DRR strategies in place³¹ (b) 12 district level DRR district plans are funded</p>	<p>Source: Disaster Management Centre: National progress report on implementation of Hyogo Framework for Action</p> <p>Frequency: Per disaster occurrence</p>	<p>Output 2.1: Policies and risk management strategies are implemented at national and subnational levels (rural and urban) for enhanced adaptation and resilience to climate change and disaster risk.</p> <p>Indicator 2.1.1. Percentage of national budget allocated for disaster risk reduction and climate resilience strengthening. Baseline (2015): 0.63% Target (2022): 2 % Source: Annual budget of the National Planning Department.</p> <p>Indicator 2.1.2. Number of males and females living in drought-prone areas benefiting from the adoption of diversified, climate resilient livelihood options. Baseline (2016): 0 Target (2022): 700,000 (357,000 women, 60,000 disabled persons) Source: UNDP project reports</p> <p>Indicator 2.1.3. Number of males and females in dry zone districts experiencing climate shocks and stresses, obtaining year-round access to reliable and safe water supply. Baseline (2018): None Target (2022): 517,800 (264,000 women and 45,000 disabled persons) Source: UNDP project reports</p> <p>Output 2.2: Policies, systems and technologies in place to enable people to benefit from sustainable management of natural resources.</p> <p>Indicator 2.2.1. Number of strategic natural resource conservation management plans developed at local level. Baseline (2018): 0 Target (2022): 5 Source: UNDP project reports</p>	<p>Ministry of Mahaweli Development and Environment Ministry of Power and Energy Ministry of Disaster Management Ministry of Provincial Councils and Local Government Department of National Planning Ministry of Agriculture, Department of Agriculture and the Department of Agrarian Development and Services WFP UNEP FAO UNISDR GEF Green Climate Fund Montreal Protocol Private sector Youth networks Civil society</p>	<p>Regular resources</p> <p>673,300</p> <p>Other resources</p> <p>78,551,954</p>

³¹ The locations of the districts will be defined in consultation with the Government.

		<p>Indicator 2.2.2. Number of ecosystem-based land use management plans developed and implemented Baseline (2018): 0 Target (2022): 8 Source: Annual reports from the Department of Land Use Planning</p> <p>Output 2.3: Low-carbon pathways and green development promoted focusing on renewable energy and blue-green investment</p> <p>Indicator 2.3.1: Amount of investment brokered by UNDP through public-private partnerships in renewable energy and low-carbon development. Baseline (2018): 0 Target (2022): \$1 million Source: Sustainable Energy Authority</p> <p>Indicator 2.3.2. Number of national and subnational government and private sector institutions using low-carbon technology options and obtain relevant certifications. Baseline (2018): 0 Target (2022): 25 Source: UNDP project reports</p> <p>Indicator 2.3.3. Reduced greenhouse gas emissions through UNDP waste-to-energy initiatives. Baseline (2017): 3,649 tCO₂e Target (2022): 2,500 tCO₂e Source: Montreal Protocol Unit³²</p> <p>Indicator 2.3.4. Number of municipal waste-to-energy systems established and operationalized. Baseline (2018): 1 Target (2022): 6 Source: UNDP project reports</p> <p>Output 2.4: Reliable information systems/capacities established to strengthen accountability, use of evidence-based decision-making, and management of environmental standards.</p> <p>Indicator 2.4.1. Number of functional data management systems (relevant to environment and disaster risk reduction) that are linked to national spatial data infrastructure. Baseline (2018): 0 Target (2022): 25</p>		
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³² Equivalent to 4 per cent of national emissions total.

		<p>Source: Annual national spatial data infrastructure reports</p> <p>Indicator 2.4.2. Number of sectoral plans and projects developed based on environmental and disaster management data /information. Baseline: 0 Target: 5 Source: UNDP project reports.</p> <p>Indicator 2.4.3. Number of issues related to the enforcement of environmental laws and standards brought to the attention of the public and the authorities by CSO groups engaged in performing environment watchdog functions. Baseline (2018): 0 Target (2022): 10 Source: UNDP project reports, reports from civil society networks.</p>		
<p>National priority or goal: Supporting the establishment of a national roadmap and strategy for sustainable development and supporting systematized implementation of data-sharing and e-governance policies of the Government of Sri Lanka.</p>				
<p>UNDAF outcome 1: By 2022, people in Sri Lanka benefit from improved data and knowledge management to address inequities and ensure inclusive and responsive decision-making.</p>				
<p>Indicator 3.1: Proportion of SDG indicators produced at the national level with full disaggregation when relevant to the target (SDG indicator 17.18.1)</p> <p>Baseline (2018): 25% Target (2022): 78%</p>	<p>Source: Department of Census and Statistics Frequency: Annual</p>	<p>Output 3.1: National and subnational data collection measurement and analytical systems in place to monitor progress on the SDGs.</p> <p>Indicator 3.1.1. Establishment of a national SDG baseline and identification of data gaps. Baseline (2018): SDG baseline not established Target (2018): SDG baseline established Source: UNDP project reports, SDG United Nations working group reports</p> <p>Indicator 3.1.2. Existence of a policy and system for data sharing across government institutions. Baseline: No policy or system exists Target: Policy adopted by 2019, system in place by 2022 Source: Project evaluation report.</p> <p>Indicator 3.1.3. Existence of an overall (SDG-based) monitoring and analytical framework. Baseline: Framework does not exist Target: Framework adopted by 2019, and institutionalized by 2022 Source: UNDP project reports.</p>	<p>Ministry of National Policies and Economic Affairs Ministry of Provincial Councils and Local Government Ministry of Public Administration Ministry of Sustainable Development Department of Census and Statistics Information Communication and Technology Agency Centre for Science, Technology and Innovation United Nations country team Media Youth Civil Society Bilateral donors</p>	<p>Regular resources 822,400</p> <p>Other resources 3,282,779</p>

		<p>Output 3.2: Evidence-based national development plan(s) informed by the sustainable development framework, formulated with citizen engagement.</p> <p>Indicator 3.2.1. Number of multi-stakeholder dialogues, including CSOs advocating gender equality, organized and linked to SDG-based development planning at national and subnational level. Baseline (2018): None Target (2022): 15 Source: UNDP project reports</p> <p>Indicator 3.2.2. Establishment of a policy innovation lab for sustainable development solutions. Baseline (2018): Not established Target (2022): Lab operational by 2019 Source: UNDP project reports</p> <p>Indicator 3.2.3: Number of evidence-based, sustainability-incorporated five-year provincial plans developed with UNDP support. Baseline (2018): 0 Target (2022): 9 Source: UNDP project reports</p> <p>Indicator 3.2.4: Number of initiatives facilitated with the Government incorporating South-South cooperation. Baseline (2017): 2 Target (2022): 6 Source: UNDP project reports</p>		
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