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Resilient nations.*

Country Programme Action Plan

Between the Democratic Socialist Republic of Sri Lanka

And

The United Nations Development Programme

2013 - 2017

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Acronyms and Abbreviations

ADR - Assessment of Development Results

AWP - Annual Work Plan

CAT - Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment

CBO - Community Based Organization

CEDAW - Convention on the Elimination of All Forms of Discrimination against Women

CPAP - Country Programme Action Plan

CPD - Country Programme Document

CRC - Convention on the Rights of the Child

CSO - Civil Society Organization

DaO - Delivering as One

FACE - Fund Authorization and Certificate of Expenditures

FAO - Food and Agriculture Organization

GDP - Gross Domestic Product

ICCPR - International Covenant on Civil and Political Rights

ICERD - International Convention on the Elimination of All Forms of Racial Discrimination

ICESCR - International Covenant on Economic, Social and Cultural Rights

ICMW - International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families

IGO - International Government Organization

ILO - International Labour Organization

LLRC - Lessons Learned and Reconciliation Commission

MDG - Millennium Development Goal

M&E - Monitoring & Evaluation

NGO - Non-Government Organizations

NPD - National Planning Department

RRF - Results and Resources framework

SBAA - Standard Basic Assistance Agreement

UN - United Nations

UNDAF - United Nations Development Assistance Framework

UNDG - United Nations Development Group

UNDP - United Nations Development Programme

UNEP - United Nations Environment Programme

UNFPA - United Nations Population Fund

UNICEF - United Nations Children's Fund

UNIDO - United Nations Industrial Development Organization

UNREDD - United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation

UNV - United Nations Volunteers

UPR - Universal Periodic Review

VOICE - Volunteer Information and Coordination Centre

WFP - World Food Programme

WHO - World Health Organization

The Framework

The Government of the Democratic Socialist Republic of Sri Lanka and UNDP-Sri Lanka are in mutual agreement to the content of this document and their responsibilities in the implementation of the Country Programme.

Furthering their mutual agreement and cooperation for the realization of the Millennium Development Goals and the United Nations Conventions and Summits to which the Government of Sri Lanka and UNDP are committed, including: the International Covenant on Economic, Social and Cultural Rights (ICESCR), 1966, the International Covenant on Civil and Political Rights (ICCPR), 1966, the International Convention on the Elimination of All Forms of Racial Discrimination, (ICERD), 1965, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1979, the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT), 1984, the Convention on the Rights of the Child (CRC), 1989, and the International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, (ICMW), 1990.

Building upon the experience gained and progress made during the implementation of the previous Country Programme (2008 to 2012),

Entering into a new period of cooperation (2013 to 2017),

Declare that these responsibilities will be fulfilled in a spirit of close cooperation and have agreed as follows:

Part I. Basis of Relationship

1.1 WHEREAS the Government of the Democratic Socialist Republic of Sri Lanka (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 20 March 1990. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the United Nations Development Group (UNDG) simplification and harmonization initiative. In light of this decision, this Country Programme Action Plan (CPAP) together with an Annual Work Plan (AWP)

(which shall form part of this CPAP, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner, as such term is defined and used in the CPAP and AWP.

Part II. Situation Analysis

2.1 Sri Lanka is at a defining moment in its history. A three-decade conflict has been brought to an end, creating hope for peace and stability. Despite the conflict, the 2004 tsunami and the impact of the global recession, the country has recently achieved middle-income status. With a land area of 62,705 square kilometres and a population of 20.45 million, Sri Lanka achieved a score of 0.715 on the 2012 Human Development Index, ranking ninety second out of 187 countries. This is the highest in South Asia. In 2011, Gross Domestic Product (GDP) grew by 8.3% but declined to 6.4% in 2012 and is expected to recover gradually to 6.8% in 2013 and to 7.2% in 2014.

2.2 The CPAP is aligned with the Government’s Development Policy Framework 2011-2016¹ which sets out the national action plan for implementing the “Mahinda Chintana”, the Government’s development plan. The Framework seeks to reposition Sri Lanka as a knowledge-based middle-income country. It targets the achievement of a per capita income of \$4,000 by 2016. This would require a sustained growth rate of 8 per cent and increased investments, largely from the private sector. The plan also seeks to promote economic opportunities through the creation of jobs and economic infrastructure, complemented by measures for social inclusion and for sharing benefits of growth across the population. To address regional disparities, the strategy focuses on: better targeting social protection and safety nets for the vulnerable; empowering women to participate more in the economy; and addressing vulnerability to environmental losses and natural disasters by making environmental sustainability and disaster risk reduction key components of development efforts.

2.3 While Sri Lanka is on track to achieve most of the Millennium Development Goals (MDGs) by 2015, variations exist at the regional level and between different socio-economic groups as revealed by the 2012 Sri Lanka Human Development Report.² In the Uva, Central and Sabaragamuwa provinces covering the estate (or plantation) sector, several of the social

¹The document can be accessed at: <http://www.treasury.gov.lk/publications/mahindaChintanaVision-2010full-eng.pdf>

² The Report can be accessed at: http://hdr.undp.org/es/informes/nacional/asiapacifico/srilanka/Sri%20Lanka_2012.pdf

indicators are the lowest and the rate of poverty the highest in the country. UNDP will support mainstreaming MDGs in local service-delivery systems, which is considered critical for addressing regional disparities, by promoting sustainable local economic development activities among vulnerable groups. Further challenges remain in the areas of malnutrition and loss of environmental resources. Pressures on natural resources resulting from potential post-conflict economic growth, coupled with climate change concerns, demand an increased focus on environmental sustainability and disaster resilience. UNDP will support mainstreaming of environment, climate change and disaster risk reduction concerns in development interventions.

2.4 Though women constitute 52 per cent of Sri Lanka's population, their participation in the political system (5.8 per cent in national parliament, 5 per cent in provincial councils) and the labour force remains low (66.5 per cent of men are economically active, as compared with 31.8 per cent of women in 2010-2011). Despite a gender inequality index of 0.414,³ concerns remain regarding entitlements and the empowerment of women. Political participation by women is impeded by barriers within political parties and social structures. Coupled with limited capacity, addressing complex issues such as gender-based and domestic violence, becomes a challenge. These critical challenges need to be addressed, in part given the obligations of Sri Lanka under the CEDAW Convention. UNDP will build on its current work on women's livelihoods, gender empowerment and reduction of gender based violence, and in collaboration with relevant line ministries, will support women's livelihood development.

2.5 With the former conflict-affected areas gradually moving from relief to resettlement and recovery, challenges remain in consolidating income-generation activities, regenerating local economic development, building links to markets and ensuring the equity of support in order to prevent the emergence of new grievances. The end of conflict has brought about positive transformations, including increased freedom of movement, access to markets, higher agricultural and fishing productivity and the increase in the number of small businesses. UNDP will be working with local governance structures in promoting local economic development and ensuring access of vulnerable groups to opportunities for sustained livelihoods.

2.6 Focusing on sustainable development, with a special focus on environmental conservation, is crucial for Sri Lanka. Being an island-nation, Sri Lanka is extremely vulnerable to environmental disturbances and climate change. It also faces a number of environmental and anthropogenic threats to its forests and other natural resources. These include coastal

³ The [Gender Inequality Index](#) (GII) reflects women's disadvantage in three dimensions—reproductive health, empowerment and the labor market. The index shows the loss in human development due to inequality between female and male achievements in these dimensions. It ranges from 0, which indicates that women and men fare equally, to 1, which indicates that women fare as poorly as possible in all measured dimensions

degradation, fresh water pollution, destruction of mangroves, soil erosion and dam siltation as well as problems associated with urban and industrial waste disposal. In 2010, 2011 and 2012, cycles of floods and droughts hit Sri Lanka leading to displacement and loss of paddy lands. While public systems are geared to manage needs in a routine setting, they are often overwhelmed in emergency settings, due to shortage of required trained personnel and necessary preparation to respond to emergencies. UNDP will support the capacity development of the public systems for disaster management.

2.7 The universality of human rights is enshrined in the Constitution and Sri Lanka has ratified seven⁴ of the nine international human rights treaties and is bound by these treaty obligations. It has reported to treaty bodies monitoring progress and certain laws and policies have been harmonized with treaty obligations. Implementation of the various national protection mechanisms can benefit from capacity development efforts. As part of its commitments to the Universal Periodic Review (UPR) process at the United Nations (UN) Human Rights Council, Sri Lanka launched *The National Action Plan for the Protection and Promotion of Human Rights* in late 2011. Possible areas for UNDP cooperation linked to ongoing assistance include, for example, strengthening the National Human Rights Commission, promoting the rights of women through UNDP's access to justice work and promoting women's leadership at the local level through UNDP's programmatic activities.

2.8 The Lessons Learned and Reconciliation Commission (LLRC), appointed by the President in May 2011 with the mandate to look back at the conflict Sri Lanka has suffered as well as to look ahead for an era of healing and peace building in the country, issued its report in December 2011. The report included 285 recommendations to the Government that cover events that took place during the conflict as well as issues linked to governance, devolution, human rights, international humanitarian law, access to land, socio-economic development, livelihoods and social cohesion. A National Action Plan for implementing the LLRC recommendations was made public in July 2012. There are many areas of potential cooperation for UNDP ranging from strengthening public administration, rule of law and access to justice, to promoting social integration and meeting the needs of vulnerable groups.

2.9 While Sri Lanka is on its way to achieve even higher growth, it is also facing a number of challenges that need to be addressed. These include consolidating the peace by promoting reconciliation and social and economic integration, addressing regional and inter-group

⁴ 1. International Covenant on Economic, Social and Cultural Rights (ICESCR), 1966; 2. International Covenant on Civil and Political Rights (ICCPR), 1966; 3. International Convention on the Elimination of All Forms of Racial Discrimination, (ICERD), 1965; 4. Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), 1979; 5. Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (CAT), 1984; 6. Convention on the Rights of the Child (CRC), 1989; 7. International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families, (ICMW), 1990.

disparities in income and in human development indicators, strengthening governance mechanisms and human rights issues, reducing the risk of natural disasters and climate change impacts, encouraging sustainable livelihoods and supporting local economic development.

Part III. Past Cooperation and Lessons Learned

3.1 In its Country Programme 2008-2012, UNDP focused its interventions on four thematic areas, Peace and Recovery, Governance, Environment and Disaster Risk Reduction, and Poverty and Achievement of MDGs.

3.2 According to several evaluations, including an Assessment of Development Results (ADR), undertaken in 2010-12, UNDP has made substantive contributions to development at the policy, institutional and community levels. UNDP helped improve socio-economic conditions and community cohesion in conflict-affected areas. The schools twinning programme and women's leadership interventions contributed to social change by supporting communities to increase their understanding and tolerance of each other and by supporting in formally integrating women into the statutory committees of local governance bodies in their areas. UNDP contributed to building national capacity for mine action coordination and management, which enabled the resettlement of more than 300,000 internally displaced persons, half of them women. In the absence of statistical data for the Northern and Eastern provinces, a comprehensive socio-economic baseline study of the conflict-affected and border districts provided important qualitative and quantitative (including gender disaggregated) data to inform programme design and monitoring. UNDP support to disaster management at the local level was recognized as being an effective mechanism for reducing risk. Using the convening role of UNDP, a strategic environmental assessment in the North brought 25 governmental agencies together, and informed recovery planning related to natural resources. Early warning and response capacities were developed with 24/7 emergency operations capable of providing effective tsunami evacuation and responses to flooding. UNDP introduced and institutionalized a results-based performance monitoring culture to the public sector, linking budgetary processes to key performance indicators of ministries. UNDP helped local-level structures deliver accountable and transparent services with the use of a citizen's charter that can be monitored. UNDP also pioneered a performance-based grant disbursement mechanism for devolved authorities (which were elected by local constituencies). Support to national institutions enhanced access to regulatory services, while the delivery of civic documentation through mobile clinics and digitized registries transformed the way in which people in conflict-affected and estate-sector communities accessed basic services such as education, and claimed rights linked to citizenship, land and inheritance.

3.3 The evaluations underscored the need for UNDP to continue to support the development of critical infrastructure and sustainable livelihoods through value-chain development, market linkages and private-sector partnerships. The need to continue to promote reconciliation through social cohesion activities and strengthening the role of government institutions at the local level was also stressed. It was concluded that once a given MDG has been achieved, the next step is to move to more qualitative measures of performance, while also mainstreaming the MDGs at the local level. UNDP was encouraged to work with partners to support activities combining risk reduction and environmental management with increases in livelihood opportunities and resilience, especially in rural communities dependent on natural resources. The ADR recommended stronger UNDP focus on the achievement of development results, as well as strengthening of its policy advisory role while promoting more effective use of human and intellectual resources. UNDP moreover should take the lead in helping the country address disparities and vulnerabilities that could increase as a result of rapid economic development, and support the development of systems and mechanisms that would make use of newly developed national capacities to ensure that it is sustainable. Finally, UNDP was encouraged to consider how partnerships with the private sector could facilitate the achievement of development goals and to build partnerships into programme design.

3.4 The lessons learned and recommendations have helped in reorienting and informing ongoing and new programmes. Main actions taken are the consolidation of the Country Programme into two main focus areas, and the planned shift to upstream policy support.

Part IV. Proposed Programme

4.1 The proposed Country Programme 2013-2017 aligns with the Government's Development Policy Framework Mahinda Chintana 2011-2016. It aims to help the country become a knowledge-based middle-income country, consolidate current MDG achievements, make progress on the lagging MDGs, address inequalities and promote long term sustainable peace. The proposed programme is integrated within the four pillars of the UNDAF 2013-2017 under the goal "Sustainable and inclusive economic growth with equitable access to quality social services, strengthened human capabilities and reconciliation for lasting peace".⁵ UNDP will contribute to the achievement of the UNDAF outcomes through policy and institutional support and on-the-ground assistance in the areas in which UNDP has a comparative advantage.⁶ UNDP

⁵ The UNDAF 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.

⁶ The UNDAF/UNDP outcomes: (1.1) An enabled environment for equal opportunities to sustainable livelihoods, decent work and employability; (2.1) Strengthened provision of, access to and demand for equitable and quality social services delivery and enhanced capacity of national institutions for evidence-based policy development; (3.1)

partnerships with other United Nations agencies will contribute to the substantive coherence of the United Nations development system.

4.2 Building on its previous programme cycle, UNDP will promote the socio-economic capacities of vulnerable communities particularly in rural areas. This work will focus on women, female-headed households, youth, ex-combatants, estate-sector families, differently-abled and HIV-affected groups. Gender will be integrated into all programmes and reflected in resource allocations, including through preferential targeting of women for economic development and social protection assistance, and through policy and community-level interventions focusing on women's involvement in all decision-making processes. Women will be specifically focused on for livelihood support, by increasing their opportunities for training and value-addition and improving their access to enterprise development, credit facilities and markets.

4.3 Systems will be strengthened for evidence-based policy development, and for institutionalizing management for development results. Policy support will be provided through galvanizing intellectual resources in the country to promote the development of policy frameworks and effective implementation. This would address the changing needs of the country having entered the MIC category and the changing role of the donors and the UN transitioning towards supporting key policy choices Sri Lanka needs to make. Policy research will be rooted in a rich and nuanced understanding of the national context.

4.4 **Focus area I - Governance for empowerment and social inclusion.** This programme area supports the first three UNDAF outcomes related to sustainable livelihoods, public service delivery, evidence-based policy development, local governance, rule of law, access to justice and human rights, gender equality, social integration and reconciliation. UNDP will focus on the capacity development of national institutions and empowerment of communities, working to create sustainable livelihoods and promote human rights protection, focusing on the marginalized. An integrated governance-recovery programme will focus on increasing the capacity of local governance institutions, civil society, the private sector and communities so they can jointly plan, implement, monitor and sustain socio-economic development.

4.5 The Country Programme will help communities increase their production and "value-addition capacities" by making better use of productive infrastructure, new technologies and knowledge (including through South-South cooperation). It will support communities to access new markets and financial services, enhance the employability of their members, and improve the enabling environment for enterprise development. Private-sector engagement will increase the sustainability of livelihood development activities. Vulnerable groups, including

Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka; (4.1) Policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigation and adaptation and reduce disaster risks in place at national, subnational and community levels.

disadvantaged women and youths as well as ex-combatants, will be integrated into the socio-economic mainstream, in particular by being linked with formal value-chains and related informal sectors. Marketing and networking support will be provided to women's producer groups. The Country Programme will build on ongoing collaboration with the Food and Agriculture Organization (FAO), International Labour Organization (ILO), United Nations Volunteers (UNV) and World Food Programme (WFP). Environmental approaches will be mainstreamed into livelihood-support activities.

4.6 Programmes to strengthen local governance will help de-concentrated and devolved government offices to serve as the primary vehicles for inclusive development and broader reconciliation. National capacities to protect and advance human rights will be strengthened, in particular through partnership with the Human Rights Commission. The capacity of national institutions to manage the mine-action sector will be strengthened. This will include mainstreaming mine action into development planning.

4.7 The Country Programme will continue to use its recovery and development interventions as entry points for promoting positive group relations. UNDP will also contribute to social empowerment, especially targeting women, children and the youth. Current work on social cohesion through the twinning of schools, support for bilingualism and women's and youth leadership at the local level will be scaled up so as to have more cross-regional reach and national-level impact.

4.8 UNDP Support to the Justice sector will continue with the focus shifting more towards the provision of policy assistance at the national level and improving the effectiveness of the justice system for vulnerable groups, especially vulnerable women. Partners with which UNDP will be working, based on UNDP's current programme, include the Ministry of Justice, Ministry of National Languages and Social Integration, Attorney General's Department, Prisons Department, Registrar General and Registrar of Persons, Judicial Services Commission, Legal Aid Commission, Bar Association and selected Non-Government Organizations (NGOs)⁷. On matters related to gender-based violence, UNDP will continue to work closely with United Nations Population Fund (UNFPA), World Health Organization (WHO) and United Nations Children's Fund (UNICEF) to ensure a coherent UN system response.

4.9 UNDP is also 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. In its efforts to promote gender empowerment, UNDP is also

⁷ In the case of Nationally-implemented (NIM) projects, NGOs will be selected by the Line Ministry implementing the project based on their selection/tendering process. In the case of projects directly implemented (DIM) by UNDP, UNDP will select the NGOs based on a competitive selection process, in consultation with the Project Board comprising of the Government Coordinating Agency (Ministry of Finance and Planning), the Implementing Partner, UNDP and other relevant stakeholders.

looking to support the 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.

4.10 Focus area II - Environmental sustainability and resilience. UNDP support in this area is central to the fourth UNDAF outcome on environmental sustainability, climate change and disaster risk reduction. UNDP will support mainstreaming of environment, climate change and disaster risk reduction concerns through policy development, increased knowledge and awareness and promotion of technology and best practices. UNDP will strengthen institutional capacities at national and sub-national levels in the Government, NGO's, Private Sector, Universities⁸ and others to integrate information from environmental assessments, hazard and vulnerability profiles, disaster resilient buildings and land use practices and climate change adaptation and mitigation best practices.

4.11 One key activity will be to establish a national system on generating and sharing ecosystem data. UNDP is also promoting data-sharing and is strengthening the capacity of district planning units to collect environment and disaster related data and to integrate it into development planning. Database and best practices sharing systems are being established at district planning units to support government and village development planning, as well as national rural development programmes such as Divi Neguma (domestic agriculture and livelihood) and Gama Neguma (rural development). To provide the enabling environment and to benefit from global initiatives, UNDP will support the Government to develop a new five year Disaster Management Programme and revise the Haritha (Green) Lanka Strategy and Action Plan of the National Council of Sustainable Development to reflect Rio+20 outcomes and the country's changing priorities in the post conflict era.

4.12 Low carbon growth will be promoted in the forms of emissions reductions, renewable energy and energy efficiency. UNDP will help Sri Lanka to meet its international obligations and commitments, including in the context of the Rio+20 Conference, inter alia by facilitating access to 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 initiatives and the Special Climate Change Fund.

4.13 The Country Programme will strengthen capacities to provide early warning of disasters, preparedness, and response systems. In addition, using its universal presence and existing community of practice, UNDP will help Sri Lanka to share its knowledge and experiences in

⁸ Private Sector entities and Universities will be selected by the Line Ministry Implementing the project based on their selection/tendering process in the case of NIM projects and by UNDP, in consultation with the Project Board, comprising of the Government Coordinating Agency (Ministry of Finance and Planning), the Implementing Partner, UNDP and other relevant stakeholders, in case of DIM projects.

disaster management with other states in the region. Climate concerns will be mainstreamed in agriculture, water, infrastructure, tourism and coastal sectors, with a focus on vulnerable groups. Sustainable forestry practices, in particular by women's producer groups, will be promoted. Advocacy, awareness and outreach in partnership with government, community-based organizations, the private sector and media will support the Government's "Green Lanka" and "Towards Safer Sri Lanka" visions while highlighting the positive contribution of improved governance of land, air and water resources. South-South knowledge exchange will be promoted. UNDP will collaborate with the Asian Development Bank, FAO, United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO), WFP, UNV and World Bank in taking this agenda forward.

4.14 The two focus areas will be working both at the national level to influence policy and at the sub-national level, directly with the local governance institutions and the communities, to enhance the dialogue between citizens and governance institutions and to support the delivery of quality social services. Interventions under both GESI and ESDR will focus on strengthening the capacity of local governance institutions to plan, implement and monitor their interventions to ensure that communities are safe from the impacts of natural disasters and are provided with the social services they need. In identifying gaps and planning activities to achieve results both will use capacity assessments tools and village development planning instruments.

Part V. Partnership Strategy

5.1 UNDP will seek to strengthen its partnerships with the Government (at the national and local levels), UN agencies, development partners, NGOs, Private Sector and civil society organizations (CSOs) in order to achieve the UNDAF/UNDP Country Programme Outcomes.

5.2 UNDP will build on its strong relationship and long-term partnership with the Government at all levels. At the national level, UNDP will continue to work closely with the External Resources Department (ERD) and National Planning Department (NPD) of the Ministry of Finance and Planning in the design and planning of its activities to ensure incorporation of Sri Lanka's priorities and development needs at all levels in the programme/project cycle. Close partnerships with line Ministries and national Institutions such as the Ministries of Environment, Economic Development, Disaster Management, Public Administration and Home Affairs, Local Government and Provincial Councils, National Languages and Social Integration, Justice, and Child Development and Women's Affairs amongst others, will ensure national ownership of programme results and contribute towards the sustainability of these results. At the sub-national level, UNDP will work with district secretariats and provincial councils to strengthen the planning processes and coordination systems, and support sustainable and efficient governance institutions for quality social services to the citizens.

5.3 UNDP will work closely with other UN agencies to ensure harmonized and coordinated programming, capitalizing on the comparative advantages of each agency in line with its mandate and building on prior partnerships. UN joint programmes, which reflect a cohesive response from the UN system to address key development issues in Sri Lanka, will contribute towards the achievement of UNDAF 2013-2017 outcomes in selected areas. In the field of Governance for Empowerment and Social Inclusion, UNDP will work with FAO, ILO, UNOPS and UNICEF on socio-economic development, and with the Office of the United Nations High Commissioner for Refugees (UNHCR) and UNFPA in promoting access to justice and human rights. In the field of Environmental Sustainability and Disaster Resilience, UNDP will be working with WFP in climate change adaptation, with FAO in biomass to energy production and in the context of the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation (UNREDD), and with UNEP on the Montreal Protocol. Plans are underway to expand the work with UNEP on Ecosystem based Disaster Risk Reduction and the Poverty Environment Initiative.

5.4 Over the past decades, and more specifically the past 10 years, UNDP has built strong partnerships with non-governmental institutions, particularly with community based Organizations (CBO) and CSOs in the areas of socio-economic development, access to justice, environment and disaster risk reduction. This trust built over the years, and the strong partnerships developed, can be leveraged for taking new programming initiatives forward in partnership with national counterparts.

5.5 The limited regular resources from UNDP Headquarters will serve as a catalyst, but the successful implementation of the Country Programme will depend largely on the establishment of strong partnerships with development partners and the mobilization of other resources from bilateral, multilateral and national sources.

5.6 UNDP will capitalize on its convening power and its current networks to involve the private sector in development efforts to add value to the programmes and to create win-win situations for the private sector as well as project beneficiaries. For example, private sector inputs can be harnessed to add value in developing markets by supporting quality standards and quality improvements of products, facilitating adoption of new processing technologies, and promoting green approaches that minimize waste.

5.7 In partnership with UNV, volunteerism will be recognized and promoted as an empowering mechanism for implementing and monitoring people-centred programmes. Based on the specific experience for post-tsunami relief, recovery and disaster preparedness efforts, as well as on the well-established use of volunteerism for sustainable livelihoods, social inclusion, cohesion and conflict management, UNV will continue to work with UNDP on the mobilization and engagement of community volunteers and volunteer specialists, particularly in the areas of disaster risk and natural resource management, capacity building for market-oriented skills,

engagement with youth, and the inclusion of private partners for development. In line with the UNDAF commitment to promote voluntary participation and to facilitate networking of voluntary groups especially at community level, UNDP/UNV will support the creation of an enabling environment for the establishment of a national volunteer mechanism and volunteer database towards a more inclusive and active involvement of citizens in the efficient delivery of services. The partnership with UNV and the role of volunteerism are also crucial to include and empower vulnerable groups, corresponding to the UNDAF undertaking to encourage and facilitate citizen engagement to identify and address matters of public concern through volunteerism.

Part VI. Programme Management

6.1 The Programme will be nationally executed under the overall coordination of the External Resources Department, Ministry of Finance and Planning (Government Coordinating Agency). Government ministries, NGOs, International Government Organizations (IGOs), or UN agencies including UNDP will implement the programme activities. The Government Coordinating Agency will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP assisted Programme/Project. The preference will be for Programmes/Projects to be nationally implemented in partnership with a relevant national counterpart Ministry. However, the option for direct implementation by UNDP will be maintained where preferred by the contributing donor, in consultation with the Government Coordinating Agency. The AWP for each of the Programmes/Projects will describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner on the use of resources. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as used in the SBAA. AWP and subsequent amendments of UNDP funded Programmes/Projects will be submitted to the Project Board for approval. Project Boards, which comprise the line ministry implementing the project, UNDP, and relevant departments of the Ministry of Finance (the Government Coordinating Agency), will meet at least twice annually or as required to discuss project progress and will hold the ultimate responsibility to approve AWPs.

6.2 In programme design and implementation, UNDP works closely with line ministries and other partners. The Country Programme builds on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments such as the UNDAF results matrix, Delivering as One (DaO) efforts, joint monitoring and evaluation, and programme resources frameworks in the CPAP and the AWPs.

6.3 To the extent possible UNDP, line ministries and other partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives⁹. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP. UNDP will sign the project documents with partners in accordance with corporate practices and local requirements. In line with the UNDG Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened through joint programmes and geographical convergence.

6.4 Discussions will take place with national counterparts in moving towards outcome boards linking with the management structure of the UNDAF.

6.5 All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and UNDP.

6.6 Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement);
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.

6.7 Cash transfers for activities detailed in AWP can be made by UNDP using the following modalities:

1. Cash transferred to the Treasury, based in the Ministry of Finance and Planning for forwarding to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement)

⁹ In some exceptional cases, it may be necessary to prepare a project document outside the CPAP. While the use of project documents outside the CPAP should be avoided, if necessary, such project documents could be prepared (for example, in crisis situations not envisaged before). In such cases, the AWP format will be used as project document ensuring that it reflects the mandatory clauses such as the legal context, management arrangements and for cash transfer.

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.
3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners

Where cash transfers are made to the Treasury based in the Ministry of Finance and Planning, the Treasury shall transfer such cash promptly¹⁰ to the Implementing Partner.

6.8 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

6.9 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner and UNDP, or refunded.

6.10 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP may conduct such an assessment, in which the Implementing Partner shall participate.

6.11 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.12 Resource mobilization efforts will be intensified to support the Results and Resources framework (RRF) and ensure sustainability of the programme. Mobilization of other resources in the form of cost sharing, trust funds, or government cash counterpart contributions will be undertaken to secure funding for the programme.

Part VII. Monitoring and Evaluation

7.1 Monitoring and evaluation of the CPAP will be undertaken in line with the UNDAF results matrix and UNDAF monitoring and evaluation plan. A Monitoring & Evaluation (M&E) Framework/Plan more specifically focused on monitoring and overseeing the results that are

¹⁰ The UN country team may wish to agree on the specific number of days in lieu of “promptly”.

being supported directly by UNDP will be prepared and implemented within the UNDAF/National M&E processes. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms (including those needed to monitor outcomes), tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity¹¹.

7.2 A CPAP monitoring and evaluation framework will assess UNDP's overall contribution to the achievement of the UNDAF results. The M&E framework will cover aspects of data collection, analysis and progress reporting against defined indicators. It will also include a clear mapping of the roles and responsibilities of the implementing partners and the programme staff in carrying out the different tasks related to monitoring and evaluation.

7.3 The Implementing Partners will provide quarterly consolidated financial and narrative progress reports, including the inputs from partner NGOs and agencies, to the External Resources Department. Consolidated progress reports, including inputs from partner NGOs and agencies, will also be made available to the Project Board on the progress, achievements and results of the projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reports will be shared ten days in advance of the Project Board meeting. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible. Implementing partners agree to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UNDP. To that effect, Implementing partners agree to the following:

1. Periodic on-site reviews and spot checks of financial records by UNDP or its representatives,
2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring,
3. Special or scheduled audits. UNDP, in collaboration with other UN agencies (where so desired) and in consultation with the External Resources Department will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by UNDP, and those whose financial management capacity needs strengthening.

7.4 To facilitate assurance activities, Implementing partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

¹¹ For more details: [Harmonized Approach to Cash Transfers \(HACT\)](http://www.undg.org/index.cfm?P=255) at <http://www.undg.org/index.cfm?P=255>

During the first year of the new Country Programme, an assessment of the Public Financial Management System will be conducted under the leadership of the Resident Coordinator's Office and the UN Country Team. Based on the findings of the assessment, one of the following two options will be selected:

a. Where the assessment has confirmed that the capacity of the Supreme Audit Institution is high, and is willing and able to conduct scheduled and special audits.¹²

7.5 The Supreme Audit Institution may undertake the audits of government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by UNDP, UNDP will commission the audits to be undertaken by private sector audit services.

b. Where the assessment identified weaknesses in the capacity of the Supreme Audit Institution.

7.6 The audits will be commissioned by UNDP and undertaken by private audit services.

7.7 Assessments and audits of non-government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.

Part VIII. Commitments of UNDP

8.1 The Country Programme's estimated resource envelope, corresponding to the Country Programme Document, is \$60,000,000. UNDP will seek to ensure that the indicative amount of US\$ 5,200,000 from UNDP's regular resources is committed as base funding for the execution of the CPAP, depending on the availability of funds.

8.2 UNDP will make available US\$ 25,400,000 of Other Resources already mobilized. In addition, UNDP, together with the Government, will intensify its resource mobilization effort to mobilize the remaining US\$ 29,400,000 of the Country Programme's estimated resource envelope of \$60,000,000. Should resource mobilization efforts not yield the expected results, UNDP and the Government shall review and re-prioritize activities and focus interventions during the CPAP annual review in line with the availability of resources.

¹² For UNDP, the audit of NGO/NIM projects can be assigned to the national Supreme Audit Institution (SAI) only on the condition that the institution has a demonstrated capacity to carry out the audits in an independent manner. To this effect, the Office of Audit and Investigations (OAI) has made available on its Intranet site guidance on the assessment of SAIs along with a questionnaire that will need to be properly completed, signed and communicated to OAI to support that due diligence has been exercised prior to opting for having the NGO/NIM audits undertaken by the national SAI. Please refer to OAI Intranet site (<http://intra.undp.org/oai/auds/ngonim.htm>) for details.

8.3 The indicative regular and other resource funds mentioned in the paragraphs 8.1 and 8.2 do not cover funding received in response to emergency appeals.

8.4 UNDP will ensure coherence between the CPAP/AWP, UNDAF results matrix and MDGs, including M&E reporting. Through annual reviews and periodic progress reporting, responsibilities between UNDP, the Government and the Implementing Partners will be emphasized.

8.5 At the Government's/Implementing Partner's request, UNDP will provide the following support services for the effective implementation of the CPAP through a Letter of Agreement for Support Services (Annex 2):

1. Identification and assistance with and/or recruitment of project and programme personnel; procurement of goods and services in accordance with the UNDP regulations, rules, policies and procedures;
2. Access to UNDP-managed global information systems, the network of UNDP country offices and specialized information systems, including rosters of consultants and providers of development services;
3. Access to support provided by the network of UN specialized agencies, funds and programmes.

8.6 In case of direct cash transfer or reimbursement, UNDP shall notify the Implementing Partner of the amount approved by UNDP and shall disburse funds to the Implementing Partner within 30 days.

8.7 In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within 30 days.

8.8 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

8.9 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN agencies.

Part IX. Commitments of the Government

9.1 The Government will honor its commitments in accordance with the provisions of the SBAA of 20 March 1990. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities as set out in the SBAA.

9.2 As a contribution to the programme, Government cost sharing arrangements will be pursued, and the Government will appoint dedicated human resources for the implementation of nationally implemented projects.

9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the Country Programme involving civil society and other development partners will be implemented. The Government is also committed to organize periodic programme review, planning and joint strategy meetings and where appropriate, coordination of sectoral and thematic development partners groups to facilitate the participation of donors, civil society, private sector and UN agencies. In addition, the Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact in co-operation.

9.4 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the AWP, will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

9.5 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWPs only.

9.6 Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. Where any of the national regulations,

policies and procedures is not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.7 In the case of international NGO and IGO Implementing Partners, cash received shall be used in accordance with international standards in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.

9.8 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:

- All financial records which establish the transactional record of the cash transfers provided by UNDP;
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.

9.9 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.
- Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit it to UNDP.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to UNDP on a quarterly basis (or as locally agreed).

Part X. Other Provisions

10.1 Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, each Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;

- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this CPAP, and its constituent AWP.

Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document.

The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization that has signed a standard basic executing agency agreement with UNDP.

Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to ensure that none of the project funds/UNDP funds received pursuant to a Project Document, are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). This list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under each Project Document.

10.2 This CPAP enters into force on the date signed by both Parties and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force until 31 December 2017.

10.3 This CPAP supersedes any previously signed CPAP between the Government of the Democratic Socialist Republic of Sri Lanka and UNDP and may be modified by mutual consent of both parties on the recommendations of the joint strategy meeting.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on the 23rd of May, 2013 in Colombo, Sri Lanka.

For the Democratic Socialist Republic of
Sri Lanka

For the United Nations Development
Programme, Sri Lanka

Signature:



Signature:



Name: P.B. Jayasundera

Name: Razina Bilgrami

Title: Secretary to the Treasury

Title: Country Director a.i.

P. B. JAYASUNDERA
Secretary
Ministry of Finance and Planning
Colombo 01
Sri Lanka

Razina Bilgrami
Country Director a. i.



Annex I: CPAP RESULTS AND RESOURCES FRAMEWORK

| UNDAF/CPD outcome #1: An enabled environment for equal opportunities to sustainable livelihoods, decent work and employability | | | | | | | | |
|---|--|--|--|-----------|-----------|-----------|-----------|------------|
| Relevant UNDP Strategic Plan result : Crisis Prevention & Recovery; Poverty Reduction and Achievement of MDGs. | | | | | | | | |
| Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes | Country Programme outputs | Implementation modality(ies) and implementing partner(s) | Indicative Resources by outcome (per year, US\$) | | | | | |
| | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| Poverty headcount ratio (% of population living below national poverty line) with a focus on the estate sector and other lagging districts (disaggregated by sex and region). | Output 1.1: Vulnerable Groups enabled to engage in sustainable local economic development initiatives Indicators: 1. # of multi-stakeholders fora for LED related activities functioning (Baseline: to be established following baseline surveys in 2013; Annual targets will depend on the results of the baseline survey). 2. % of target producer organizations/small businesses adopting advanced production, processing or value-addition techniques (Baseline: zero; 2013 – zero; 2014 – 15%, 2015 – 30%, 2016 – 45%; 2017 – 60%). | NIM and DIM Ministry of Public Administration and Home Affairs (MPAHA) UNDP ¹³ | Regular Resources | | | | | |
| | | | 484,600 | 484,600 | 484,600 | 484,600 | 484,600 | 2,423,000 |
| | | | Other Resources | | | | | |
| | | | 3,125,400 | 3,125,400 | 3,125,400 | 3,125,400 | 3,125,400 | 15,627,000 |

| Baseline | Target |
|---------------------------|--------|
| National (N) = 8.9% | 4.2 |
| Urban (U) = 5.3% | |
| Rural (R) = 9.4% | |
| Estate Sector (E) = 11.4% | |

¹³ UNDP implementation (DIM) will be undertaken following approval of such modality by the Local Project Appraisal Committee of which the Government Coordinating Agency will be part of, or based on a similar mechanism set up at the local level.

| | | | | | | | | |
|--|---|--|--|--|--|--|--|--|
| | <p>3. % of target producer organizations/small businesses integrating business management practices into their operation (Baseline zero; 2013 – zero; 2014 – 15%, 2015 – 30%, 2016 – 45%; 2017 – 60%).</p> <p>4. % of trained individuals expressing satisfaction on the employment options identified. (Baseline: zero; 2013 – zero; 2014 – 15%, 2015 – 30%, 2016 – 45%; 2017 – 60%)</p> | | | | | | | |
|--|---|--|--|--|--|--|--|--|

| | | | | | | | | | | |
|--|--|---|---|---------------|---------------|---------------|---------------|--------------|--|--|
| UNDAF/CPD outcome #2: Strengthened provision of, access to and demand for equitable and quality social services delivery and enhanced capacity of national institutions for evidence-based policy development | | | | | | | | | | |
| Relevant UNDP Strategic Plan result: Democratic Governance; Poverty Reduction and Achievement of MDGs | | | | | | | | | | |
| Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes | Country Programme Outcomes | Implementation modality(ies) and implementing partner(s) | Indicative Resources by outcome (per year, US\$) | | | | | Total | | |
| | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | | | |
| Number of districts that have functional monitoring mechanisms, addressing | Output 2.1: Local level governance¹⁴ institutions plan and manage service delivery | NIM and DIM Ministry of Public Administration | Regular Resources | | | | | 1,405,000 | | |
| | | | 425,000 | 475,000 | 315,000 | 140,000 | 50,000 | | | |
| | | | Other Resources | | | | | | | |

¹⁴ UNDP's definition of local level governance institutions can include both the de-concentrated and devolved arms of Government such as the District and Divisional Secretariats and the Provincial Councils

| | | | | | | | | |
|--|---|---|------------------|------------------|------------------|------------------|------------------|------------------|
| <p>demands for quality services and promoting dialogue between service providers and community members.</p> <p>Baseline: 6 districts</p> <p>Target: 25 districts and all 310 Divisions</p> | <p>with increased effectiveness and inclusiveness.</p> <p>Indicators:</p> <p>1. % of targeted local governance bodies sharing their development plans for feedback from communities. (Base: zero; Annual Targets: 2013: 20%; 2014: 40%, 2015: 60%; 2016: 70%; 2017:80%).</p> <p>2. % increase in database maintenance in the divisional planning cells and the Provincial planning secretariat. (Baseline: 25%; Targets 2013 - 35%, 2014 - 50%, 2015 - 65%, 2016 - 80%, 2017 - 100%).</p> <p>3. % increase in periodic systematic monitoring of development projects drawn from the medium and long term plans of the province and implemented at the divisional level.</p> | <p>and Home Affairs (MPAHA) UNDP¹⁵</p> | <p>2,080,000</p> | <p>2,080,000</p> | <p>1,930,000</p> | <p>1,930,000</p> | <p>1,925,000</p> | <p>9,945,000</p> |
|--|---|---|------------------|------------------|------------------|------------------|------------------|------------------|

¹⁵ UNDP implementation (DIM) will be undertaken following approval of such modality by the Local Project Appraisal Committee of which the Government Coordinating Agency will be part of, or based on a similar mechanism set up at the local level.

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|--|---|--|--|--|--|--|--|--|
| | <p>(Base line - 25%, Targets 2013 - 35%, 2014 - 50%, 2015 - 65%, 2016 - 80%, 2017 - 100%).</p> <p>4. # of targeted local governance institutions reporting back to the central agencies with acceptable formats and accuracy on the mandatory requirements. (Baseline: 50% of the Decentralized units in 2012; Annual Targets: 2013: 50% of the Decentralized units, 2014: 60% of the Decentralized units, 2015: 70% of the Decentralized units, 2016: 80% of the Decentralized units, 2017: 90% of the Decentralized units).</p> | | | | | | | |
| | <p>Output 2.2: Policy makers and development partners have an increased knowledge on good practices and lessons learned on local economic development and local governance to inform policy decisions</p> <p>Indicators: 1. # of codified good practices</p> | <p>NIM and DIM Ministry of Public Administration and Home Affairs (MPAHA) UNDP¹⁶</p> | | | | | | |

¹⁶ UNDP implementation (DIM) will be undertaken following approval of such modality by the Local Project Appraisal Committee of which the Government Coordinating Agency will be part of, or based on a similar mechanism set up at the local level.

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|--|--|---|--|--|--|--|--|--|
| | <p>shared with policy makers and development partners. Baseline 2013: zero, target: 1 best practice annually) .</p> <p>Output 2.3: National partners strengthened for evidence based policy, institutional and systems development in the areas of governance, empowerment, social inclusion, social integration, and project management and monitoring.</p> <p>Indicators:</p> <p>1. Number of recommendations for policy, institutional and systems development put forward. Target of 15 for the Program cycle. (Baseline: 0; Annual Targets: 2013: 2, 2014: 3, 2015: 3, 2016: 6, 2017: 1).</p> | <p>NIM and DIM Ministry of Management Reforms Parliament National Planning Department External Resources Department Project Management and Monitoring Department UNDP¹⁷</p> | | | | | | |
|--|--|---|--|--|--|--|--|--|

¹⁷ UNDP implementation (DIM) will be undertaken following approval of such modality by the Local Project Appraisal Committee of which the Government Coordinating Agency will be part of, or based on a similar mechanism set up at the local level.

| UNDAF/CPD outcome #3: Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka. | | | | | | | | |
|--|---|--|---|---------------|---------------|---------------|---------------|--------------|
| Relevant UNDP Strategic Plan result: Democratic Governance; Crisis Prevention & Recovery | | | | | | | | |
| Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes | Country Programme Outputs | Implementation modality(ies) and implementing partner(s) | Indicative Resources by outcome (per year, US\$) | | | | | |
| | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| <p>Number of national and local level mechanisms and systems for human rights protection and social integration brought into alignment with international standards.</p> <p>Baseline 2011 UN support to National Child Protection Agency/ Human Rights Commission etc.</p> <p>Target 2-3 per year</p> | <p>Output 3.1: Coordination, co-operation and systems between justice, police and prisons enhanced in three “area models” for improved public confidence in the enforcement of law and the administration of justice</p> <p>Indicators: 1. % of backlog cases reduced in three regional courts, prosecution, police and prison chain (Baseline: to be established in 2013; annual targets to be set following the establishment of the baseline - 2017 Target: 20%). 2. % of priority cases addressed in three regional courts, prosecution, police and prison chain. (Baseline: to be established in 2013; annual targets to be set following the establishment of the baseline - 2017 Target: 20%).</p> | <p>NIM and DIM</p> <p>Ministry of National Languages and Social Integration</p> <p>Ministry of Justice</p> <p>Department of Prisons</p> <p>UNDP</p> | Regular Resources | | | | | |
| | | | 318,000 | 370,000 | 297,000 | 210,000 | 210,000 | 1,405,000 |
| | | | Other Resources | | 2,381,000 | 2,260,000 | 2,261,000 | 2,150,000 |

| | | | | | | | |
|--|--|---|--|--|--|--|--|
| | <p>3. % increase of interpreters and translators in police and courts in the three regional areas. (Baseline: to be established in 2013; annual targets to be set following the establishment of the baseline - 2017 Target: 20%).</p> <p>Output 3.2: Improved access to justice for vulnerable and marginalized populations through systemized legal aid service provision and dispute resolution mechanisms accessible for all</p> <p>Indicators:</p> <p>1. # of recommendations of the 2010 Legal Aid Commission capacity assessment implemented. (Baseline: # of LAC capacity assessment recommendations not implemented to be determined in 2013; annual targets to be set).</p> <p>2. Needs-based legal aid services available in prisons (Baseline: Needs-based legal aid services are not available in prisons; 2017: System for needs-based legal aid service delivery in prisons implemented).</p> <p>3. % of land cases handled by dispute resolution mechanisms. (Baseline: to be established in</p> | <p>Ministry of National Languages and Social Integration Ministry of Justice Department of Prisons UNDP</p> | | | | | |
|--|--|---|--|--|--|--|--|

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|--|---|---|--|--|--|--|--|--|
| | <p>2013; annual targets to be set following the establishment of the baseline - 2017 Target: 20%).</p> <p>Output 3.3: Capacities of state and non-state actors strengthened for a comprehensive and coordinated response to further gender equality and sexual and gender based violence (SGBV).</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. National action plan on SGBV formulated (Baseline: No National Action Plan on SGBV; Target: National Action Plan on SGBV formulated by 2014). 2. Prioritized aspects of National Action Plan on SGBV implemented. (Baseline: No National Action Plan on SGBV; Annual targets: Number of activities to be implemented to be determined once National Action Plan on SGBV has been formulated by 2014). 3. Referral system of SGBV cases to penal chain operational (Baseline: no operational referral system of SGBV; Annual targets: 2017: 50% increase in the number of domestic violence complaints referred by the Mediation Boards to the penal chain (as a proxy for the operationalization of the system). | <p>Ministry of National Languages and Social Integration</p> <p>Ministry of Justice</p> <p>UNDP</p> | | | | | | |
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| | <p>Output 3.4: Institutional capacities strengthened for improved administration of justice, strategic planning and policy development for a longer-term sector wide approach to justice, police and prisons.</p> <p>Indicators:</p> <p>1. # of justice sector agencies with strategic plans. (Baseline: To be determined in 2013; 2015: 3 justice sector agencies with strategic plans).</p> <p>2. Justice, police and prisons development guided by a sector wide road map and investment plan. (Baseline: No Sector wide road map and investment plans. 2015: Action Plan for strengthening sector-wide cooperation).</p> <p>Output 3.5: National institutions and actors (state and civic) have stronger capacities for planning, coordinating, designing, implementing and monitoring actions aimed at promoting dialogue, social integration and reconciliation.</p> | <p>Ministry of National Languages and Social Integration Ministry of Justice Department of Prisons UNDP</p> <p>Ministry of National Languages and Social Integration UNDP</p> | | | | | | |
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| | <p>Indicators:</p> <p>1. # of policy actions on social integration and reconciliation proposed. (Baseline: National Action Plan for Social Integration under formulation; Annual Targets: 2013 – zero; 2014 – one policy recommendation proposed; 2015 – two policy recommendation proposed; 2016- three policy recommendation proposed; 2017 - four policy recommendation proposed).</p> <p>2. # of policy actions on social integration and reconciliation adopted (Baseline: National Action Plan for Social Integration under formulation; Annual Targets: 2013 – zero; 2014 – zero; 2015 – one policy recommendation adopted; 2016 - two policy recommendations adopted; 2017 - one policy recommendation adopted).</p> <p>3. # of policy actions on social integration and reconciliation implemented (Baseline: National Action Plan for Social Integration under formulation; Annual Targets: 2013 – zero; 2014 – zero; 2015 – zero;</p> | | | | | | | |
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| | <p>2016 - one policy recommendation implemented; 2017 - one policy recommendation implemented).</p> <p>Output 3.6: A better aware public, especially youth and women, engage in social integration and reconciliation actions.</p> <p>Indicators:</p> <p>1. % of persons targeted reporting changes in attitudes after being outreached through social integration and reconciliation awareness activities (disaggregated by gender and age) (Baseline: To be established in 2013. Annual Targets: 2013 – 15%; 2014 – 25%; 2015 – 35%; 2016 – 45% 2017 – 55%).</p> <p>2. % of persons targeted reporting getting involved in social integration and reconciliation actions after being outreached (disaggregated by gender and age). (Baseline: To be established in 2013. Annual Targets: 2013 – 10%; 2014 – 20%; 2015 – 30%; 2016 – 35% 2017 – 45%).</p> <p>3. % of persons targeted reporting increased opportunities for interaction with other identity-</p> | <p>Ministry of National Languages and Social Integration</p> <p>UNDP</p> | | | | | | |
|--|---|--|--|--|--|--|--|--|

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| | <p>groups. (disaggregated by gender and age) (Baseline: 24.5% of men and 12.9% of women across the districts of Ampara, Batticaloa, Trincomalee, Mannar, Vavuniya, Jaffna, Anuradhapura, Polonnaruwa and Puttalam report having no opportunities for interacting with people from other ethnicities.¹⁸ Annual Targets: 2013 – 10%; 2014 – 20%; 2015 – 25%; 2016 – 30%; 2017 – 40%).</p> <p>Output 3.7: Vulnerable communities have increased skills and ability to participate in local governance activities</p> <p>Indicators :</p> <p>1. The ratio of women to men serving in local level sub-committees. (Baseline: 20-80 as of 2013; Overall Target: 50 - 50; Annual Targets: 2013: 25-75 2014: 35-70, 2015: 40-60 2016:45-55, 2017: 50-50).</p> | <p>Ministry of Public Administration and Home Affairs (MPAHA)</p> <p>UNDP¹⁹</p> | | | | | | |
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¹⁸ UNDP Socio-Economic Baseline Analysis, 2011.

¹⁹ UNDP implementation (DIM) will be undertaken following approval of such modality by the Local Project Appraisal Committee of which the Government Coordinating Agency will be part of, or based on a similar mechanism set up at the local level.

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| | <p>2. % of targeted CBOs recording increased number of youth (18-35 years) in leadership roles. (Baseline (year & value); zero in 2013, Overall Target: 50%; annual Target: Annual Targets: 2013: 10%, 2014: 20%, 2015: 30%, 2016: 40%, 2017: 50%).</p> <p>3. % of targeted CBOs adopting good governance practices 6 months post training. (Baseline: zero; Target: 65%; Annual Targets: 2013: 20%, 2014: 10% 2015: 10%, 2016: 10%, 2017:15%).</p> <p>4. % of community representatives who report being consulted by local governance institutions on development activities in their communities. (Baseline: 50%; Target:100%. of the targeted local area ; Annual Targets: 2013: 20% out of the remaining, 2014: 10% out of the remaining, 2015:10% out of the remaining, 2016: 10%, out of the remaining 2017: zero ;100% achieved by 2016).</p> <p>Output 3.8: The prevention, protection and monitoring capacities of the Human Rights Commission – Sri Lanka strengthened to enable it to make recommendations to government</p> | <p>Human Rights Commission UNDP</p> | | | | | | |
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| | <p>policy and legislation, in conformity with international HR commitments, standards and practices.</p> <p>Indicators</p> <p>1. # of discussion engagements with civil society at the regional level. (Baseline: 2 per year (2012) Target: 4 per year for 2013, 2014 and 2015)</p> <p>2. # of regular monitoring visits to detention centers at national and regional level. (Baseline: to be established; Target: 4 per year for 2013, 2014 and 2015).</p> <p>3. # of awareness raising programs on Human Rights conducted for Provincial Councilors, Municipal Councilors, Urban Councilors at regional levels. (Baseline: Zero; Target: one program per year for a region for 2013, 2014 and 2015).</p> | | | | | | | |
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| UNDAF/CPD outcome #4 : Policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigation and adaptation and reduce disaster risks in place at national, sub national and community levels | | | | | | | | |
|--|--|--|--|-----------|-----------|-----------|---------|------------|
| Relevant UNDP Strategic Plan result: Environment and Sustainable Development; Poverty Reduction and Achievement of MDGs. | | | | | | | | |
| Outcome-level indicators, baselines and targets for UNDP contribution to UNDAF/CPD outcomes | Country Programme outputs | Implementation modality(ies) and implementing partner(s) | Indicative Resources by outcome (per year, US\$) | | | | | |
| | | | Year 1 | Year 2 | Year 3 | Year 5 | Total | |
| Indicator: Number of national and sectoral policies approved by Government Baseline: 2 Target: 5 | Output 4.1: Development agencies are equipped with policies, strategies, methodologies and tools to integrate sustainable development and disaster resilience principles Indicators: 1. Number of policies, and strategies contributing towards sustainable and resilient development updated or developed (Baseline = 0 in 2012; Annual Target: (2013: 02, 2014: 06, 2015: 03, 2016: 03 2017: 01). 2. Number of planning tools to mainstream environment and disaster risk reduction developed (Baseline = 0 in 2012; Annual Target: 2013: 06, 2014: 03, 2015: 06, 2016: 05 and 2017: 02). | NIM and DIM Ministry of Environment and Renewable Energy (MERE) Ministry of Disaster Management (MDM) Ministry of Economic Development (MED) and UNDP | Regular Resources | | | | | |
| | | | 0 | 0 | 0 | 0 | 0 | |
| Other Resources | | | | | | | | |
| | | | 3,900,000 | 5,020,000 | 4,750,000 | 3,700,000 | 630,000 | 18,000,000 |

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| | <p>Output 4.2: Government agencies, community groups and private sector are equipped with mechanisms and practices to promote sustainable use of natural resources, biodiversity conservation and climate change adaptation.</p> <p>Indicators:</p> <p>1. Number of forest adjacent households supported by coordinated environment friendly livelihoods development mechanisms (Baseline = 0 in 2012; Annual Target: 2013: 3,000 households 2014: 5000 households 2015: 7,000 households 2016: 5,000 households).</p> <p>2. Number of Climate Change Adaptation (CCA) best practices leading to the reduction of climate vulnerability promoted. (Baseline = 0 (2012); Target: 2013: 5, 2014: 10, 2015: 10, 2016: 5, 2017: 5).</p> <p>3. Number of replicable</p> | <p>NIM and DIM</p> <p>Ministry of Environment and Renewable Energy (MERE)</p> <p>Ministry of Economic Development (MED)</p> | | | |
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| | <p>biodiversity conservation and ecosystem management models developed. (Baseline = 0 (2012): Target: (2013: 5,2014: 5,2015: 10,2016: 5 and 2017: 5).</p> | | | | | | | |
| | <p>Output 4.3: Technologies and approaches used by government and private sector towards Climate Change Mitigation (CCM) improved.</p> <p>Indicators:</p> <p>1. % of tonnage of HCFC ozone depleting gases imported into the Country annually. (Baseline (2012): Average of 2009 and 2010 imports (230 tons) in 2012; Targets:2013: Freeze at baseline (230 tons); 2014: 05% below baseline; 2015: 10% below baseline; 2016: 15% below baseline; 2017: 25% below baseline)</p> <p>2. Amount of Green House Gas (GHG) emissions reduced as a result of promotion of modern biomass to Energy technologies (Baseline = 0 GHG (carbon dioxide equivalent in 2013; Annual Target: 2013: 0; 2014: 0;</p> | <p>NIM and DIM</p> <p>National Ozone Unit, Ministry of Environment and Renewable Energy</p> <p>UNDP</p> | | | | | | |

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| | <p>2015: 5,000 tons of GHG; 2016: 5,000 tons of GHG; 2017: 20,000 tons of GHG).</p> | | | | | | | |
| | <p>Output 4.4: 'Disaster Risk Management' capacities of national, sector and sub national agencies improved</p> <p>1. Number of new national level initiatives introduced to strengthen disaster preparedness and Early Warning generation capacity. (Baseline = 0 in 2012; Annual Target:2013: 03; 2014: 05; 2015: 03; 2016: 03; 2017: 01)</p> <p>2. Number of districts with demonstrated capacity to support preparedness, Early Warning, response, rapid assessments and Disaster Risk Reduction (Baseline = 0 in 2012; Annual Target: 2013: 02; 2014: 05; 2015: 05; 2016: 13; 2017: 0)</p> <p>3. Number of public – private - community initiatives to promote Eco System based Disaster Risk Reduction. (Baseline = 0 in 2012; Annual Target: 2013: 11; 2014: 05;</p> | <p>NIM and DIM Ministry of Disaster Management (MDM) and UNDP</p> | | | | | | |

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| | 2015: 03; 2016: 03; 2017: 01). | | | | | | | | |
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Note: Column 3 on implementing partners reflects the key implementing entities UNDP will partner with. Each programme/project will engage with various other partners, including other line ministries, local governments, NGOs, civil society partners and private sector. This will be reflected in project documents and AWP as and when these are developed for review of appraisal committees and/or project boards.