

COVER PAGE

Country: Sri Lanka

UNDAF Outcomes: Promotion of efficient decentralization, devolution and participatory decision making processes.

Expected Outcomes: MYFF Goal 2 – Fostering Democratic Governance; Capacities and partnerships developed of local governance actors in urban/rural areas for policy formulation, service delivery and resource management.
Transparent, participatory and effective mechanisms and institutional capacity for planning and implementation of recovery and development, adopted by national and provincial institutions.

Expected Output: Capacity of local government institutions further strengthened and better resourced for more accountable and improved decentralized implementation, management, delivery and M&E of public goods and services

Executing Entity: UNDP
Implementing Agency: n/a

The ART GOLD Sri Lanka Programme (AGSL) creates and supports innovative partnerships within a global system of cooperation that links local, national and international actors. It enables them to work together more effectively towards achieving the Millennium Development Goals through an area-based approach to governance and development. Participants include donor countries, United Nations agencies, Governments at national, regional and local level, cities, decentralized cooperation actors, associations, universities, private sector organizations and non-governmental organizations. In line with the overall ART approach AGSL will address all three levels – local, national and international – in order to build partnerships for development. AGSL is financed by a multitude of decentralized cooperation actors mainly from Spain but also from Italy. Through AGSL these decentralized actors work towards the achievements of the MDG's in Sri Lanka not only by financing the Programme but also through engaging into long-term partnerships geared at exchanging experience and technical knowledge.

Programme Period:	2007 - 2009
Programme Component:	Governance and Local Development
Project Title:	ART GOLD Sri Lanka (AGSL)
Project ID:	00057196
Project Duration:	Two Years
Management Arrangement:	DEX

Total Budget (USD):	1,630,000
GMS taken off the top:	77,619**
Allocated resources:	1,630,000
<ul style="list-style-type: none"> • Government n/a • Regular n/a • Other: 1,552,381 <ul style="list-style-type: none"> ○ Donors: European Decentralized Cooperation Actors, AECI • In kind contributions n/a • Confirmed pledges 451,279 	

Approved By:	Signature:	Date:	Name/Title
UNDP			Beate Trankmann Deputy Resident Representative (Programme)

** GMS is reflected in ATLAS as ART Gold is considered a Trust Fund.

ACRONYMS and ABBREVIATIONS

AECI	Spanish Agency for International Cooperation
AGSL	ART GOLD Sri Lanka Programme
ART	Support to Territorial and Thematic Networks of Co-operation for Human Development
CADREP	Capacity Development for Recovery Programming
CBOs	Community Based Organisations
CCA	Common Country Assessment
DS	District Secretariat
GOLD	Governance and Local Development
HDI	Human Development Index
HPI	Human Poverty Index
IAP	International Action Plan
ILO	International Labour Organisation
LAP	Local Action Plan
LED	Local Economic Development
LEDA	Local Economic Development Agency
LWG	Local Working Group
MDGs	Millennium Development Goals
NCC	National Coordinating Committee
NAP	National Action Plan
PWG	Provincial Working Group
SPWG	Southern Province Working Group
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNIFEM	United Nations Development Fund for Women
UNOPS	United Nations Office for Project Services
WGs	Working Groups
WHO	World Health Organisation

1. SITUATION ANALYSIS

According to Sri Lanka's MDG report the country fares well with respect to many targets such as education and health. However, positive nationwide statistics hide regional and other discrepancies.¹ Disaggregated data reveal wide gaps in the reduction of income poverty and attainment of human development between regions and districts as well as between urban centers and rural areas.

The UN Common Country Assessment, conducted in 2006, identifies many challenges with regard to development and governance in Sri Lanka. Among them and in the governance area, the CCA identifies issues such as devolution, subsidiarity, the reform of the public services, community participation and citizen empowerment for improved accountability in public life and quality in the delivery of services as being issues of catalytic importance.

The CCA explicitly recognises the national development policy's commitment to devolve power to the level of the citizen and recommends that a participatory approach in governance should begin at the local level with a need to strengthen local authorities on good participatory governance practices. The CCA also asserts the links between governance and broader development objectives, particularly that of ensuring equitable development across regions and communities. One clear example of a good participatory governance practice which Sri Lanka would benefit from is that of partnership building. This is vital in Sri Lanka because an inability to overcome systemic institutional problems through innovative partnership building has been a characteristic of its development in key areas in the recent past.

The broad elements of the Government's development strategy can be found in several documents issued since 2004 culminating in a ten year development framework for Sri Lanka (2006-2016), Mahinda Chintana: Vision for a new Sri Lanka. This document re-emphasises the Government's pro-poor and pro-growth strategy to reduce poverty. The aim is to accelerate economic growth and to re-balance the allocation of resources towards the development of less developed provinces, including the districts affected by man made and natural disasters.² To achieve this pro-poor economic growth the Government plans to mobilise all sectors of the society, i.e. the private sector, co-operative sector, non-governmental sector and foreign investors. The key policies to address the sharp regional disparities in socio economic development consist of progressive central government financing with favourable treatment of poor provinces and regions and special policy measures to promote equity of education access, quality and opportunity.

Effective decentralised governance and sound public management is an integral part for Sri Lanka's pro-poor and pro-growth development strategy. It is crucial for economic development, poverty reduction, post-conflict/post tsunami rehabilitation, the delivery of expected public services and for the delivery of development programmes. In the Mahinda Chintana the Government clearly commits to the principle of subsidiarity with direct and continuous involvement of the citizens in public management at the local level. The Government subscribes to governance principles that are inclusive and participatory with a special focus on the most vulnerable in order to prevent their further marginalisation from the governance of development. Emphasis is placed on creating the institutional conditions for active and optimal participation of different stakeholders in economic and social activities. This includes the institutional arrangements for the provision of public goods and services. The Government's vision is putting in place a collaborative government based on clear demarcations of responsibilities and authorities between the three levels of governance – national, provincial and local. While the assignment of responsibilities would usually follow the principle of subsidiarity, the result should be the elimination of overlapping in responsibilities and authority between the different levels of governance. The Government's policy to reduce poverty focuses on participatory processes and the creation of opportunities for the poor to take on an active role in improving their livelihoods.³ There is a clear need for institutional strengthening and reform at the local level to give effect to the Government's development ambitions.

¹ Millennium Development Goals Country Report 2005, Sri Lanka. UNDP/NCED 2005.
http://www.mdg.lk/inpages/statistics_reports/publications.shtml

² The Government has recently identified 119 priority Divisional Secretary Divisions based on socio-economic indicators (DS Divisions) where development activities will be focused in the years to come. In the Southern Province all divisions of the Hambantota District and selected ones of Galle and Matara are included in these priority divisions of the Government.

³ Mahinda Chintana: Vision For A New Sri Lanka. p. 124 chapter 7 and p. 212 chapter 14

The Art Gold Sri Lanka initiative first started in October 2005 with a “Preparatory Assistance Phase” (PA) involving the setting up of facilities, identification and awareness process within Local Authorities and the civil society in the Southern Province, which had been identified as the pilot province to be involved in the Programme. During this PA phase many of the originally foreseen objectives were realised: the SPWG and thematic sub-commissions were created; immediate impact projects were identified in cooperation with relevant local stakeholders; a number of immediate impact projects were implemented with a several about to translate into strategic interventions. However, a NCC did not become operational during the PA phase. The establishment of the NCC is currently underway and will give the programme the national support and allow creating the strategic linkages between local interventions and national policies and strategies.

During the PA phase an excellent working relationship with the local authorities has been established which already resulted in the implementation of several impact projects and the initiation of various strategic interventions. Specific partnerships have also already been established and will continue in the second phase of the programme. For detailed achievements under the PA phase see ANNEX 6.

The absence of an AGSL specific National Coordination Committee has proven to be one of the major difficulties during the execution of the PA phase. Thus, the establishment of an active and supporting NCC will be a priority task during the second phase.

During the PA phase the need to strengthen the local authorities’ capacity in planning and coordination of development activities was identified. AGSL will support the deconcentrated and the devolved local government structures and put a major emphasis on enhancing the coordination between both systems. AGSL will work towards strengthening the capacity of Local Governments in strategic, participatory and needs based development planning and the strengthening of existing coordination bodies (e.g. Divisional Coordinating Committees and District Coordinating Committees) and support (and reactivate) similar mechanisms dedicated at planning development activities at local level (e.g. Divisional Planning Committees and District Planning Committees).

AGSL will through its different Working Groups establish a forum where an active dialogue between the public, the private and the civil society sector can take place, thereby enhancing and promoting an inclusive development process.

The Programme is financed by the Confederation of Spanish Municipal Funds for Solidarity and Cooperation (particularly Andalusia, Catalonia, Galicia and Extremadura and associated cities), the Spanish Agency for International Cooperation (AECI) and by a number of Italian decentralised partners of the National Association of Italian Cities. As a result, approximately 300 of Spanish and Italian municipalities have contributed resources for the Programme. In the case of ART GOLD Sri Lanka the main donors are therefore at the same time also the partners for decentralised technical cooperation. These partnering funds represent a huge number of local entities that channel their resources through these Funds allowing them to multiply their impact and to meaningful engage in strategic development initiatives.

2. STRATEGY

The ART GOLD initiative is a global programme aimed at harnessing the capacity of partnerships to generate development results. ART GOLD Programs aim to reinforce the ability of local actors to plan and manage territorial development through an integrated and participatory process that is open to international opportunities.

As such, the development of partnerships between the local authority in the beneficiary country and other institutions at the local, national and international level is the over-riding goal of the programme. To that end, the global ART GOLD initiative has developed its own methodology which is in many ways different from standard UNDP projects and understanding the ART GOLD methodology is the key to understanding the project’s strategy (see ANNEX 4 and 5 for more information on the global ART GOLD initiative and programme methodology).

Further to the development of partnerships, AGSL will also finance concrete strategic and quick impact interventions through its operational funds allocated in the project budget. Initially USD 600,000 is allocated for financing such interventions at the local level and another USD 440,000 to finance the Local Economic Development initiative (USD 300,000 for a Guarantee Fund). For the LWGs and the SPWG additional USD 330,000 are allocated to be programmed for specific activities (e.g. capacity building for local authorities, visibility and advocacy, missions, facilitating partnerships, innovations, etc.) in support of the project and the respective Working Groups. New partners that will join AGSL will contribute additional financial resources and their technical capacity in specific technical areas.

The programme helps regional and local authorities in the South and the North to set up alliances and partnerships in support of local development and governance processes prioritised by countries through ART GOLD programmes. It seeks to involve local communities in development processes and promote a new type of multilateralism in which the United Nations system works together with governments to promote the active participation of regional and local authorities, local communities and social stakeholders in the South and the North.

Indicative areas of support and some initial activities may be developed during the early stages of the project, however the main focus at that point is normally on putting in place the standard ART GOLD partnership and project management structures. When that structure and those partnerships are established, a participatory methodology is employed to explore the optimal exploitation of those partnerships as a means of developing local capacity and meeting pressing local needs.

In line with the overall ART GOLD approach AGSL will operate at local, national and international level in order to foster the articulation and coordination between relevant actors and institutions at all levels. AGSL will work in following complementary areas using an intersectorial approach: i) Governance, ii) Local Economic Development, iii) Environmental Protection and Territorial Planning, iv) Local Health and Welfare systems, and v) Education and Training systems. AGSL will build upon existing strategies and explores synergies and cooperation with other programmes/projects operating in the Southern Province.

AGSL will work towards the “localization of MDGs”, select several (locally available) MDG indicators, incorporate them into the project’s local planning process and advocate for the wider use of MDG indicators as the basis for local development planning. It will thereby take the MDGs to the level where people can discuss and agree on their priorities and thus promote and strengthen democracy.

The programme is essentially an area-based one. Art Gold Sri Lanka’s (AGSL) selected area of intervention is the **Southern Province**, which includes the Districts of Galle, Matara and Hambantota. The Southern Province was selected during the Preparatory Assistance (PA) phase based on following criteria: i) damages and losses caused by the Tsunami; ii) poverty and human development indicators; iii) institutional development; iv) presence of international organisations; v) reduced ethnic tensions; and vi) geographical proximity to the capital and general logistics. In order to capitalise on the preparatory work of the PA phase AGSL will therefore continue to focus on the Southern Province.

However, AGSL is a national initiative and flexible to operate where it is deemed opportune based on national authority’s priorities, local development conditions and orientations by participating partners. Based on the request of the national Government and respective local authorities such expansion to other Provinces can be initiated, pending the availability of resources, compatibility with UNDP country programme priorities and the interest AGSL donors and partners.

Should above conditions be satisfied it is recommended to expand the activities of AGSL to the Uva Province. 20 out of 27 Divisions of the Province are forming part of the economically most backward Divisional Secretary’s (DS) divisions identified by the Government.⁴ The two districts comprising the Uva province, Badulla and Ratnapura, are also part of the UN Geographic Focus under the new UNDAF.

AGSL is consistent with the Government’s ten years framework for development and the findings presented in the UN CCA by seeking to foster the capacity of local level Government for improved local level planning and public service delivery in specific prioritised areas of intervention. The CCA states that *‘accountability for public service delivery and local level planning is best located as close as possible to*

⁴ Socio Economic Indicators, For Selected 119 Divisional Secretary’s Divisions, Department of Census and Statistics, Sri Lanka, October 2006

*the point of delivery. And despite the mandate of local government bodies to deliver basic services critical for the realisation of the MDGs, there are currently serious capacity constraints facing these institutions'*⁵ AGSL will facilitate the development of new partnerships and networks between the Southern Province local authorities and other sub-national, national and overseas institutions in order to identify ways through which those partnerships can be utilized to support the Southern Province in overcoming the development challenges it faces at the local level. Those networks and partnerships will also represent pilot partnership modalities which may then be used by UNDP to advocate for the national adoption of similar or modified partnership models across the country at the sub-national level.

The programme will actively support the role of local communities as participants in the development process. It will work with Government to support an enabling environment where shortcomings with regard to partnership and participatory local government can be addressed. By fostering coordination and partnerships and networks between different institutions and levels, it will seek to improve development programmes and service delivery mechanism to those who rely on them most.

Strong emphasis will be placed on ensuring complementarities of AGSL interventions with existing development strategies and plans at the national but foremost at the provincial and local level. The AGSL participatory planning exercise will thus be based on e.g. provincial development plans and district and divisional development plans in order to complement and/or improve such existing plans.

AGSL will integrate relevant stakeholders within all its initiatives thereby transcending existing artificial divisions of responsibilities and including the civil society and the private sector in governmental decision making processes e.g. regarding development planning or service delivery. Local government ownership and complementarities to existing government plans shall be ensured, not only by them leading the respective Working Groups, but also by ensuring that best practices and lessons learned from various strategic AGSL interventions inform government policies.

The AGSL Working Groups are means to work through the Local Government structures, but at the same time involve the civil society and the private sector to work towards an inclusive development of the territories selected. The Working Groups are also meant to be a forum where both structures, the central government and the local authorities, are working together towards finding sustainable solutions to cross-sectorial development challenges identified in the planning cycle. Local Working Groups will maintain close and direct contact with decentralised partners, thereby being in a crucial position of channelling important financial and technical resources into the territory. They shall furthermore become active participants in various international networks and initiatives allowing them to access and mobilise resources independently from AGSL and especially also after the project's termination. They act as facilitator of partnerships between decentralised entities in partner countries and the respective territory in Sri Lanka, always coordinating closely with all relevant governmental authorities. AGSL will work towards a smooth integration/streamlining of the Working Groups within the local government structures in order to ensure sustainability of the project efforts and an integration of build up capacities within government structures.

The project will also seek to maximise the benefits of partnerships and networks by identifying and implementing strategic or quick-impact interventions which will be developed in consultation with project partners and prioritized based on identified needs in local and national development plans, UNDP and UN development priorities and available resources. The project is also being implemented based upon key principles observed by UNDP in its programming in Sri Lanka including equity, the adoption of the human rights based approach where possible, equity, transparency, accountability, the importance of constant monitoring and evaluation through results based management methodologies and the need for risk mitigation measures in project design.

AGSL will seek close cooperation with a number of partners active in the Southern Province. These partners will inter alia include ILO, GTZ, the Asia Foundation and a number of (I) NGOs. AGSL will especially build upon and work closely with the NGOs and CBOs capacitated by the UNDP Strong Places project. Many more partnerships and cooperation are envisioned once the concrete areas of interventions are determined through the planning cycle/the Action Plan.

⁵ United Nations Common Country Assessment (CCA), Sri Lanka, October 2006

AGSL will be a fully integrated part of the overall UNDP Country Programme and its activities will be prioritized and coordinated in accordance with the objectives and strategy of the UNDP Governance programme. AGSL will coordinate with and build upon the achievements of other UNDP initiatives such as **i)** the CADREP Initiative that aims to develop the capacity of government and civil society in the planning, management and delivery of recovery and reconstruction services on a sustainable basis; **ii)** the STRONG PLACES Project that supports and develops the institutional and human capacity of small NGOs and COBs in the Southern Province, **iii)** the Disaster Management program **ii)** the MICRO ENTREPREPRISE INITIATIVE that supported the recovery and development of tsunami affected micro entrepreneurs through the provision of micro credit, market linkages support, alternative livelihood options and capacity development; **iv)** the TRANSITION PROGRAMME supporting the peace process through the creation of livelihoods and revitalized growth of local economies in areas directly and indirectly affected by conflict; and **v)** the MDG Country Support Programme which constitutes a concerted effort in support of policies, programmes, and institutional capacity development that will facilitate the government of Sri Lanka in its efforts to achieve the MDGs **vi)** the Equal Access to Justice programme which seeks to improve the accessibility of justice and redress mechanisms for vulnerable groups and communities. AGSL will also actively cooperate with other UN agencies working in the Southern Province in order to avoid duplication of effort and exploit programmatic synergies.

3. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the UNDAF Results and Resource Framework:				
1) Governance reform aimed towards promoting people centred development and specifically the objectives of promoting efficient decentralization, devolution and participatory decision making processes and strengthening institutional capacity of the public sector for development management 2) Reduction of poverty through promoting improved accessibility to basic services and the creation of economic opportunities for the poor with its strategic initiatives of applying innovative approaches to foster equity through access and participation of the poor in the development process.				
Applicable MYFF Service Line: 2.6. Decentralization, Local Governance and Urban/Rural Development				
Partnership Strategy: Decentralized Cooperation Partnerships				
Project title and ID (ATLAS Award ID): ART GOLD Sri Lanka (AGSL)				
Intended Outputs	Output Targets for year one	Indicative Activities	Responsible parties	Inputs
LOCAL LEVEL - Capacities of the provincial and local level actors in programming and management of integrated, participatory and internationalised local development strengthened.				
The Provincial and Local Working Groups are functional and operating. All members of the working groups have been trained in ART GOLD approach and methodologies.	<ul style="list-style-type: none"> ▪ One provincial Working Group and three Local Working Groups established ▪ Territorial Marketing documents elaborated; ▪ At least 6 trainings, work shops and other events for capacity building of local working groups and local government authorities carried out; 	<ul style="list-style-type: none"> ▪ Position the LWG's participatory planning activities within the existing framework of planning and coordinating mechanisms (e.g. Ministry of Planning at provincial level, planning officers at district and divisional level, Coordination Committees at district and divisional level; Planning Committee at district and divisional level) and establish close collaboration and integration of planning activities between the programme planning activities and these entities; ▪ Create an enabling environment for smooth cooperation between the SPWG, the LWGs and AGSL regarding communication, organization, information management, and implementation of activities; ▪ Build the capacity of the SPWG, the LWGs and relevant government and non-government entities in line with the ART GOLD methodology and with a specific focus on participatory and needs based programming and management of programme activities in areas such as: diagnosis of the potential of the territory; territorial marketing; participatory planning tools and mechanisms; localizing MDGs and its relevance for planning; the mechanisms of decentralization; public-private partnership for the delivery of services; mobilization of resources; elaboration of projects for international decentralized cooperation. Other training activities will be carried out in cooperation with the ART International according to the needs and priorities of the Working Groups. ▪ Support to the Working Groups for elaboration of documents for territorial marketing. 	AGSL ART International	AGSL staff Experts Workshops Seminars Trainings Equipment Travel

		<ul style="list-style-type: none"> ▪ Support the Working Groups in organizing visits of delegations of decentralized cooperation partners; ▪ Build the capacity of the Working Groups in formulating projects of decentralized cooperation; ▪ Build the capacity Working Groups in formulating immediate impact projects based on methodologies that facilitate the mobilization and organization of different social groups and productive associations; 		
Each Province has implemented integrated services for the promotion and management of chains of territorial value and formulated and carried out strategic local economic development projects.	<ul style="list-style-type: none"> ▪ One LEDA established and fully functional ▪ Local Economic Strategy for the Southern Province elaborated ▪ One Guarantee Fund established and operational 	<ul style="list-style-type: none"> ▪ Build the capacity of the Working Groups in identification of programs that foster economic development in the respective territories; ▪ Build the capacity and support the Working Groups in carrying out a territorial diagnosis, a participatory study on the local economic potentialities taking into account existing local strategic plans and the studies of competent national institutions; ▪ Facilitate and support the establishment of Local Economic Development Agencies (LEDAs); ▪ Facilitate and support the formulation of a territorial marketing document. ▪ Support to the creation of territorial credit system articulated within the LEDA framework for financing (Guarantee Fund). ▪ Support the provincial and local authorities and relevant local economic actors in strengthening existing value chains to improve productivity and competitiveness of local production. ▪ Support provincial and local authorities and relevant local economic actors with the strategic positioning of local value chains within international markets; ▪ Foster the appreciation of the territories as new protagonists of global competition, with its productive wealth and its capacity to offer strategies to other territories; ▪ Strengthen the economic territorial competitiveness of the provinces participating in the programme; ▪ Elaboration of territorial marketing actions to expand exports, exchange knowledge (joint-ventures, agreements of technological transfer, agreements on joint investigation) and attract investments. 	SPWG, LWGs, AGSL, ART International, LEDA staff, economic sub commission,	AGSL staff; Experts; Equipment; Travel;
Each Province has formulated strategic development projects/activities in line with the areas of intervention of the Programme.	<ul style="list-style-type: none"> ▪ Three Strategic development project formulated in at least two different project areas 	<ul style="list-style-type: none"> ▪ Prioritization of local governmental entities (Urban Councils, Municipal Councils, Pradeshiya Sabhas and other administrative units such as divisions) in each district, taking into account socio-economic baseline data, levels of MDG achievements and the national prioritization of divisions; ▪ Support the Working Groups in creating thematic sub-commissions in the fields of action of the Programme; 	SPWG, LWGs, AGSL, ART International	AGSL staff Experts

		<ul style="list-style-type: none"> ▪ Support these Sub-Commissions in defining the strategic lines of action in the programme areas of intervention and facilitate and coordinate their support to strategic projects, and their advice to the SPWG, LWGs, local authorities and other partners; ▪ Provide technical support to the Working Groups for formulation of strategic projects, which will be synthesized/merged into the Local Action Plans. ▪ Support the Working Groups in the updating existing and/or elaborating a longer-term strategic development plan for the territory. 		
Each Province has prioritized and implemented Immediate Impact Projects and strategic development projects with the technical support of technical government departments, experts of the decentralized cooperation and ART International.	<ul style="list-style-type: none"> ▪ Three immediate impact projects implemented ▪ Three strategic development projects implemented 	<ul style="list-style-type: none"> ▪ Support to Working Groups in identifying the most appropriate modalities of execution of the projects that compose the Local Action Plans taking into account local, national and international resources and capacities. ▪ Support to Working Groups in identifying the most appropriate modalities for monitoring and the evaluation of the results including the identification of comparable and measurable indicators. ▪ Execution of strategic projects immediate impact projects by the Local Working Groups with the technical support of relevant national institutions, decentralized cooperation experts, the AGSL programme team, and experts of ART International and associated networks. 	SPWG, LWGs, AGSL, ART International	AGSL staff Experts Equipment Project - Inputs
Participatory planning cycle carried out and AAP developed; localized MDGs used as a tool for local planning of development initiatives.	<ul style="list-style-type: none"> ▪ SPWG and three LWGs using localized MDGs as planning tool 	<ul style="list-style-type: none"> ▪ Elaboration of Terms of Reference and guidelines for participatory programming for the Local Action Plan based on existing strategic plans and in close collaboration with the SPWG and LWGs. ▪ Participatory planning cycle carried out. ▪ Elaboration of Local Action Plans. ▪ Support the Governments effort of localizing the MDGs. ▪ Awareness raising activities within relevant development actors and the population at whole regarding MDGs. ▪ Support the development of MDG based development planning tools. ▪ Facilitate the usage of MDG based planning methodologies within the planning exercises of the Working Groups. ▪ Strengthen the awareness of MDGs within the local authorities. ▪ Facilitate the usage of MDGs in monitoring and evaluation of development activities within the provinces. 	NCC, SPWG, LWGs, AGSL, ART International	AGSL staff Experts Workshops Seminars Trainings
The provincial and local authorities monitor and coordinate development activities of international actors within their	<ul style="list-style-type: none"> ▪ Coordination mechanism established at provincial level; ▪ Regular 	<ul style="list-style-type: none"> ▪ Support the provincial and local authorities with the establishment of a Management Information System for monitoring development of international actors in its territory. ▪ Facilitate the establishment of coordination meetings between the provincial and local authorities and the international actors active in the 	NCC, SPWG, LWGs, AGSL, ART International	AGSL staff Experts Seminars Workshops

territory.	coordination meetings conducted;	province. <ul style="list-style-type: none"> Strengthen the capacities of provincial and local planning units for monitoring and coordination purposes. 		
AGSL Area office established and fully functional	One Area office established	<ul style="list-style-type: none"> Procurement of equipment Extension of the SPWG office to further integrate the AGSL Area office 	AGSL	AGSL staff Equipment
NATIONAL LEVEL - Central governmental entities and institutions channel of resources of the international cooperation towards the Provinces and local government entities involved in the Program. Best local development practices in AGSL provinces disseminated country wide.				
Project Board is fully functional and operating; resources of international (decentralized) cooperation are oriented towards the provinces and local governmental entities within the framework of AGSL.	<ul style="list-style-type: none"> Project Board established Additional Resources directed by the NCC to the SPWG and LWGs 	<ul style="list-style-type: none"> Finalise the organization of the Project Board; Promote and facilitate the participation of other donors and other actors of international cooperation in the Program; Organization of events in cooperation with the Working Groups to present to potential donors and other actors of international cooperation the documents of territorial marketing and Strategic Plans. Support the NCC in mobilizing and orienting foreign actors of decentralized cooperation with the aim of establishing partnerships with the provinces and local governmental entities in Sri Lanka. Support the NCC in identifying and establishing possible cooperation with projects carried out by specialized Agencies of the United Nations and by the international cooperation that operate in the Provinces involved in the Program. Support all the actors of the international cooperation interested in participating within the framework of the Program: organization of the encounters with the Working Groups; technical support in the process of project formulation. 	AGSL, ART International, NCC	AGSL staff Experts Equipment Travel Events
All the national institutions involved in the Project Board/NCC participate actively in the Program and support the development processes in the Province(s).	<ul style="list-style-type: none"> Quarterly meetings of the NCC 	<ul style="list-style-type: none"> Mobilize through the NCC the support of relevant national institutions to the activities of the Working Groups; Support to the formulation of strategic projects to ensure that they are within all relevant sectorial and national policies of development and at the same time facilitate the insertion of best practices and strategic initiatives into the national policy formulation process; Advocate for the orientation of national resources and technical support towards the initiatives carried out in the framework of ART GOLD; Organization of workshops and national forums on specific themes of interest to the national institutions and local authorities and the execution of specific studies in collaboration with national and international Universities. Support participating Provinces and local entities in the elaboration of 	NCC, AGSL, ART International	AGSL staff Experts

		studies and strategies to improve national policies of local development through the facilitation of specialized international services and resources.		
INTERNATIONAL LEVEL - Development opportunities of Provinces and local Governmental entities in Sri Lanka promoted through realizing opportunities with the international decentralized cooperation, the south-south and north-south cooperation for innovations for human development and the network of universities and associated centres of excellence.				
Development actors in Sri Lanka share their experiences and best practices in the development field with actors from other countries and they participate in international events on development practices and policies.	<ul style="list-style-type: none"> ▪ Sri Lankan delegations participate in at least six encounters/vents with international partners 	<ul style="list-style-type: none"> ▪ Support the NCC, the Working Groups and other local partners of the Program in the identification, organization and management of international events. ▪ Support the NCC, the Working Groups and other local partners of the Program in organizing study tours to partners within the framework of decentralized cooperation. ▪ Support the NCC, the Working Groups and other local partners of the Program in organizing the participation of delegations from the ART GOLD Sri Lanka Program to events and international seminars and to present the Program to the different actors of the international cooperation. 	NCC, SPWG, AGSL, ART International	AGSL staff Experts Travel
Decentralized cooperation partnerships established between the local actors of the Provinces of Sri Lanka and the local entities/communities of other countries.	<ul style="list-style-type: none"> ▪ At least eight partnerships established 	<ul style="list-style-type: none"> ▪ Provision of technical assistance to the Working Groups for the elaboration of the territorial marketing documents of all Provinces involved; ▪ Diffusion of the documents through ART International within the network of Regions, Provinces and Municipalities of the interested countries to establish decentralized cooperation partnerships. ▪ Support the foreign local administrations with formalizing their partnerships with ART GOLD Sri Lanka. ▪ Support the NCC and the Working Groups with organizing visits of foreign delegations to the Provinces in Sri Lanka and their encounters with relevant local authorities and representatives from the civil and private sector. These visits will serve as encounters to define projects of decentralized cooperation and concrete partnerships on the basis of the Strategic Plans of each territory. ▪ Support the NCC, the Working Groups and other local stakeholders in the execution of specific projects of decentralized cooperation with technical, managerial and administrative support. ▪ Support the NCC and the Working Groups in the organization of visits of delegations from Sri Lanka to their partners within the framework of decentralized cooperation in order to present territorial marketing and the Strategic Plans for the mobilization of new resources and 	NCC, AGSL, ART International	AGSL staff Experts Travel Seminars

<p>Transfers and exchange of innovations for human development are carried out from and towards Sri Lanka facilitated by the ART IDEASS Program.</p>	<ul style="list-style-type: none"> ▪ One Innovation in Sri Lanka identified and promoted; One innovation from abroad promoted in SL; 	<p>partnerships.</p> <ul style="list-style-type: none"> ▪ Promotion of Innovations for Human Development in Sri Lanka through ART IDEASS. ▪ Promotion of the active participation of the scientific community and academic centers of Sri Lanka in this programme component; ▪ Facilitate the transfer of innovative development ideas to Sri Lanka through technical missions and support and aiming at publicizing such innovative ideas within the framework of ART GOLD SL. ▪ Stimulate local and national institutions to support such exchange of innovations technically and financially. ▪ Identification of innovations in Sri Lanka and support its international diffusion. ▪ Facilitate the transfer of innovative development ideas from Sri Lanka through technical missions and support and conferences aiming at publicizing such innovative ideas within the framework of AGSL. 	<p>SPWG, LWGs, AGSL, ART International, ART IDEASS</p>	<p>AGSL staff Experts Travel Events</p>
<p>Structured relations established and between the actors participating in the ART GOLD Sri Lanka Program and the international thematic networks of ART.</p>	<ul style="list-style-type: none"> ▪ Active participation of the ART international thematic networks in AGSL programme activities 	<ul style="list-style-type: none"> ▪ Promotion of the potential of the ILS LEDA network (International Liaison Services for Local Development Agencies) within the network of local economic development actors/institutions in Sri Lanka. Promote and carry out trainings and workshops on innovative strategies for economic development, territorial competitiveness and territorial marketing; promotion of projects of common interest between economic actors of the departments of Sri Lanka and economic actors of the European regions; provision of services and information through the web page ILSLEDA; Execution of the activities planned in contribution with CNC and the working Parties; ▪ Promotion of the potential of the network WIN/WHO (Welfare Innovation) within Sri Lanka and promotion of successful experiences in Sri Lanka especially with regards to its achievements in the health and education sector and the inclusion of vulnerable groups. Provision of technical assistance to competent national institutions for the formulation of strategies and politics of fight against the exclusion; Execution of the activities planned in contribution with CNC and the working Parties; ▪ Promotion of the potential of the Universitas network within the network of Sri Lankan Universities; Support to Sri Lankan Universities for elaborating or improving a curriculum of formation specialized in different fields of human development and decentralized cooperation based on the experience of the Universities organized in the network; 	<p>NCC, AGSL, ART International</p>	<p>AGSL staff Experts Travel</p>

4. ANNUAL WORK PLAN BUDGET SHEET

4.1 August 2007 to December 2007

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount	
NATIONAL LEVEL										
Management, Technical Assistance and Activities										
Central governmental entities and institutions channel of resources of the international cooperation towards the Provinces and local government entities involved in the Program. Best local development practices in AGSL provinces disseminated country wide.	Coordination and Technical Assistance – International and National	X	X	X	X	AGSL		71200 International Consultant	77,600	
						AGSL		71300 Local Consultant	5,000	
	Support Staff (administration, logistics, etc)	X	X	X	X	AGSL		71400 Contractual Services	4,183	
	Communication Expenditures, Missions, Documentation Material		X	X	X	X	AGSL		72100 Contractual Companies	8,000
									74200 Audi Visual Prod.	3,333
									74500 Miscellaneous	5,000
	Office running costs (DSA, fuel, office equipment, miscellaneous)		X	X	X	X	AGSL		72500 Supplies	1,500
									71600 Travel	3,333
									74500 Miscellaneous	2,166
	Operational Fund for National Activities		X	X	X	X	AGSL NCC		72100 Contractual Companies	3,666
									71600 Travel	5,000
									72500 Supplies	3,000
								74500 Miscellaneous	15,000	
GMS							75100 Facilities & Administration	6,839		
Sub Total								143,620		
LOCAL LEVEL										
Capacities of the provincial and local level actors in programming and management of integrated, participatory and internationalised local development strengthened	Coordination and Technical Assistance – Province and Local Level (International and National Staff, Equipment, Office Costs)	X	X	X	X	AGSL		71200 International Consultant	50,400	
						AGSL		71400 Contractual Services	42,800	
						AGSL, UNV		71500 UN Volunteers	10,800	
	SPWG Office/Area Office running cost		X	X	X	X	AGSL		72400 Audi Visual Prod.	1,200
									72500 Supplies	2,500
									73400 Rent & Maintenance of other equipments	2,000
									71300 Local Consultant – Short Term	2,500

		X						72200 Transportation Equipment	4,000
								74500 Miscellaneous	900
Office LWG running cost - Galle	X	X	X	X	X	AGSL		72500 Supplies	1,500
								72400 Audi Visual Prod.	1,250
								73400 Rent & Maintenance of other equipments	583
								71300 Local Consultant – Short Term	2,100
								74500 Miscellaneous	600
Office LWG running cost - Matara	X	X	X	X	X	AGSL		72500 Supplies	1,500
								72400 Audi Visual Prod.	750
								73400 Rent & Maintenance of other equipments	750
								71300 Local Consultant – Short Term	2,089
								74500 Miscellaneous	1,200
Office LWG running cost - Hambantota	X	X	X	X	X	AGSL		72500 Supplies	1,500
								72400 Audi Visual Prod.	633
								73400 Rent & Maintenance of other equipments	1,750
								71300 Local Consultant – Short Term	2,044
								74500 Miscellaneous	600
Cars fuel and maintenance	X	X	X	X	X	AGSL		73400 Rent & Maintenance of other equipments	3,000
								74500 Miscellaneous	2,500
Operational Fund in support of the Working groups (Programming and management of activities, outreach, advocacy and information costs ; territorial marketing ; mission).	X	X	X	X	X	AGSL SPWG		71600 Travel	5,000
								71200 International Consultant	5,000
								73400 Rent & Maintenance of other equipments	3,083
								72500 Supplies	1,000
								74200 Visibility Advocacy & Seminars	3,334
								74500 Miscellaneous	14,734
Operational Fund for Immediate Impact projects and Strategic projects	X	X	X	X	X	AGSL LWG SPWG NCC		71400 Contractual Companies	150,000
								74500 Miscellaneous	10,000
Operational Fund for LED activities	X	X				AGSL LWG SPWG LEDA		72600 Guarantee Fund	100,000
								72100 Contractual Companies	833
								71400 Contractual Services	47,840
GMS								75100 Facilities & Administration	24,114
Sub Total									506,387

INTERNATIONAL LEVEL									
Development opportunities of Provinces and local Governmental entities in Sri Lanka promoted through realizing opportunities with the international decentralized cooperation. the south-south and north-south cooperation for innovations for human development and the network of universities and associated centers of excellence.	Technical Assistance to promote AGSL within the ART initiative; Technical Assistance for decentralized Corporation; Exchange missions abroad.	X	X	X	X	AGSL ART INTERNATIONAL NCC		71200 International Consultant	3,333
								74200 Audi Visual Prod.	3,333
								71600 Travel	5,000
								74500 Miscellaneous	2,500
	Technical Assistance and international exchange for the LED component; including capacity building		X			AGSL ILS-LEDA ART INTERNATIONAL NCC		71200 International Consultant	5,000
			X	X				71600 Travel	5,000
			X	X				72100 Contractual Companies	3,000
								74500 Miscellaneous	2,500
	Operational fund for international activities for promotion of innovations		X	X		AGSL ART INTERNATIONAL IDEAS NCC		71600 Travel	5,000
				X				72100 Contractual companies – Companies	2,000
			X	X	X			72500 Supplies	1,666
			X	X	X			74500 Miscellaneous	3,334
	GMS							75100 Facilities & Administration	2,083
	Sub Total								43,749
	TOTAL								693,756

4.2 January 2008 – December 2008

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
NATIONAL LEVEL									
Management, Technical Assistance and Activities									
	Coordination and Technical Assistance – International and National	X	X	X	X	AGSL		71200 International Consultant	77,600
						AGSL		71300 Local Consultant	5,000

Central governmental entities and institutions channel of resources of the international cooperation towards the Provinces and local government entities involved in the Program. Best local development practices in AGSL provinces disseminated country wide.	Support Staff (administration, logistics, etc)	X	X	X	X	AGSL	71400 Contractual Services	4,183
	Communication Expenditures, Missions, Documentation Material	X	X	X	X	AGSL	72100 Contractual Companies	8,000
							74200 Audi Visual Prod.	3,333
							74500 Miscellaneous	5,000
	Office running costs (DSA, fuel, office equipment, miscellaneous)	X	X	X	X	AGSL	72500 Supplies	1,500
							71600 Travel	3,333
							74500 Miscellaneous	7,166
	Operational Fund for National Activities	X	X	X	X	AGSL NCC	72100 Contractual Companies	3,666
							71600 Travel	5,000
							72500 Supplies	3,000
74500 Miscellaneous							10,000	
GMS						75100 Facilities & Administration	6,839	
Sub Total							143,620	
Capacities of the provincial and local level actors in programming and management of integrated, participatory and internationalised local development strengthened	LOCAL LEVEL							
	Coordination and Technical Assistance – Province and Local Level (International and National Staff, Equipment, Office Costs)	X	X	X	X	AGSL	71200 International Consultant	50,400
						AGSL	71400 Contractual Services	42,800
						AGSL, UNV	71500 UN Volunteers	10,800
	SPWG Office/Area Office running cost	X	X	X	X	AGSL	72400 Audi Visual Prod.	2,000
							72500 Supplies	2,500
							73400 Rent & Maintenance of other equipments	2,000
							71300 Local Consultant – Short Term	3,000
							72200 Transportation Equipment	4,000
							74500 Miscellaneous	900
	Office LWG running cost - Galle	X	X	X	X	AGSL	72500 Supplies	1,500
							72400 Audi Visual Prod.	2,300
							73400 Rent & Maintenance of other equipments	583
							71300 Local Consultant – Short Term	2,100
							74500 Miscellaneous	600
	Office LWG running cost - Matara	X	X	X	X	AGSL	72500 Supplies	1,500
							72400 Audi Visual Prod.	750
							73400 Rent & Maintenance of other equipments	1,000
							71300 Local Consultant – Short Term	2,089
							74500 Miscellaneous	1,200

	Office LWG running cost - Hambantota	X	X	X	X	AGSL	72500 Supplies	1,500
							72400 Audi Visual Prod.	633
							73400 Rent & Maintenance of other equipments	1,750
							71300 Local Consultant – Short Term	2,044
							74500 Miscellaneous	600
	Cars fuel and maintenance	X	X	X	X	AGSL	73400 Rent & Maintenance of other equipments	3,000
							74500 Miscellaneous	2,500
	Operational Fund in support of the Working groups (Programming and management of activities, outreach, advocacy and information cost ; territorial marketing ; mission.	X	X	X	X	AGSL SPWG	71600 Travel	5,000
							71200 International Consultant	5,000
							73400 Rent & Maintenance of other equipments	3,083
							72500 Supplies	1,000
							74200 Visibility Advocacy & Seminars	3,334
							74500 Miscellaneous	14,734
	Operational Fund for Immediate Impact projects and Strategic projects	X	X	X	X	AGSL LWG SPWG NCC	71400 Contractual Companies	100,000
							74500 Miscellaneous	10,000
	Operational Fund for LED activities	X	X	X	X	AGSL LWG SPWG LEDA	72600 Guarantee Fund	100,000
							72100 Contractual Companies	833
							71400 Contractual Services	130,000
	GMS						75100 Facilities & Administration	24,114
	Sub Total							506,387
Development opportunities of Provinces and local Governmental entities in Sri Lanka promoted through realizing opportunities with the international decentralized cooperation. the south-south and north-south cooperation for innovations for human	INTERNATIONAL LEVEL							
	Technical Assistance to promote AGSL within the ART initiative; Technical Assistance for decentralized Corporation; Exchange mission abroad.	X	X	X	X	AGSL ART INTERNATIONAL NCC	71200 International Consultant	3,333
		X	X	X	X		74200 Audi Visual Prod.	3,333
		X	X	X	X		71600 Travel	5,000
		X	X	X	X		74500 Miscellaneous	2,500
	Technical Assistance and international exchange for the LED component; including capacity building					AGSL ILS-LEDA ART INTERNATIONAL NCC	71200 International Consultant	5,000
							71600 Travel	5,000
							72100 Contractual Companies	3,000
		X	X	X	X		74500 Miscellaneous	2,500
	Operational fund for					AGSL	71600 Travel	5,000

development and the network of universities and associated centers of excellence.	international activities for promotion of innovations					ART INTER NATIO NAL IDEAS S NCC		72100 Contractual companies – Companies	2,000
								72500 Supplies	1,666
								74500 Miscellaneous	3,334
GMS							75100 Facilities & Administration	2,083	
Sub Total								43,749	
TOTAL								693,756	

4.3 January 2009 – July 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESP ONSI BLE PART Y	PLANNED BUDGET		
		Q 1	Q 2	Q 3	Q 4		Source of Funds	Budget Description	Amount
NATIONAL LEVEL									
Management, Technical Assistance and Activities									
Central governmental entities and institutions channel of resources of the international cooperation towards the Provinces and local government entities involved in the Program. Best local development practices in AGSL provinces disseminated country wide.	Coordination and Technical Assistance – International and National	X	X	X	X	AGSL		71200 International Consultant	27,160
						AGSL		71300 Local Consultant	1,750
	Support Staff (administration, logistics, etc)	X	X	X	X	AGSL		71400 Contractual Services	1,464
	Communication Expenditures, Missions, Documentation Material	X	X	X	X	AGSL		72100 Contractual Companies	2,000
								74200 Audi Visual Prod.	1,167
								74500 Miscellaneous	4,000
	Office running costs (DSA, fuel, office equipment, miscellaneous)	X	X	X	X	AGSL		72500 Supplies	1,000
								71600 Travel	1,000
								74500 Miscellaneous	1,759
	Operational Fund for National Activities	X	X	X	X	AGSL NCC		72100 Contractual Companies	2,084
							71600 Travel	1,917	
							72500 Supplies	575	
							74500 Miscellaneous	2,000	
GMS							75100 Facilities & Administration	2,394	
Sub Total								50,270	
LOCAL LEVEL									
	Coordination and Technical Assistance –	X	X	X	X	AGSL		71200 International Consultant	50,400

Capacities of the provincial and local level actors in programming and management of integrated, participatory and internationalised local development strengthened	Province and Local Level (International and National Staff, Equipment, Office Costs)					AGSL		71400 Contractual Services	51,344
						AGSL, UNV		71500 UN Volunteers	14,580
	SPWG Office/Area Office running cost	X	X	X	X	AGSL		72400 Audi Visual Prod.	2,000
								72500 Supplies	2,500
								73400 Rent & Maintenance of other equipments	5,000
								71300 Local Consultant – Short Term	5,000
								72200 Transportation Equipment	5,400
								74500 Miscellaneous	1,700
	Office LWG running cost - Galle	X	X	X	X	AGSL		72500 Supplies	1,500
								72400 Audi Visual Prod.	1,500
								73400 Rent & Maintenance of other equipments	5,000
								71300 Local Consultant – Short Term	3,000
								74500 Miscellaneous	600
	Office LWG running cost - Matara	X	X	X	X	AGSL		72500 Supplies	1,500
								72400 Audi Visual Prod.	750
								73400 Rent & Maintenance of other equipments	5,000
								71300 Local Consultant – Short Term	2,000
							74500 Miscellaneous	600	
Office LWG running cost - Hambantota	X	X	X	X	AGSL		72500 Supplies	1,500	
							72400 Audi Visual Prod.	925	
							73400 Rent & Maintenance of other equipments	2,500	
							71300 Local Consultant – Short Term	1,790	
							74500 Miscellaneous	600	
Cars fuel and maintenance	X	X	X	X	AGSL		73400 Rent & Maintenance of other equipments	2,833	
							74500 Miscellaneous	2,500	
Operational Fund in support of the Working groups (Programming and management of activities, outreach, advocacy and information cost ; territorial marketing ; mission.	X	X	X	X	AGSL SPWG		71600 Travel	6,750	
							71200 International Consultant	24,390	
							73400 Rent & Maintenance of other equipments	2,000	
							72500 Supplies	3,800	
							74200 Visibility Advocacy & Seminars	7,242	
							74500 Miscellaneous	9,846	
Operational Fund for Immediate Impact projects and Strategic	X	X	X	X	AGSL LWG SPWG		71400 Contractual Companies	193,520	

	projects					NCC		74500 Miscellaneous	15,000
	Operational Fund for LED activities	X	X	X	X	AGSL LWG SPWG LEDA		72600 Guarantee Fund	135,000
								72100 Contractual Companies	1,125
								71400 Contractual Services	80,000
	GMS							75100 Facilities & Administration	32,535
Sub Total									683,229
INTERNATIONAL LEVEL									
Development opportunities of Provinces and local Governmental entities in Sri Lanka promoted through realizing opportunities with the international decentralized cooperation. the south-south and north-south cooperation for innovations for human development and the network of universities and associated centers of excellence.	Technical Assistance to promote AGSL within the ART initiative; Technical Assistance for decentralized Corporation; Exchange mission abroad.	X	X	X	X	AGSL ART INTER NATIO NAL NCC		71200 International Consultant	5,500
		X	X	X	X			74200 Audi Visual Prod.	4,500
		X	X	X	X			71600 Travel	10,000
		X	X	X	X			74500 Miscellaneous	3,000
	Technical Assistance and international exchange for the LED component; including capacity building					AGSL ILS- LEDA ART INTER NATIO NAL NCC		71200 International Consultant	5,750
								71600 Travel	5,250
								72100 Contractual Companies	5,000
		X	X	X	X			74500 Miscellaneous	3,000
	Operational fund for international activities for promotion of innovations					AGSL ART INTER NATIO NAL IDEAS NCC		71600 Travel	5,000
								72100 Contractual companies – Companies	1,750
								72500 Supplies	2,249
								74500 Miscellaneous	5,311
GMS							75100 Facilities & Administration	2,815	
Sub Total									59,125
TOTAL									936,244

4.3 Overall two year budget: 2007 - 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List all activities including M&E to be undertaken during the year towards stated CP outputs</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount
NATIONAL LEVEL									
Management, Technical Assistance and Activities									

Central governmental entities and institutions channel of resources of the international cooperation towards the Provinces and local government entities involved in the Program. Best local development practices in AGSL provinces disseminated country wide.	Coordination and Technical Assistance – International and National	X	X	X	X	AGSL	71200 International Consultant	182,360
						AGSL	71300 Local Consultant	11,750
	Support Staff (administration, logistics, etc)	X	X	X	X	AGSL	71400 Contractual Services	9,830
	Communication Expenditures, Missions, Documentation Material	X	X	X	X	AGSL	72100 Contractual Companies	16,000
							74200 Audi Visual Prod.	7,833
							74500 Miscellaneous	10,000
	Office running costs (DSA, fuel, office equipment, miscellaneous)	X	X	X	X	AGSL	72500 Supplies	3,250
							71600 Travel	8,333
							74500 Miscellaneous	5,416
	Operational Fund for National Activities	X	X	X	X	AGSL NCC	72100 Contractual Companies	11,416
							71600 Travel	11,250
							72500 Supplies	7,325
							74500 Miscellaneous	36,675
GMS						75100 Facilities & Administration	16,072	
Sub Total							337,510	
Capacities of the provincial and local level actors in programming and management of integrated, participatory and internationalised local development strengthened	LOCAL LEVEL							
	Coordination and Technical Assistance – Province and Local Level (International and National Staff, Equipment, Office Costs)					AGSL	71200 International Consultant	100,800
						AGSL	71400 Contractual Services	94,144
						AGSL, UNV	71500 UN Volunteers	25,380
	SPWG Office/Area Office running cost					AGSL	72400 Audi Visual Prod.	3,200
							72500 Supplies	5,000
							73400 Rent & Maintenance of other equipments	7,000
							71300 Local Consultant – Short Term	7,500
							72200 Transportation Equipment	9,400
							74500 Miscellaneous	2,600
	Office LWG running cost - Galle					AGSL	72500 Supplies	3,000
							72400 Audi Visual Prod.	2,750
							73400 Rent & Maintenance of other equipments	5,583

							71300 Local Consultant – Short Term	5,100
							74500 Miscellaneous	1,200
	Office LWG running cost - Matara					AGSL	72500 Supplies	3,000
							72400 Audi Visual Prod.	1,500
							73400 Rent & Maintenance of other equipments	5,750
							71300 Local Consultant – Short Term	4,089
							74500 Miscellaneous	1,800
	Office LWG running cost - Hambantota					AGSL	72500 Supplies	3,000
							72400 Audi Visual Prod.	1,558
							73400 Rent & Maintenance of other equipments	4,250
							71300 Local Consultant – Short Term	3,834
							74500 Miscellaneous	1,200
	Cars fuel and maintenance					AGSL	73400 Rent & Maintenance of other equipments	5,833
							74500 Miscellaneous	5,000
	Operational Fund in support of the Working groups (Programming and management of activities, outreach, advocacy and information costs ; territorial marketing; missions).					AGSL SPWG	71600 Travel	11,750
							71200 International Consultant	29,390
							73400 Rent & Maintenance of other equipments	5,083
							72500 Supplies	4,800
							74200 Visibility Advocacy & Seminars	10,576
							74500 Miscellaneous	24,580
	Operational Fund for Immediate Impact projects and Strategic projects					AGSL LWG SPWG NCC	71400 Contractual Companies	343,520
							74500 Miscellaneous	25,000
	Operational Fund for LED activities					AGSL LWG SPWG LEDA	72600 Guarantee Fund	235,000
							72100 Contractual Companies	1,958
							71400 Contractual Services	127,840
	GMS						75100 Facilities & Administration	56,648
Sub Total								1,189,615
	INTERNATIONAL LEVEL							
Development opportunities of Provinces and local	Technical Assistance to promote AGSL within the ART initiative; Technical Assistance for decentralized Corporation; Exchange					AGSL ART INTERNATIONAL NCC	71200 International Consultant	8,833
							74200 Audi Visual Prod.	7,833
							71600 Travel	15,000

Governmental entities in Sri Lanka promoted through realizing opportunities with the international decentralized cooperation. the south-south and north-south cooperation for innovations for human development and the network of universities and associated centers of excellence.	mission abroad.								74500 Miscellaneous	5,500	
	Technical Assistance and international exchange for the LED component; including capacity building							AGSL ILS- LEDA ART INTER NATIO NAL NCC		71200 International Consultant	10,750
										71600 Travel	10,250
										72100 Contractual Companies	8,000
										74500 Miscellaneous	5,500
	Operational fund for international activities for promotion of innovations							AGSL ART INTER NATIO NAL IDEAS S NCC		71600 Travel	10,000
										72100 Contractual companies – Companies	3,750
										72500 Supplies	3,915
										74500 Miscellaneous	8,645
GMS								75100 Facilities & Administration	4,899		
Sub Total									102,875		
TOTAL									1,630,000		

5. MANAGEMENT ARRANGEMENTS

This section is divided into three parts in order to elaborate on three facets of the management arrangement: implementation modality, project board and internal project structures.

IMPLEMENTATION MODALITY

UNDP ART GOLD Projects are implemented using the DEX (Direct Execution) modality. This is the corporate norm for ART GOLD projects, irrespective of local circumstances and capacities. In order to manage the international networks and decentralised cooperation partners of AGSL and maintain international coherence regarding the approach of the ART GOLD framework programmes in three continents, a specific methodology has been established and is consistently applied in all ART GOLD country programmes. ART GOLD framework programmes are currently implemented or under preparation in a total of eighteen countries, consistently executed under DEX modality due to following reasons:

- The ART GOLD approach and methodology is based upon a set of procedures that is best supported by applying DEX execution modality. This common methodology ensures coherence between the different country framework programmes and fosters the creation of linkages between the different country programmes.
- It facilitates and enables an effective coordination and articulation between all programme partners at local, national and international level.
- DEX execution modality is the proven modality that allows the large number of divers decentralised cooperation partners to actively participate within the ART Initiative and support the ART GOLD country framework programmes financially and technically.
- The different reporting requirements of the divers group of decentralised partners can only be met by applying the DEX execution modality.
- DEX modality facilitates the participation of the numerous (international) partners that are organised within the International ART Initiative. The established mechanisms allow these international partners to support specific ART GOLD country framework programmes are based upon the DEX execution modality.

Even though AGSL is executed under DEX modality it is the relevant national entities which will direct and guide the programme with regards to day to day implementation and overall strategy. The AGSL Action Plans (Local and National) are the basis for all interventions of AGSL. These plans are developed by the respective Local Working Groups with the assistance of AGSL and the NCC before being approved by the Project Board. All activities carried out under AGSL are therefore identified, developed and implemented through the Local Working Groups and specific measures will be undertaken in order to incrementally increase national ownership and increase sustainability.

THE PROJECT BOARD

The Project Board is the group responsible for making on a consensus basis management decisions for a project when guidance is required by the Project Manager, including recommendation for UNDP/ Implementing Partner approval of project revisions. Project reviews by this group are made at designated decision points during the running of a project, or as necessary when raised by the Project Manager (CTA). This group is consulted by the Project Manager (CTA) for decisions when PM tolerances (i.e. constraints normally in terms of time and budget) have been exceeded.

The project Board of AGSL will consist of an Executive Group and an Operational Group.

This Executive Group contains three roles:

- Executive representing the project ownership to chair the group

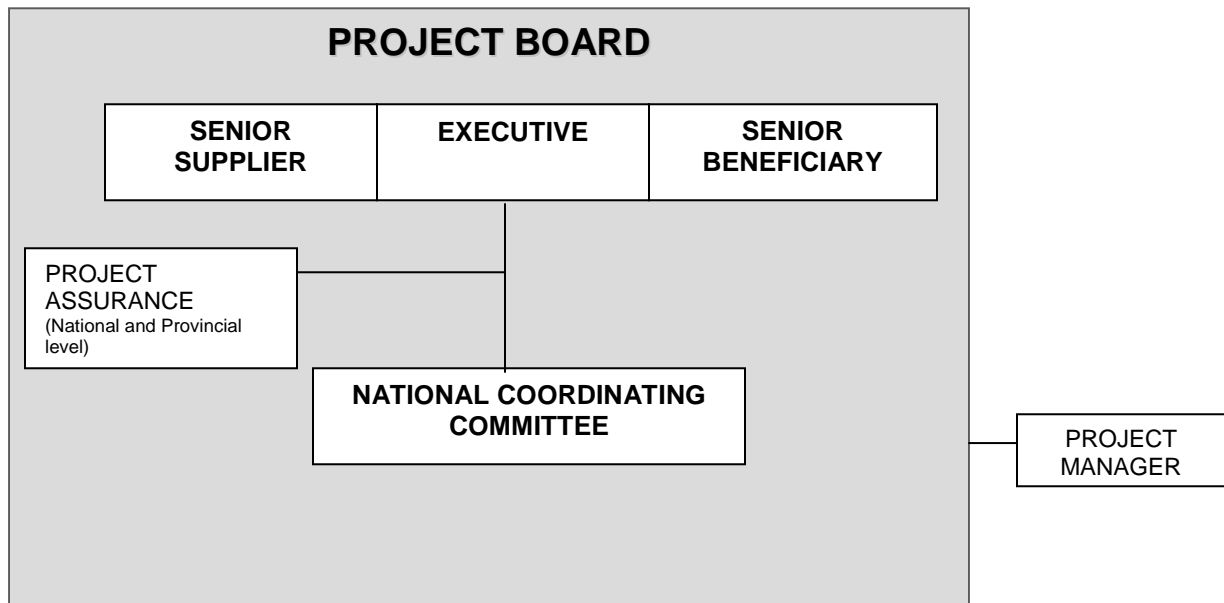
- Senior Supplier role to provide guidance regarding the technical feasibility of the project, and
- Senior Beneficiary role to ensure the realization of project benefits from the perspective of project beneficiaries.

The members will be:

- Executive: Deputy Resident Representative (P) UNDP
- Senior Supplier: Deputy Resident Representative (O) UNDP
- Senior Beneficiary: Secretary of the Ministry for Provincial Councils and Local Government and the Chief Secretary of the Southern Province as representative of the Provincial Council.

At national level Project Assurance will be delegated to the UNDP Governance Unit programme officer and to one representative of the Ministry for Provincial Councils and Local Government. At the local level, one representative of the Southern Provincial Council will be appointed as National Project Coordinator who will be responsible for project coordination from the Government side, function together with the CTA as Secretary of the Project Board and be delegated project assurance functions at provincial level. Such representative will be nominated by Chief Secretary of the Southern Provincial Council.

An Operational Group - the National Coordination Committee (NCC) - will form an integral part of the Project Board. The NCC is the committee of the Project Board responsibly for policy decisions, support to the Provincial and Local Working Groups, promotion of project activities at national level and the outreach to international partners.



The Government of Sri Lanka will play the leading role in coordinating the Programme through its membership in the Project Board as Senior Beneficiary and chair of the NCC. The participation of the Chief Secretary as Senior Beneficiary will ensure that the main project counterpart at the province level is also represented at the Project Board. The NCC will be chaired by the Ministry for Provincial Councils and Local Government in coordination with UNDP. A representative of the External Resource Department (ERD) and the National Planning Department (NPD) shall also

form part of the NCC. Other ministries/institutions may participate in the NCC at the invitation of the Project Board. Representatives from relevant line ministries and national institutions, UNDP and other UN agencies and donor representatives may comprise the NCC. The NCC will consist of a core group but will invite additional temporary members if deemed necessary for the execution of specific project initiatives. It will guarantee that all Project activities are carried out within the Government's framework of policies and strategies put in place to promote local governance, decentralization and development.

The complete Project Board (Executive Group and Operational Group) will meet one to two times a year to approve the Action Plan and respective project revisions, assess the project progress, provide overall guidance to the project and take corrective measures if deemed necessary.

The NCC will meet at least quarterly or upon the request of a project board member. It will conduct two Programme Review Meetings (PRM) to assess the overall progress of the Programme per year and submit the minutes to the Project Board for consideration. The NCC will be in charge of national coordination of activities and referral of the Local Action Plans and the overall Annual Action Plan to the Project Board.

The project board works on a consensus basis and final decision making on project activities and accountability rests with UNDP in accordance with its applicable regulations, rules, policies and procedures. Its full remit is outlined in the annexed ToRs.

UNDP, in its capacity as chair of the Project Board and through the UNDP Programme Officer charged with project assurance, will ensure that the all AGSL activities are in line with the United Nations Development Assistance Framework for Sri Lanka and will facilitate cooperation and synergies with other UNDP programmes, interventions of other UN Agencies and other initiatives that are directed to the Southern Province or relevant to the overall objectives of AGSL (e.g. programmes directed at achieving the MDGs).

On behalf of the project board, a Chief Technical Advisor will perform the function of Project Manager. The Project Manager will run the project on a day-to-day basis for the Project Board and in coordination with the NCC. The Project Manager will, together with the National Project Coordinator, assume the role of Executive Secretary to the NCC. The Project Manager's full list of roles and responsibilities are outlined in the annexed TORs.

An AGSL Project Coordination Team will support the Project Manager in carrying out the operational management of the programme at central level. It will be comprised by a Project Associate in charge of substantive as well as secretarial functions and Finance and Administration Officer. The AGSL will depend on the operational support of the UNDP CO.

INTERNAL PROJECT STRUCTURES

At the sub-national level and beneath the Project Board, there will also be internal project structures designed to enable local ownership, facilitation and participation in project implementation. These are internal structures that are specific to the ART GOLD model of programming and involve the creation of Provincial Working Group(s), Local Working Groups and Sub Commissions – the exact and detailed remit of each is outlined in the annexes ToRs. AGSL Working Groups should gradually be integrated within existing government structures and thereby putting their acquired capacity and expertise at the disposal of the local administration and the population at whole.

At the Provincial level is the Provincial Working Group which in the case of this project will be called the Southern Provincial Working Group (SPWG). The SPWG will select and guide all activities and interventions and will assure the needed coordination with the members of the different Local Working Groups (LWG). Activities for planning and management of local development and the implementation of complex services will take place at the intermediate level (Province), while the more capillary and participatory processes as well as service delivery takes place at the basic level (local governments).

Local representatives of the devolved and the decentralised system will comprise the Local Working Groups to be established in all three districts, i.e. devolved: representatives of the Municipal Councils, Urban Councils and Pradeshiya Sabahs; decentralised: Representatives of District Secretaries and Divisional Secretaries. Participation of representatives of the civil society and the private sector will be sought. LWGs are not limited in number and will be established in accordance with the needs of the programme. The LWGs will be responsible for carrying out the local planning process of AGSL and ensure coordination with other relevant actors at local level (Coordination Committees at District and Divisional level). All programme activities at the local level will be carried out by the LWGs who will mobilize relevant economic and social actors (individuals and institutions) in the respective territory: private businesses, cooperatives, and associations, NGOs, CBOs and Universities. The LWGs will be guided and supervised by the SPWG and the NCC with the support of the AGSL project team.

Thematic Sub-commissions will be established representing all main areas of intervention of the Programme (see Annexed ToR).

Programme support at the local level will be provided through the AGSL Area Office established in each Province. An International Area Manager (AM) (ToRs attached), selected by UNDP, will head the AGSL Area office in the Southern Province. He/she will work under the overall guidance of the Project Manager and will be responsible for the provision of technical, coordination and managerial support to all activities of the Program at provincial level. The AM will be supported by the Area Programme Team, comprised of local experts in the fields of community development, local economic development, and communications, and by an administrative support structure comprised of an Administration/Finance Officer, a Secretary and Drivers. The composition of the Area office can vary according to the needs of the programme but all recruitments shall be approved by the Project Board based on timely submission of ToRs and the recruitment procedures will comply with UNDP rules. The Area Programme Team will support the Working Groups at all levels and will facilitate the implementation of all project activities.

6. MONITORING AND EVALUATION

In the framework of ART GOLD programmes monitoring and evaluation is not understood out as a simple data collection, but rather as a learning exercise. Only a comprehensive exercise, including discussions between all partners, will allow addressing critical gaps that may prevent the program from exhausting its full potential and to redirect and adjust strategy, methodologies or processes if needed. The main purpose of monitoring and evaluation under the ART framework programs is learning from and adapting the program to the needs of the territory and existing national programs. Monitoring will include observation, discussion, and common sense, and also data collection when it is pertinent. In order to capture the essential information only data should be considered that is relevant in ensuring the specific project is working as it was intended to.

The most important modality of evaluating the Program-Framework will be an internal process, carried out in periodic meetings of the NCC at national level and through the SPWG and the LWGs at the local level. Such evaluation will naturally be concerned with the substantive achievements as well as financial accountability in line with UNDP's financial rules and regulations. Monitoring will be based on a qualitative and quantitative management information systems that will collect data form at the local level and serve a double purpose: first, providing meaningful information about outputs, outcome and impact of interventions to donors and all other strategic partners, and second, providing useful information to the Project Board (especially to the NCC and the Project Assurance officer) and the CTA for them to be able to take strategic decisions.

The CTA will in cooperation with the NCC will elaborate a Communication and Monitoring Plan based on the Annual Action Plan. The C&M Plan will contain detailed activities including activity schedule and defined deliverables.

The programme will establish a web site that will inter alia serve as a tool to share all programme related information with the partners and donors and to the interested public at large. The web site will contain frequently updated data and information on ongoing activities, including technical and financial information. Furthermore it will be a means to inform potential partners and interested individuals about possibilities and opportunities stemming from the AGSL programme.

The monitoring system of ART GOLD programmes is structured around following key elements:

- Progress towards pre-established results measured by distinct indicators;
- The levels of budgetary execution;
- The degree of appliance with norms and procedures established in the Project Document.

Progress towards Results

During the initial stages of operations progress will be measured against a specific set of indicators referring to the levels of efficiency in setting in motion of the local mechanisms of coordination, planning and prioritisation of the activities for the formulation of projects and their execution.

During the first programme year a number of workshops/seminars will be held at all the levels (national, provincial and local) to identify impact indicators of the Program. These exercises will have a double function: **i)** to establish and agree upon a set of indicators that is inclusive, measurable and comparable and measures the impact of AGSL on the living conditions of the population of each province; and **ii)** an inclusive and participatory process of establishing indicators and consequent monitoring will stimulate provincial departments responsible monitoring to refine their systems of monitoring and evaluation.

The programme intends to work towards the national policy of localizing the MDGs, which will be a tool for participatory planning and also for monitoring and evaluation the programmes impact in a specific area of intervention. A partnership is foreseen with the UNDP-MDG Country Support Programme 'Localizing the MDGs'. The main objective of localizing the MDGs is to create a development model for the achievement of the MDGs at the local level, which could be up-scaled/replicated in other parts of the country. This will be done by building/strengthening the capacity of local governments to effectively deliver services to the communities in an efficient, accountable and transparent manner, while also promoting communities' participation in local planning and budgeting exercises and monitoring of development activities. If accepted by the relevant programme partners, the Government's and UNDP's efforts to localize MDGs

will be supported and consequently 'localized MDGs' adopted as impact indicators for different AGSL programme components.

AGSLs' work towards localizing the MDGs and the establishment of commonly agreed MDG based indicators will strengthen local capacities of integrated management, diagnosis, programming, execution, monitoring and programming of the initiatives of local development. AGSL will seek to coordinate with a variety of Government and non-government actors that are willing and interested to support the process of localizing the MDGs in the context of the Southern Province. Coordinated support will be provided to the local authorities and relevant provincial and national actors to carry out in depth socio-economic profiling, collection of relevant data, the establishment of relevant information management systems and MDG based planning and monitoring.

Within the AGSL framework, monitoring of programme progress will be done through following inter-linked and inter-dependent elements:

Action Plans

APs contain measurable commonly established indicators for all three levels – local, national and international.

Annual Reports

Annual Reports will be elaborated by the project Working Groups with the facilitation of the AGSL project staff. They will be submitted through the NCC to the Project Board for approval. These reports provide important inputs for the formulation of the annual Action Plans and will be presented to the Project Board and the TRP Meetings. The reports will cover all levels of activity: national, local and international. Once sector specific (and MDG based) impact indicators are available, the Annual Reports will also present the necessary pertinent information to evaluate the advances in each sector.

Joint Evaluation Missions

If deemed necessary for the preparation of the Tripartite Meetings joint evaluation missions comprised by interested partners and donors will be carried out. These missions can also carry out external evaluations of the Program if requested by donors (in accordance with the norms and rules of the United Nations).

Project Assurance

The Project Assurance role supports the NCC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. At the national level project assurance will be delegated to the UNDP Governance Unit programme officer who will be appointed to hold the Project Assurance role for the UNDP Board member and a representative from the Ministry for Provincial Councils and Local Government to be appointed to undertake this role for the Government. At the local level, one representative of the Southern Provincial Council will be delegated the project assurance functions. Such representative will be nominated by Chief Secretary of the Southern Provincial Council. The national and local project assurance team members will regularly meet to discuss the progress of the project and inform the project board accordingly.

Project Board Meetings

Overall project Board Meetings will be held at least once a year. The project board will evaluate the overall project progress based on the reports submitted by the Working Groups and the CTA. The more frequently held NCC Meetings regularly be concerned with monitoring and evaluation of the project.

Donor Coordination Meetings

AGSL will work towards institutionalising a donor coordination meeting in the Southern Province directed and organized by the SPWG and the relevant provincial and local authorities. AGSL will support such meetings with coordination and logistical efforts. This meeting will allow all participants to seek synergies regarding their specific interventions and allow the SPWG to provide guidance regarding newly planned interventions and activities in the province. Relevant representatives of line ministries will be asked to participate. Such meetings will allow monitoring the level of cooperation and coordination between the various donor initiatives and the Programme.

UNDP Programme Team Meetings

These meetings present opportunities for exchange between different UNDP programme areas, to seek support and additional technical expertise and to analyse the socio-political developments with respect to opportunities as well as potential risks to the programme. Such meetings will allow monitoring the level of cooperation and coordination between the various UNDP projects and AGSL.

The Levels of Budgetary Execution

UNDP guarantees constant control over the nature and levels of expenditures incurred under the AGSL budget. Regular expenditure reports will help the management of the programme to determine if project progress in financial terms is in line with the amounts and benchmarks stipulated in the AAP and the overall programme budget. Regular monitoring of expenditure will help to evaluate the efficiency of the programmes in terms of proportional relationship between the operational expenditures and the expenditures for activities at all levels and to take corrective action if needed. Expenditure monitoring will be done in collaboration between the Finance officer of the HUB of Innovative partnerships in Geneva, the Finance officer in the UNDP CO and the CTA. Each year UNDP will a financial report of the program to be annexed to the Annual Report of the programme.

7. LEGAL CONTEXT

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

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

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

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

ANNEXES

1. TORs – Project Board, SPWG, LWGs
2. Southern Province – Main Indicators
3. Conclusions of the ART International mission to Sri Lanka, June 2006
4. The ART Initiative
5. ART Participatory Planning Mechanism
6. Final Report - AGSL - Preparatory Assistance Phase
7. ToR Chief Technical Advisor
8. ToR Area Manager