



Country Programme Action Plan

Between

The Democratic Socialist Republic of Sri Lanka

and

The United Nations Development Programme

2008-2012

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ACRONYMS AND ABBREVIATIONS

AWP	Annual Work Plan
BCPR	Bureau for Crisis Prevention and Recovery
CADREP	Capacity Development and Recovery Programme
CBO	Community-Based Organization
CCF	Country Cooperation Framework
CCHA	Consultative Committee on Humanitarian Affairs
CIABOC	Commission for the Investigation of Allegations of Bribery or Corruption
COPA	Committee on Public Accounts
COPE	Committee on Public Enterprises
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
DEX	Direct Execution
DMC	Disaster Management Centre
DSDs	Divisional Secretary Divisions
FACE	Fund Authorization and Certificate of Expenditures
GEF/SGP	Global Environment Fund/Small Grants Programme
HRCSL	Human Rights Commission of Sri Lanka
IDPs	Internally Displaced People
ILO	International Labour Organization
INGO	International Non-Governmental Organization
IP	Implementing Partner
MDGR	Millennium Development Goals Report
MDGs	Millennium Development Goals
MEAs	Multi-lateral Environmental Agreements
NEX	National Execution
NGO	Non-Governmental Organization
NHDR	National Human Development Report
NSCMA	National Mine Action Steering Committee
SBAA	Standard Basic Assistance Agreement
UNCBD	United Nations Convention on Biodiversity
UNCCD	United Nations Convention to Combat Desertification
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations International Children's Fund
UNV	United Nations Volunteers

Framework

The Government of the Democratic Socialist Republic of Sri Lanka and the 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 to achieve the Millennium Development Goals and in accord with the Millennium Declaration and the seven main international human rights treaties;

Building upon the experience gained and progress made during the implementation of the previous Country Programme from 2002 to 2007:

Entering into a new period of cooperation (2008 to 2012),

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 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’s (UNDG) simplification and harmonization initiative. In light of this decision this Country Programme Action Plan (CPAP) together with an Annual Work Plan, which shall be developed each year, constitute together the Project Document as referred to in the SBAA.

Part II. Situation Analysis

2.1 The development story of Sri Lanka is complex. It has recently emerged as a middle-income country and in the past decade has managed a respectable growth rate averaging over 5 per cent, which increased to around 7.5 per cent in 2006. Furthermore, within the overall context of the Millennium Development Goals (MDGs), Sri Lanka has made impressive gains on social indicators such as universal primary school enrolment, literacy rates and gender equality in primary and secondary school enrolment. With regard to these indicators Sri Lanka is well poised to meet the MDGs before 2015 and could be setting for itself MDG plus targets.

2.2 Significant challenges remain, however, in reducing income poverty and protecting the environment. The modest decline in poverty over the past decade, though positive, is indicative of uneven economic growth rates. Deep pockets of poverty remain both across and

within regions. Therefore, to sustain economic growth and reduce poverty across all regions and strata of society, it is essential to implement a pro-poor growth strategy that will be based on: i) a rights based approach; ii) macro-economic stability; iii) legal and institutional reform for good governance and iv) social justice with equitable and efficient delivery of basic services.

2.3 The impact of inequality and regional disparities is most severely felt by the roughly 230,000 families of the plantation communities in the central provinces of Sri Lanka. Between 1990-91 and 2002 poverty in the estate sector increased by 50%, and in 2002 the incidence of income poverty in the plantations was 7 percent higher than the national average (30% versus 23%). The sector is also faring poorly with regards to other indicators, such as health, education and nutrition, all of which have values below national averages.

2.4 Sri Lanka's microfinance sector, consisting of over 10,000 institutions, has been affected by a long-standing tradition of subsidization by both government and donor agencies, with serious effects on its capacity to deliver financial services to the poor and marginalized in a sustainable and efficient manner. A more integrated approach to ongoing support to microfinance in Sri Lanka will strengthen its capacity to have greater outreach of financial services to the poor in a more sustainable fashion.

2.5 The links between environmental degradation and poverty are complex. On the one hand economically vulnerable communities tend to ill-use the very natural resources on which they depend for their basic needs and economic survival. On the other hand, economic growth (forecasted at an annual average of 8% according to Government plans), infrastructure development for poverty alleviation and the proposed investments in the districts of the North and East and the central plantation areas have the potential to add to the already severe pressure on the island's air, water, soil and biological resources. These environmental threats, combined with a lack of awareness of pollution pathways and health consequences as well as the weak environmental law enforcement, could erode development gains and negatively impact coastal and inland ecosystems. The national MDG report shows that Sri Lanka is not on track to achieve any of the four available indicators of MDG goal nine . Measures to protect existing marine and coastal ecosystems and the restoration of natural defense resources like corals have been noted in the National MDG Report.

2.6 Sri Lanka enjoys high levels of annual rainfall distributed around the country by 103 rivers originating from the central hills. Sri Lanka has a 1580 km long coastline and proper management of its more than 100 identified cultural, biological and heritage sites could significantly contribute to poverty reduction efforts. The conflict in the North and East has caused the destruction of many natural resources. Lack of proper waste management systems has negative effects on the ecosystem and the health of the poor. High costs of energy due to dependency on imported oil have affected the competitiveness of Sri Lanka's produce. The lack of a comprehensive approach to the transport sector in combination with Sri Lanka's overstretched road network cause much waste in terms of resources and time and significantly add to air pollution. The country's weak enforcement of environment regulations and the low level of citizen participation in environmental impact assessments of larger projects hinder sustainable development efforts.

2.7 Sri Lanka has ratified a total of 37 Multi-lateral Environmental Agreements (MEAs) including the three "Rio Conventions", namely the United Nations Convention on Biodiversity (UNCBD), the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (UNCCD). Recent assessments of the environmental sector by the Ministry of Environment and Natural Resources highlighted the need to improve

national capacities in terms of human resources, financial resources and technical know to effectively implement sound environment management. These findings and potential interventions have been incorporated in the Government of Sri Lanka's "Mahinda Chintana" Ten Year Strategy.

2.8 Sri Lanka has initiated programmes to reduce green house gas emissions. Biomass gasification, incentives to reduce industrial emissions, energy use efficiency related projects and promotion of solar, wind and micro hydro renewable energy supplies have been the most successful. Programmes to reduce vehicle emissions are underway. Climate change adaptation is considered important in view of increasing floods and droughts.

2.9 The primary factors of vulnerability to natural disaster in Sri Lanka are torrential seasonal rainfall, climate variations, storms, and geological phenomenon. While some efforts on land-use planning, flood control, and landslide mitigation were undertaken by the specialized institutions in the past, there was no legal provision to integrate these localized activities into a national disaster mitigation and management plan. Natural disaster reduction or reduction of vulnerability to natural disasters is currently not given due consideration in development planning. A clear link has yet to be established between sustainable development, social and environmental changes, population growth, urban development and planning, and natural hazards that increase the vulnerability of communities to disasters.

2.10 After the tsunami of December 2004, it became clear that the existing institutions did not have the capacity, legal mandate or authority to deal with large scale disasters. The Parliament constituted a Select Committee on Natural Disasters and the Disaster Management Act was enacted 13 May 2005. The Disaster Management Centre (DMC) was established as focal point for Disaster Management in Sri Lanka and in November 2005 the Ministry for Disaster Management and Human Rights was established. Sri Lanka has endorsed a multi-hazard, disaster-reduction approach; presented a Road Map for Disaster Risk Management "Towards a Safer Sri Lanka"; and, is working towards adopting a number of capacity building programmes and interventions to understand disaster risks and vulnerabilities, tools and mechanisms to improve the country's ability to respond to disasters. Sri Lanka plans to mainstream disaster management in development and planning with the help of Ministries, private sector and NGO's.

2.11 The Constitution of Sri Lanka includes a strong focus on fundamental rights, including important principles such as non-discrimination and equality before the law. However, many of the important institutional mechanisms in the national protection system are in need of strengthening, and have yet to gain the full autonomy and resources they require. Limited powers and overstretched capacities compromise the ability of the Commission for the Investigation of Allegations of Bribery or Corruption (CIABOC) and the Human Rights Commission of Sri Lanka (HRCSL) to fulfil their mandates. The HRCSL also struggles with a large complaints backlog. The situation is especially challenging for the regional human rights offices, which continue to perform vitally important work mostly supported through donor-funded and/or field based projects. However, they currently lack the institutional support and financial resources from the centre to sustain these activities. The political controversy over appointments to these commissions in the absence of a functioning Constitutional Council (as provided for in the 17th amendment) has also affected the public standing of these bodies.

2.12 The key sectoral committees within Parliament are not equipped to function as effective oversight mechanisms or promote a culture of accountability across the public sector. Most Committees suffer from weak capacity to varying degrees and are normally chaired by the Minister whose Ministry is ideally subject to the committee's oversight. Female political

participation is also extremely low. The number of women elected to representative bodies is the lowest in the South Asian region with women constituting 13 out of 225 Members of Parliament.

2.13 Service delivery in Sri Lanka is a shared responsibility of the decentralized administration and of local elected authorities. This dichotomous delivery system shows considerable functional overlaps across the two structures and dilutes accountability of service providers towards claim holders. Lack of coordination and capacity gaps, compounded with longstanding practices of under-financing and understaffing of local authorities, have weakened the capacity of both systems to adequately deliver services and to respond to the needs of the people at the local level. Against this background, addressing longstanding issues of capacity constraints of Sri Lanka service delivery structure is critical in order to achieve the MDGs by 2015.

2.14 In addition there are relatively limited opportunities for people to participate in the decision and policy making processes that affect their lives. While there are civil society organisations that engage in policy issues, they are often Colombo-centric. The limited role of civil society at local levels is often due to the weak institutional capacities of the locally based organisations. It is also exacerbated by the proliferation of civil society organisations based along ethnic, sectarian, economic or geographical lines -a phenomenon which serves as a disincentive for the public sector to embrace a policy of meaningful engagement.

2.15 Seeking the resolution of inter-personal problems through litigation is customary in society. Delays in court proceedings for both criminal and civil matters impose significant costs and demands on people's time. This stems partly from the capacities of the courts and the centralization of the higher levels of the system. Poor and disadvantaged groups face significant barriers to accessing the formal justice system, and the court system has no reach in some areas of the districts of the North and East. The problem is aggravated by a shortage of sustainable legal aid programmes, alternative dispute resolution mechanisms and other channels for redress. There is also a general lack of awareness about options available and knowledge of how to access them, and while there are various civil society organizations throughout the country engaging in assisting vulnerable groups, yet the services offered are fragmented and can be sporadic as organizations are often dependent on donor funding. Underlying these manifest challenges to the development of the justice sector are basic root causes relating to the lack of clarity of the legal and institutional framework and the lack of capacity of the system and its constituents to overcome the consequent problems.

2.16 The security situation remains a major challenge undermining the growth and development potential of the country. Two decades of armed conflict and the 2004 tsunami disaster have taken heavy tolls on human life and material assets and caused widespread human suffering. As Sri Lanka continues to recover from the devastation of the tsunami, it experienced a steady erosion of hopes on the Peace Process initiated with the Cease Fire Agreement (CFA) due to a periodic spurt of violence and heightened security concerns especially since late 2005. In this context, while adopting a military strategy, the government initiated an All Party Representative Committee (APRC) with a view to build a consensus on power sharing. While the CFA was abrogated by the government, it has accepted the recommendation of the APRC Interim Report to pursue greater devolution of power under the existing legislation through the provincial council system. Meanwhile, the electoral process to restore normalcy in the Eastern Province has been successfully completed and the conflict is now restricted to a limited area in the Northern Province. Recent developments have regenerated optimism towards achieving a pragmatic solution, particularly through the effective implementation of APRC recommendations to strengthen the provincial council system.

2.17 Despite the conflict and emergency context, Sri Lanka has been able to maintain a relatively vibrant democratic tradition. At the same time, notwithstanding Sri Lanka's endorsement of all seven major international human rights treaties and the affirmation of fundamental rights in its constitution, the (continued) reinforcement of the protection of human rights and the rule of law for all is essential.

2.18 The decades of conflict have had a direct and sustained impact on the Northern and Eastern provinces, where much of the fighting is centered. Both provinces continue to suffer from inadequate infrastructure, scant economic opportunities, weak public institutions and scarce access to social services and social protection. The conflict has also resulted in the continued displacement of more than 380,000 people, some of whom have faced secondary displacement due to the tsunami. The new wave of fighting, since mid-2006, has further exacerbated the situation by displacing over 150,000 people mostly from the Eastern province.

2.19 One of the main challenges for resettlement and reintegration of Internally Displaced Populations (IDPs) is security, which is further compounded by: (i) lack of infrastructure and services to address basic needs; (ii) lack of viable livelihood and employment opportunities; (iii) paucity of suitable land for resettlement or relocation; (iv) threats posed by landmines and UXOs and (v) ethnic suspicions and tensions which affect the willingness of host communities to receive IDPs.

2.20 The ongoing conflict has also resulted in deepening social divisions and distrust amongst communities. This polarization, which was previously confined to the political sphere, has entered the civilian realm, posing a major challenge for social cohesion and peaceful coexistence. The recurring threats to human security, human rights and the perceived erosion of the basic rule of law have contributed to this polarization. Civil society continues to play a pivotal role in mitigating ethnic tensions and mobilizing public support for peace. However, many civil society organizations have become more restrained due to the security situation, the narrowing space for independent interventions as well as other challenges such as limited donor funding, poor coordination and lack of credibility.

2.21 Past efforts to resolve the conflict have led to the establishment of several institutional mechanisms and structures aimed at facilitating relief and rehabilitation, improving coordination among stakeholders, addressing root and proxy causes of the conflict and fostering reconciliation among communities. While many of these mechanisms are currently dormant they hold the potential to make meaningful contributions to reconciliation and the peace process if leveraged strategically.

2.22 Parallel to resuming efforts towards a negotiated settlement, it is important to address the root causes that give rise to grievances and to build in structures and provisions for addressing them before they escalate into violence. In this respect, it is particularly useful to examine the role and place of language, arts and culture with a view to addressing historical grievances around these issues while at the same time harnessing their potential for promoting reconciliation and diversity in the future.

2.23 In light of the above, Sri Lanka faces severe challenges during the medium term as it is simultaneously seeking to solve decades of civil conflict; to find ways for effective power sharing; to promote human development and eradicate poverty; to protect a precious environment prone to development pressures, natural disasters and global climate change impacts; and to ensure respect for democratic traditions, the rule of law and fundamental human rights.

2.24 In view of the current situation a broad consensus has emerged among the development partners to adopt a two pronged approach to address the development peace nexus. Against this backdrop, a clear distribution of roles between the development partners has been worked out. The multilateral and bilateral aid agencies will address the development agenda of the Ten Year Development Framework while playing a proactive role in the development dimensions of the peace process.

Part III. Past Cooperation and Lessons Learned

3.1 The three pillars of the Country Cooperation Framework (CCF) for the programme cycle 2002-2007 were: 1) enhancing the capacity of key governance institutions; 2) increasing economic opportunities for the poor and 3) sustainable recovery of the conflict-affected areas. The overall resource envelope for the period was \$18.06 million in regular resources and \$73.13 million in non-core resources (including the tsunami recovery programme). Although there has not been a comprehensive programme evaluation, there have been multiple project level evaluations across each pillar of the CCF and these provide a set of important lessons learned.

3.2 Pre-eminent among the strengths of the programme has been its demonstrated ability to contribute to the recovery effort in the aftermath of the tsunami. Similarly, it has become apparent in the post-tsunami context that UNDP's network of field offices has a comparative advantage with regard to capacity development, as well as supporting the delivery of key services, particularly at the local level. Notwithstanding these achievements, it is worth noting that, in the context of the recovery programme for districts of the East and North, greater effort is required to integrate risk analysis into project design in order to enable the programme to respond to rapidly changing operational and programme scenarios. This will involve developing risk mitigation measures and contingency plans at all programme levels.

3.3 A key observation arising from an assessment of UNDP's previous programme cycle concerns the issue of sustainability. It is clear that in order to ensure sustainability of project achievements at both national and local levels, UNDP must work more closely with Government and communities, particularly in the formulation stage, to develop mutually agreed strategies and time frames whereby the given state or local authority will assume the resource burden.

3.4 It is also apparent from the previous programme cycle that significant improvements could be made with regard to monitoring and evaluation. This is especially pertinent with regard to the establishment of solid baselines upon which to accurately and verifiably measure and report on the results achieved. It is also a vital consideration as UNDP seeks to generate greater public awareness in Sri Lanka of its programmes and achievements.

3.5 Given the scope and scale of the development challenges Sri Lanka faced during the last programming cycle, it is perhaps understandable that the UNDP programme found itself spread thin. In accordance with Government's preference, UNDP will focus its efforts in the current programme on areas where it has comparative advantage, playing a lead role in MDGs, democratic governance and disaster risk management. UNDP will work to enhance synergies as well as ensure effective coordination of projects and portfolios in order to maximize resource usage and overall programme impact.

3.6 Given the socio-economic and political context in which the UNDP programme must operate in Sri Lanka, it is imperative that a rights based approach to development be fully and explicitly integrated across the programme. Similarly, the principle of equity, a fundamental concern for the United Nations in Sri Lanka, will visibly guide the formulation of all components of the programme.

Part IV. Proposed Programme

4.1 Approved in 2007, the United Nations Development Assistance Framework (UNDAF) identified four key priority areas aligned with the priorities of the Government's national development strategy as set out in the Mahinda Chintana: Vision for a new Sri Lanka - the 10 Year Horizon Development Framework 2006-2016. These objectives are: (a) equitable and sustainable pro-poor growth; (b) democratic governance and the promotion/protection of human rights; (c) sustainable peace and reconciliation; and (d) women's empowerment.

4.2 UNDP's new Country Programme will support the Government's development agenda and objectives captured within the framework of the UNDAF and in line with the priorities of the Government national development strategy as well as UNDP practice areas. It will focus on cooperation in three mutually reinforcing themes of poverty alleviation, promotion of human rights and good governance, and sustainable peace and with gender as a cross-cutting issue. Strengthening civil society for greater participation and transparency will be promoted throughout the three focus areas whenever possible.

4.3 The first UNDAF priority: *Equitable and sustainable pro-poor growth* will be supported by UNDP through a combination of upstream policy advice and downstream project activities in three main areas: (a) pro-poor policies and achievement of the MDGs; (b) aid coordination; and (c) environment and energy and disaster risk management.

4.4 The first component focuses on addressing income inequality and geographical disparities. This will include policy advisory services at the national level as well as capacity development and downstream pilot activities in disadvantaged districts and divisions, selected on the basis of poverty data amongst the priority 119 Divisional Secretary Divisions (DSDs) identified by the Government. UNDP's support to the achievement of the MDGs will aim at raising awareness on the MDGs among Government officers and the general public, as well as reinforcing the Government's efforts to localize the MDGs. The capacity of key decentralized administrative institutions and local authorities will be developed to incorporate the MDG agenda and community needs into local level planning and budgeting as well as to improve the quality of services delivered to communities in selected UNDAF focus districts. UNDP will continue providing support to the Department of Census and Statistics to enhance its capacity to collect MDG data and monitor the achievement of the MDGs at national and local level. Assistance will be provided to the Department of Census and Statistics in the area of monitoring regional contributions to GDP growth by strengthening the capacity of the National Accounts Division. UNDP will also complement UNFPA's support to the Population Census. UNDP's long standing partnership with the Department of National Planning will ensure that MDG and other data and information are utilized to inform policy and planning both at the national and local levels.

4.5 Support to the multi-sectoral National Plan of Action for the Social Development of the Plantation Community will be provided through the implementation of a joint UN programme led by UNDP and UNICEF. Specific areas of UNDP's intervention within this framework will focus on institutional capacity development, human rights, employment and SME development. Gender considerations and the community empowerment approach, also through the promotion of volunteerism and citizen initiatives, will underpin the implementation of the joint programme across all areas of intervention.

4.6 In partnership with ILO, targeted interventions will be piloted in selected UNDAF priority districts to increase employment and livelihood opportunities, especially for youth, disadvantaged communities and vulnerable populations, through the facilitation of SME development and of access to vocational training facilities.

4.7 The second component involves UNDP's commitment to the Simplification and Harmonization Agenda in the area of aid coordination. UNDP will provide support to enhance the Government's aid effectiveness and aid coordination mechanisms through the harmonization of aid and project management systems. This will include interfacing existing information management systems such as the Development Assistance Database, the Integrated Aid Management System and the Performance Review Unit currently housed in different Ministries. Support will be provided for the introduction of results based management tools for formulation, implementation and monitoring of Government and foreign funded development programmes in order to facilitate the effective use of development funds.

4.8 The third component is organized around two focus areas: Environment and Energy, and Disaster Risk Reduction. Environmental sustainability and disaster risk reduction interventions will complement UNDP's approach to poverty reduction and peace.

4.9 UNDP's Environment and Energy programme will consist of three key elements: (a) the development of Sri Lanka's capacity to manage and ensure good governance in environment and energy sectors; (b) the creation of an enabling environment for communities to reap the benefits of ecosystems and natural resources through improved management and extraction of natural and biological resources and (c) the promotion of environment and energy best practices, technologies, market access and financial mechanisms to increase the efficiency and effectiveness in poverty reduction and climate change adaptation interventions. Cross-cutting themes throughout the programme will include the promotion of stakeholders' understanding of environmental processes, the evaluation of true environmental costs of development interventions and the emphasis on local actions for meeting the global challenge of reducing environmental degradation. Key interventions will include support to stakeholders' capacity development, pilot activities and the support to the development of an enabling policy and legislative framework.

4.10 In the area of Disaster Risk Management, UNDP will aim at increasing the capacity of Government, vulnerable communities and other agencies to prepare, mitigate, respond and recover from natural disasters such as droughts, floods, landslides, sea rises and tsunamis, as well as from human induced disasters related to conflict, industrial and marine accidents, and improper land use practices. In particular, UNDP will support the operationalization of the Government's "Roadmap", which entails over a hundred project interventions. Support will also be provided to the development of the "National Disaster Management Plan," which aims at coordinating the roles and responsibilities of Government, the UN and NGOs. The "Vulnerability Atlas of Sri Lanka" will be developed to identify areas in need of enhanced targeting, along with databases to support planning responses at the district and central levels. The set-up of a network of Emergency Operations Centers at the district level and the creation of communication systems for coordination with the National Emergency Operations Centre will be supported. The programme will target the development of response capabilities of local and national levels disaster management committees, including early warnings, evacuation, first aid, and search and rescue. Part of the approach will be to develop comprehensive mechanisms for the identification and placement of volunteers (in partnership with UNV) to support the capacities of disaster management facilities. UNDP interventions will include the promotion of mitigation practices to minimize the damages from disasters, including climate change related events, as well as mainstreaming disaster risk reduction in development efforts to reduce the risk to vulnerable populations so that development gains are not eroded by disasters. UNDP's support will aim at engaging policy makers, government officials, academic institutions, I/NGOs, volunteer involving organizations and groups, local bodies, and civil society.

4.11 In UNDAF's second priority: *Democratic governance and the promotion/protection of human rights* UNDP will focus its support to three key areas: (a) key oversight institutions and mechanisms; (b) local level structures for enhanced service delivery and (c) access to justice.

4.12 The first area of intervention will aim at supporting the Parliament to efficiently fulfill its oversight functions. UNDP will provide technical assistance and policy advice for the strengthening of the Parliamentary Committee system. This will include supporting the revision of the Parliamentary Standing Orders and developing the administrative, technical and research capacities of the new oversight committees. UNDP will continue to support advocacy efforts at the national policy level for greater female political participation and will work at the local level to empower potential women leaders through training in leadership and negotiation skills.

4.13 Support will also be provided to the Human Rights Commission of Sri Lanka (HRCSL) and CIABOC. Activities will include the development of a costed capacity-development plan for CIABOC and of a costed Action-Plan for the implementation of the HRCSL's new Strategic Plan. As well, UNDP will play the lead role in building partnerships in support of both institutions. UNDP will also support HRCSL and CIABOC to monitor and report on the lodging and solution of complaints, enhancing their own responsiveness and transparency as public institutions, as well as to produce high quality annual and thematic reports.

4.14 UNDP's support to the second area of intervention will aim at improving the performance of devolved authorities and decentralized government administrations to deliver services in a transparent and accountable way. The programme will support local structures to engage in needs-based planning, budget management, stakeholder consultation, reporting on service delivery, resource mobilisation and partnership development with local and international NGOs and CSOs as well as private sector organizations. To create a client-oriented culture, interventions at the institutional and individual level will also aim at developing leadership capacities and generating attitudinal change within relevant government entities. This will incorporate many of the capacity building methodologies which are being piloted under the framework of the MDG localization and their application will be extended to the UNDAF priority districts including those in the East and North. To link capacity development to results UNDP will work with local institutions to set up systems for regular community level monitoring of service delivery.

4.15 Under the local governance component, UNDP will also support the development of CSOs and CBOs capacities to act as accountable and transparent alternative service providers to complement Government functions, as well as to represent public needs and monitor service delivery. Activities will include capacity development interventions, the development of mechanisms for people's participation in the planning process, and awareness-raising of CSOs and CBOs on rights and responsibilities of claim holders and duty bearers. At all levels of intervention a focus will be placed on ensuring sustainability both in terms of service delivery and the mechanisms and systems supported for participation and monitoring.

4.16 In order to provide disadvantaged groups with improved access to justice redress mechanisms, the third component will support 'duty bearers' to deal more competently and quickly with grievances expressed by disadvantaged groups as well as sensitize and improve access of disadvantaged groups to basic rights such as legal services. Interventions in this area will include conducting a baseline survey on access to justice mechanisms to identify specific challenges facing different vulnerable groups, including IDPs, migrant workers, estate populations, female headed households and victims of gender based violence. They will also

cover support for the design and implementation of a national action plan to provide improved access to justice and awareness-raising activities to the vulnerable groups.

4.17 UNDP Sri Lanka's contribution to UNDAF's third priority: *Sustainable peace and reconciliation* will involve a mix of direct and indirect interventions. Direct actions will use access to institutions and steering mechanisms to initiate and strengthen peace building, while indirect actions will entail facilitating an enabling environment for peace in different sectors of society.

4.18 Under direct assistance, the UNDP peace portfolio will include policy level interventions and project activities for the implementation of the official languages policy, as well as support to capacity development in national and sub-national institutions directly involved in the peace process. The programme will support the Official Languages Department and Official Languages Commission to develop and implement a bilingual policy targeting the public administration in five districts that have a substantial Tamil speaking population. The programme will also continue to build on its capacity development support to institutions such as the Ministry of Nation Building and Estate Infrastructure Development, the Ministry of Disaster Management and Human Rights and, as appropriate, the three Peace Secretariats to strengthen their contribution to peace.

4.19 The UNDP programme will also support the civil society sector, particularly civil society actors at the local and provincial levels, as another entry point to advance peace-building. This will include supporting activities that further promote public dialogue on peace, policy discussions, media campaigns and private sector initiatives, focusing especially on the role of women in peace and reconciliation efforts. UNDP will build on its experience in developing local capacities for peace and recovery by working with Community Based Organizations, promoting community volunteerism in partnership with UNV, using small grants funds and direct capacity development initiatives. New activities, subject to contextual consideration, would include the facilitation of dialogue processes with communities emerging from conflict to foster social cohesion.

4.20 Under indirect assistance to peace, UNDP will support community and area-based development initiatives for socio-economic rehabilitation in the districts of the East and North. Given the current fragile security situation, the focus of interventions is expected to be on short-term recovery with an envisaged transition to development in the medium to longer term. Interventions will include the facilitation of resettlement through housing and community-based infrastructure activities, the restoration of livelihoods and poverty reduction through micro-finance and other employment generating activities, the provision of inputs and technical assistance and the promotion of social cohesion among communities. These interventions are expected to assist returnees to regain normalcy in their lives, by ensuring their settlement in places of origin or new locations with enhanced access to services and facilities and by ensuring their economic sustenance through the provision of traditional or alternate income-generation. Particular attention will be paid to enhancing employment and livelihood opportunities for women. To ensure local and national ownership, the targeted populations and local Government will be closely involved in the needs assessment, implementation and monitoring processes, which would include capacity development activities.

4.21 As part of the overall socio-economic rehabilitation in the North and East, UNDP will continue to support mine action. This programme would focus on enhancing the capacity of the Government at both national and sub-national levels to implement a priority based mine clearance programme which adheres to international standards, as well as ensuring that mine cleared land is put to productive use. At the national level this will in particular include support

to the establishment of a national mine action center to act as the operational arm of the regulatory body for the sector, the National Mine Action Steering Committee (NSCMA), in the implementation and monitoring of sectoral policies and legal frameworks.

4.22 Given the fluid operational context, the Crisis Prevention and Recovery interventions will be programmed with inbuilt flexibility and conflict sensitivity to easily adapt to the changes on the ground. Where possible, recovery interventions will also be explicitly linked to development through district and national planning processes. All activities undertaken under the umbrella of economic rehabilitation of the districts of the East and North will be underpinned and guided by a focus on social cohesion looking to strengthen community ties and deepen inter and intra group understanding and reconciliation.

4.23 Finally, **UNDAF's fourth priority: Gender**, will be supported by UNDP through its integration across all its key interventions. Given the importance of remittances, UNDP will support national programmes which acknowledge their contribution and help raise the status of female migrant worker. UNDP will also support increased political participation for women, including the possibility of quotas for women at different levels of the political system. In addition, UNDP will contribute to a planned UN Joint Programme to strengthen strategic and integrated approaches to reduce Gender Based Violence further to the recent adoption of a National Plan for the Implementation of the Domestic Violence Act.

Part V. Partnership Strategy

5.1 UNDP closely collaborated with UN agencies as well as the Asian Development Bank, the International Monetary Fund and the World Bank in preparing the CCA/ UNDAF .Overall guidance was provided by the UNDAF Steering Committee, which was chaired by the Resident Coordinator a.i. and included the chairs of the four thematic UNDAF working groups as well as some Government representatives. UNDP also led or co-led Governance and Poverty thematic working groups and actively contributed to the remaining two working groups on Peace and Gender. The formulation process for the UNDAF and the UNDP Country Programme Document (CPD) included extensive consultation of stakeholders such as the Government of Sri Lanka, development partners and the NGO community in September 2006 and on 26 January and 28 February 2007 respectively.

5.2 Given the programme focus, and based on lessons learned in the previous CCF, cooperation strategies will:

- (a) Make achieving the MDGs the core objectives in all priority areas, with strong emphasis on linking upstream policy with capacity development strategies and alternative pro-poor downstream and rights-based development approaches;
- (b) Emphasize problem analysis, strategy development, capacity assessment and action planning involving all stakeholders where relevant and across sectors;
- (c) mainstream gender and social cohesion principles in all areas, ensuring that they are an integral part of the design, implementation, monitoring and evaluation of all programmes and projects with the support from inter alia UNDP's Bureau for Crisis Prevention and Recovery (BCPR) which has selected Sri Lanka as one of four strategic partnership countries in Asia;
- (d) Mainstream applicable key drivers of development effectiveness, such as developing national capacities, enhancing national ownership, advocating for and fostering an enabling policy environment, seeking South-South solutions, promoting gender equality, and forging partnerships for results;

- (e) Adopt innovative, strategic and coherent programme approaches in line with the outcomes of UNDP's corporate Strategic Plan exploring cross-sectoral linkages and programme synergies for programme integration and coherence and
- (f) Identify and disseminate good practices, and connect national partners to global knowledge, as well as expertise from the regional centers in Colombo, Sri Lanka and Bangkok, Thailand, and the governance center in Oslo, Norway respectively.

5.3 Limited regular resources (amounting to an estimated \$ 13.18m) will serve as a catalyst, but successful implementation of the country programme will largely be contingent on the establishment of strong partnerships and the mobilization of other resources (amounting to \$57m), from bilateral, multilateral and national resources. The level of funding available to Sri Lanka is expected to largely depend on the evolving security scenario and consequent adjustments of donor approaches to the country. UNDP plans to further refine its partnership and resource mobilisation strategy taking into consideration different possible scenarios to facilitate anticipation and targeting of mobilisation efforts. In this context, priority will be given to enhancing alliances within the United Nations system and traditional donors including the International Financial Institutions. At the same time, possibilities for new partnerships will be explored both within the bilateral donor group and the private sector.

5.4 Guided by national consultations and other discussions, UNDP intends to continue pursuing a partnership strategy working closely with other United Nations organizations, bilateral institutions, CSOs, NGOs, and the multilateral institutions in implementing the new country programme, making effective use of existing coordination mechanisms. These include but are not limited to the UN Interagency Standing Committee, the Government/UN co-chaired Consultative Committee on Humanitarian Affairs (CCHA) and its subgroups, the National Mine Action Steering Committee (NSCMA), National Disaster Management Committee, the Development Partners Forum as well as the Donor Peace Support Group and sub working groups.

5.5 *United Nations system.* Through joint programmes and initiatives, the United Nations system partnership provides a package of technical and financial assistance within the UNDAF, in particular, in supporting national MDG efforts and the UNDAF implementation through enhanced synergies among agency country programmes. An interagency MDG working group is in place to complement UN agencies' ongoing efforts to build government capacity for operationalisation of MDG strategies as well as to promote a coordinated approach to MDG data collection for monitoring of the UNDAF and to promote a policy dialogue with the government on MDG related issues. UNDP will contribute to the UN Joint Programmes currently under preparation in the areas of community development for the estate sector, human rights and gender based violence. Further efforts to develop joint approaches may be pursued in other sectors such as support to IDP resettlement in the North and East. Government Capacity Building through the Capacity Development and Recovery Programme (CADREP) will strengthen the overall state machinery, thereby, providing a better enabling environment for all UN programmes.

5.6 In partnership with the United Nations Volunteers (UNV), volunteerism will be promoted as another mechanism in implementing and monitoring programmes. Based on the experience of the post-tsunami relief, recovery and disaster preparedness efforts UNV will continue working with UNDP on the mobilization and engagement of community volunteers, especially in support of the Government's "Road Map for Disaster Risk Management" as well as the work of the Human Rights Commission, and Environment through the Global Environment Fund/Small Grants Programme (GEF/SGP). Under democratic governance UNDP/UNV will continue to support the Ministry of Social Services & Social Welfare in setting up a Volunteer Information and Coordination Centre (VOICE) and creating 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 in the areas of gender, and sustainable peace and reconciliation, as identified in UNDAF 2008-12.

5.7 Bilateral institutions. Building on the partnerships forged during the previous programme, the focus will be on partnerships and technical assistance in areas of common interest, such as rehabilitation and recovery, disaster risk management, and promoting good governance and the rule of law. UNDP will continue to actively participate in the Donor Peace Support Group and the related sub-groups, in particular the Human Rights and Mine Action sub-groups with the latter being co-chaired by UNDP.

5.8 CSOs, NGOs, private sector, academic and research institutions. Further initiatives will be pursued to build and expand collaborative relationships with these organizations at national and local levels. UNDP will continue to partner with them in the implementation of projects, especially through the small grant programmes in Environment, Renewable Energy, Disaster Management, Governance and Recovery. UNDP will also support the empowerment and capacity development of local community based organisations so that they are able to participate in national and local development processes, in particular to representing public needs and monitoring service delivery.

5.9 UNDP will also continue to promote partnerships with the private sector with the goal of creating strategic alliances aligned with the development goals of the country. The objective here is to bring about sustainable development alternatives by ensuring lateral linkages between government, development agencies, NGOs and the private sector. While seeking to attract funding and in-kind contributions from the private sector, UNDP will be offering technical support to the design and implementation of strategic Corporate Social Responsibility (CSR) projects of private sector companies, especially through the CSR/MDG Sub-committee of the Ceylon Chamber of Commerce.

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 ministries, NGOs, INGOs, UN agencies including UNDP will implement the programme activities. The annual work plans (AWPs) describe the specific results to be achieved and will form the basic agreement between UNDP and each Implementing Partner (IP) on the use of resources. The reference to “Implementing Partner(s)” shall mean “Executing Agency(ies)” as used in the SBAA.

6.2 In programme design and implementation, UNDP works closely with key 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, monitoring and evaluation, and programme resources frameworks in the CPAP and the AWP. To the extent possible UNDP and partners will use the minimum documents necessary, namely the signed CPAP and signed AWP to implement programmatic initiatives. However, as necessary and appropriate, project documents would be prepared using, inter alia, the relevant text from the CPAP, and AWP. AWP and MoUs will be signed by UNDP and the Implementing Partner. Respective responsibilities of UNDP, the Government and non-government Implementing Partners will be emphasized through quarterly progress reporting and annual reviews. In line with the UNDG

Joint Programming Guidance Note, the scope of inter-agency cooperation is strengthened to cultivate new programme and geographical convergence.

6.3 National Implementation (previously known as National Execution or NEX) has been the main modality for UNDP project management in Sri Lanka. National Implementation capacity, however, will be assessed and necessary measures will be taken to address existing gaps. The Country Office will continue to provide project support services at the request of the Government in areas where appropriate, such as international procurement. While working within agreed policies, the Government and UNDP will explore non-traditional implementation modalities, where appropriate, such as NGO execution. The United Nations Volunteers programme and South-South Cooperation will continue to play a prominent role in the implementation of the country programme.

6.4 Direct Implementation (previously known as DEX) will remain the prevailing implementation modality in the districts of the East and North of Sri Lanka where interventions for socio-economic recovery and rehabilitation¹ are already being implemented through UNDP's well established network of Field Offices. Direct Implementation is the modality of choice for UNDP's Transition Programme as well as its successor project, the Transition Recovery Programme expected to start in early 2008 and the Support to Mine Action Programme. This is due to three reasons: operating in a volatile security environment, the presence of a directly implemented United Nations support project facilitates acceptance by all key stakeholders across the spectrum; donors have repeatedly indicated their undisputed preference for co-financing contributions to interventions in the North and East to be administered and managed directly by UNDP; and the workload of administrating the funding and activity intensive project initiatives would put a heavy burden on the limited capacities of local authorities in the districts of the East and North. In order to promote national ownership and capacity development, UNDP implementation will build on and utilize local participatory decision-making and monitoring processes in the form of District Review Boards chaired by the local Government Agent, for planning, prioritization and resource allocation of development interventions.

6.5 Considerable effort has been invested over the last two years to streamline business flows and structures within UNDP Field Offices as well as in relation to the Country Office and the Colombo based Project Management Unit to enable the efficient implementation of recovery activities in the districts of the East and North under UNDP direct implementation modality, in line with UNDP's internal control framework.

6.6 UNDP will also act as the implementing agency for the ongoing ART GOLD Sri Lanka project which continues into the new programme cycle. The project is part of the international ART GOLD Initiative for which UNDP implementation has been established as the corporate norm irrespective of implementation capacities on the ground in order to allow the wide range of decentralized cooperation partners to actively participate in this global initiative, while ensuring adherence to the complex reporting requirements under the multi-donor set-up.

6.7 In collaboration with Government, UNCT members and other stakeholders including civil society, bilateral donors, UNDP will support an annual CPAP review as part of the UNDAF annual review. The annual review will verify that the recommendations of the previous annual review are appropriately followed-up by the parties concerned and make suggestions/recommendations to overcome any new issues or seize opportunities identified.

¹ This relates in particular (but not exclusively) to project interventions in support of output 16 of the Results Resource Framework

The conclusions and recommendations from the annual review will enable UNDP to update the CPAP for the coming year, and review and finalize project revisions and AWP. While the CPAP may be substantially revised (within the framework of the Country Programme Document) at any time, the annual review provides a regular opportunity to systematically review the full CPAP and make changes to the direction of the programme as well as the allocation of resources.

6.8 Atlas contributes to timely, efficient delivery of activities and effective financial monitoring to manage projects and the UNDP programme.

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

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

1. Prior to the start of activities against agreed work plan cash transferred (direct cash transfer) to the Treasury, Ministry of Finance and Planning, for forwarding to the Implementing Partner;
2. Reimbursements after completion of eligible activities by the implementing partner;
3. 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;
4. Direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners.

6.11 Where cash transfers are made to the Treasury based in the Ministry of Finance and Planning, the Treasury shall transfer such cash promptly to the Implementing Partner, which could include line ministries and government institutions at the national level as well as government departments and institutions at lower administrative levels or local authorities.

6.12 The Direct Payment mode shall be the preferred and default modality for cash management. However, whenever necessary, following discussions and in agreement with the Implementing Partner and the Ministry of Finance and Planning, the other modalities may be applied with preference being given to the reimbursement modality over cash transfers.

6.13 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. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

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

6.15 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.

6.16 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.

6.17 Resource mobilization efforts will be intensified to support the CPAP 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 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 monitoring and evaluation plan. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, with the view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity¹. In the spirit of harmonization and simplification, and in order to reduce transaction costs, UNDP and the Government will use existing coordination mechanisms, including the UN Thematic Group and Sectoral Working Group framework in lieu of Outcome Boards to monitor achievement of results at the higher level. UNDP and the External Resources Department, Ministry of Finance and Planning will, through a structured consultation mechanism, assume the functions of the Country Programme Board. The Country Programme Board will meet further to the annual UNDAF review if a need for adjustment of UNDP's Country Programme is identified. The implementing partners will provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the respective AWP. The reporting will be in accordance with the procedures and harmonized with UN agencies to the extent possible.

7.2 The Millennium Development Goals Report (MDGR) that is developed for Sri Lanka will serve as one of the means for reporting on UNDAF activities, complemented by the Annual Report and Workplan of the Resident Coordinator. A linkage will be established between the indicators used to measure UNDAF outputs and the contribution of these outputs to the achievement of the MDGs.

7.3 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 their 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, and where appropriate in collaboration with other UN agencies, 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.

¹ For more details, [Cash Transfer Framework](#) should be referred.

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.

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

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

7.7 In a major step forward in the application of results-based management, outcome indicators have been agreed on with the Government and other key stakeholders. Results-based management will be systematically integrated across all UNDP-supported programmes and projects. In addition, comprehensive participatory approaches for monitoring and evaluation will be developed and applied in partnership with project implementers and beneficiaries to ensure that basic programme and project monitoring systems are in place and aligned with the results framework. Financial monitoring tools will be strengthened across all projects to ensure the proper and effective use of resources channeled through UNDP.

7.8 The CPAP will be managed and monitored on the basis of qualitative and quantitative benchmarks of programme progress. Performance indicators set out in the CPAP RRF (Annex 1) will be linked to AWP and will be used to measure progress towards the realization of CPAP outputs and outcomes.

7.9 Special attention will be given to opportunities for joint, sectoral, and outcome evaluations which will be explored with partners. Selected Country Programme Outcomes will be evaluated during the 5 years cycle.

7.10 The present CPAP will be subject to an independent evaluation before the last year of its cycle (i.e. 2012), aiming at assessing the achievements of the programme against the pre-determined targets (Annex 1), and providing data of strategic use in the design of the next Country Programme.

Part VIII. Commitments of UNDP

8.1 UNDP will seek to ensure that the indicative amount of US\$13,184,000 from UNDP's regular resources is committed as base funding for the execution of the present CPAP, **depending on availability of funds**. UNDP, together with the Government, will also intensify its resource mobilization efforts, striving to mobilize complementary resources in the projected indicative amount of US\$56,900,000 from other resources. Should resource mobilization efforts not yield the expected results, UNDP and the Government shall review and re-prioritize activities and the focus of intervention during the CPAP annual review (see para 6.6 and 7.1) in line with the availability of resources.

8.2 The indicative regular and other resource funds mentioned in the previous paragraph (para 8.1) do not cover funding received in response to emergency appeals.

8.3 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 implementing partners will be emphasized.

8.4 At the Government's/Implementing Partner's request, UNDP will provide the following support services for the effective implementation of the CPAP:

- i) 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; Identification and facilitation of training activities, including fellowships and study tours;
- ii) 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;
- iii) Access to the support provided by the network of UN specialized agencies, funds and programmes.

8.5 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 in thirty days.

8.6 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 Partners; 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 thirty days.

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

8.8 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 Standard Basic Assistance Agreement (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 appointment of dedicated human resources for the implementation of nationally implemented projects.

9.3 The Government will also provide all necessary support to UNDP in its efforts to raise funds required to meet the financial needs of the Country Programme.

9.4 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.

9.5 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (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.

9.6 Cash transferred to Implementing Partners should be spent for the purpose of activities as agreed in the AWP's only.

9.7 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 AWP's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP on a quarterly basis. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN agency regulations, policies and procedures will apply.

9.8 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's, and ensuring that reports on the full utilization of all received cash are submitted to UNDP on a quarterly basis.

9.9 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.

9.10 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 a timely statement of the acceptance or rejection of any audit recommendation to the UNDP that provided cash.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to the UN agencies twice yearly.

Part X. Other Provisions

10.1 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 for the period 2008 to 2012.

10.2 This CPAP supersedes any previously signed CPAP between 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 review meetings.

IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day in Colombo, Sri Lanka.

For the Democratic Socialist Republic of Sri Lanka

Signature:



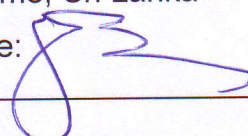
Name:

Title:

P B JAYASUNDERA
Secretary
Ministry of Finance and Planning
Colombo 1
Sri Lanka

For the United Nations Development Programme, Sri Lanka

Signature:



Name: Mr. Neil Buhne

Title: UNDP Resident Representative

Annex 1: CPAP RESULTS AND RESOURCES FRAMEWORK

National priority or goal: Economic growth and social services to be focused on districts outside the Western Province which have “lagged behind” chiefly owing to poor infrastructure and delivery of services. Economic policies and strategies to address regional disparities.

UNDAF Priority No. 1: Economic growth and social services are pro-poor, equitable, inclusive and sustainable in fulfillment of the MDGs and MDG plus, and focus in particular on the rural areas.

UNDP programme component	CPAP Expected Outcomes	UNCT Outcomes	Expected Outputs and indicators	Output targets	Major Partners	Indicative Resources by programme component (per year, US\$)				
						2008	2009	2010	2011	2012
Poverty Reduction: Achieving the MDGs and reducing human poverty	1) Economic policies, strategies and programmes address geographical and income disparities and aid utilization is more effective and coordinated.	Relevant national economic policies, strategies and programmes address disparities - across as well as within regions and socio-economic groups.	<p>1. Capacity of national institutions, at central and local levels, to collect and utilize socio-economic data strengthened.</p> <p><u>Output Indicators:</u> 1.a. Availability of district MDG and other socio-economic data. 1.b. Availability of divisional MDG and other socio-economic data.</p>	<p><u>Annual Targets:</u> 2008 – MDG data (12 new indicators) available for all districts through completion of the MDG survey. – Capacity assessment of DCS completed and Capacity Development support programme designed. 2009 – Quick wins addressing capacity gaps identified by the capacity assessment for strengthening key divisions and offices of the DCS implemented. 2010 – Officers of the Department of Census and Statistics can make MDG data available at divisional level through the application of small area estimation techniques. – Comprehensive systems in place for human resource capacity development for key divisions and offices of the DCS. 2011 – Systems in place for leadership development and institutional change for key divisions and offices of the DCS. 2012 – Institutional change management practices introduced and adopted in key divisions and offices of the DCS.</p>	<p>Implementing Partner(s): Min. of Finance & Planning, Department of Census & Statistics</p>	Regular Resources \$				
						\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
		Responsiveness of central level institutions enhanced for effective policy formulation, enforcement and review in order to achieve national development priorities.	<p>2. Pro-poor economic policies and programme options provided to inform MDG based planning and budgeting at both national and local level.</p> <p><u>Output Indicators:</u> 2.a. Availability of district MDG-based plans. 2.b. # of government programmes and policies informed by UNDP inputs implemented. 2.c. # of sectoral/thematic studies conducted.</p>	<p><u>Annual Targets:</u> 2008 – Second MDG country report published. – Prioritization and costing for the operationalization of the National Development Framework developed. – Capacity Assessment of Department of National Planning conducted and Capacity Development strategy developed. – Preliminary policy recommendations developed on improved pro-poor local level planning procedures (based on pilot districts) for the development of divisional and district MDG-based plans and advocacy done for their wider adoption. 2009 – Preparations for second NHDR prepared initiated – Implementation of policy recommendations on</p>	<p>Implementing Partner(s): Min. of Finance & Planning, National Planning Department</p>	Other Resources \$				
		\$100,000				\$100,000	\$100,000	\$100,000	\$100,000	

			<p>improved pro-poor local level planning procedures initiated in pilot districts.</p> <ul style="list-style-type: none"> – Decentralized administration and local government officers trained to use MDG and other disaggregated socio-economic data for planning purposes. – Quick wins addressing capacity gaps identified by the capacity assessment for strengthening the Department of National Planning implemented and system for linking capacity development to results based management in place. <p>2010</p> <ul style="list-style-type: none"> – Finalisation of second NHDR & report published. – Systems for human resource development for the Department of National Planning in place. – MDG-based divisional and district development plans available in pilot districts. <p>2011</p> <ul style="list-style-type: none"> – Systems in place for leadership development and institutional change for the Department of National Planning. – Assistance provided for ensuring that MDG-based divisional and district development plans inform the budget process at the national level. <p>2012</p> <ul style="list-style-type: none"> – Institutional and attitudinal change management practices introduced and adopted by the Department of National Planning. – Support to Third MDG country report provided. 											
		<p>3. Existing government aid and project management systems harmonized for effective use of development funds.</p> <p><u>Output Indicators:</u> 3.a. Single data entry system set up for all mechanisms. 3.b. Centralization of all systems within a unique institution.</p>	<p><u>Annual Targets:</u> 2008</p> <ul style="list-style-type: none"> – Project Management Module transferred from External Resources Department to Ministry of Plan Implementation. – Studies to identify complementarities among existing systems conducted and soft/hard ware developed for coordination of those systems. – Technical assistance framework for harmonization of development fund flows by Government developed. <p>2009</p> <ul style="list-style-type: none"> – Government staff trained on inter-operable systems. – Government priorities and donor objectives analyzed for effective alignment and harmonizing of development fund. – Results based management tools used by Government for monitoring and effective use of development funds. <p>2010</p> <ul style="list-style-type: none"> – Common data entry system available for use by all development projects and regulatory framework for the institutionalization of the common data entry system developed. 	<p>Implementing Partner(s):</p> <p>Min. of Plan Implementation</p> <p>Min. of Finance & Planning</p>	<p>Regular Resources \$</p>					<p>\$100,000</p>	<p>\$100,000</p>	<p>\$100,000</p>	<p>\$100,000</p>	<p>\$ 49,000</p>
					<p>Other Resources \$</p>									

				<ul style="list-style-type: none"> - Dialogue between Donors and Government initiated on common reporting systems for aid harmonization. <p>2011</p> <ul style="list-style-type: none"> - Uniform reporting systems for aid utilization in place. - Advocacy and consensus building among Government Agencies for an integrated approach for the development of an integrated framework for effective and targeted delivery of development aid. <p>2012</p> <ul style="list-style-type: none"> - Government agencies inter-connected through the integrated inter-operability framework for effective and targeted delivery of development aid. 						
Energy & Environment: Energy and Environment for sustainable development		4. Improved policies and strategic interventions ensure sustainable environment management and climate change adaptation.	<p><u>Output Indicators:</u></p> <p>4.a. # of environmental management policies and strategies implemented.</p> <p>4.b. # of climate change adaptation strategies with specific focus available.</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> - National Environment Action Plan (NEAP) approved and projects developed for its implementation. - Baselines established for current practices of water resources management and climate induced risks. - Gaps in the existing policy, legal and regulatory framework for the prevention and management of alien invasive species identified. <p>2009</p> <ul style="list-style-type: none"> - Risk reduction strategy for water resources management developed. - 100% phase out of CFC. - Policy framework including a national level coordinating mechanism for long term partnerships for managing invasive alien species developed. <p>2010</p> <ul style="list-style-type: none"> - Risk reduction strategy endorsed by the key stakeholders. - Policy framework for long term partnerships for managing and safeguarding biodiversity developed. - Second National Communication on UNFCCC finalized and submitted. <p>2011</p> <ul style="list-style-type: none"> - Strategies for mobilizing Public Private Partnerships for climate change mitigation and for climate risk reduction developed. - First project developed under UNDP Millennium Carbon Fund. <p>2012</p> <ul style="list-style-type: none"> - Climate risk reduction strategy integrated into agriculture and power sector planning and implemented. - Environment sector priorities for the next four years identified and interventions developed 	Implementing Partners: Min. of Environment & Natural Resources Central Environmental Authority	Regular Resources \$				
				\$100,000						
				Other Resources \$						
				\$1,000,000		1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	
Total CPAP Outcome 1						Regular Resources \$2,549,000				
						Other Resources \$6,000,000				

<p><i>Poverty Reduction: Achieving the MDGs and reducing human poverty</i></p>	<p>2) Service providers ensure equitable access to improved quality services and economic infrastructure to vulnerable populations in disadvantaged areas.</p>	<p>Providers of socio-economic services ensure equitable access to improved quality services and interventions, focusing on selected disadvantaged areas.</p>	<p>5. National and local institutions strengthened to effectively deliver improved quality services for the achievement of the MDGs in selected UNDAF priority districts.</p> <p><u>Output Indicators:</u> 5.a. # of sectoral/thematic working groups established under the DCC and DvCC. 5.b. # of M&E systems implemented at the district level. 5.c. Resources allocated to the implementation of the National Plan of Action for the Plantation Community.</p>	<p><u>Annual Targets:</u> 2008 – Road map for the implementation of the National Plan of Action (NPA) for the Social Development of the Plantation Community developed. – Capacity development strategy for pilot local service delivery institutions developed and implementation commenced in focus districts – Human Resources Management practices for civil servants reviewed and recommendations provided. – Sectoral Working Groups under Coordination Committees established in pilot districts/ divisions to strengthen planning and monitoring of development interventions at the local level. 2009 – Systems in place to monitor the implementation of the National Plan of Action for the Social Development of the Plantation Community. – Quick wins addressing capacity gaps identified by the capacity assessment to strengthen the functional capacities of selected local level institutions/offices responsible for the NPA implemented. – Design of new capacity development umbrella programme for local governance completed and MDG localization initiatives included. 2010 – Systems in place for human resource capacity development of key institutions/offices responsible for the implementation of the NPA. 2011 – Systems in place for leadership development and institutional change for key institutions/offices responsible to implement the NPA. 2012 – Institutional and attitudinal change management practices adopted by key institutions/offices responsible to implement the NPA.</p>	<p>Implementing Partner(s):</p> <p>Min. of Nation Building & Estate Infrastructure Development</p> <p>Min. of Public Administration & Home Affairs</p> <p>Min. of Local Government & Provincial Councils</p>	<p>Regular Resources \$</p> <table border="1"> <tr> <td>\$ 246,000</td> <td>\$100,000</td> <td>\$100,000</td> <td>\$100,000</td> <td>\$100,000</td> </tr> </table> <p>Other Resources \$</p> <table border="1"> <tr> <td>\$100,000</td> <td>\$100,000</td> <td>\$100,000</td> <td>\$100,000</td> <td>\$100,000</td> </tr> </table>	\$ 246,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
	\$ 246,000	\$100,000	\$100,000	\$100,000	\$100,000											
\$100,000	\$100,000	\$100,000	\$100,000	\$100,000												
<p>Vulnerable populations participate meaningfully in and benefit fully from socio-economic development.</p>	<p>6. The poor and most vulnerable have greater access to assets, markets and financial resources.</p> <p><u>Output Indicators:</u> 6.a. # of village development fora established. 6.b. # of producer societies established and engaged in productive activities. 6.c. # of SME development</p>	<p>6. The poor and most vulnerable have greater access to assets, markets and financial resources.</p> <p><u>Output Indicators:</u> 6.a. # of village development fora established. 6.b. # of producer societies established and engaged in productive activities. 6.c. # of SME development</p>	<p><u>Annual Targets:</u> 2008 – 50 CBOs identified and 25 village development fora formed in 25 Grama Niladari Divisions, and Village Development plans developed using participatory methodologies. – Based on VDF Recommendations micro finance accessible to individuals and identified producer groups for livelihood activities. – Needs assessment on employment and vocational training opportunities for plantation community</p>	<p>Implementing Partner(s):</p> <p>Ministry of Agriculture Development & Agrarian Services</p> <p>Min. of Nation</p>	<p>Regular Resources \$</p> <table border="1"> <tr> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> </tr> </table> <p>Other Resources \$</p>	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000						
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000												

			centers/one stop shops set-up.	<p>conducted and strategy to address identified needs developed.</p> <p>2009</p> <ul style="list-style-type: none"> – Micro-finance revolving funds expanded for access by a greater number of individuals and producer groups. – Information and facilitation (one-stop-shop) centers for youth from the plantation community established. – Needs assessment on access to markets and SME development conducted in Uva Province. <p>2010</p> <ul style="list-style-type: none"> – Facilitation provided to youth from plantation communities to participate in leadership and long-term skills development programmes. – Support provided to small/micro entrepreneurs to address local market linkages and enterprise development constraints. <p>2011</p> <ul style="list-style-type: none"> – Assistance provided to prospective entrepreneurs to identify economically feasible ventures and linking them to financial institutions. <p>2012</p> <ul style="list-style-type: none"> – Youths in the plantation community find self/employment opportunities outside the estates with the support of the youth information centers (one-stop shop). 	<p>Building & Estate Infrastructure Development</p> <p>Other Partners:</p> <p>Chambers of Commerce,</p> <p>Rural Development Banks,</p> <p>Micro-Finance Institutions,</p> <p>ILO, UNV</p>	\$600,000	\$600,000	\$600,000	\$600,000	\$600,000
Crisis Prevention and Recovery OR Energy & Environment: Energy and Environment for sustainable development			<p>7. Capacity and systems for effective preparedness, mitigation and response to natural and man-made disaster developed at national and sub-national levels.</p> <p><u>Output Indicators:</u></p> <p>7.a. # of districts with preparedness and early warning systems developed.</p> <p>7.b. # of communities engaged in disaster risk reduction activities.</p> <p>7.c. # of laws passed for disaster risk reduction.</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> – Enhanced coordination mechanisms established and capacities strengthened at sub-national levels for preparedness and response to disasters. – Methodologies developed by key hazard specific technical agencies to issue early warnings. – Hazards specific awareness materials developed to inform planners and communities. <p>2009</p> <ul style="list-style-type: none"> – Community led mitigation activities incorporated in district planning process in at least 5 districts. – Revision exercise of the Disaster Management Act supported. – National Early Warning Strategy developed. – National level risk profiles for landslides, floods, droughts and coastal areas completed. <p>2010</p> <ul style="list-style-type: none"> – Support to the design of a legal framework, building codes and insurance schemes for risk prone areas. – Legal framework for the establishment of a disaster management fund developed. – Community led mitigation activities incorporated in district planning process in additional districts. <p>2011</p> <ul style="list-style-type: none"> – National development plans and environmental assessments build on hazard profile information for disaster risk reduction. – Climate change risks and mitigation activities 	<p>Implementing Partner(s):</p> <p>Min. of Disaster Management & Human Rights,</p> <p>Disaster Management Centre</p> <p>Other Partner(s):</p> <p>UNV</p>	Regular Resources \$				
						\$100,000				
						Other Resources \$				

			<p>identified based on the risk profile.</p> <ul style="list-style-type: none"> - Support to community involvement in disaster mitigation initiatives for disaster management fund utilization. <p>2012</p> <ul style="list-style-type: none"> - Disaster Management curricula integrated into Universities programmes. - Land use planning and building designs integrate disaster risk reduction as a key element. - Updated Disaster Management RoadMap produced. 		\$1,500,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000
Energy & Environment: Energy and Environment for sustainable development		<p>8. Communities in selected areas adopt and benefit from improved environment and energy best practices, technologies and related investments.</p> <p><u>Output Indicators:</u></p> <p>8.a. # of sustainable community level enterprises established.</p> <p>8.b. # of environmentally sensitive areas preserved through community participation projects.</p> <p>8.c. # of communities having adopted sustainable energy and water management related technologies.</p> <p>8.d. Perception of communities on quality of life improvement due to projects interventions.</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> - Knowledge products on successful community models for improved environment and energy management developed. - New community led projects on biodiversity conservation and benefit sharing of natural resources initiated (about 15 projects). - Evaluation of the potential to introduce sustainable ecotourism and community forestry to increase livelihood opportunities completed. <p>2009</p> <ul style="list-style-type: none"> - Community models for improved environment and energy management introduced in new areas of intervention, especially in north and east. - Materials developed to educate communities on potential climate change impacts, risk reduction options and mitigation technologies. - Market based instruments and water & energy use efficient techniques introduced for improved livelihoods and environmental management of communities. <p>2010</p> <ul style="list-style-type: none"> - Community led projects on biodiversity conservation and benefit sharing of natural resources, scaled up to new communities. - Demonstration projects on climate change risk 	<p>Implementing Partner(s):</p> <p>Min. of Environment & Natural Resources</p> <p>Central Environmental Authority</p>	Regular Resources \$				
					\$100,000				
					Other Resources \$				

				<p>reduction initiated.</p> <ul style="list-style-type: none"> Public private partnerships mechanisms incorporated into community level projects to ensure community access to natural resources and markets. <p>2011</p> <ul style="list-style-type: none"> Documentation of lessons learned, success and failure of community based interventions. Exit strategy for GEF small grants designed and alternate mechanisms to fill the gaps identified. Mechanisms to allow communities' involvement in larger national development programmes developed. <p>2012</p> <ul style="list-style-type: none"> Information sharing mechanisms for community based best practices dissemination developed and implemented. Alternative mechanisms beyond GEF/ SGP developed to fund community based interventions for improved livelihoods and environmental management. 		\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000	\$1,200,000
Total CPAP Outcome 2						Regular Resources \$1,846,000				
						Other Resources \$15,000,000				
National priority or goal: Long-term effects on identifiable population groups resulting from programme outcomes that reflect a measurable change in people's well-being.										
UNDAF Priority No. 2: Governance mechanisms and practices enable the realization of the principles of the Millennium Declaration and promote and protect human rights of all persons.										
UNDP programme component	CPAP Expected Outcomes	UNCT Outcomes	Expected Outputs and indicators	Output targets	Major Partners	Indicative Resources by programme component (per year, US\$)				
						2008	2009	2010	2011	2012
<i>Democratic Governance: Fostering Democratic Governance</i>	3) Key oversight institutions and mechanisms are strengthened.	Independent oversight bodies are strengthened and legal/institutional frameworks enhanced for improved governance mechanisms and respect for human rights.	<p>9. Parliamentary Committee system restructured and functioning efficiently to provide oversight through the provision of technical assistance and policy advice.</p> <p><u>Output Indicators:</u></p> <p>9.a. Parliamentary Standing Orders adopted for the restructuring of the parliamentary committee system.</p> <p>9.b. Selected oversight Committees established.</p> <p>9.c. Six fully functioning oversight committees operating in Parliament by end of 2012.</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> Comprehensive capacity assessment of Parliamentary committee system conducted. Support to the revision of Parliamentary standing Orders provided. <p>2009</p> <ul style="list-style-type: none"> Comprehensive capacity development action plan for new committees drafted and costed, and advocacy for Parliament adoption. <p>2010</p> <ul style="list-style-type: none"> Direct technical support provided to two new functioning oversight committees in Parliament focusing on enhanced administrative, technical, policy and research capacities. <p>2011</p> <ul style="list-style-type: none"> Direct technical support provided to two additional new functioning oversight committees in Parliament focusing on enhanced administrative, technical, policy and research capacities. <p>2012</p> <ul style="list-style-type: none"> Direct technical support provided to two additional new functioning oversight committees in Parliament focusing on enhanced administrative, technical, policy and research capacities. 	<p>Implementing Partner(s):</p> <p>Parliament of Sri Lanka</p> <p>Other Partner(s):</p> <p>Inter-Parliamentary Union,</p> <p>Women's Parliamentary Caucus</p>	Regular Resources \$				
						\$75,000	\$233,000	\$150,000	\$150,000	\$150,000
						Other Resources \$				
			<p>10. Independent Commissions and oversight bodies strengthened to fulfill their mandate by capacity building measures and technical assistance.</p> <p><u>Output Indicators:</u></p> <p>10.a. Financial resources allocated by the National Budget and donors at the disposal of key Commissions.</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> New capacity development action plan for CIABOC developed. Education and awareness raising strategy developed for prevention of corruption. Action Plan for implementing the HRCSL's new Strategic Plan developed and approved. 	<p>Implementing Partner(s):</p> <p>CIABOC</p> <p>HRCSL Min of Disaster</p>	Regular Resources \$				
						\$200,000	\$200,000	\$200,000	\$200,000	\$200,000

			<p>10.b. Backlog of filed cases for processing with the HRCSL</p> <p>10.c. # of complaints filed with the Anti-Bribery Commission and the HRCSL.</p> <p>10. d # of trials initiated by HRCSL and CIABC that resulted in prosecution</p> <p>10.e % of men and women who reported experiencing corruption in the last 12 months</p> <p>10.f. # of decentralized helpdesks of the Human Rights Commission taking complaints and reporting</p> <p>10.g. MDG Indicator: # of women in Parliament</p> <p>10.h. # of women in locally elected government bodies (Pradeshya Sabhas)</p>	<ul style="list-style-type: none"> - Capacity of HRCSL regional offices strengthened to ensure protection needs of tsunami and internally displaced populations - Leadership, negotiation and public speaking training piloted for potential women leaders in 7 districts. <p>2009</p> <ul style="list-style-type: none"> - Business processes of the HRCSL and CIABOC reviewed and support provided for restructuring. - Education strategy and awareness campaign for prevention of corruption rolled out. - Capacity of HRCSL regional offices further developed to ensure protection needs of internally displaced populations - Design and piloting of programme to change attitudes to women in leadership and decision making positions <p>2010</p> <ul style="list-style-type: none"> - HRCSL and CIABOC supported to monitor and report on the number of complaints recorded and actions taken - Sensitization campaigns to change attitudes on women in leadership positions, and potential women leaders trained in selected districts. <p>2011</p> <ul style="list-style-type: none"> - Production of high quality annual reports by HRCSL and CIABOC supported. - HRCSL and CIABOC capacity development plans under full implementation. - Sensitization campaigns to change attitudes on women in leadership positions, and potential women leaders trained in additional selected districts. <p>2011</p> <ul style="list-style-type: none"> - Implementation of CIABOC and HRCSL Capacity development plans reviewed. - Evaluation of women's role in decision making and leadership positions and assessment of outstanding barriers. 	<p>Management & Human Rights</p> <p>Min. of Child Development & Women's Empowerment</p> <p>Other Partners:</p> <p>Auditor General's Department</p> <p>Election Commission,</p> <p>Police Commission,</p> <p>Public Service Commission</p>	<p>Other Resources \$</p> <table border="1"> <tr> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> <td>\$200,000</td> </tr> </table>	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000					
\$200,000	\$200,000	\$200,000	\$200,000	\$200,000												
Total CPAP Outcome 3						<p>Regular Resources \$1,758,000</p> <p>Other Resources \$1,700,000</p>										
<i>Democratic Governance: Fostering Democratic Governance</i>	4) Improved performance of regional and local level structures in delivering services in a transparent and accountable manner.	Improved performance of regional and local level structures in fulfilling their role as duty-bearers in delivering services in a transparent and accountable manner.	<p>11. Improved capacity of devolved authorities and decentralized government administration to deliver public goods and services.</p> <p><u>Output Indicators:</u></p> <p>11 a. # Good governance units established at Ministerial level and supporting good governance practices in growth centres and urban local authorities</p> <p>11.b.# of growth centers that have adopted and adhere to good governance frameworks, as per policy guidelines</p> <p>11.c. # of local service delivery institutions that publish costed plans (or budgets) and actual expenditures.</p> <p>11.d. % of local institutions where staff undertook gender sensitivity training in last 12 months</p> <p>11. e. # of devolved institutions with</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> - Good governance units established in 2 ministries - Local authorities supported in selected districts to establish a framework to coordinate the implementation of local development plans. <p>2009</p> <ul style="list-style-type: none"> - Assistance provided to develop Policy Guidance Notes and frameworks for good governance practices in growth centres and urban local authorities - Planning and Monitoring: Systems piloted at local level for information collection, management and dissemination of data to enhance pro-poor planning and monitoring of service delivery - Revenue Collection: Consultations and assessment of revenue raising opportunities in Provincial and Local Authorities. - Implementation: Coordination mechanisms established and supported at the local level to enhance the delivery of socio-economic services inline with the MDGS in selected districts. - Community Perception Survey: Support provided 	<p>Implementing Partner(s):</p> <p>Min. of Public Administration & Home Affairs</p> <p>Other Partners:</p> <p>Provincial Councils,</p> <p>District & Division Administration s</p> <p>Pradeshya</p>	<p>Regular Resources \$</p> <table border="1"> <tr> <td>\$75,000</td> <td>\$210,000</td> <td>\$192,000</td> <td>\$150,000</td> <td>\$150,000</td> </tr> </table> <p>Other Resources \$</p> <table border="1"> <tr> <td>\$440,000</td> <td>\$440,000</td> <td>\$440,000</td> <td>\$440,000</td> <td>\$440,000</td> </tr> </table>	\$75,000	\$210,000	\$192,000	\$150,000	\$150,000	\$440,000	\$440,000	\$440,000	\$440,000	\$440,000
\$75,000	\$210,000	\$192,000	\$150,000	\$150,000												
\$440,000	\$440,000	\$440,000	\$440,000	\$440,000												

		<p>real increase in revenues 11.f. Level of satisfaction of men and women regarding local service delivery (and other levels of disaggregation) 11.g # of public hearings held by elected bodies at devolved levels.</p>	<p>for design and pilot of community level survey on perceptions of local service delivery and disaggregated data analysis of results. 2010 – Assistance provided to factor in good governance principles into development of Strategic urban MDG Frameworks for local authorities – Planning and Monitoring: Improved information collection, management and dissemination in selected districts for enhanced pro-poor planning and monitoring of service delivery. – Approach for mechanisms for people participation in the decentralized planning processes developed. – Revenue Collection: Provincial and Local Authorities supported to develop and implement measures to increase revenue. – Implementation: Coordination mechanisms established and supported at the local level to enhance the delivery of socio-economic services in line with the MDGS in additional selected districts. – Human Resource Capacity Building: Staff skills enhanced through quick impact training initiatives in selected district/divisional planning units and other relevant departments (<i>focus on quick win initiatives that proved effective in UNDAF priority district MDG localization pilots- see output 5</i>). – Community Perception Survey Community service delivery perception surveys conducted in original pilot and additional selected districts. 2011 – Planning and Monitoring: CP Outcome 1 Evaluation of information collection, management, and dissemination at local level, and impact on pro-poor planning and monitoring of service delivery and recommendations for further improvements. – Mechanisms for people participation in planning process implemented in selected provinces and districts – Implementation: Institutionalisation of systems for improved coordination of social/economic services in line with the MDGS at the local level. – Community Perception Surveys: Institutionalization of community service delivery surveys in selected districts. 2012 – Planning: Institutionalisation of mechanisms for people participation in planning process. – Pro-poor planning and monitoring of service delivery further enhanced through implementation of recommendations for information collection, management and use from 2011 Evaluation. – Human Resource Capacity Development: Institutionalisation of leadership development and client/service training for local service delivery institutions.</p>	<p>Sabhas Government Agents</p>							
	<p>Empowered people and communities as claim holders participating in decision making and accountability</p>	<p>12. Improved capacity of CSOs/CBOs to act as: a) accountable and transparent service providers complementing government functions. b) to represent public needs and monitor service delivery.</p>	<p><u>Annual Targets:</u> 2008 – Mapping of CSOs/CBOs' capacity to conduct business in an accountable and transparent manner conducted. – Implementing Organisations in 6 districts supported to provide basic administrative and project management skills training to CBOs in the</p>	<p>Implementing Partner(s): selected CSOs & CBOs Other Partners:</p>	<p>Regular Resources \$</p>						
					<p>\$200,000</p>	<p>\$100,000</p>	<p>\$100,000</p>				

		processes.	<p>Output Indicators:</p> <p>12.a. # of CSOs/CBOs that publish audited financial and activity reports.</p> <p>12.b. # of local development strategies factoring in CSP contributions.</p> <p>12.c # of CSO/CBO reports on local level service delivery.</p> <p>12.d % of men and women (in community service delivery perception surveys) who believe there are CSOs/CBOs locally that represent their needs.</p>	<p>same 6 districts.</p> <ul style="list-style-type: none"> - Awareness of selected CSOs/CBOs in 6 districts raised on rights and responsibilities of claim-holders and duty bearers. - Capacity of selected CSOs/CBOs in 6 districts to assess and represent public needs, and to monitor service delivery. <p>2009</p> <ul style="list-style-type: none"> - Implementing organisations provide basic administrative and project management skills training to CBOs in additional selected areas where there is a need for alternative service providers. <p>2010</p> <ul style="list-style-type: none"> - CSO consortia supported to coordinate and liaise with local government and other stakeholders as partners in service delivery. - Development of tools for CBOs to monitor local service delivery on behalf of communities. - Awareness of selected CSOs/CBOs on rights and responsibilities of claim-holders and duty bearers strengthened in selected additional districts. 	UNV	<p>Other Resources \$</p>				
						\$250,000	\$250,000	\$250,000		
Total CPAP Outcome 4						Regular Resources \$1,177,000				
						Other Resources \$2,950,000				
<i>Democratic Governance: Fostering Democratic Governance</i>	5) Greater and more diverse access to justice redress mechanisms.	Improved performance of regional and local level structures in fulfilling their role as duty-bearers in delivering services in a transparent and accountable manner.	<p>13. Duty bearers better able to deal with grievances experienced by disadvantaged groups.</p> <p>Output Indicators:</p> <p>13.a. # of divisions in which mobile document clinics have been completed targeting vulnerable groups.</p> <p>13.b. # of prisons with database of pre-trial detainees.</p> <p>13.c. # of functioning courts across Sri Lanka.</p> <p>13.d. # of complaints against the justice system (including security services) received by HRCSL.</p>	<p>Annual Targets:</p> <p>2008</p> <ul style="list-style-type: none"> - Baselines established (and adopted) as a key tool for measuring progress on efforts to create more equal access to justice (Baseline survey to include framework and methodology for sample survey to take place annually to monitor progress against baseline). - Technical report on sustainable provision of free legal aid to vulnerable communities finalized and shared with Government. - Database for pre-trial detainees completed in Welikada Prison. - Training of village heads, and other duty bearers on HRBA and legal awareness particularly in estate areas and districts of the East and North <p>2009</p> <ul style="list-style-type: none"> - National Action Plan for Equal Access to Justice Adopted. - System in place for annual 'equal access to justice' sample survey. - Based on the technical report of Legal Aid, new strategy drafted and adopted by Government/civil society provision of legal aid for vulnerable communities. - Training programmes on human rights and Access to Justice launched for police, court administration staff and other duty bearers in at least 3 districts. - Database for detainees established in 2 additional prisons/institutions of detention. - Training programmes for judges and lawyers for handling of GBV cases. <p>2010</p> <ul style="list-style-type: none"> - Based on trialed programmes in 2009, support systems to be put in place in security services and justice system so that all staff receive regular training on human rights and the HRBA - Institutionalisation of database for pre-trial detainees 	<p>Implementing Partner:</p> <p>Min. of Constitutional Affairs & National Integration,</p> <p>Other Partners:</p> <p>Min. of Justice and Law Reforms,</p> <p>HRCSL</p> <p>Sri Lanka Police Service,</p> <p>Prison Service,</p>	Regular Resources \$				
						\$200,000	\$200,000	\$200,000	\$100,000	\$100,000
						Other Resources \$				
						\$520,000	\$520,000	\$520,000	\$520,000	\$520,000

				<ul style="list-style-type: none"> Support provided to courts and ADR mechanisms in target districts as per national action plan with particular focus on IDPs. <p>2011</p> <ul style="list-style-type: none"> Support provided to courts and ADR mechanisms in target districts as per national action plan with particular focus on IDPs. <p>2012</p> <ul style="list-style-type: none"> Implementation of national action plan reviewed through the lens of the baseline survey. 						
		Empowered people and communities as claim holders participating in decision making and accountability processes.	<p>14. Disadvantaged groups have increased knowledge of their rights and are able to access and benefit from legal services.</p> <p><u>Output Indicators:</u></p> <p>14.a. Estimated number of people lacking basic legal documents (ID cards, birth certificate)</p> <p>14.b. % of people reporting that they have access to legal advice.</p> <p>14.c. # of awareness campaigns conducted across Sri Lanka targeting vulnerable groups</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> Baselines established (and adopted) as a key tool for measuring progress on efforts to create more equal access to justice (Baseline survey to include framework and methodology for sample survey to take place annually to monitor progress against baseline). Technical report on sustainable provision of free legal aid to vulnerable communities finalized and shared with Government. Estate populations and IDPs given access to mobile document clinics. <p>2009</p> <ul style="list-style-type: none"> System in place for annual 'equal access to justice' sample survey. Based on the technical report of Legal Aid, new strategy drafted and adopted by Government/civil society provision of legal aid for vulnerable communities. Strategy designed for awareness raising on legal rights and services, that is specifically targeted to needs of different vulnerable groups. <p>2010</p> <ul style="list-style-type: none"> Vulnerable groups receive tailored awareness raising programmes on rights and access to legal services. <p>2011</p> <ul style="list-style-type: none"> Additional vulnerable groups receive tailored awareness raising programmes on rights and access to legal services. <p>2012</p> <ul style="list-style-type: none"> Legal awareness among vulnerable groups reviewed through lens of baselines survey. 	<p>Implementing Partner:</p> <p>Min. of Constitutional Affairs & National Integration</p> <p>Other Partners:</p> <p>Legal Aid Commission,</p> <p>Bar Association of Sri Lanka</p>	<p>Regular Resources \$ (pls see output 13 as both are part of the same programme)</p>				
						<p>Other Resources \$ (pls see output 13 as both are part of the same programme)</p>				
Total CPAP Outcome 5						<p>Regular Resources \$800,000</p>				
						<p>Other Resources \$2,600,000</p>				
<p>National priority or goal: Long term effects on identifiable population groups resulting from programme outcomes that reflect a measurable change in people's well-being.</p>										
<p>UNDAF Priority No. 3: By 2012 the people of Sri Lanka live in an improved environment for a sustainable peace anchored in social justice and reconciliation, as envisaged in the Millennium Declaration.</p>										
UNDP programme component	CPAP Expected Outcomes	UNCT Outcomes	Expected Outputs and indicators	Output targets	Major Partners	Indicative Resources by programme component (per year, US\$)				
						2008	2009	2010	2011	2012
Crisis Prevention and Recovery	6) Improved performance of public institutions to respond to conflict, promote humanitarian	Improved performance of public sector institutions and increased participation of civil	<p>15. Capacities of public institutions and civil society organisations focusing on social cohesion strengthened.</p> <p><u>Output Indicators:</u></p> <p>15.a. # of civil servants completed training in either Tamil or Sinhalese.</p> <p>15.b. #. of initiatives contributing to</p>	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> Curricula for Sinhala & Tamil training for public servants developed and delivery methodology and incentives established. Identify focus areas and potential partners working in areas of coexistence 	<p>Implementing Partner(s):</p> <p>Min. of Constitutional Affairs & National Integration,</p>	<p>Regular Resources \$</p>				
						\$ 127,000	\$100,000	\$100,000	\$100,000	\$100,000

	law and build national consensus for peaceful coexistence with active civil society participation.	society and individuals to promote human rights, prevent conflict, promote peaceful coexistence, and build national consensus.	peaceful coexistence implemented by civic organizations and individuals. 15.c. # of organizations with a strong gender focus partnered as a % of the organizations partnered to promote peaceful coexistence	<p>2009</p> <ul style="list-style-type: none"> - Basic, Intermediate and Advanced courses in Tamil and Sinhalese available for public officials and compulsory for new recruits. - Develop programmes with 5 civil society organizations ensuring that all of them have a strong gender focus on social cohesion. - Consultation with conflict affected people carried out and report published in three languages. <p>2010</p> <ul style="list-style-type: none"> - 25,000 public administration officials trained in Tamil and Sinhalese. - Implement coexistence projects through the identified selected organizations. - Permanent forum established at district level and national level to follow-up on findings of the peoples consultations. <p>2011</p> <ul style="list-style-type: none"> - 25,000 additional public administration officials trained in Tamil and Sinhalese. - Identify and strengthen existing networks that work on peaceful coexistence through the selected organizations. <p>2012</p> <ul style="list-style-type: none"> - Bilingual civil service in Tamil majority areas contribute towards coexistence. - The networks strengthened contribute towards a peace constituency. 	<p>Department of Official Languages</p> <p>Other Partners:</p> <p>Min. of Nation Building & Estate Infrastructure Development</p> <p>Peace Secretariats,</p> <p>Selected CSOs & NGOs</p>	<p>Other Resources \$</p> <p>\$190,000 \$190,000 \$190,000 \$190,000 \$190,000</p>				
Total CPAP Outcome 6						<p>Regular Resources \$527,000</p> <p>Other Resources \$950,000</p>				
Crisis Prevention and Recovery	7) Increased equity in socio-economic opportunities and services for communities in the East and North and IDPs.	Increased equity in socio-economic opportunities and services for communities in the East and North, including IDPs.	16. Socio-economic rehabilitation of - communities in the East and North and risk-prone communities and IDPs supported through an integrated approach to social cohesion and livelihoods. <u>Output Indicators:</u> 16.a. # of crisis affected families settled or resettled with access to shelter. 16.b. # of crisis affected families with access to livelihoods. 16.c. % of contaminated areas made accessible for resettlement and socio economic activities in a conflict sensitive manner. 16.d. # of reconciliation initiatives which involves more than one ethnic or social group. 16.e. % of women beneficiaries. 16.f.. National Mine Action office established.	<p><u>Annual Targets:</u></p> <p>2008</p> <ul style="list-style-type: none"> - Area specific approaches to recovery developed. - 50,000 people have directly or indirectly benefited from livelihood recovery, housing and small infrastructure constructions. - Formulation of a National Resettlement Policy for IDPs - Methodologies identified and integrated to develop - Community cohesiveness in recovery programmes. - Consultative process initiated with key stakeholders on modalities for NSCMA managed quality assurance for Mine Action. - Technical support to effective Mine Action coordination at district levels provided for enhanced national ownership in mine clearance. - District baselines established for land use of mine cleared land. <p>2009</p> <ul style="list-style-type: none"> - 50,000 additional people have directly or indirectly benefited from livelihood recovery, housing and small infrastructure constructions. - The community cohesive projects piloted through the larger recovery programmes in 2 districts. - Develop programmes with 5 organizations ensuring that all of them have a strong gender focus on social cohesion. - Support provided to the development of integrated District Mine Action plans to ensure 	<p>Implementing Partner:</p> <p>Other Partners:</p> <p>Min. of Nation Building & Estate Infrastructure Development</p> <p>Relevant line Ministries (incl. the Ministry of: Resettlement & Disaster Relief Services; Ministry of Defense, Public Security, Law & Order</p> <p>Government Agents,</p> <p>Office of the Commissioner</p>	<p>Regular Resources \$</p> <p>\$927,000 \$900,000 \$900,000 \$900,000 \$900,000</p> <p>Other Resources \$</p> <p>\$5,540,000 5,540,000 \$5,540,000 \$5,540,000 \$5,540,000</p>				

			<p>productive use of cleared land.</p> <ul style="list-style-type: none"> – Plans developed for staggered hand over of Mine Action coordination structures/functions to be nationally operated. <p>2010</p> <ul style="list-style-type: none"> – 50,000 additional people have directly or indirectly benefited from livelihood recovery, housing and small infrastructure constructions. – Based on pilot projects community cohesive projects through the larger recovery programmes expanded to 5 districts. – Implement co-existence projects through identified selected organizations. – Additional support provided to the development of integrated District Mine Action plans to ensure productive use of cleared land. – Hand over of Mine Action coordination structures/functions initiated. <p>2011</p> <ul style="list-style-type: none"> – 50,000 additional people have directly or indirectly benefited from livelihood recovery, housing and small infrastructure constructions. – Community cohesive projects through the larger recovery programmes implemented in all conflict affected districts [linked to conflict analysis]. – Additional support provided to the development of integrated District Mine Action plans to ensure productive use of cleared land. – Hand over of Mine Action coordination structures/functions continued. <p>2012</p> <ul style="list-style-type: none"> – 50,000 additional people have directly or indirectly benefited from livelihood recovery, housing and small infrastructure constructions. – Evaluation of community cohesive projects to measure impact and prepare for the new cycle of programming. – Additional support provided to the development of integrated District Mine Action plans to ensure productive use of cleared land. – Hand over of Mine Action coordination structures/functions completed. 	<p>General for Essential Services</p> <p>Selected CSOs and NGOs</p> <p>UNHCR, UNICEF, ILO, UNV.</p>						
Total CPAP Outcome 7				Regular Resources \$4,527,000						
				Other Resources \$27,700,000						
				Total	Regular Resources \$13,184,000 Other Resources \$56,900,000					
				Grand Total	\$70,084,000					

Annex 2: CPAP Monitoring and Evaluation Plan

Table 1: Monitoring and Evaluation Framework

Objectives (Outcomes)	Indicator(s)	Baseline(s)	Target(s)	Source(s)/Means of Verification	Timing
UNDAF Priority No. 1: Economic growth and social services are pro-poor, equitable, inclusive and sustainable in fulfillment of the MDGs and MDG plus, and focus in particular on the rural areas.					
Economic policies, strategies and programmes address geographical and income disparities and aid utilization is more effective and coordinated	– 1.a. Availability of district MDG and other socio-economic data.	Nationwide and district MDG data available for 25 indicators out of 48 MDG indicators. Data for 2 indicators are not available - (indicators: I18, I19a and I20); 9 indicators are not relevant to Sri Lanka - indicators: I33, I34, I35, I36, I37, I38, I40, I42; and data for 12 are being collected through the MDG survey.	12 additional indicators available at the divisional level by 2008	Department of Census & Statistics (Sri Lanka)	2008
	– 1.b. Availability of divisional MDG and other socio-economic data.	Divisional MDG data available only for some indicators	Most of the MDG indicators (need to specify number) available at the divisional level	Department of Census & Statistics (Sri Lanka)	2010
	– 2.a. Availability of district MDG-based plans.	No MDG-based plans developed at the district level	MDG-based plans developed in two UNDAF priority districts	Department of National Planning	2009
	– 2.b. # of government programmes/policies informed by UNDP inputs implemented.	The National Action Plan for the Social Development of the Plantation Community	Two government programmes/policies informed by UNDP inputs: the National Development Framework prioritization and new policy on MDG based decentralized budgeting	Department of National Planning	2008
	– 2.c. # of sectoral/thematic studies conducted.	Macroeconomics of Poverty Reduction in Sri Lanka (Regional Centre in Colombo)	Second National Human Development Report published by 2010 and additional study (most likely on trade)	UNDP	2010
	– 3.a. Single data entry system set up for all mechanisms.	Data entry takes place more than once in different information systems at project level to cater to different application mechanisms.	All three systems use common data entry platform.	Data entry takes place only once at project level to be picked up by different application mechanisms	2010
	– 3.b. Centralization of all systems within a unique institution.	(a) 3 different systems in three institutions running in parallel for aid tracking & project monitoring. (b) No interoperability framework to link various agencies for effective delivery of development resources and no uniform reporting system for aid utilization	(a) Three systems harmonized and administered by Ministry of Plan Implementation (MPI). (b) Development partners exchange information seamlessly for coordinated action. Unified reporting system in operation for aid utilization	(a) All systems under the administration of MPI (b) Unified Reporting Formats used by all donor funded projects	2010 2112
	– 4.a. # of environmental management policies and strategies implemented.	Number of environmental policies and strategies exist, but have issues on wider applicability and implementation	At least 2 national level policies and strategies developed/improved and implementation initiated by 2012	Policy/strategy documents Monitoring and evaluation reports	2012
	– 4.b. # of climate change adaptation strategies with specific focus available.	Sri Lanka has already identified through the Initial National Communication to UNFCCC the sectors that will require climate change adaptation strategies. However, strategies have not been developed so far.	Climate change adaptation strategy(ies) for at least two sectors developed and piloted by 2012	Strategy document(s) Monitoring and evaluation reports	2012
Service providers ensure equitable access to improved quality services and economic	– 5.a. # of sectoral/thematic working groups established under the DCC and DvCC.	Only the Agricultural Coordination Committee is established and institutionalized at the district and divisional level	At least one sectoral coordination committee per MDG target: health, education, livelihood and employment generation, malnutrition, water, sanitation, gender, in addition to an M&E coordination committee and a coordination	Min. of Public Administration & Home Affairs/ Min. of Finance & Planning/Min. of Local Government & Provincial Councils	2009

Objectives (Outcomes)	Indicator(s)	Baseline(s)	Target(s)	Source(s)/Means of Verification	Timing
infrastructure to vulnerable populations in disadvantaged areas.			committee for the plantation sector.		
	– 5.b. # of M&E systems implemented at the district level.	No M&E system in place at district level	M&E system in place in at least two UNDAF priority districts	Min. of Public Administration & Home Affairs/, Min. of Finance & Planning/ Min. of Local Government & Provincial Councils	2009
	– 5.c. Resources allocated to the implementation of the National Plan of Action for the Plantation Community.	{Need to check allocation in 2008budget }	Government budget allocation to cover 60% of the agreed target as per National Plan of Action for the Plantation Community.	Department of National Budget/Min. of Finance & Planning	2012
	– 6.a. # of village development fora established.	No village development fora (VDF) in existence. Peoples needs not factored into development planning	25 VDF formed, their needs factored into regional development plans. Revolving fund to assist 400 households for livelihood activities	Regional plans developed and enhanced household income due to livelihood activities	2008-2009
	– 6.b. # of producer societies established and engaged in productive activities.	No producer groups. Individual efforts only for income generation activities	Micro finance and other services provided through producer groups to enhance household incomes	Viable Producer Groups with enhanced economic activities and new Groups formed.	2008-2009
	– 6.c. # of Small & Medium Enterprises development centers/one stop shops set-up.				
	– 7.a. # of districts with preparedness and early warning systems developed.	District level preparedness and early warning systems are just starting to be developed	All districts in Sri Lanka to have a district disaster preparedness plan and a mechanism to receive and disseminate early warnings related to man made and natural disasters		
	– 7.b. # of communities engaged in disaster risk reduction activities.	Village level disaster management communities are being formed and disaster risks to be identified and mitigation plans to be developed	At least 100 communities systematically engaged in disaster risk reduction using a consultative, planned approach		
	– 7.c. # of laws passed for disaster risk reduction.	The only disaster risk reduction tool available at the end of the 2007 will be the historical data for 30 years in 9 districts. Disaster risk awareness tools available are from other countries and lack local context	At least 10 key databases and information packages developed to identify, understand and mitigate disaster risks and to increase the effectiveness of disaster risk reduction and response activities.		
	– 8.a. # of sustainable community level enterprises established.	Through the four small grants initiatives of UNDP, number of sustainable and environmentally-friendly community level enterprises established in the wet zone	At least 20 environmentally-friendly sustainable community level enterprises will be established by 2012	Monitoring and evaluation reports of small grants programmes Case study reports	2008-2012
	– 8.b. # of environmentally sensitive areas preserved through community participation projects.	Past interventions have mainly focused on the environmentally sensitive areas in the wet zone and little emphasis have been given to the dry zone, particularly to the south-eastern quarter of the country where majority of the eco-sensitive regions are existing	At least 5 environmentally-sensitive sites in Sri Lanka will be conserved with the participation of buffer zone communities	Monitoring and evaluation reports of small grants programmes Case study reports	2008-2012
	– 8.c. # of communities having adopted sustainable energy and water management related technologies.	With the population increase, climate change shifts in water availability and diversification in water requirements mean that the current energy use and water management practices may not sustain the needs of the communities particularly in the rural areas	At least 3 sustainable energy and 3 sustainable water management practices introduced to marginalized communities	Monitoring and evaluation reports of small grants programmes Case study reports	2008-2012
	– 8.d. Perception of communities on quality of life improvement due to projects interventions.	There has not been any targeted studies carried out in the past on the perception of people on the improvements that have taken place due to project interventions	At least 75% of the targeted beneficiaries of project interventions feel that their quality of lives have improved	Survey report results on people's perception	2011

UNDAF Priority No. 2:

Governance mechanisms and practices enable the realization of the principles of the Millennium Declaration and promote and protect human rights of all persons.

Key oversight institutions and mechanisms are	– 9.a. Parliamentary Standing Orders adopted for the restructuring of the parliamentary committee system.	Standing Orders not adopted	Standing orders adopted	Parliament	2008/2009
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Objectives (Outcomes)	Indicator(s)	Baseline(s)	Target(s)	Source(s)/Means of Verification	Timing
strengthened.	– 9.b. Selected oversight Committees established.	Only COPE and COPA function as independent oversight committees	6 additional oversight committees established. 2 in 2010, 2011 and 2012	Parliament	Annually
	– 9.c. Six fully functioning oversight committees operating in Parliament by end of 2012.	Only COPE and COPA function as independent oversight committees	6 fully functioning oversight committees (evidenced by regular meetings, technical teams aligned with each, research conducted etc)	Parliament	End 2012
	– 10.a. Financial resources allocated by the National Budget and donors at the disposal of key Commissions. – A) Total Resources Available – B) Donor Resources: National Resources ratio	CIABOC A Total: B Ratio: HRCSL A Total: B Ratio: 60:40	Total Resources to increase for both, and share of donor funding to decline	HRCSL & CIABOC Annual Report and National budget	Annually
	– 10.b. Backlog of filed cases for processing with the HRCSL.	HRCSL: Estimates in Sept 2007 HRCSL newsletter said 2000 <i>(Note Disaster Relief Monitoring Unit/ Min of Disaster Management & Human Rights has estimated 1000 backlog, therefore need to confirm what 2000 figure includes)</i>	Confirm backlog figure in 2008, and thereafter constant decline and eventual clearance of backlog	CIABOC and HRCSL Annual Report	Annually
	– 10.c. # of complaints filed with the Anti-Bribery Commission and the HRCSL.	CIABOC HRCSL: 6,428 in 2005	Increase in first several years - with greater awareness raising, protection for witnesses etc. After a while expect number to decline as prevention initiatives take effect and attitudes change	CIABOC and HRCSL Annual Report	Annually
	– 10. d # of trials initiated by HRCSL and CIABOC that resulted in prosecution	CIABOC: (2001-2003, 21%) HRCSL:	Expect an increase	CIABOC and HRCSL records	Annually
	– 10.e % of men and women who reported experiencing corruption in the last 12 months	Baseline to be established in perception surveys starting in 2009	Gradual decline	Community perception survey of local service delivery	Annually (from 2009)
	– 10.f. # of decentralized helpdesks of the HRCSL (taking complaints and reporting)	10 regional HRCSL Offices, but limited reporting of statistics	Expansion of desks to all districts, and regular publishing of information locally and nationally	HRCSL Regional Office Reports and HRCSL Annual Report, newsletters & website	Annually
	– 10.g, MDG Indicator: # of women in Parliament	4% (last election 2004)	Increase	Min. of Child Development & Women's Empowerment	With elections
	– 10. h # of women in locally elected government bodies (Pradeshiya Sabhas)	1.7% (last elections 2002)	Increase	Min. of Child Development & Women's Empowerment	With elections
Improved performance of regional and local level structures in delivering services in a transparent and accountable manner.	– 11.a. Good governance units established at Ministerial level and supporting good governance practices in growth centres' and urban local authorities	At Ministerial level no coordination for urban development Planning inclusive of good governance practices	Urban Governance Support Facility (MUD) and Good Governance Facilitation Bureau (Min. of Provincial Councils and Local Government) in operation	Good Governance Units at the ministerial level functioning effectively	2008
	– 11.b # of growth centres' that have adopted and adhere to good governance frameworks and practices in to the functioning of local urban authorities to achieve the MDGs	No policy frameworks in place to institutionalize good governance practices in the functioning of local urban authorities; Uncoordinated activities by local authorities at growth center level. Growth	Policy Guidance Notes and frameworks drafted on key areas. 2-3 Growth Centers effectively articulating its needs and the prerequisites for the effective localisation of MDGs	Legal Policy frameworks for effective practicing of good governance covenants in place Strategic MDG Frameworks (with fully costed and budgeted action plans) in 2-3 Growth Centers.	2009 2011

Objectives (Outcomes)	Indicator(s)	Baseline(s)	Target(s)	Source(s)/Means of Verification	Timing
		Center is a new concept.			
	– 11.c # of local service delivery institutions that publish costed plans (or budgets) and actual expenditures.	No systematic publication of local level plans and budgets	Local service delivery institutions receiving support for strengthened planning and monitoring to publish costed plans and report on actual expenditures	Annual Reports and statements published by the Ministry of Local Government and Provincial Councils	2011
	11.d % of local institutions where staff undertook gender sensitivity training in last 12 months	Less than 5% of the staff of local institutions have undergone gender training	Staff of local service delivery institutions in selected areas have undergone gender sensitivity training	Number of courses and attendance registrars	Annually
	– 11.e # of devolved institutions with real increase in revenues	2007 budget saw >60% reduction in funds to Provincial Councils (PC). Local authorities can raise their own revenue, but this is small and they depend almost entirely (up to 90%) on transfers from PC.	Selected local authorities see sustained growth in revenue - including from locally raised revenue and from PC disbursements	Budgets	Annually
	– 11.f Level of satisfaction of men and women regarding local service delivery (and other levels of disaggregation)	Baseline to be established in 2009 perceptions survey	Disaggregated analysis of survey data Increase in satisfaction among all groups	Community level service delivery perception surveys	Annually - starting in 2009
	– 11.g # of public hearings held by elected bodies at devolved levels.	People participation mechanisms not in place	People participation mechanism institutionalized in two provinces per year.	Devolved bodies	From 2010
	– 12.a. # of CSOs/CBOs that publish audited financial and activity reports.	Selected CSOs / CBOs in the target districts do not publish audited financial and activity reports.	All the selected CSOs / CBOs in the targeted districts will publish audited financial and activity reports.	Individual CBO's / CSO's	Annually
	– 12.b. # of local development strategies factoring in CSP contributions.	CSO Consortia not established	CSO Consortia established at divisional level in 5 districts per year	Divisional Secretariat	2011 / 12
	– 12.c # of CSO/CBO reports on local level service delivery.	CBOs identified for support do not produce and disseminate reports on local service delivery	Targeted CBOs produce and disseminate regular reports on local service delivery	Selected CSO/CBOs reports	
	- 12 d % of men and women in community service delivery perception surveys) who believe there are csos/CBOs locally that represent their needs.	Baseline to be established in 2009 perceptions survey	Disaggregated analysis of survey data Increase in satisfaction among all groups	Community level service delivery perception surveys	
Greater and more diverse access to justice redress mechanisms.	– 13.a. # of divisions in which mobile document clinics have been completed targeting vulnerable groups	2007: Clinics completed in selected divisions in Trinco, Ampara and Batti, Outstanding demand in these areas, and also in other regions such as the estate sector	Clinics conducted in priority divisions identified in needs assessment and roll-out strategy	Min. of Constitutional Affairs & National Integration	2008
	– 13.b. # of prisons with database of pre-trial detainees	No databases in operation for pre-trial detainees	Functioning Database in Welikada prison by end 2008, and rolled out to additional 2 prisons each year thereafter	Min. of Constitutional Affairs & National Integration	
	– 13c. # of functioning courts across Sri Lanka.	Baseline to be established in 2008 A2J Assessment	Targets as identified in national action plan adopted in 2009	Min. of Constitutional Affairs & National Integration/ Min. of Justice & Law Reforms	
	– 13.d. # of complaints against the justice system (including police and security services) received by HRCSL	2007	Increase at first with increased awareness of rights, and then gradual decline with attitudinal change among duty bearers	HRCSL Reports	Annually
	– 14.a Estimated number of people lacking basic legal documents (ID cards, birth certificate)	To establish baseline in 2008. Highest need in Estate sector, and among IDPs populations.	Gradual decline (note figures could increase if better data becomes available for the Northern districts).	Min. of Constitutional Affairs & National Integration	Annually
	– 14.b. % of people reporting that they have	Baseline to be established in 2008	Increased % of sampled population	Annual survey - Min. of	

Objectives (Outcomes)	Indicator(s)	Baseline(s)	Target(s)	Source(s)/Means of Verification	Timing
	access to legal aid.	Equal Access to Justice Assessment		Constitutional Affairs & National Integration (methodology to be developed in 2008)	
	– 14.c. # of awareness campaigns conducted across Sri Lanka targeting vulnerable groups	Establish baseline in 2008	Regular programmes for vulnerable groups including migrant workers, IDPs, estate sector, female headed households, transient populations	Min. of Constitutional Affairs & National Integration (data on target groups of awareness programmes)	Annually

UNDAF Priority No. 3:

By 2012 the people of Sri Lanka live in an improved environment for a sustainable peace anchored in social justice and reconciliation, as envisaged in the Millennium Declaration.

Improved performance of public institutions to respond to conflict, promote humanitarian law and build national consensus for peaceful coexistence with active civil society participation.	– 15.a # of civil servants completed training in either Tamil or Sinhalese.	Needs assessment conducted in 2008	Training conducted in identified priority divisions and rolled out to additional divisions each year.	Monitoring and Evaluation reports from the Department of Official Languages .	Annually
	– 15.b # of initiatives contributing to peaceful coexistence implemented by civic organizations and individuals	District profile analysis	100 civic organizations systematically engaged in coexistence activities at the local and community level.	Monitoring and evaluation reports from small grants programme	Annually
	– 15.c # of organizations with a strong gender focus partnered as a % of the organizations partnered to promote peaceful coexistence	Database established in 2008	25 women's organizations systematically engaged in coexistence activities at the local and community level.	Monitoring and evaluation reports from CSOs Case study reports	Annually
Increased equity in socio-economic opportunities and services for communities in the East and North and IDPs.	– 16.a. # of crisis affected families settled or resettled with access to housing.	Database to be established in 2008	Annually 500 houses built for 2,000 beneficiaries of which 25% will be women headed households	UNDP	Annually
	16.b. # of crisis affected families with access to livelihoods.	Database to be established in 2008	Annually 20,000 people gain livelihood opportunities with 50% targeted women	UNDP	Annually
	– 16.c. % of contaminated areas made accessible for resettlement and socio economic activities in a conflict sensitive manner.	Established baseline in 2008	20% of priority contaminated areas accessible for resettlement and socio-economic activities	UNDP/Min. of Nation Building & Estate Infrastructure Development	Annually
	– 16.d. # of reconciliation initiatives which involves more than one ethnic or social group.	District profile analysis	Communities from different ethnic backgrounds systematically engaged in social cohesion activities.	UNDP Case study reports	
	– 16.e. % of women beneficiaries.	Database to be established in 2008	Women from different ethnic backgrounds systematically engaged in social cohesion activities.	UNDP Case study reports	
	– 16.f. National Mine Action office established.	Mine Action offices established in three districts but staffed with UNDP project supported personnel. No Mine Action office established at National Level	By 2009 National Mine Action office established and by 2012 hand over of Mine Action coordination structures/ functions completed.	UNDP/ Min. of Nation Building & Estate Infrastructure Development	2009, 2012

Table 1: Monitoring & Evaluation Programme Cycle Calendar³

		2008	2009	2010	2011	2012
M&E activities	Monitoring systems					
	Evaluations	Evaluation of Disaster Preparedness, Mitigation and Response Efforts supported by UNDP	Evaluation of the Uva Poverty Reduction project	CP Outcome 7: Evaluation of Socio Economic Recovery Interventions in Areas of the North and East.	CP Outcome 2: Evaluation of joint UN programme Poverty Reduction in the Plantation Community	CP outcome 3: Key oversight institutions and mechanisms are strengthened.
		Evaluation of Modernization of Parliament project		Evaluation of Disaster Preparedness, Mitigation and Response Efforts supported by UNDP	CP Outcome 1: Evaluation on policies and strategies for attainment of the MDGs	Evaluation of access to justice sector through a) Review of legal awareness of vulnerable groups through lens of baseline survey and b) Review of implementation of national action plan, although through lens of baseline survey
				CP Outcome 5: Evaluation of joint UN programme in support of the Human Rights Commission	Evaluation of the Environment Portfolio in Sri Lanka including GEF	Evaluation of Women's empowerment project
	Reviews	CPAP/UNDAF Annual Review	CPAP/UNDAF Annual Review	CPAP/UNDAF mid-term review	CPAP/UNDAF Annual Review	CPAP/UNDAF Final Review
		Review of human resource policy for Disaster Risk Management			CIABOC Capacity Development Plan review	
					HRCSL Capacity Development Plan review	
	Surveys/ Studies	District profile analysis	Community Service Delivery Survey designed and piloted	Community service Delivery Survey in additional districts	Study of CSOs engaged in peacebuilding	<i>Institutionalisation of service delivery surveys</i>
		Harmonizing project mgt and monitoring systems of MPI and ERD, for effective aid coordination and project management			Community service Delivery Survey in additional districts	

³ The M&E Calendar builds on the M&E schedule of the Country Programme Document approved by the UNDP Executive Board.

Planning references		Equal Access to Justice Baseline Survey				
		Socio-economic Baseline analysis of North and East Province				
		Water quality study in North and Central Province				
	M&E capacity building	Advisor supports country office to develop sustainable systems for M&E and provides targeted training to country office and project staff				
	Key Events			CPAP/UNDAF Mid-term review		CPAP/UNDAF Final Review
						CPD 2013-2018
						Country Programme Action Plan 2013-2018
	Partner Activities					