PORTFOLIO DOCUMENT

Sri Lanka

Project Title: UNDP Sri Lanka Flagship Portfolio on SDG 16 on Peace, Justice and Strong Institutions

Project Number: 00112897; 00117979; 00112513

Implementing Partner: UNDP (DIM)

Start Date: 2019	**End Date:** 2022	L**PAC Meeting date:** 19/03/2019

Brief Description

Over the past decade, Sri Lanka records steady economic growth, declining poverty, and improving social development. At the same time, the debt burden, disaster risks, unequal growth and regional and group-based disparities, political uncertainty, slow progress against reform commitments, unresolved conflicts, tensions, distrust and fragmentation between groups, and a lack of public trust in the State, endanger the country's development trajectory and its people's well-being.

The United Nations Development Programme's (UNDP) Flagship Portfolio on SDG16 on Peace, Justice and Strong Institutions (henceforth, the "portfolio"), aims to address governance deficits and strengthen the effectiveness of key institutions to deliver people-centered services, and promote peace and reconciliation. It also aims to build the space, capacity and trust for excluded and vulnerable groups to participate and inform policy- and decision-making, so that it meets their specific needs and interests. The strategy is intended to contribute to Sri Lanka achieving SDG 16, which is universally regarded as the enabler for realizing SDGs 1-15, including on alleviating poverty, attaining quality education and health, gender equality, decent work and economic growth, affordable and clean energy, reducing inequality and climate resilience.

The portfolio intervenes across 3 inter-related outcomes/service lines: (1) Parliament and Independent Commissions; (2) Rule of Law and Access to Justice; and (3) Public Sector and Local Governance.

The portfolio will be implemented by UNDP as part of its Country Programme. It builds on UNDP's long-standing work with target institutions under the portfolio, while at the same time marks a strategic shift, from broader and cross-functional institutional strengthening, to more focused initiatives aimed at strengthening the 2-way interaction between institutions and people, and how these institutions deliver their mandates and services informed by the needs, interests and satisfaction of the people they serve. In this respect, special attention will be paid to traditionally excluded and vulnerable groups, also as a means of giving effect to Sri Lanka's efforts to achieve the key commitments of the 2030 Agenda for Sustainable Development of "leaving no one behind."

Total resources required:			27,050,000
Total resources allocated:			
	UNDP TRAC:		
	Donor:		1,900,000
	Government:		
	In-Kind:		
Unfunded:			25,150,000

Contributing Outcome (UNDAF/CPD):

UNDAF Outcome 2: By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust among communities and towards the State.

Indicative Output(s) with gender marker[2]:

00111210 Gender for Peace (GEN 3)

00115060 Inclusive Justice (GEN 2)

00111033 Support to Parliament (GEN 2)

00115381 Support to Independent Commission (GEN 2)

Agreed by (signatures):

Government	UNDP
Print Name:	Print Name:
Date:	Date:

I. Development Challenge

Over the past decade, the end of the war combined with strong economic growth, has positioned Sri Lanka as rapidly moving towards an upper middle-income category country. At the same time, the complex political environment, the debt burden, the continued prevalence of conflict drivers, persistent inequality,[1] and the risk of climate change and natural disasters, threatens to reverse the country's development trajectory and its people's well-being.

Sri Lanka ranks well in its socio-economic development, with relatively impressive scores against literacy, life expectancy and school enrollment, in comparison to other lower middle-income countries as well as neighbouring countries. Poverty rates have declined from over 15.2% in 2006 to under 4.1% in 2016,[2] and extreme poverty is rare. Sri Lanka met most of its Millennium Development Goal (MDG) targets. It ranked 76 among 188 countries and territories in the 2018 Human Development Index.[3]
While the overall outlook is positive, there are challenges. Poverty and vulnerability continue to be geographically concentrated, in provinces such as Uva and the former war-affected North and East. In addition to the geographic disparities, there are group-based or horizontal disparities and inequalities, such as those of women, young people, the elderly, disabled and minorities.[4]

Sri Lanka has experienced some forward momentum on the democratization spectrum in recent years. The 19th Amendment to the Constitution in 2015 resulted in greater checks and balances being put in place between the executive, legislative and judicial arms of government. The 19th Amendment also brought about greater independence to existing commissions such as the Human Rights Commission (HRC), National Police Commission (NPC) and Commission to Investigate Allegations of Bribery or Corruption. It also introduced new commissions such as the National Procurement Commission and the Audit Service Commission, as well as recognized the Right to Information (RTI) as a fundamental right.

The Parliament of Sri Lanka is the apex representative body that exercises the legislative power of the People, as recognized by the Constitution. Despite its impressive historical tradition, early achievements and a clear constitutional mandate, the Parliament started facing challenges with regard to its authority, capacity and performance since the introduction of the Executive Presidency in 1978. Parliament has a pivotal role in the democratic governance of the country, with wide ranging duties and responsibilities in legislative, budgeting, oversight and representative functions. The capacity of Parliament to fulfil its constitutional mandate needs to be strengthened in order to achieve the vision and objectives of a vibrant democracy.[5] Parliamentary reforms commencing in late 2015, resulted in the establishment of Sectoral Oversight Committees and a Public Finance Committee for the first time. Revisions to Standing Orders in 2017 enables *inter alia* public broadcasting of committee proceedings, subject to amendment of the Parliamentary Powers and Privileges Act. The adoption of a Code of Conduct for Parliamentarians is also noteworthy. At the same time, many individual elected representatives are perceived to be falling short of their legislative, oversight and representative responsibilities. On many occasions, the Parliament has become a forum for divisive politics, including identity-based politics. Parliamentary culture as well as Parliament's role in the development of the country is being increasingly questioned by the public.

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[1] The richest 20 percent continue to enjoy more than half of aggregate household income, whilst the poorest 20 percent only 5 percent. Institute of Policy Studies, *A Balancing Act: Can Sri Lanka Overcome Regional Income Inequalities?*, 2018. Retrieved from:
http://www.ips.lk/talkingeconomics/2018/12/27/a-balancing-act-can-sri-lanka-overcome-regional-income-inequalities/ [Accessed on 15.12.2018]
[2] Department of Census and Statistics, Sri Lanka.
[3] UNDP, Human Development Report, 2018: http://hdr.undp.org/en/countries/profiles/LKA
[4] UNDP, Draft *National Human Development Report* 2019 on *Reducing Inequalities: Shared Growth* (to be released).
[5] UNDP, Needs assessment for identification of support to Parliament, 2015.

The appointment of members to independent Commissions upon the recommendation of the Constitutional Council under the 19th Amendment, as well as the enactment of the Right to Information Act in 2016 which led to the establishment of the RTI Commission (RTIC), has resulted in improvements in protection of human rights, the rule of law, and transparency and accountability of executive agencies. There is a critical need to continue to support these commissions, particularly with regard to how they reach out to those most at risk, as well as strengthen their institutional independence and resilience to political shifts and shocks. The lack of adequate budget allocations, and human and infrastructure resources, as well as constitutional and legislative constraints on their powers and functions, is a constant impediment to these commissions realizing their full potential in comparison to comparative institutions in the region and beyond.

Sri Lanka marks nearly a decade since the end of its three decades of armed conflict. The war claimed an estimated 100,000 lives. It caused significant and protracted internal and refugee displacement; destroyed livelihoods, public and private assets; disrupted services and development; separated families, relatives and friends; and fueled ethnic grievances and inter-ethnic mistrust. The country has made progress in rebuilding war-torn areas, resettling internally displaced persons (IDPs), addressing some conflict-related rights violations, and initiating processes of trust-building and reconciliation. At the same time, these positive steps are offset by a seeming lack of political will for, as well as slow progress on, commitments to the UN Human Rights Council (UNHRC) Resolution 30/1 of 2015:[6] concerns have been expressed with respect to a muddled institutional architecture; lack of clear and uniform policies and communication by the two biggest political parties forming the national unity government until October 2018; and a seeming tendency to prevaricate on the more contentious topics of accountability as well as addressing the root causes of the conflict.

Impunity for violence committed by state institutions contributes to the lack of trust and confidence in the state. For example, the Special Rapporteur on Torture observed during his visit in 2016 that "…torture is a common practice inflicted in the course of both regular criminal and national security-related investigations." He further observed that not only is there impunity for old and new torture cases, but that the criminal justice system may indirectly incentivize it as part of the investigation process.[7] The justice system is also perceived to be unable to adequately and sensitively provide redress, including on torture and sexual and gender-based violence (SGBV). The Special Rapporteur on Independence of Judges and Lawyers highlighted the shortcomings of the justice sector in 2016, including delays in the administration of justice, a politicized judiciary, and lack of transparency of the justice sector.[8]

Sri Lanka has also experienced several waves of racial and religious extremism and violent extremism. In some cases, incidents of inter-communal and extremist violence point to how communities are mobilized and instigated to violence by 'outside' forces with direct and indirect political patronage. It is also clear that large swathes of the country's population, including critically its Sinhala Buddhist majority population, remain largely unreached or unchanged by post-war peacebuilding and reconciliation efforts. Notwithstanding a vast reconciliation architecture and numerous donor-funded reconciliation and peacebuilding projects, widespread transformation of individual behavior and attitudes, inter-personal relations across religions and ethnicities as well as institutional culture, remains a challenge for which an effective strategy is yet to be identified.

In general, public sector institutions are inadequately resourced and underprepared to own and steer policy and programme spaces that provide for multi-stakeholder engagement. Post-colonial public sector reforms have

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[6] The UNHRC Resolution 30/1 of 2015, co-sponsored by Sri Lanka, committed to setting-up a commission for truth, justice, reconciliation and non-recurrence; an office of missing persons; a judicial mechanism with a special counsel involving international lawyers, prosecutors and investigators; and an office of reparations. Additionally, it resolved to demilitarize the conflict areas, return land to civilians, promote witness protection and other human rights safeguards, and pursue a political settlement to the conflict through constitutional reform. To-date, progress has been slow and mired in political opposition and the lack of popular support. Only the Office of Missing Persons (OMP) is in place.
[7] UN experts urge Sri Lanka to adopt urgent measures to fight torture and strengthen justice system's independence - See more at: http://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=19946&LangID=E#sthash.HYwT48wY.dpuf
[8] Ibid.

been incoherent and incomplete. Public sector structures are fragmented and disconnected. Systems and procedures remain centralized and supply driven. While constitutional reform has been on the agenda, governance reforms introduced early on, function within *de facto* centralized state systems, undermining their potential to tangibly reach and impact the everyday lives of citizens, especially those most excluded and vulnerable.

Local services are provided through multiple channels, both by the deconcentrated units and local government authorities. This not only blurs the lines of responsibilities, but also undermines accountability and creates inefficiencies in the local governance system.[9] It limits devolved authorities to a marginal role and to performance of limited scope of functions. At the local level, governance is driven by patronage politics, and a lack of multi-stakeholder partnerships and community engagement. There is increasing inequality, particularly with respect to the excluded and vulnerable accessing quality essential services. The service provision of private sector as well as civil society and community organizations are largely excluded from coordination mechanisms, making local governance a largely public sector affair.

Despite high educational attainment levels exceeding that of men, the Gender Inequality Index places Sri Lanka at 80/160 countries in 2018, largely due to low female political representation and labour force participation.[10] According to the Global Gender Gap Index (2018)[11] issued by the World Economic Forum Sri Lanka ranks 100 out of 149 countries (an improvement from its 2017 rank of 109 but a wide gap from it 2006 rank of 13) also due to it poor performance in economic participation and political empowerment sub-indexes. Despite its impressive track record on social development indicators, Sri Lanka has since post-independence experienced very low levels of women's political representation. Representation of women in Parliament is 5.3%. The country is ranked 180 out of 188 in the Inter Parliamentary Union ranking of female representation in Parliament.[12] As of 2012, women held just 4% of seats in the Provincial Councils. A mandatory 25% quota was applied for women's representation in local government authorities at the 2018 elections, which is a significant step towards gender equality in political representation. The final outcome saw women winning 1919 (22 %). Despite the introduction of a mandatory quota, women won the required 25% of seats, or more, in only 59 out of 340 local authorities (17%). Only 7 of 340 local authorities have appointed a female mayor or chairperson (2%).[13] It remains to be seen how this outcome will translate into meaningful representation of women in local government, within what is largely a male-dominated, patronage-based political party system.

Despite equal access to all levels of education, women continue to face barriers in the employment sector.[14] The majority of Sri Lankan women are employed in plantations, free trade zones, stereotypical jobs and foreign employment.[15] Women are reluctant to be employed due to the difficulty in balancing family responsibilities with work duties. There is a lack of day care and creche facilities for women workers with children, which affects their engagement in formal employment and ability to progress to leadership roles. Negative social perceptions about women holding leadership roles and traditional stereotyping discourage women from realizing their leadership potential. The current education system, which is more exam-centric, is also responsible, as it does not nurture leadership qualities and address negative gender-related perceptions among children. There are

[9] Asoka Gunawardena, *Delivery of Coordinated Protection and Development Services at Local Level*, UNDP, 2014.
[10] UNDP, *Briefing note for countries on the 2018 Statistical Update: Sri Lanka*, 2018. Retrieved from:
http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/LKA.pdf [Accessed on 21.12.2018]
[11] World Economic Forum, 2018. Global Gender Gap Report 2018, Geneva, World Economic Forum.
[12] Inter-Parliamentary Union, "Women in National Parliaments", 2018. Retrieved from: http://archive.ipu.org/wmn-e/classif.htm [accessed on 03.03.2019].
[13] United Nations, *Local Government Electoral Outcomes: Draft Report*, p 11.
[14] World Bank Group Education Study. *Sri Lanka: When girls outpace boys in schools*, 2017. Retrieved from http://blogs.worldbank.org/education/sri-lanka-when-girls-outpace-boys-schools
[15] University of Peradeniya. *Gender Based Occupational Segregation and Economic Empowerment of Women in Sri Lanka*. 2016. Department of Economics and Statistics, Retrieved from:
https://arts.pdn.ac.lk/econ/persweb/Proceedings2014/Gender%20Based%20Occupational%20Segregation%20and%20Economic%20Empowerment%20of%20Women%20in%20Sri%20Lanka.pdf

also mobility restrictions imposed by cultural beliefs and social norms.[16] This creates an obstacle for women engaging in certain types of jobs. Women also remain disadvantaged in areas such as the dowry system in marriage, divorce settlements, custody of children, and land ownership/title. Though protected by labor legislation in the formal sector, limitations in wage policies, sexual harassment, traditional norms and responsibilities, and poor educational attainment, render women vulnerable to economic exploitation in the larger, informal sector where most are employed.[17]

Women in Sri Lanka have also been disproportionately impacted by the war, and face more challenges in post-war recovery, given pre-existing vulnerabilities and fewer opportunities to participate in decisions that affect them. Given that the war ended militarily, without a formal peace process and peace settlement, women also lost out on the opportunity to advocate for their needs and participate in post-war reform processes. Hence, these processes lack critical gender perspectives.

A broader culture of violence, particularly SGBV, continues with little accountability for perpetrators of violence.[18] It should be noted that overall rates of reporting on violence against women and girls island-wide have also increased.[19] In the North, the psychological impact of war, entrenched gender roles, IDP populations, as well as continued military presence, contribute to intensifying women's insecurity.

Youth have the potential to positively shape Sri Lanka's governance and peacebuilding trajectory. However, this potential is largely untapped. On the one hand, young people have limited opportunities to engage in decision-making. On the other hand, the country's young people seem disengaged and disinterested in public issues, apart from issues such as education and employment that directly impact on their lives. Despite the preoccupation with ethno-politics, other factors contributing to divisions emphasize the importance of understanding how different elements come together to position people differently and hierarchically in society. While ethnicity is a fundamental source of stratification, the combination of ethnicity with factors such as class, caste, gender and sector (rural, urban or estate) is what really determines a person's position in life. The various factors producing different forms of division and social exclusion therefore need to be fully considered in reconciliation and social cohesion efforts. The National Youth Survey 2013 indicated hope for social cohesion: youth wanted a more altruistic, just society. However, youth saw "older adults" and institutions as barriers to achieving this. With no lack of policy initiatives, what is required is an examination of how basic institutions, particularly in education, public administration, law enforcement and the justice system, reinforce inequality and hierarchy, with a view towards transformation.[20]

When it comes to the country's climate and disaster vulnerability, Sri Lanka ranked 4th in the 2018 Global Climate Risk Index due to the seriousness of recent disasters.[21] The 2019 Long-Term Climate Change Risk Index ranked Sri Lanka 2nd on exposure to extreme weather events due to recurrent floods, landslides and drought.[22] Long-term financial loss due to climate change has been estimated at USD 0.38 billion per year.[23] The country is yet to take notable action on disaster risk reduction and climate adaptation, which goes beyond the formulation of policies and enactment of laws. Underlying causes include gaps in institutional capacities and inter-sectoral

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[16] Research findings of the 'Assessing the Sri Lankan Girls' and Young Women's Economic and Social Empowerment for Leadership' done by the Institute of Policy Studies (IPS) Sri Lanka. Retrieved from: http://www.ips.lk/talkingeconomics/2018/02/06/lead-like-a-girl-empowering-sri-lankas-female-leadership/

[17] Centre for Migration Research and Development Sri Lanka (2015) *The Impact of Displacement on Dowries in Sri Lanka* https://www.brookings.edu/wp-content/uploads/2016/06/The-Impact-of-Displacement-on-Dowries-in-Sri-Lanka-Feb-2015.pdf

[18] The 2013 CARE and Partners for Prevention study, for example, highlights that impunity for sexual violence is high in Sri Lanka, where only 7% of perpetrators experienced legal consequences for their actions.

[19] According to police statistics: Minor crimes against women from 7,807 in 2014 to 7,907 in 2015. Grave crimes 905 in 2014 to 564 for the first 7 months of 2015. Minor crimes against children 2,85 in 2014 to 2,522 in 2015 and grave crime 3,477 in 2014 to 2,038 for first 7 months of 2015.

[20] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.

[21] Germanwatch website: https://germanwatch.org/en/cri [Accessed 01.01.2019]

[22] Germanwatch website: https://germanwatch.org/en/cri [Accessed 01.01.2019]

[23] World Bank, *Fiscal Disaster Risk Assessment and Risk Financing Options*, 2016.

coordination,[24] as well as political influence over decision-making and a lack of political will. This is partly due to the proliferation of parallel institutions which makes coordination difficult even with good intentions, but even more so, because of the lack of a culture of cross-sectoral policy coordination in general, and a lack of experience in integrating environment, climate and disaster considerations into development planning in particular. Overlapping mandates keep institutions from taking action. This situation is compounded by a general lack of formal oversight mechanisms for activities impacting the country's natural resource base, as well as the lack of implementation and enforcement of laws, policies and mechanisms which are in place, such as environmental impact assessments. Similarly, there is inadequate public and civil society involvement in advocacy and oversight processes, also owing to the general lack of information and knowledge of climate change impacts and adaptation possibilities.

Sustainable Development Goal (SDG) 16 on Peace, Justice and Strong Institutions underscores the importance of effective, accountable and inclusive institutions at all levels, as both a development aim in and of itself as well as an enabler to lay the foundation for achieving the other SDGs and overall objective of the 2030 Global Development Agenda. The SDGs are multi-sectoral in nature, and achieving them requires holistic evidence-based policy, planning, implementation and monitoring. To achieve the SDGs, Sri Lanka's governance institutions at national and sub-national levels will need to ensure development actions are responsive and accountable to the needs of all citizens, particularly to those that are being left behind in the mainstream development process. It is noteworthy that the 2017 UN inter-agency mission for Mainstreaming, Acceleration and Policy Support (MAPS) for implementation of the SDGs in Sri Lanka observed that while the country is making progress on peace building, "….it is on a separate and parallel stream from the efforts on sustainable development, although they mutually depend on each other."[25] The report recommends bridging the development and peace gap, as one of five potential accelerators for Sri Lanka's implementation of the SDGs.

II. Strategy, rationale, theory of change, cross-cutting issues and linkages

Strategy and rationale:

The portfolio's underlying strategy is to address governance deficits and to strengthen the effectiveness of key institutions, both nationally and sub-nationally, to be able to deliver people-centered services. It also aims to build the space, capacity and trust for excluded and vulnerable groups to participate and inform policy- and decision-making, so that it meets their specific needs and interests. The strategy is intended to contribute to Sri Lanka achieving SDG 16, which is universally regarded as the enabler for realizing SDGs 1-15, including on alleviating poverty, attaining quality education and health, gender equality, decent work and economic growth, affordable and clean energy, reducing inequality and climate resilience.[26]

The 2030 Sustainable Development Agenda responds to a critical gap identified by many stakeholders over 15 years of MDG implementation, namely, "the absence of an explicit recognition of the critical importance of governance and institution-building as underpinning overall development and peace-building efforts."[27] This strategy is therefore informed by UNDP's recognition of the critical interfaces between governance, development and peace in Sri Lanka.

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[24] United Nations Common Country Assessment, Sri Lanka, 2016.
[25] United Nations, *MAPS Approach: Supporting SDG Implementation in Sri Lanka*, 2018, p 4.
[26] TAP Network (Transparency, Accountability and Participation for 2030 Agenda), *Goal 16 Advocacy Toolkit,* p 1,
https://sustainabledevelopment.un.org/content/documents/9935TAP%20Network%20Goal%2016%20Advocacy%20Toolkit.pdf [Accessed on 04.03.2018].
[27] TAP Network (Transparency, Accountability and Participation for 2030 Agenda), *Goal 16 Advocacy Toolkit*, p 8,
https://sustainabledevelopment.un.org/content/documents/9935TAP%20Network%20Goal%2016%20Advocacy%20Toolkit.pdf [Accessed on 04.03.2018].

Governance, i.e., the institutions, mechanisms and processes in place for citizens to articulate their needs, access their rights, and mediate their differences, is integrally linked to development and peace. Ineffective institutions, i.e., those that are not efficient, participatory, inclusive and transparent, impede development by wasting resources, creating or exacerbating deprivation, and fueling dissatisfaction and mistrust, which in turn do the greatest harm to the poorest. Weak governance is a conflict driver, i.e., conflict is fueled where institutions are unable to deliver services, where systems and processes are exclusionary or unjust, and where citizens are unable to exercise their liberties. Poverty combined with spatial and group inequalities, exclusion and deprivation creates discontent, and fuels tensions, which in turn can lead to violence and armed conflict. Violence impedes development, i.e., it destroys natural resources, assets and infrastructure; disrupts livelihoods, markets and services; diverts attention and resources; and divides communities; all of which in turn impact the poorest. Sustainable development can reduce socio-economic inequalities; make institutions more responsive; provide alternatives to violence; protect the environment and equitably harness natural capital; and bridge mistrust between the state and its citizens as well as between groups. At the same time, development involves the peaceful transfer of resources and power. Where development actions are insensitive to the context, they can exacerbate or create new conditions for conflict.

In understanding these important linkages, UNDP's Flagship Portfolio on SDG 16 on Peace, Justice and Strong Institutions, will support key institutions to be more people-centered, responsive, inclusive, transparent and conflict-sensitive, in order to strengthen the social contract between the state and all its citizens, to address conflict drivers, and to prevent future conflict, and in doing so, contribute to achieving sustainable peace and development in Sri Lanka.

In the context of this portfolio, UNDP understands effective institutions as those that are responsive, accountable and inclusive. Also, UNDP understands responsive institutions as those that are able to deliver core government functions and services to all its citizens; accountable as those that are independent, transparent and have the required checks and balances; and inclusive as those that have participatory decision-making, are equitable and non-discriminatory, and pay special attention to traditionally excluded and vulnerable groups. In the Sri Lankan context, UNDP regards particular groups of women, youth and ethnic, caste and class-based minorities; those affected by human conflict, climate change and natural disasters; the urban and rural poor; the disabled; people living with communicable diseases; and those with these intersecting identities; as traditionally excluded and vulnerable groups, among other more issue and location specific groups.

UNDP believes that in strengthening institutional effectiveness through a people-centered focus, the portfolio contributes to better governance in Sri Lanka because more effective institutions will help deliver on reform commitments and improve citizens' trust (i.e., the social contract). Likewise, UNDP believes the portfolio contributes to sustainable peace in Sri Lanka because more effective people-centered institutions will provide the 'bridging' for different groups to cohere, they will improve the vertical consensus needed for pursuing credible post-war justice and reconciliation, they will reduce exclusion and impunity as conflict drivers, and they will be a frontline defense against new (violent) conflict. Better governance and long-lasting peace will ultimately contribute to accelerating socio-economic development for the country as a whole, which in turn will contribute to a better quality of life and bridging of disparities for traditionally excluded and vulnerable groups, among other more issue and location specific groups, referred to above.

UNDP understands that its work in governance necessarily extends to working with and through sub-national structures; and increasing their ability to engage in peacebuilding and development in ways that are responsive to local needs and tangible to local communities.

UNDP recognizes the value and potential of both civil society and civic engagement in governance, development and peacebuilding. In the context of this portfolio, civil society and citizens engagement is key to holding

institutions accountable. While traditionally, UNDP has engaged with civil society as implementing partners, and while these partnerships will continue to be a natural entry-point for civil society engagement across this portfolio, UNDP will also seek more strategic partnerships with key organizations, movements and groups, and work with them to co-convene and co-facilitate dialogues, to advocate, to undertake joint research, to tap into specialist expertise, and to expand civil and civic society space in policy- and decision-making as well as implementation. UNDP recognizes its role as a facilitator and will seek to facilitate direct engagement and interaction between civil society and the state.

UNDP is mindful that democratic governance, sustainable peace and inclusive socio-economic development in Sri Lanka requires the longer-term transformation of several structural, cultural, relational and personal spheres and dimensions, all of which are more political in nature. With this understanding, this portfolio takes a people-centered institutional focus through which to pursue these different dimensions of change, but also, to sustain these changes and make them resilient to political transitions and shocks. Also with this in mind, the portfolio is not a stand-alone intervention, but a contribution to UNDP's broader Country Programme 2018-2022; it builds on UNDP's past, continuing and future work with target institutions; is closely tied to UNDP's advocacy role as part of the larger United Nations (UN) family and international diplomatic community; and is designed with in-built substantive and financial flexibility that allows it to respond to changes in context, including emerging opportunities and political bottlenecks, while still contributing to promised aggregate results.

Theory of change:

The SDG 16 Flagship Portfolio stems from the overarching theory of change of UNDP Sri Lanka's broader Country Programme 2018-2022, which is that, for the country to achieve its national development goals and Sustainable Development Goal priorities, its continued growth path must be more inclusive, equitable and sustainable. Maintaining political stability and sustaining peace will be critical to this pathway, and will require reducing inequalities and vulnerabilities which exist across spatial, gender and age dimensions, as well as building trust in public institutions to reduce conflict risk. To reduce inequalities, governance institutions must develop more inclusive, equitable, evidence-based policies and programmes. To build trust in public institutions, the quality of governance must be improved to ensure effective service delivery, and inclusive, responsive and accountable governance. This will require both developing the capacities of duty-bearers to exercise their mandates more effectively to promote peace and development, and also supporting right-holders in engaging in governance processes to ensure the public interest is represented, accountability is ensured, and peace and reconciliation is promoted.

Cross-cutting Principles and Approaches:

Human Rights and Human Rights Based Approaches (HRBA): The portfolio adopts a human rights and rights-based approach. This translates in a number of ways. The portfolio will strengthen the ability of institutions as duty-bearers to be more responsive and accountable to all citizens as rights-holders, with targeted initiatives that strengthen how these institutions consult with, elicit views and feedback from, and report back to citizens. It also means that institutions actively promote equality and non-discrimination. While UNDP will primarily target public institutions (the supply-side), the portfolio includes targeted support for civil society and citizens (the demand-side) to better engage with these institutions. On the supply-side, efforts will be made to uphold citizens' right to access services in the language of their choice, which will contribute to implementation of the Official Languages Policy. On the demand-side, the portfolio includes a number of targeted justice-sector and local governance interventions aimed at improving how traditionally vulnerable and excluded groups access human rights remedies and redress. Finally, the portfolio provides technical support to target institutions to improve their ability to meet reform commitments and international human rights obligations, including the

International Conventions on Economic, Social and Cultural Rights (ICESCR) as well as Civil and Political Rights (ICCPR), as well as the International Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

Gender equality and women's empowerment (GEWE): The portfolio recognizes the disproportionate impacts of under-development, weak governance and conflict on women, as well as their role in finding solutions to and addressing the issues of inequality and power structures. The portfolio's commitment to GEWE translates into the following: Ensuring the inclusion of women as well as gender equality being reflected in policy- and law-making as well as budgeting processes and results; advocating for increased numbers of women in political party nominations for national, provincial and local government elections and supporting the development of a pool of interested and qualified candidates; ensuring representation of women and young people in multi-stakeholder dialogues and capacity-development activities supported by the portfolio, up to a 30% minimum quota; facilitating gender-focused research, dialogue and advocacy; targeted engagement with and support for women's and youth organizations or for civil society organizations working on gender and youth issues; interventions supporting the implementation of the lagging/priority sectors/components of the National Plan of Action on SGBV; strengthening livelihoods and addressing sexual bribery faced by conflict-affected and military widows; earmarking at least 20% of programme funding for GEWE activities; and endeavoring to achieve gender-balance in programme staff including at management levels. The portfolio will align to the 3rd UNDP Gender Equality Strategy (2018-2022) at global level, and take forward all 4 priority areas under Signature Solution 6 of UNDP's Strategic Plan 2018-2021 – strengthen gender equality and the empowerment of women and girls. The portfolio further contributes to the global level Memorandum of Understanding between UNDP and UN Women in the area of addressing GBV, women's political leadership, post-crises response and promoting women's economic empowerment.

Youth empowerment: Sri Lanka is at the last stages of its "demographic dividend," and is projected to reach its maximum working-age population soon after 2030.[28] Youth (15-29 years) account for nearly a quarter of the total population.[29] While the overall unemployment rate in 2017 was 4.2%, youth unemployment (15-24 years) was high at 18.5%[30] – a potential trigger of youth unrest as well as conflict and violent extremism. Sri Lanka continues to be led by an older adult population, and it appears that youth are increasingly disengaged from the civic and political spheres.[31] Given the history of youth violence in Sri Lanka, the State and civil society need to engage more earnestly with young people and provide them with the space to engage more meaningfully.[32] Accordingly, the portfolio will look to integrate youth participation and empowerment, including for instance with respect to: improving youth's engagement with Parliament; improving the capacities of target institutions to provide integrated, inclusive and coordinated policies and programmes for youth development, with a focus on the excluded and vulnerable; and including youth in participatory decision-making processes in local government authorities and provincial councils as well as building their capacities to be leaders. The portfolio will also tap into the potential of youth to experiment with innovative social and governance approaches.

Innovation: Innovators are using a combination of tools to change the way development problems are identified and solved. This is in response to an urgent need to achieve transformational (as opposed to incremental) change, which is also required by the 2030 Sustainable Development Agenda. Innovators both in and out of government are resorting to a variety of new tools and approaches, sometimes building on past practice, that has been broadly categorized into 4 components:

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[28] UNDP, *Shaping the Future: How Changing Demographics Can Power Human Development – Asia-Pacific Human Development Report,* 2016, pg. 52.

[29] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.

[30] Department of Census & Statistics, *Sri Lanka Labour Force Survey Annual Report – 2017* (2017). Available at: http://www.statistics.gov.lk/samplesurvey/LFS_Annual%20Report_2017.pdf [Accessed on 04.03.2019].

[31] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.

[32] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.

- **"People-centered:** puts people with needs and capabilities at the center of programs and policies (human-centered design)
- **Experimental:** starts small and scouts for local solutions, tests ideas and concepts, shifts to modular contracting, and experiments before national rollouts
- **Data-enabled:** leverages data (big and small) to assess problems, monitor progress, and evaluate what works
- **Designed to scale:** assesses and plans for how to expand impact and scale."[33]

UNDP globally is beginning to work with social/policy innovation/accelerator labs, for instance, to try out new approaches and tools, including systemic design, to address stubborn development problems. UNDP Sri Lanka will look to the Citra Social Innovation Lab, which is a joint initiative with the Ministry of Science, Technology and Research, to carry out as well as facilitate the use of new approaches and tools to address multiple systemic issues stemming from the thematic areas covered by the portfolio.

Capacity-development: The portfolio is underpinned by UNDP's capacity-development mandate. UNDP will focus on 4 categories of broad capacities: institutional, organizational, human or individual, and society.[34] UNDP will be informed by the body of knowledge and practice known as '70-20-10' in designing its capacity development packages. This model, that is the result of extensive research into what supports workplace performance improvement and skills development, advances that:

> "- 70% of improvement is the result of everyday workplace experience of completing tasks and resolving associated problems, simply – learning by doing;
> - 20% of improvement comes through feedback and guidance from coaches, mentors and managers; and
> - only 10% of improvement is the result of formal training, e-learning or books."[35]

Conflict sensitivity: The portfolio is aware of the two-way interaction between development actions and the context. It aims to undertake its work in ways to minimize negative impacts (do no harm) and maximize positive impacts (promote peace). This translates in a number of ways. Across the different service-lines, the portfolio supports research and baselining efforts in order to ensure better evidence and context analysis. Programme design will continue to be undertaken in close consultation with key and diverse stakeholders to minimize prejudices and promote social cohesion. The portfolio is designed with in-built flexibility to allow for adjustments based on regular context analysis. The portfolio includes interventions that aim to strengthen the ability of target institutions to be more conflict-sensitive, including collaborating with public sector training institutions on developing training courses on conflict sensitivity for public officials.

Quality data and data management: The above-mentioned 2017 UN inter-agency MAPS mission for implementation of the SDGs in Sri Lanka, proposed a set of accelerators that can have maximum impact across different goals since not all goals can be pursued at the same time. One accelerator is on "strengthening quality data and statistical coherence" to advance specifically the monitoring the SDGs in Sri Lanka. Tracking progress towards the SDGs will require substantive improvements to the national data and statistical capacity,[36] including on SDG 16 which has its own challenges. The portfolio, through its initiatives in thematic areas, will engage with the Department of Census and Statistics (the pivotal and custodian agency on data), in efforts to improve the quality, availability and management of data under SDG 16.

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[33] Tara McGuinness and Anne-Marie Slaughter, *The New Practice of Public Problem Solving*, Stanford Social Innovation Review (2019). Available at: https://ssir.org/articles/entry/the_new_practice_of_public_problem_solving# [Accessed on: 04.03.2019]

[34] See Gerhard van't Land, *Policy brief on Local Government Capacity Development,* Eastern and Southern Africa, UNDP, 2012.

[35] Based on the report by Jenny Pearson et al, Capacity Development Practices for Sub National Administrations, National Program for Sub National Democratic Development (NCDD) in Cambodia, May 2017.

[36] United Nations, *MAPS Approach: Supporting SDG Implementation in Sri Lanka*, 2018.

Environment protection and disaster resilience: The lack of political will and political influence over decision-making, as well as the proliferation of institutions with overlapping mandates and gaps in institutional capacities and coordination, have been flagged above as some of the underlying causes of the country's climate and disaster vulnerability. The portfolio will look to integrate environmental protection and disaster resilience into all 3 of its outcomes/service lines, including for instance: through its support to Parliament committees; implementation of right to information; improving access to justice for environment protection; adoption and implementation of the UN Guiding Principles on Businesses and Human Rights; and support to participatory planning and budgeting processes at national and sub-national levels.

Linkages:

Frameworks	Portfolio contributions
2030 Sustainable Development Agenda	**SDG 16:** To promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels.
UNDP's Global Strategic Plan 2018-21	**Outcome 2:** Accelerate structural transformations for sustainable development.
UNDP's Gender Equality Strategy 2018 -2022	**Signature Solution 6** - Strengthen gender equality and the empowerment of women and girls.
UN Sustainable Development Framework 2018-2022	**Driver 2:** Strengthened innovative public institutions and engagement towards lasting peace **Outcome 2**: By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst communities and towards the State.
UNDP Country Programme for Sri Lanka 2018-2022	**Output 1.1:** Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity. **Output 1.2:** Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services. **Output 1.3:** National and sub-national level institutions have the capacity to deliver equitable, accountable and effective services

III. RESULTS AND PARTNERSHIPS

Recognizing that Sri Lanka's sustainable development prospects are closely linked to its governance and peace landscape, a substantial part of UNDP Sri Lanka's country programme (2018-2022) works on strengthening inclusive, effective and more accountable governance as a pathway to sustainable peace and inclusive development in the country. The portfolio is designed to address exclusion and inequality as conflict drivers; help institutions at national and sub-national levels to perform core government functions, and deliver services more conflict-sensitively and responsively, especially to those with entrenched vulnerabilities; support the implementation of the country's international commitments, such as on international human rights conventions and the Open Government Partnership (OGP) National Action Plan; and assist institutions and communities to

move towards reconciliation in the aftermath of a protracted ethno-political conflict. The overarching aim of the portfolio is to support the country in achieving SDG 16 which in itself is an outcome and is universally recognized as being the enabler for realizing SDGs 1-15.

The portfolio intervenes across 3 inter-related outcomes/service lines:

1. Parliament and Independent Commissions

Under this service line, the portfolio will support Parliament, the Human Rights Commission (HRC), National Police Commission (NPC), Right to Information Commission (RTIC), and other Commissions that may require technical assistance in the future, *to adopt people-centered approaches, systems and processes, in especially upholding the rights of excluded and vulnerable groups*. The portfolio builds on the democratic gains made by these institutions, while addressing key areas and gaps. The portfolio aims to strengthen a people-centered focus and the citizens'-interface across all these institutions.

In 2015, UNDP was requested by the Speaker to provide technical assistance to Parliament, as well as coordinate the support of other development partners, building on a previous phase of support from 2003-2008 as well as engagement in 2013-2014. Some of the key results from the engagement since 2015 include the formulation of an *Action Plan for Parliament for Implementing the SDGs* following a self-assessment of Parliament's role and readiness in collaboration with the Inter Parliamentary Union (IPU); technical assistance for functioning of the Parliamentary Select Committee on SDGs (which influenced the call by the Ministry of Finance for alignment of the National Budget with the SDGs); revisions to Standing Orders (which, inter alia, opens up committee proceedings to the public for the first time); development of a Code of Conduct for MPs; and formulation of a Public Outreach and Communications Strategy for Parliament (which led to the Cabinet approval for establishment of a Communications Directorate).

The portfolio will build on these initiatives by continuing to provide assistance for strengthening Parliamentary committee functions, including mainstreaming of the 2030 Sustainable Development Agenda into the work of parliament; and improving civic engagement in key processes. Portfolio outputs are expected to contribute to strengthening Parliament's responsiveness, accountability and inclusiveness, as well as its overall role in promoting sustainable development, and peace and reconciliation. Specific activities will be designed and undertaken in consultation with the Parliamentary Advisory Board, Consisting of the Speaker, Deputy Speaker and six Members of Parliament across political parties as well as the Secretary General, and in close partnership with other parliamentary development actors including IPU, the United States Agency for International Development (USAID) and Westminster Foundation for Democracy.

The portfolio will also build on UNDP's ongoing support to the HRC, NPC and RTIC in the past years. It will aim to support the operationalization of a number of studies, surveys, strategies, plans, etc., prepared with UNDP assistance (such as on prisons reforms, gender equality, communications and public outreach, human resources development, promoting social cohesion, RTI implementation survey in the public sector, and mapping of inconsistent legislation with the RTI regime,). This is to ensure follow-up to past support to avoid the pitfall of supporting the formulation of policies, strategies and plans without the necessary accompanying support for implementation, as well as to enhance how the portfolio's upstream support benefits its end-users, the people. Across the HRC, NPC and RTIC, the portfolio will focus on a few key effectiveness improvements: systems development for addressing complaints/appeals; formulation of evidence-based and gender-responsive policies, strategies and plans; implementation; and public outreach and advocacy. These activities will be implemented in collaboration with the Office of the High Commissioner for Human Rights (OHCHR) – where mandated to lead on behalf of the UN system, and other UN agencies, multilateral and bilateral agencies, and non-government partners.

Depending on changes to context, ownership and availability of funding, the portfolio may also expand or transfer its resource allocations for technical assistance to other commissions, such as the National Procurement Commission, Audit Service Commission, Finance Commission, and Public Service Commission.

Outcome 1: Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity.

Outputs and key indicative sub-outputs:

1.1. The core functions of Parliament[37] and its role in the implementation of the 2030 Agenda for Sustainable Development strengthened

> 1.1.1 Target parliamentary committees able to devise internal processes, procedures and coordination mechanisms and on formulation of guidelines.
> 1.1.2. Target parliamentary committees able to formulate and implement oversight / action plans which informed by gender analysis, including the action plan on SDGs.
> 1.1.3. Target parliamentary committees able to undertake ante and post-legislative review of policies, legislation and budgets
> 1.1.4. Implementation mechanism formulated for the Code of Conduct of Parliamentarians, which emphasizes the gender sensitivity.

1.2. The openness of the Parliament and its ability to obtain public/civil society input to its functions improved.

> 1.2.1. Components of Parliament's Communications Strategy implemented.
> 1.2.2. Public consultations/recommendations incorporated into national budget review processes.
> 1.2.3. Public hearings/consultations and field visits conducted on key draft legislation and in delivering oversight
> 1.2.4. Citizen's engagement (including youth, women and other organizations) with Parliament and the Parliamentary responsiveness to the needs of people enhanced

1.3. Human Rights Commission has improved capacities to discharge its core functions

> 1.3.1. Complaints handling and investigation functions, and referral systems strengthened
> 1.3.2. Technical assistance needs met for internal strategic planning and organizational functions (including assessments required to formulate strategies and plans; strategy development; and formulation and implementation of action plans)
> 1.3.3. Research and advocacy functions strengthened in relation to identified thematic areas/excluded and vulnerable groups
> 1.3.4. Human rights awareness and capacity development functions strengthened
> 1.3.5. Functions of HRC strengthened for review and follow-up of Universal Periodic Review and treaty body recommendations, including linkages to SDG monitoring and implementation systems

1.4. National Police Commission has improved capacities to discharge its core functions.

> 1.4.1. Complaints investigation skills improved.

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[37] Law-making, budgeting, oversight and representation

    1.4.2. Technical assistance needs met for people-centric internal strategic planning and organizational functions (including assessments, strategy development, and formulation and implementation of action plans).

    1.4.3. Technical assistance needs met for people centered evidence-based formulation of recommendations for police reforms.

1.5. Right to Information Commission (RTIC) has improved capacities to discharge its core functions.

    1.5.1. Mechanism established and/or improved to address RTI appeals to the Commission.

    1.5.2. Technical assistance needs met to produce guiding documents (including SOPs, methodology and curricula) and train government officials and media for effective implementation of the RTI Act.

    1.5.3. Data/information and recommendations derived from the 2018 RTI Survey of public authorities monitored and implemented.

    1.5.4. Sector-based (i.e. police, local government etc.,) pilot projects implemented on proactive disclosure requirements, with a view to scale-up, particularly in socio-economically lagging regions.

    1.5.5. Technical assistance needs met for formulation of RTI recommendations for broader transparency reforms and those targeting specific public authorities.

2. Rule of Law and Access to Justice

Access to Justice is an "integral element of any peace-building and long-term development process after conflict. Concepts of redress and justice are central to peace, trust and confidence-building."[38] Access to Justice is also essential for furthering transitional justice. Thus, service line of the portfolio will contribute to *improved ability of justice sector institutions to deliver people-centered services, especially upholding the rights of excluded and vulnerable groups.* It will also contribute to addressing some of the drivers of conflict and radicalization in the country and bolster efforts to promote peace and reconciliation. The portfolio builds on UNDP's long-standing work and partnerships with national justice sector institutions and service-providers, both state and non-state. This outcome also integrates UNDP's ongoing support for transitional justice, which is a critical part of inculcating a culture of accountability and rule of law. In keeping with the recognition of the crucial role of the private sector in achievement of the SDGs, this service line extends to working with businesses to adopt and implement the UN Guiding Principles on Businesses and Human Rights. The Guiding Principles outline the roles for States and companies to prevent, address and remedy human rights abuses committed in the course of business operations.

UNDP has been supporting the justice sector since 2004, with a focus on criminal justice. Building on results and partnerships, UNDP proposes to take forward its work in specific areas in collaboration with key state and non-state actors. UNDP's previous phase of programming (2013-2017) resulted *inter alia* in the formulation of the National Policy and Strategic Action Plan on Legal Aid; first official consolidation of 5 core pieces of legislation in the criminal justice sector since their principle enactment and official translations in both national languages (this marks the first occasion on which an official translation is available in the Tamil language, impacting on the quality of accessing justice and giving effect to language rights); an institutional assessment on case-flow management within the criminal justice system; completion of a sentencing study; legal aid to prisoners in partnership with the Legal Aid Commission; and technical support which has contributed to the operationalization of the recently passed legislation on establishment of the National Authority for the

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[38]UNDP (2005), Programming for Justice: Access for All-A Practitioners Guide to a Human Rights-Based Approach to Access to Justice, UNDP Asia-Pacific Regional Centre, Bangkok

Protection of Victims of Crime and Witnesses. A previous phase of programming on addressing SGBV resulted in the formulation and approval by the Cabinet of Ministers of the Policy Framework and National Plan of Action to address SGBV (2016-2020) against which national budget allocations were made in 2017, piloting of a SGBV referral system in Anuradhapura, Ratnapura and Batticaloa, Jaffna and Kurunegala districts, technical assistance for state party reporting on CEDAW, and support to civil society organizations to deliver legal aid and counselling services to SGBV victims. These results, and others, will be built on when designing activities to achieve the expected outputs of this service line.

UNDP will also support the implementation of components of the Justice Sector Road Map/Strategic Action Plan being formulated by the Government, with technical assistance from the Asian Development Bank (ADB). The Strategic Action Plan is intended to be used for coordinated sector-wide reforms in the mid- to long-term. Whilst the focus of ADB's technical assistance is on civil and commercial litigation, the process improvements to the systems will have an impact on criminal justice as well.[39]

Activities under this service line will be implemented in collaboration with key institutions with which UNDP has already built strong partnerships, such as the Ministries of Justice, and Women and Child Affairs, as well as OHCHR, UN Women and non-government organizations.

Outcome 2:   Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services.

Outputs and key indicative sub-outputs:

2.1.   Baselines established/updated, and policy dialogue, policy adoption and implementation increased on access to justice, peace and reconciliation with a focus on excluded, isolated and vulnerable groups.

   2.1.1.   National task forces/steering committees/other mechanisms on thematic areas established.
   2.1.2.   Recommendations / findings available to establish and/or update databases and baselines, including on applicable SDG 16 indicators.
   2.1.3.   Technical assistance needs met for formulation and implementation of evidence-based policies, laws, strategies, guidelines, action plans and standard operating procedures.

2.2.   State and non-state justice sector actors strengthened to deliver victim-centric services on areas including SGBV, victims and witness protection, and transitional justice

   2.2.1.   Office of Missing Persons (OMP) strengthened to discharge key functions.
   2.2.2.   Sustained dialogue and advocacy on establishment of other mechanisms.
   2.2.3.   Draft SOPs, guidelines and other corporate documents formulated for the Police Protection Division and the National Authority for the Protection of Victims of Crime and Witnesses (NAPVCW).
   2.2.4.   Lagging/priority sectors/components of the National Action Plan on SGBV implemented, including on justice, empowerment and media.

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[39] Asian Development Bank, Technical Assistance (TA-9335 SRI) *Strengthening the Efficiency of the Justice Sector with a focus on Commercial Law, Investment and Contract Enforcement: Briefing Note*, 2019.

2.2.5. Legal and other essential services for victims, and sustainable multi-sectoral options for ensuring a rights-based response strengthened.

2.2.6. Innovative, evidence-based and strategic advocacy initiatives conducted to promote peace and reconciliation.

2.3. State and non-state justice sector actors have increased access to progressive international principles, standards and good practices on access to justice.

2.3.1. Judiciary, lawyers in government and private practice, university students and other justice sector actors have continuing legal education and other training in accordance with international principles and standards.

2.3.2. Accredited clinical legal aid programmes in universities established/improved.

2.3.3. Public interest litigation model introduced/improved.

2.4. UN Guiding Principles (UNGP) on Business and Human Rights adopted and implemented.

2.4.1. Business, government and civil society actors aware of comparative experience of implementation of UN Guiding Principles.

2.4.2. Private sector platform established for implementation and monitoring of relevant and prioritized components of the National Human Rights Action Plan (NHRAP).

3. Public Sector and Local Governance

This service line of the portfolio will contribute to improving the ability of the public sector and local governments to meet the demands of the 21st century. This will involve investment in revamping the public sector, i.e., looking at functions, work flows and processes, as well as collecting and using data generated through different means – from mobile phones to health data, to deliver better. Public sector as well as local innovation would be critical to cater to lifestyle changes and phenomena such as urbanization and an aging population. UNDP will focus on enhancing the digital readiness of institutions and individuals, which requires more experimentation and "learning by doing" rather than one-off trainings. Governance of data will be critical in the coming years – from collecting to protecting privacy.

The portfolio will approach local governance and public sector reforms as complementary outputs, and focus on strengthening the effectiveness and coherence of systems, processes and programmes. In addition, UNDP will continue its support to returnees, resettled populations and excluded and vulnerable groups on the ground, including under the framework of the National Policy on Durable Solutions for IDPs. The design of programmes providing for durable solutions should be grounded on localized systems and processes, and will therefore, be underpinned by public sector and local governance reforms. In addition, this service line will increase citizens' understanding of their rights, civic duties and available enforcement/redressal/advisory mechanisms, with the objective of strengthening the demand side for equitable, accountable and effective protection and development services. The service line also has a focused output on improving the capacities of target national institutions to formulate integrated, inclusive, responsive and coordinated policies and programmes for youth development, with the aim of addressing triggers of conflict and violent extremism amongst youth.

UNDP and the CITRA Social innovation Lab will need to address the evidence that simple training-based capacity-building programs will not achieve intended results, if they are not anchored in a civil service environment conducive to learning. Such an environment should facilitate skills improvement influencing career opportunities; be incentivized either by senior management or via peer appreciation; should support application of new skills; and training should be hands-on, not just in lecture rooms – for instance, through trainees being assigned to projects on which they work as part of on-the-job training. This will entail linking such trainings to

advocacy and support on larger public administration reforms and restoring the independence of the public sector (from political interference). Such structural reforms have been put on the back burner by successive governments due to political ramifications.

UNDP will build on its past assistance to improve government service delivery, including the introduction of the 5S system, Citizens Charter, and E-Citizen and revenue collection systems. 78% of beneficiaries reported improved awareness of government service delivery mechanisms as a result of the Citizens Charter. In 2017, the training of 7,170 government officials (almost 50%-50% men and women) in results-based management led to the completion of 7 district development plans. A participatory process was rolled out that involved communities and also improved coordination between government entities. 87% of community members perceived the district planning processes to be based on community needs.

In 2017, UNDP provided sustainable livelihood support to 5,214 youth through the Youth Enterprise Development (YED) initiative. Over 70% of YED recipients were women, which included widows, single mothers and women with disabilities from different social strata. New economic opportunities, through the YED initiative, have increased the monthly income of recipients from LKR 10,000 to as much as LKR 100,000. Individuals expanded their business enterprises through improved access to credit and stronger partnerships with government service providers. Many recipients of UNDP's support programmes are now employing other members of their communities as a result of their business success. In 2017, initiatives implemented by UNDP have enabled 61 producer organizations, with a combined membership of 49,584 people (M: 43,105; F: 6,479), to improve product quality, quantity, diversification and market outreach. Local producers have benefitted from the services of the UNDP-supported Economic Advisory Service Units, which provide services such as business counseling and mentoring, and linkages to banks and other credit facilities as well as local and national markets. This modality will be replicated in UNDP's gender and peace initiative targeting a key vulnerable group, namely war and military widows in the districts of Kilinochchi, Anuradhapura and Kurunegala. This is a joint initiative between UN Women and UNDP, where UNDP will build on niche areas of its previous project and will go beyond to also tackle sexual exploitation and bribery faced by these widows when accessing services (focusing also on breaking the intergenerational effects of war on these communities), while strengthening mechanisms to address sexual exploitation and bribery in the public sector and put in place/strengthen anti-sexual harassment committees in public sector institutions.

UNDP will continue to support youth development in Sri Lanka. UNDP is providing support to the Ministry in charge of youth affairs to develop a 10 year Comprehensive Youth Development Programme (CYDP) – a 360-degree approach to mainstream integrated youth development in Sri Lanka and leave no youth behind. Attention will also be paid to inclusion of people with disabilities (PWD). .

The activities under this service line will be implemented via key institutions with which UNDP has already built strong partnerships, such as the Ministries of Public Administration, and Provincial Councils and Local Government, and in close partnership with the World Bank, United Nations Children's Education Fund (UNICEF), UN-Habitat, International Labour Organization and others.

Outcome 3:   National and sub-national level institutions have the capacity to deliver equitable, accountable and effective services.

Outputs and Key Indicative sub-outputs:

3.1. Advocacy and technical assistance initiated for broader public administration reforms

      3.1.1.   Skills of target cohort of public sector officials enhanced, including on calculated risk-taking, foresight, digitization and efficiency gains in service delivery systems and processes.

3.1.2. Capacities of public sector training institutions improved/reformed to provide training that is in sync with development trends and modern techniques, and in partnership with the private sector.

3.1.3. Responsive services provided by using data ecosystems and people-centered design (especially for marginalized and vulnerable population) at national and sub-national levels

3.1.4. Innovative systems and processes[40] tested and introduced for efficiency gains in public service delivery.

3.2. Provincial Councils provide improved inclusive and responsive services.

3.2.1. Provincial Planning and budgeting cycles improved and responsive to gender and marginalization issues.

3.2.2. Provincial Councils address multi-dimensional challenges

3.2.3. Central institutions support Provincial Councils to deliver better

3.3. Local Authorities provide improved inclusive and responsive services.

3.3.1. Local Planning and budgeting cycles improved and responsive to gender and marginalization issues.

3.3.2. Local Government Authorities and Provincial address multi-dimensional challenges

3.3.3. Central and Provincial institutions support local government authorities to deliver better

3.4. Excluded and vulnerable groups have improved socio-economic conditions and social cohesion.

3.4.1. Increased access to livelihood-related services.

3.4.2. Increased livelihood opportunities that are durable.

3.4.3. Excluded and vulnerable groups engaged in collective dialogue with government and other service providers for socio-economic development and social cohesion.

3.5.4. Community based organizations/producer organizations/civil society and other groups mobilized to address prejudices and negative social norms, including on gender and youth.

3.5. Citizens, particularly excluded and vulnerable groups, have an increased understanding of their rights, civic duties and ability to access enforcement/redressal mechanisms.

3.5.1. Civil society actors (including youth and women) and media trained on rights, civic duties, enforcement/redressal mechanisms and peaceful coexistence.

3.5.2. CSOs (including youth and women's organizations) strengthened to engage in collective action, and to link to mandated institutions for action/redress (including Parliament, independent commissions, and justice sector and local governance actors).

3.5.3. Community-based referral and advisory assistance systems introduced/strengthened to address disputes, violence, abuse and social protection issues.

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[40] These would potentially include, for example, testing of public service re-design; digitization of redesigned services; introduction and enforcement of citizens' feedback mechanisms; and use of data for progress tracking (scorecards, etc.).

3.6. The capacities of target national institutions improved to provide integrated, inclusive and coordinated policies, programmes, systems and processes for youth development, with a focus on the excluded and vulnerable.

   3.6.1. Target institutions exposed to principles and the evidence-base relating to the youth development sector.
   3.6.2. Improved skills on use of innovative approaches and tools as well as on-the-job training and mentoring for target national institutions.

IV. PROJECT MANAGEMENT

Management, implementation and organizational capacity:

As stated above, this portfolio is designed with in-built substantive and financial flexibility that allows it to respond to changes in the socio-political context, including emerging opportunities and political bottlenecks, while still contributing to promised aggregated results. The outcomes/service lines and/or outputs (depending on financial volume and complexity) will be regarded as projects under the portfolio. As per UNDP's revised Programme and Project Management procedures issued earlier this year, a portfolio "is an optional approach intended to reduce the transaction costs of project designing, monitoring, implementing, overseeing and reporting, as many required functions are done for the portfolio instead of separately for each project. Portfolios are also intended to improve the integration of projects that contribute to shared results, as they are managed more closely together…. Resources can be mobilized for the portfolio, and allocated to any project in the portfolio, depending on need. Any reallocation across projects must be done through a formal budget revision."[41]

Following the instructions given by the respective Government stakeholder agencies, the Flagship Governance and Peace Building Portfolio will be directly implemented (DIM) by UNDP, as part of its overall Country Programme (2018-2022). Under the DIM modality, UNDP assumes overall management responsibility and accountability for programme implementation, in accordance with UNDP's policies and procedures. For specific outputs, UNDP will identify programme partners in government, civil society, academia, etc., to carry out specific activities, who will be directly accountable to UNDP in accordance with the terms of their agreement with UNDP. To ensure accountability, UNDP will select partners in accordance with its procurement and financial rules and regulations, including using open and competitive processes. In the meantime, respective Government stakeholder agencies should ensure that grants obtained in kind to be reflected in MTBF, and to be recorded and accounted properly.

As an integral part of the Country Programme and on-going interventions, UNDP project managers and technical specialists, some of them based part-time within target national institutions if required, will implement different outcomes/service lines and/or outputs. Strategic direction and oversight for the portfolio will be provided by UNDP's Senior Management, Policy and Design Specialist (Governance and Reconciliation), Policy and Design Specialist (Environment), the Integrated Team Leader, and Design and Quality Assurance Analysts. UNDP draws on the strategic advice of the UN Resident Coordinator's Office for its programming. UNDP works to eradicate poverty, inequalities and exclusion in over 170 countries, with a focus on democratic governance and peacebuilding, sustainable development, and climate and disaster resilience. As such, the portfolio will draw on a large UNDP network of technical specialists and international comparative experience.

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[41] UNDP, Programme and Project Management (PPM), UNDP Prescriptive Content Rewrite, 2018, pp 16-17.

The UNDP Sri Lanka office has an annual budget of approximately US$18-20 million. It has staff strength of up to 100 persons. UNDP retains a full office in Colombo, and has operational presence in the North, East and Uva Provinces. Between 2014 and 2017, the following key donors have funded UNDP Sri Lanka: The European Union, the Governments of Norway and Canada, the US Department of State, the UN Peace Building Fund, the Green Climate Fund, and the Global Environment Facility Small Grants Programme.

Funding arrangements:

Donor contributions will be considered as specific contributions to the portfolio, and formalized through individual cost-sharing agreements with UNDP. With exceptions due to donor requirements, ideally financial resources will be pooled in the portfolio *without* earmarking, to allow for the portfolio to deliver a comprehensive response. The portfolio is designed to serve as a flagship for governance and peace building under UNDP's Country Programme. With this in mind, UNDP will continue to explore opportunities for expansion, both substantively and financially, to allow it to respond to a fuller scope of priorities and needs.

The Portfolio builds on and complements technical assistance already provided by UNDP with financial resources from development partners pegged to the previous Country Programme 2013-2017, including the Government of Norway for Parliamentary and other institutional reforms support (ended in November 2017); the EU's *Catalytic Support for Peace Building* Project (ends April 2019); the US Bureau of International Narcotics and Law Enforcement Affairs on access to justice and rule of law (ends June 2019); and the UN Peace Building Funds (ends September 2020).

Partnerships:

The portfolio will be guided by the principle of national ownership. The portfolio offers UNDP an opportunity to build on institutional collaborations and partnerships with a number of government, non-government, academic and private sector entities, as described more fully under section III above. Based on an evaluation of DIM implemented projects under the last country program, it will be necessary to balance direct execution and national ownership so as to ensure the capacity of national partners are built. Internally, each partner agency must demonstrate ownership by integrating portfolio activities, outputs and outcomes within respective agency programme frameworks.

V. Results Framework

SDG 16 Flagship Portfolio: Impact	UNSDF Outcome 2 CPD Outcome 1	UNSDF Indicators	Baseline	Year & Source of Baseline	Target	Methods of verifications.
	By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst communities and towards the State.	1. Extent to which innovative governance platforms are strengthened at national and subnational levels, focusing on citizen engagement.	To be established	Assessment and strategy for engagement of civil society organizations	To be determined	Assessment and strategy for engagement of civil society organizations
		2. Amount of national budget allocation for gender empowerment and elimination of discrimination against women.	LKR 2.83 billion (allocated to Ministry of Women and Child Affairs)	2018 / MFA Budget Report	LKR 5.69 billion	Review on MFA Budget Report
Service line	**Parliament and Commissions.**					
SDG 16 Flagship Portfolio: Outcome 1	**CPD Output 1.1**[42]	**Outcome indicators**[43]	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verification**

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[42] UNDP Flagship portfolio on SDG 16 Outcome 1 is the same as the UNDP CPD Output 1.1

[43] UNDP Flagship portfolio on SDG 16 Outcome indicators are the same as the UNDP CPD output indicators.

Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity.	1.1. Extent to which oversight institutions (Human Rights Commission, National Police Commission, Right to Information Commission) have the capacity to support fulfilment of national and international human rights obligations. (IRRF indicator 2.2.3.1 aligned)[44].	HRC = To be established NPC = To be established RTIC = Not fully operational yet	2018 / Commissions mandate, UNDP reports	HRC = To be determined NPC = To be determined RTIC = 4	Assessment of Commissions' mandate, and minuted discussions with the Commissions
	1.2. National legislature conducts public hearings during budget cycle. (SDG indicator 16.7.3).	0 hearings	2016 / Parliament of Sri Lanka	1 hearing per cycle	Review of the reports of Parliament of Sri Lanka
	1.3. Number of policy/strategy drafts initiated/formulated, and oversight processes implemented involving non-government actors supported by UNDP.	2	2018 / UNDP Project Reports	8	Reviews of UNDP project Reports
Output 1.1	**Output indicator**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
The core functions[45] of Parliament and its role in the implementation of the 2030 Agenda for Sustainable Development strengthened	1.1.A. Extent to which the Parliament demonstrate that their core functions have improved[46].	1	2017 / Annual Performance Report – Parliament of Sri Lanka	3	Independent Review of Annual Performance Report – Parliament of Sri Lanka

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[44] Rating scale: 1 = very weak; 2 = weak; 3 = moderate; 4 = strong; 5 = very strong.

[45] Law-making, budgeting, oversight and representation

[46] Rating Scale: 1 – Low, 2 – Considerable, 3 – Moderate, 4 - Strong

	1.1.B. Rate of (%) implementation of SDG action plan by parliament and parliamentarians on the 2030 agenda for sustainable development. (Numerator: # of actions implemented; Denominator: # of actions planned)	0	-	40%	Independent Review of Annual Performance Report – Parliament of Sri Lanka Guidelines, action plans developed by the parliamentary committees.
Key indicative sub-outputs	*Sub-output indicators*				
1.1.1 Target parliamentary committees able to devise internal processes, procedures and coordination mechanisms and on formulation of guidelines.	1.1.1.1. Percentage of procedures, guidelines and processes devised which include gender components, (Numerator: # of procedures, guidelines and processes devised; Denominator: # of procedures, guidelines and processes formulated)				
1.1.2 Target parliamentary committees able to formulate and implement oversight / action plans which informed by gender analysis, including the action plan on SDGs.	1.1.2.1. Number of consultations conducted with support of UNDP (Desegregated by groups and participants)				
	1.1.2.2. Number of oversight/action plans formulated.				
	1.1.2.3. Proportion of consultation conducted with support of UNDP which addressed gender equality.				
1.1.3 Target parliamentary committees able to undertake review of policies, bills, laws and budgets.	1.1.3.1. Number of review report available.				

1.1.4	Implementation mechanism formulated for the Code of Conduct of Parliamentarians	1.1.4.1. Implementation mechanism for Code of Conduct in place.				
Output 1.2		**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
The openness of the Parliament and its ability to obtain public/civil society input to its functions improved.		1.2.A. Number of mechanisms and processes in place for engagement of the public/civil society organizations in the work of Parliament.	0	UNDP reports / Parliamentary reports	At least 2	Review of UNDP reports / Parliamentary reports
		1.2.B. Number of public/civil society organization recommendations adopted by Parliamentary mechanisms, with the support of UNDP.	0	UNDP reports / Parliamentary reports	At least 2	Review of UNDP reports / Parliamentary reports
		1.2.C. Number of recommendations adopted by Parliament mechanisms, with the support of UNDP (Disaggregated by women / women's forums and persons with disabilities / PWD forums)	0	UNDP reports / Parliamentary reports	3 (At least 2 from women group)	Review of UNDP reports / Parliamentary reports
Key indicative sub-outputs		**Sub-output indicators**				
1.2.1	Components of Parliament's Communications Strategy implemented.	1.2.1.1. Rate of implementation (by component/sections) of the Parliament's communications strategy.				
1.2.2	Public consultations / recommendations incorporated into national budget review processes	1.2.2.1. Percentage of recommendations from public consultations considered in budget review processes. (Numerator: # of recommendations considered; Denominator: # of public consultations conducted)				

		1.2.2.2. Number of recommendations from marginalized groups including women's groups considered into budget review processes.					
1.2.3	Public hearings/ consultations and field visits conducted on key draft legislation and in carrying-out oversight	1.2.1.1. Number of public hearings/consultations/ field visits conducted. (Disaggregated by type and participants including Gender)					
1.2.4	Citizen's engagement with Parliament and the Parliamentary responsiveness to the needs of people enhanced (Including youth, women and other organizations)	1.2.4.1. Number of linkages established with target groups (i.e. youth, women's groups etc.,) by Parliament. (Disaggregated by groups)					

Output 1.3		Output indicators	Baseline	Year & Source of Baseline	Target	Methods of verifications
Human Rights Commission has improved capacities to discharge its core functions		1.3.A. *% of complaints referred and resolved annually*	To be established	2018	To be determined	Review of the HRC reports & case details.
		1.3.B. *Number of recommendations to address human rights gaps advocated by the Commission (Disaggregated by sectors including prison, police, court system and other public sector institutions)*	TBE	2018	TBE	Review of the HRC reports, advocacy papers, etc.
		1.3.C. Percentage of gender specific recommendations advocated and/or implemented by the commission. (Numerator: # of Gender specific recommendations; Denominator: Total # of recommendations advocated)	0	2018	50%	Review of the HRC reports, advocacy papers, etc.
Key indicative sub-outputs		*Sub-output indicators*				

			Baseline		Target	Methods of verifications
1.3.1	Complaints handling and investigation functions, and referral systems strengthened	1.3.1.1. Number of complaints received through the established complaints mechanism.				Review of HRC reports
		1.3.1.2. Number & type of stakeholders involved in investigation and referral				
1.3.2	Technical assistance needs met for internal strategic planning and organizational functions (including assessments required to formulate strategies and plans; strategy development; and formulation and implementation of action plans)	1.3.2.1. Number of strategies, action plans and other corporate documents that have incorporated recommendations from assessments, studies and similar processes supported by UNDP (Disaggregated by areas)				
1.3.3	Research and advocacy functions strengthened in relation to identified thematic areas/excluded and vulnerable groups	1.3.1.1. Number of research and advocacy initiatives undertaken by HRC				
1.3.4	Human Rights promotion functions strengthened	1.3.4.1. Number of Human Rights awareness and capacity development activities conducted				
1.3.5	Functions of Human Rights Commission strengthened for review and follow-up of Universal Periodic Review and treaty body recommendations, including linkages to SDG monitoring and implementation systems.	1.3.5.1. Established mechanism available to continuously review and follow-up recommendations.				
Output 1.4		**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**

National Police Commission (NPC) has improved capacities to discharge its core functions.	1.4.A. Percentage of cases resolved. (Disaggregated by categories)	Public Complaints 86Percent resolved. Appeals by Police 80.5 Percent resolved	2015 - 2018 / NPC progress report for the term.	Public complaints – 90% Appeals by Police – 85%	Review of the NPC reports.
	1.4.B. Number of recommendations implemented from gender, training, communications assessments and other assessments/strategies/corporate processes. (Disaggregated by the scope such as Gender, training, etc.)	0 (Findings and recommendations finalized for implementation)	2018 / Assessment reports of NPC	*Gender: 15* *Training: 20* *Communications: 25* *Others: TBD*	Review of the NPC reports, Circulars and Minutes.
	1.4.C. Percentage of gender specific recommendations implemented by the commission. (Numerator: # of Gender specific recommendations implemented; Denominator: Total # of recommendations Implemented)	0	2018	75%	Review of the NPC reports, Circulars and Minutes.
Key indicative sub-outputs	*Sub-output indicators*				
1.4.1	Complaints investigation skills improved.	1.4.1.1. Number of complaints resolved.			
1.4.2	Technical assistance needs met for people-centric internal strategic planning and organizational functions (including assessments, strategy development, and formulation and implementation of action plans).	1.4.2.1. Number of strategies, action plans and other corporate documents formulated with UNDP support (Disaggregated by areas)			
1.4.3	Technical assistance needs met for people centered evidence-based	1.4.1.1. Number of formulation of recommendations on police reforms technically supported.			

formulation of recommendations for police reforms.						
Output 1.5		**Output indicator**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
Right to Information Commission (RTIC) has improved capacities to discharge its core functions.		1.5.A. % of RTI appeals resolved within allocated time frame.	to be established	2018	to be established	RTI monthly reports
		1.5.B. Percentage of appeals by women resolved. (Numerator: # of appeals by women resolved; Denominator: Total # of appeals resolved)	To be established	2018	To be determined	RTI assessment and reports.
Key indicative sub-outputs		*Sub-output indicators*				
1.5.1	Mechanism established and/or improved to address RTI appeals to the Commission.	1.5.1.1. Number of appeals addressed by RTI commission through an established mechanism.				
1.5.2	Technical assistance needs met to produce guiding documents (including SOPs, methodology and curricula) and train government officials and media for effective implementation of the RTI Act.	1.5.1.1. Number of draft guiding documents produced (SOPs, methodologies, curricula and other documents)				
		1.5.1.2. Number of government officials trained on RTI.				
1.5.3	Data/information and recommendations derived from the 2018 RTI Survey of public authorities monitored and implemented.	1.5.3.1. Number of recommendations from RTI survey implemented.				
1.5.4	Sector-based (i.e. police, local government) pilot projects implemented on proactive disclosure requirements, with a view to scale-up, particularly in socio-economically lagging regions.	1.5.4.1. Number sector-based pilot projects implemented on proactive disclosure requirements				

Service line	Access to Justice and Rule of Law					
SDG 16 Flagship Portfolio: Outcome 2	CPD Output 1.2[47]	Outcome indicators	Baseline	Year & Source of Baseline	Target	Methods of verifications
Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services.		1. Extent[48] to which transitional justice mechanisms are operationalized.	1	2018 / UN Special Rapporteur reports, Office of the High Commissioner for Human Rights	2	Review on UN Special Rapporteur reports, Office of the High Commissioner for Human Rights
		2. Number of men and women accessing justice through UNDP interventions. (IRRF 3.4.1 aligned)	5,000 (of whom at least 50Percentage are women)	UNDP project reports	7,000 (of whom at least 50Percentage are women)	An independent review, UNDP project reports
Output 2.1		**Output indicator**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
Baselines established/updated, and policy dialogue, policy adoption and implementation increased on access to justice, peace and		2.1.A. Percentage of findings/recommendations adopted/implemented	0 findings / recommendations	2018 /	TBC	Review of Surveys, assessments, reports, UNDP

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[47] UNDP Flagship portfolio on SDG 16 Outcome 2 is the same as the UNDP CPD Output 1.2

[48] Rating scale: 1 = no action taken; 2 = partially operational; 3 = Operational; 4 = Fully Operational

reconciliation with a focus on excluded, isolated and vulnerable groups.	(Numerator: # of findings/ recommendations adopted / implemented; Denominator: # of findings/recommendations emanating from surveys/assessments)				reports, relevant actors' reports.
Key indicative sub-outputs	*Sub-output indicators*				
2.1.1	National task forces/steering committees/other mechanisms on thematic areas established.	2.1.1.1. Number of national task forces/steering committees/other mechanisms established (Categorized by thematic areas including peace and reconciliation)				
		2.1.1.2. No of national and local dialogues and hackadevs conducted on access to justice, peace and reconciliation				
2.1.2	Databases and/or baselines, including on applicable SDG 16 indicators, established and/or updated.	2.1.2.1. Number of surveys/studies/assessments conducted.				
		2.1.2.2. Availability of gender disaggregated data for SDG 16 indicators.				
2.1.3	Technical assistance needs met for formulation and implementation of evidence-based policies, laws, strategies, guidelines, action plans and standard operating procedures.	2.1.3.1. No of evidence-based policies, strategies and action plans' formulated				
Output 2.2		**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**

State and non-state justice sector actors strengthened to deliver victim-centric services on areas including SGBV, victims and witness protection, and transitional justice	2.2.A. Number of transitional justice mechanisms established / operationalized.	1	2018 / Report of the President's office & OMP mandate	2	Reviews of Parliamentary reports and media releases.
	2.2.B. Number of beneficiary-clients who received support services through UNDP's interventions. (disaggregated by SGBV, youth, victims & witness protection & transitional justice-related)	SGBV – Approx. 21,000; victims & Witness protection – 226; Transitional Justice - 0	2018 / UNDP reports, Partner organizations & CSO reports.	Increased in numbers	Reviews of the reports produced by UNDP / partner CSOs and other relevant institutions.
	2.2.C. Percentage of beneficiary-clients who expressed satisfaction with support services received. (Numerator: # of beneficiary clients satisfied / Denominator: # of beneficiary-clients received supports)	0	2018 /	TBC	Review of independent satisfaction survey.
Key indicative sub-outputs	**Sub-output indicators**				
2.2.1	Office of Missing Persons (OMP) strengthened to discharge key functions.	2.2.1.1. Number of TJ victims who approached the OMP.				
2.2.2	Sustained dialogue and advocacy on establishment of other mechanisms.	2.2.2.1. number of public dialogue and advocacy supported.				

2.2.3	Draft SOPs, guidelines and other corporate documents formulated for the Police Protection Division and the National Authority for the Protection of Victims of Crime and Witnesses (NAPVCW).	2.2.3.1. Number of draft SOPs, guidelines and other corporate documents considered for next level of action.				
2.2.4	Lagging/priority sectors/components of the National Action Plan on SGBV implemented, including on justice, empowerment and media.	2.2.4.1. Number of sectors/components of NAP on SGBV implemented.				
2.2.5	Legal and other essential services for victims, and sustainable multi-sectoral options for ensuring a right-based response strengthened.	2.2.5.1. Number of victims provided with legal and other basic services.				
		2.2.5.2. Number of identified sustainable options for continuation.				
2.2.6	Innovative, evidence-based and strategic advocacy initiatives conducted to promote peace and reconciliation.	2.2.6.1. Number of quality (innovative, evidence based and strategic) advocacy initiatives conducted. (disaggregated by age, gender, faith, ethnicity)				
		2.2.6.2. Number of individuals reached (disaggregated by age, gender, faith, ethnicity)				
Output 2.3		**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
State and non-state justice sector actors have increased access to progressive international principles, standards and good practices on access to justice.		2.3.A. Number of target state and non-state justice sector actors reached (Disaggregated by actors)	State: 4 Non-state: 0	2018 / UNDP reports	TBD	Review of UNDP and other institutions' reports

Key indicative sub-outputs		Sub-output indicators				
		2.3.B. Extent[49] to which international principles, standards and good practices (including those relating to gender and youth) adopted	1	2018 / Field observations / NPAVCW[50] reports.	TBD	Review of the Reports of relevant institutions.
Key indicative sub-outputs		**Sub-output indicators**				
2.3.1	Judiciary, lawyers in government and private practice, university students and other justice sector actors have continuing legal education and other training in accordance with international principles and standards.	2.3.1.1. Extent to which continuing legal education and other training provided by UNDP.				
2.3.2	Accredited clinical legal aid programmes in universities established/improved.	2.3.2.1. Number clinical legal aid programmes supported by UNDP.				
2.3.3	Public interest litigation model introduced/improved.	2.3.3.1. Extent to which the public interest litigation model supported.				
Output 2.4		**Output indicator**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
UN Guiding Principles (UNGP) on Business and Human Rights adopted and implemented.		2.4.A. Number of businesses that have adopted UNGP on businesses and human rights	0	2018 /	TBD	Reviews of UNDP reports and relevant institutions' reports.

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[49] Rating Scale: 0 – No, 1 – Very Low, 2 – Low, 3 – Medium, 4 – Good, 5 – Very good
[50] NPAVCW – National Protection Authority for Victims of Crimes and Witnesses

Key indicative sub-outputs		Sub-output indicators					
2.4.1	Business, government and civil society actors aware of comparative experience of implementation of UN Guiding Principles.	2.4.1.1.	# of businesses, government and civil society actors reached with comparative experience of the implementation of UN guiding principles.				
2.4.2	Private sector platform established for implementation and monitoring of relevant and prioritized components of the National Human Rights Action Plan (NHRAP).	2.4.2.1.	Private sector platform for NHRAP established.				
		2.4.2.2.	Number of relevant and prioritized components (including on inclusion of PWD) of the NHRAP that have been monitored and implemented.				
Service Line	**Public Sector and Local Governance**						
SDG 16 Flagship Portfolio: Outcome 3	**CPD Output 1.3[51]**	**Outcome indicators**		**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
National and sub-national level institutions have the capacity to deliver equitable, accountable and effective services.		1. Proportion of the sample population satisfied[52] with their last experience of public services in selected districts[53].		0.53	2013 / Client satisfaction survey, UNDP	0.65	Client satisfaction survey, UNDP
		2. Number of people (women, youth and the disabled) supported for strengthened livelihoods through entrepreneurship, skills training, and business support services. (IRRF 1.1.1B aligned)		To be established	2016 / UNDP reports	To be determined	Reviews of UNDP reports

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[51] UNDP Flagship portfolio on SDG 16 Outcome 3 is the same as the UNDP CPD Output 1.3

[52] Rating scale: High > 0.6, 0.6> Medium > 0.3, Low < 0.3l

[53] Vavuniya, Ampara, Jaffna districts.

Output 3.1		Output indicators	Baseline	Year & Source of Baseline	Target	Methods of verifications
Reformed public sector delivers better						
		3.1.B. Percentage of officials who express that they use new methods in service delivery systems and processes – Disaggregated by Gender (Numerator: Number of officials who are using the methods introduced; Denominator: Number of officials who are introduced to new methods).	0	2018	TBD	Sample survey on service delivery systems and processes.
Key indicative sub-outputs		*Sub-output indicators*				
3.1.1	Skills of target cohort of public sector officials enhanced, including on calculated risk-taking, foresight, digitization and efficiency gains in service delivery systems and processes.	3.1.1.1. Number of public sector officials gained knowledge & skills (Disaggregated by gender and the types of training)				
3.1.2	Capacities of public sector institutions improved/reformed to provide training that is in sync with development trends and modern techniques, and in partnership with the private sector.	3.1.2.1. Number & types of training curricula revised incorporating global development trends and modern techniques.				
		3.1.2.2. Extend to which the public and private sector partnership established on training provision.				
3.1.3	Responsive services provided by using data ecosystems and people-centered design (specifically for marginalized and vulnerable	3.1.3.1. Number of national and sub-national institutions are implementing durable responsive services.				

		Output indicators	Baseline	Year & Source of Baseline	Target	Methods of verifications
	population) at national and sub-national levels					
3.1.4	Innovative systems and processes tested and introduced for efficiency gains in public service delivery.	3.1.4.1. Number of innovative systems and processes tested and rolled out				
3.1.5	Social innovation projects designed and implemented.	3.1.5.1. Percentage of social innovations projects successfully implemented (Numerator: # of project implemented; Denominator: # of projects designed)				
Output 3.2		**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
Provincial Councils provide improved inclusive and responsive services.		3.2.A. Extent[54] to which PCs have improved capacity to provide quality and inclusive services (Measured through capacity assessment – rating scale)	2	2018 / reviews on UNDP reports & PCs annual reports	3	Capacity Assessment on targeted PCs.
		3.2.B. Percentage of public (disaggregated by sex) satisfied with provincial council service delivery (measured by provinces) (Numerator: # of people satisfied; Denominator: # of people approached for services)	0	2018	40%	Satisfactory survey / review of established Feedbacks collection system

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[54] Rating Scale: 0 – Poor capacity; 1 – Low Capacity; 2 – Medium Capacity; 3 – Good Capacity & 4 – Strong Capacity

	3.2.C. Percentage of participatory projects successfully implemented (Numerator: # of projects implemented; Denominator: # of projects designed)	0	2018	To be determined	UNDP and other relevant organization's reports.
Key indicative sub-outputs	**Sub-output indicators**				
3.2.1	Provincial Planning and budgeting cycles improved and responsive to gender and marginalization issues.	3.2.1.1. Percentage of community members (disaggregated by sex) satisfied with Provincial councils' sub-projects (measured by provinces) (Numerator: # of people satisfied with sub-projects; Denominator: # of people reached)			
		3.2.1.2. Number of Policies/Acts/legal framework cases amended, formulated to increase efficiency of the service delivery			
		3.2.1.3. Number of sub-national institutions & officials (sex disaggregated) with a positive change in planning approaches & delivery of public services			
		3.2.1.4. Number of people belonging to vulnerable groups who express voices in decision making			
3.2.2	Provincial Councils address multi-dimensional challenges*	3.2.2.1. Number of social innovation projects designed, of which Number of projects implemented (disaggregated by PS/MC/UC).			
		3.2.2.2. Number of people (including from vulnerable groups) participating in social innovation workshops			
		3.2.2.3. Percentage of PCs mainstream disaster risk reduction strategies and environmental standards in local plans and services			

		(Numerator: # of PCs mainstreamed the DRR strategies; Denominator: # of PCs introduced with DRR strategies)				
		3.2.2.4. Percentage increase in revenue generation (Numerator: Amount of the revenue collection for the year: Denominator: Amount budgeted collection)				
3.2.4	Central institutions support Provincial Councils to deliver better	3.2.4.1. Number of follow-up actions taken by central and provincial institutions to inform PCs and ensure implementation of new directives, guidelines, and regulations.				
		3.2.4.2. Percentage of PCs supported to meet audit recommendations (Numerator: # of PCs supported on audit recommendations; Denominator: # of PCs supported by central authorities)				
		3.2.4.3. Number of PCs following new procurement guidelines				
Output 3.3		**Output indicator**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
Local Government Authorities provide improved inclusive and responsive services.		3.3.A. Percentage of community members (disaggregated by sex) satisfied with local authorities' sub-projects (measured by provinces) (Numerator: # of people satisfied; Denominator: # of people approached for services)	0	2018	To be determined	Review of satisfactory survey.
		3.3.B. Number of Policies/Acts/legal framework cases amended, formulated to increase efficiency of the service delivery	0	2018	To be determined	Review of the UNDP and LGA reports.

		3.3.C. Number of sub-national institutions & officials (sex disaggregated) with a positive change in planning approaches & delivery of public services	0	2018	To be determined	Review of the UNDP and LGA reports and capacity assessment.
		3.3.D. Number of people belonging to vulnerable groups who express voices in decision making on local development	0	2018	To be determined	Review of LGA minutes and reports / direct observations.
Key indicative sub-outputs		**Sub-output indicators**				
3.3.1	Local Planning and budgeting cycles improved and responsive to gender and marginalization issues.	3.3.1.1. Percentage of community members (disaggregated by sex) satisfied with local authorities' sub-projects (measured by provinces) (Numerator: # of people satisfied; Denominator: # of people reached)				
		3.3.1.2. Number of Policies/Acts/legal framework cases amended, formulated to increase efficiency of the service delivery				
		3.3.1.3. Number of sub-national institutions & officials (sex disaggregated) with a positive change in planning approaches & delivery of public services				
		3.3.1.4. Number of people belonging to vulnerable groups who express voices in decision making on local development				
3.3.2	Local Government Authorities and Provincial address multi-dimensional challenges	3.3.2.1 Number of social innovation projects designed, of which Number of projects implemented (disaggregated by PS/MC/UC).				
		3.3.2.2 Number of people (including from vulnerable groups) participating in social innovation workshops				

			Baseline	Year & Source of Baseline	Target	Methods of verifications
		3.3.2.3 Percentage of LG mainstream disaster risk reduction strategies and environmental standards in local plans and services (Numerator: # of LGAs mainstreamed the DRR strategies; Denominator: # of LGAs introduced with DRR strategies)				
		3.3.2.4 Percentage increase in revenue generation (Numerator: Amount of the revenue collection for the year: Denominator: Amount budgeted collection)				
3.3.3	Central and Provincial institutions support local government authorities to deliver better	3.3.3.1. Number of follow-up actions taken by central and provincial institutions to inform LGAs and ensure implementation of new directives, guidelines, and regulations.				
		3.3.3.2. Percentage of LGAs supported to meet audit recommendations (Numerator: # of LGAs supported on audit recommendations; Denominator: # of LGAs supported by central authorities)				
		3.3.3.3. Percentage of LGAs following new procurement guidelines (Numerator: # of LGAs developed new procurement guidelines; Denominator: # of LGAs followed)				
Output 3.4		**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Methods of verifications**
		3.4.A. Extent to which the living standards of the target people improved with the support of UNDP	Living Standard Index = 0.438698	2018 / UNDP perception survey of	Living Standard Index = 0.5	Review of the UNDP perception survey of beneficiaries

Excluded and vulnerable[55] groups have improved living standards[56], including socio-economic conditions and social cohesion.			beneficiaries (PPP)		
	3.4.B. Percentage of beneficiaries reported that their incomes increased (Disaggregated by categories such as Youth and Women/ WHH, Ex-combatants) (Numerator: # of people reported an increase of incomes/ Denominator: # of people supported to increase incomes)	To be established	2018 / Baseline survey with target beneficiaries at the inception of the project.	TBD	End-line survey with target beneficiaries
	3.4.C. % of the targeted population that report increased feelings of confidence and trust in the resettlement process based on access to essential livelihood services (aligned to PPP indicator)	a. Services for crop production 32% b. animal husbandry 29% c. fishing 15% d. business 23%	2017	Services for crop production, animal husbandry, fishing & business – above 60%	Review of UNDP perception survey and other reports.
	3.4.D. % the targeted population that report feeling safe and secure particularly in terms of incomes (Aligned to PPP indicator)	Feeling of safety/security: Female - 77% Male - 81%.	2017 UNDP survey	Feeling of safety/security: Female - above 90% Male - above 90%.	Review of UNDP perception survey and other reports.

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[55] Excluded and vulnerable is defines as the people who left behind in any of the common grounds such as access to justice, social protection, development initiatives etc based on Gender, Disability, Age, Race, Ethnic, Cast, etc.

[56] Living standards are defined as the existence of basic necessities, such as housing / shelter, education, health, water and sanitation facilities, access to income generation opportunities, basic infrastructure (e.g. roads and transportation facilities) and social protection.

		3.4.E. Number of initiatives supported that include communities across social divides, including gender and disability	To be established	Baseline survey of target locations at the inception of the project.	TBD	Review of UNDP reports and end-line survey of target locations.
Key indicative sub-outputs		**Sub-output indicators**				
3.4.1	Increased access to livelihood and other related services.	3.4.1.1. Percentage of targeted population satisfied with the services provided by government and other stakeholders. (Disaggregated by WHH including War-widows and military widows, Refugee returnees, Disabled and ex-combatants) (Numerator: # of people satisfied with services / Denominator: # of people accessed services)				
		3.4.1.2. Number of target people obtained their legal and relevant documents. (Disaggregated by WHH, Refugee returnees, Disabled and ex-combatants)				
		3.4.1.3. Percentage of military and war widows who are subjected to sexual bribery and sexual exploitation when accessing services	Military widows: 50%	2016 Study of	Reduced to 25% for both categories	Survey for both the categories.

			War widows: To be identified	UN Women		
						Empowered lives. Resilient nations.
3.4.2	Increased livelihood opportunities that are durable, disaster and climate change resilient.	3.4.2.1. Percentage of sustainable quick-win livelihood opportunities established (disaggregated by gender and age). (Disaggregated by sectors – Fisheries, Agriculture, livestock and dairy categories: Youth and Women and Widows per type – War widows and Military widows)	Widows: 0 Youth: TBD	2018	War Widows: 50% Military Widows: 50%	Document reviews; Grant proposals, agreements and site visits.
		3.4.2.2. Percentage of target families have scaled-up/ expanded livelihood activities. (Disaggregated by sectors: Fisheries, Agriculture, livestock and diary Type: Youth, Women, Widows by type – War widows, Military widows and natural widows, Disabilities.)	Widows: 0 Youth: TBD	2018	War Widows: 50% Military Widows: 50%	Document reviews; Grant proposals, agreements and site visits.
		3.4.2.3. Number of target families with access to basic socio-economic infrastructure facilities.				
		3.4.2.4. Number of platforms for sustainable income (including for young people) increasing opportunities created. (Co-operatives, Private partner linkages and etc.)				
3.4.3	Excluded and vulnerable groups engaged in collective dialogue with government and other service providers for socio-economic development and social cohesion.	3.4.3.1. Number of target groups approached government and other stakeholders to have dialogue on their socio-economic development needs. (Disaggregated by categories such as Youth and Women)				
3.4.4	Community based organizations/producer	3.4.4.1. Number of CBOs / POs / CSO groups formed and activated to promote social cohesion				

organizations/civil society and other groups (such as inter/intra faith groups) function effectively that also addresses prejudices and negative social norms	(Disaggregated by their thematic focus on persons with disabilities, Youth and Women/ WHH, refugee returnees and Ex-combatants) (activated = registered and meeting regularly).				
	3.4.4.2. Extent[57] to which prejudices and negative social norms addressed.				
	3.4.4.3. Number of development initiatives undertaken by functioning CBOs				
	3.4.4.4. Number of women's groups and youth groups facilitated community-based livelihood initiatives, particularly focusing on women and youth in targeted area.				
Output 3.5	**Output indicators**	**Baseline**	**Year & Source of Baseline**	**Target**	**Means / Sources of verifications**
Citizens, particularly excluded and vulnerable groups, have an increased understanding of their rights, civic duties and ability to access enforcement/redressal mechanisms.	3.5.A. Extent[58] to which the level of understanding on rights and civic duties increased.	1	2018 / Reports of UNDP	3	Survey on public perceptions towards rights and civic duties, etc.
	3.5.B. Number of target individuals who have accessed services and enforcement/redressal mechanisms, following initiatives. (Disaggregated by categories such as Youth, Women and disability).	0	2018	TBD	Reviews of reports of relevant institutions and UNDP
Key indicative sub-outputs	*Sub-output indicators*				

[57] Rating Scale: 0 – No concerns; 1 – Low level; 2 – Medium; 3 – Strong concerns;

[58] Rating Scale: 0 – Not aware; 1 – Low level of understanding; 2 – Medium; 3 – Good level of Understanding; 4 – Strong understanding

3.5.1	Civil society actors (including youth and women) and media trained on rights, civic duties, enforcement/redressal mechanisms and peaceful coexistence.	3.5.1.1. Number of trainings conducted (Disaggregated by groups such as Women and Youth), (Measure through Pre-& Post evaluation)				
		3.5.1.2. Number members/media personnel reached.				
3.5.2	CSOs (including youth and women's organizations) strengthened to engage in collective action, and to link to mandated institutions for action/redress (including Parliament, independent commissions, and justice sector and local governance actors).	3.5.2.1. Number collective actions discussed, of which Number of actions implemented. (Disaggregated by categories such as Youth and Women)				
3.5.3	Community-based referral and advisory assistance systems introduced/strengthened to address disputes, violence, abuse and social protection issues.	3.5.3.1. Number community-based referral systems introduced-Number issues taken on/resolved through referral systems				

Output 3.6		Output Indicators	Baseline	Year and Source of Baseline	Target	Means / Sources of Verifications.
The capacities of target national institutions improved to provide integrated, inclusive and coordinated policies, programmes, systems and processes for youth development, with a focus on the excluded and vulnerable.		3.6.A. Number of Youth development instruments (including policies, systems, processes and programme/s) developed / formulated.	0	2018	TBD	Reviews of target institutions' reports, records and minutes.
		3.6.B. Percentage of youth development instruments target women's development. (Numerator: Total # of youth development instruments target women development; Denominator: Total # of youth development instruments developed)	0	2018	TBD	Reviews of target institutions' reports, records and minutes.

Indicative Sub-outputs		Sub output indicators				
3.6.1	Target institutions exposed to principles and the evidence-base relating to the youth development sector.	3.6.1.1. Percentage of institutions that have adopted the principles & evidence base (Denominator: Number of institutes exposed, Numerator: Number of Institutions incorporated.				
3.6.2	Improved skills on use of innovative approaches and tools as well as on-the-job training and mentoring for target national institutions.	3.6.2.1. Number of innovative approaches adopted by institutions to promote staff skills				

VI. Monitoring and Evaluation

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans.

	Expected results (Outcomes & Outputs)			Indicators (With Baselines and indicative Targets) and other Key areas to monitor		M&E event with Data collection methods	Time or Schedule and Frequency	Responsibilities		Means of verifications: Data source and type	Estimated Resources (USD)	Risks
								Organizing data collection	Verifying data quality and sources			
Portfolio	Impact / UNSDF Outcome 2 / CPD Outcome 1		By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst		Extent to which innovative governance platforms are strengthened at national and subnational levels, focusing on citizen engagement. Baseline: TBD Target: TBD	Independent consultancy for the assessment and CSOs engagement strategy	At the end of the portfolio term	Driver Group 1	M&E team	Assessment reports and CSOs engagement strategy	TBC	Hiring appropriate international / national consultant will delay the process of indicator

			communities and towards the State.										assessment.
					Amount of national budget allocation for gender empowerment and elimination of discrimination against women. Baseline: LKR 2.83 billion (allocated to Ministry of Women and Child Affairs)- 2018 / MFA Budget Report Target: LKR 5.69 billion	Independent Review of MFA budget reports	At the end of the portfolio term	Driver Group 1	M&E team	MFA Budget reports	TBC		Hiring appropriate international / national consultant will delay the process of indicator assessment.

Service Line 1: Parliament and Independent Commission	Outcome (CPD Output 1.1)	1	Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity.	1.1	Extent to which oversight institutions (Human Rights Commission, National Police Commission, Right to Information Commission) have the capacity to support fulfilment of national and international human rights obligations. (IRRF indicator 2.3.1 aligned) . Baseline: HRC = To be established NPC = To be established RTIC = Not fully operational yet Target: HRC = To be determined NPC = To be determined RTIC = 4	Independent assessment	Mid-term and end-term	Programme Manager	M&E team	Commissioners mandate, meeting minutes	20000	Meeting the government counter parts and data collections will delay the process.
				1.2	National legislature conducts public hearings during budget cycle. (SDG indicator 16.7.3).	Independent Review	Mid-term and end-term	Programme Manager	M&E team	Reports of the parliament	10000	Meeting the government counter parts and data

50

				Baseline: 0 Hearing

Target: 1 hearing per cycle | | | | | | | collections will delay the process. |
| | | | 1.3 | Number of policy/strategy drafts initiated/formulated, and oversight processes implemented involving non-government actors supported by UNDP.

Baseline: 2

Target: 8 | Independent review | Mid-term and end-term | Programme Manager | M&E team | UNDP reports | 10000 | Meeting the government counter parts and data collections will delay the process. |
| Output | 1.1 | The core functions of Parliament and its role int eh implementation of the 2030 agenda for sustainable development strengthened | 1.1.A | Extent to which the Parliament demonstrate that their core functions have improved.

Baseline: 1

Target: 3 | Independent Review of Annual Performance Report – Parliament of Sri Lanka | Annually | Technical Specialist | M&E team | Annual performance report of Parliament | 3000 | Meeting the government counter parts and data collections will delay the process. |

				1.1.B	Rate of (%) implementation of SDG actions plan by parliament and parliamentarians on the 2030 agenda for sustainable development. Baseline: 0 Target: 40%	Independent Review of Annual Performance Report – Parliament of Sri Lanka	Annually	Technical Specialist	M&E team	Annual performance report of Parliament		Meeting the government counter parts/ MPs and data collections will delay the process.
Output	1.2	The openness of the Parliament and its ability to obtain public/civil society input to its functions improved.		1.2.A	Number of mechanisms and processes in place for engagement of the public/civil society organizations in the work of Parliament. Baseline: 0 Target: At least 2	Internal review of UNDP and Parliamentary reports	Annually	Technical Specialist	M&E team	UNDP reports and Parliamentary reports	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
				1.2.B	Number of public/civil society organization recommendations adopted by Parliamentary mechanisms, with the support of	Internal review of UNDP and Parliamentary reports	Annually	Technical Specialist	M&E team	UNDP reports and Parliamentary reports	N/A	Internal capacity of reviews / data collection and work load of

				UNDP. Baseline: 0 Target: At least 2								internal staff may delay the M&E event.
			1.2.C	Number of recommendations adopted by Parliament mechanisms, with the support of UNDP (Disaggregated by women / women's forums and Persons with Disabilities (PWD) / PWD forms) Baseline: 0 Target: 3 (At least 2 by women group)	Internal review of UNDP and Parliamentary reports	Annually	Technical Specialist	M&E team	UNDP reports and Parliamentary reports	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
Output	1.3	Human Rights Commission has improved capacities to discharge its core functions	1.3.A	% of complaints referred and resolved annually. Baseline: TBE Target: TBD	Internal review	Annually	Technical Specialist	M&E team	HRC reports and Case details.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay

											the M&E event.
				1.3.B	Number of recommendations to address human rights gaps advocated by the Commission (Disaggregated by sectors including prison, police, court system and other public sector institutions) Baseline: TBE Target: TBD	Internal review	Annually	Technical Specialist	M&E team	HRC reports, advocacy papers, etc.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
				1.3.C	Percentage of gender specific recommendations advocated and/or implemented by the commission. (Numerator: # of Gender specific recommendations ; Denominator: Total # of recommendations advocated) Baseline: 0	Internal review	Annually	Technical Specialist	M&E team	HRC reports, advocacy papers, etc.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.

					Target: 50%							
Output	1.4		National Police Commission (NPC) has improved capacities to discharge its core functions.	1.4.A	Percentage of cases resolved (Disaggregated by categories) Baseline: Public Complaints - 86 Percent resolved. Appeals by Police - 80.5 Percent resolved Target: TBD	Internal review	Annually	Technical Specialist	M&E team	NPC reports, UNDP reports	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
				1.4.B	Number of recommendations implemented from gender, training, communications and other assessments/strategies/corporate processes. Baseline: 0	Internal review	Annually	Technical Specialist	M&E team	NPC reports, circulars and minutes.	N/A	Internal capacity of reviews / data collection and work load of internal staff may

												delay the M&E event.
				(Findings and recommendations in draft – finalized for implementation) Target: Gender: 15 Training: 20 Communications: 25 Others: TBD								
			1.4.C	Percentage of gender specific recommendations implemented by the commission. (Numerator: # of Gender specific recommendations implemented; Denominator: Total # of recommendations Implemented) Baseline: 0 Target: 75%	Internal review	Annually	Technical Specialist	M&E team	NPC reports, circulars and minutes.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
Output	1.5	Right to Information Commission (RTIC) has improved capacities to discharge its core functions.	1.5.A	Percentage of RTI appeals resolved within the allocated timeframe. Baseline: TBE Target: TBD	Reviews of RTI Monthly reports	Annually	Technical Specialist	M&E team	RTI reports, case completion details, etc.		

				1.5.B	Percentage of appeals by women resolved. (Numerator: # of appeals by women resolved; Denominator: Total # of appeals resolved) Baseline: TBE Target: TBD	Internal review	Annually	Technical Specialist	M&E team	RTI assessment and reports.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
Service Line 2: Rule of Law and Access to Justice	Outcome (CPD output 1.2)	2	Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services.	2.1	Extend to which transitional justice mechanisms are operationalized. Baseline: 1 Target: 2	Independent review of Special Rapporteur reports - OHCHR	Mid-term and end-term	Programme Manager	M&E team	Reports of UNOHCHR	15000	Process of hiring international / national consultants for the survey will delay the M&E event
				2.2	Number of men and women accessing justice through UNDP interventions. (IRRF 3.4.1 aligned) Baseline: 5000 (of whom at least 50 percentage are women) Target: 7000 (of	Independent review	Mid-term and end-term	Programme Manager	M&E team	UNDP project reports.		

				whom at least 50 percentage are women)								
Output	2.1	Baselines established/updated, and policy dialogue, policy adoption and implementation increased on access to justice, Peace and Reconciliation with a focus on excluded, isolated and vulnerable groups.	2.1. A	Percentage of findings/recommendations adopted/implemented (Numerator: # of findings/ recommendations adopted / implemented; Denominator: # of findings/recommendations emanating from surveys/assessments,) Baseline: 0 Target: TBD	Independent review	Annually	Technical Specialist	M&E team	Surveys, Assessments, reports of UNDP and other relevant actors.	5000	
Output	2.2	State and non-state justice sector actors strengthened to deliver victim-centric services on areas including SGBV, victims and	2.2. A	Number of Transitional Justice mechanisms established and/or operationalized.	Internal review and direct observations.	Annually	Technical Specialist	M&E team	Parliamentary reports and media releases.	N/A	Internal capacity of reviews / data collection and work

	witness protection, and transitional justice		Baseline: 1 Target: 2							load of internal staff may delay the M&E event.
		2.2.B	Number of beneficiary-clients who received support services through UNDP's interventions. (disaggregated by SGBV, youth, victims & witness protection & transitional justice-related) Baseline: SGBV – Approx. 21,000; victims & Witness protection – 226; Transitional Justice - 0 Target: Increased in numbers	Internal review	Annually	Technical Specialist	M&E team	Reports of UNDP, partner CSOs and other relevant institutions.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
		2.2.C	Percentage of beneficiary-clients who expressed satisfaction with support services received.	Independent review	Annually	Technical Specialist	M&E team	Beneficiary Satisfaction survey.	10000	

					Baseline: 0 Target: TBD						
Output	2.3	State and non-state justice sector actors have increased access to progressive international principles, standards and good practices on access to justice.	2.3.A	Number of targeted state and non-state justice sector actors reached Baseline: State - 4 Non-state - 0 Target: TBD	Internal review	Annually	Technical Specialist	M&E team	UNDP and other institution's reports	N/A	
			2.3.B	Extend to which international principles, standards and good practices (including those related to gender and youth) adopted. Baseline: 1 Target: TBD Rating scale: 0 – No, 1 – Very Low, 2 – Low, 3 – Medium, 4 – Good, 5 – Very good	Independent assessment	Annually	Technical Specialist	M&E team	Reports of the relevant institutions.	10000	

	Output	2.4	UN Guiding Principles on Business and Human Rights adopted and implemented	2.4. A	Number of businesses that have adopted UNGP on businesses and human rights. Baseline: 0 Target: TBD	Internal reviews	Annually	Technical Specialist	M&E team	Reports of UNDP and other relevant institutions.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
Service Line 3: Public Sector and Local Governance	Outcome (CPD output 1.3)	3	National and sub-national level institutions have the capacity to deliver equitable, accountable and effective services.	3.1	Proportion of the sample population satisfied with their last experience of public services in selected districts. Baseline: 0.53 Target: 0.65 Rating scale: High > 0.6, 0.6> Medium > 0.3, Low < 0.3l	Independent review of client satisfaction survey.	Mid-term and end-term	Programme Manager	M&E Team	Client satisfaction survey.	15000	Inappropriate Data collection and sampling model will deviate the results

			3.2	Number of people (women, youth and the disabled) supported for strengthened livelihoods through entrepreneurship, skills training, and business support services. (IRRF 1.1.1B aligned) Baseline: TBE Target: TBD	Independent reviews	Mid-term and end-term	Programme Manager	M&E Team	Reports of UNDP	15000	Inappropriate Data collection and sampling model will deviate the results
Output	3.1	Reformed public sector delivers better	3.1.A	Percentage of officials who express that they use new methods in service delivery systems and processes – Disaggregated by Gender (Numerator: Number of officials who are using the methods introduced; Denominator: Number of officials who are introduced to new methods,). Baseline: 0	Sample survey on service delivery systems and processes	Mid-term and end-term	Technical Specialist	M&E Team	Survey reports, and other reports.	7000	

					Target: TBD						
Output	3.2	Provincial Councils provide improved inclusive and responsive services.	3.2.A	Extent to which PCs have improved capacity to provide quality and inclusive services. Baseline: 2 Target: 3 Rating scale: 0 – Poor capacity; 1 – Low Capacity; 2 – Medium Capacity; 3 – Good Capacity & 4 – Strong Capacity	Independent capacity assessments and reviews	Mid-term and end-term	Technical Specialist	M&E team	Reports of the capacity assessment and reviews.	10000	
			3.2.B	Percentage of public (disaggregated by sex) satisfied with provincial council service delivery (measured by provinces) Baseline: 0 Target: 40%	Conduct satisfactory survey/ reviews of established feedbacks collection system.	Annually	Technical Specialist	M&E team	Reports of feedbacks and satisfactory survey	N/A	
			3.2.C	Percentage of participatory projects successfully implemented.	Review of capacity assessment/ satisfactory	Annually	Technical Specialist	M&E team	Reports of satisfactory survey, capacity	N/A	

					survey and other reports				assessment and UNDP		
				Baseline: 0							
				Target: TBD							
Output	3.3	Local Government Authorities provide improved inclusive and responsive services	3.3.A	Percentage of community members (disaggregated by sex) satisfied with local authorities' sub-projects (measured by provinces)	Review of satisfactory survey	Annually	Technical Specialist	M&E team	Satisfactory survey	10000	
				Baseline: 0							
				Target: TBD							
			3.3.B	Number of Policies/Acts/legal framework cases amended, formulated to increase efficiency of the service delivery	Reviews of the UNDP and LGA reports	Annually	Technical Specialist	M&E team	Reports of the LGAs and UNDP	N/A	
				Baseline: 0							
				Target: TBD							
			3.3.C	Number of sub-national institutions & officials (sex disaggregated) with a positive change in planning	Review of the UNDP and LGA reports and capacity assessment.	Annually	Technical Specialist	M&E team	UNDP and LGA reports and capacity assessment.	N/A	

				approaches & delivery of public services Baseline: 0 Target: TBD							
			3.3.D	Number of people belonging to vulnerable groups who express voices in decision making on local development Baseline: 0 Target: TBD	Review of LGA minutes and reports / direct observations.	Frequently	Technical Specialist	M&E team	Minutes, reports of LGA and UNDP	2500	
	Output	3.4	Excluded and vulnerable groups have improved living standards, including socio-economic conditions and social cohesion.	3.4.A	Extent to which the living standards of the target people improved with the support of UNDP Baseline: Living Standard index - 0.438698 Target: Living Standard - 0.5	Reviews of the UNDP perception survey of beneficiaries	Annually	Technical Specialist	M&E team	Public perception survey report	10000	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.

					3.4.B	Percentage of beneficiaries reported that their incomes increased (Disaggregated by categories such as Youth and Women/ WHH, Ex-combatants) Baseline: TBE Target: TBD	End-line survey	End-term	Technical Specialist	M&E team	End line survey reports.	3000	
					3.4.C	% of the targeted population that report increased feelings of confidence and trust in the resettlement process based on access to essential livelihood services (aligned to PPP indicator) Baseline: a. Services for crop production 32% b. animal husbandry 29% c. fishing 15% d. business 23% Target: Services for crop	Desk review of the perception survey and other reports	Annually	Technical Specialist	M&E team	Perception survey and other reports	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.

				production, animal husbandry, fishing & business – above 60%							
				3.4.D	% the targeted population that report feeling safe and secure particularly in terms of incomes (Aligned to PPP indicator) Baseline: Feeling of safety/security: Female - 77% Male - 81%. Target: Feeling of safety/security: Female - above 90% Male - above 90%.	Desk review of the perception survey and other reports	Annually	Technical Specialist	M&E team	Perception survey and other reports	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.

				3.4.E	Number of initiatives supported that include communities across social divides, including gender and disability Baseline: TBE End line: TBD	Internal reviews	Annually	Technical Specialist	M&E team	UNDP reports and end-line survey reports of target locations.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
Output	3.5	Citizens, particularly excluded and vulnerable groups, have an increased understanding of their rights, civic duties and ability to access enforcement/redressal mechanisms.		3.5.1	Extent to which the level of understanding on rights and civic duties increased. Baseline: 1 Target: 3 Rating Scale: 0 – Not aware; 1 – Low level of understanding; 2 – Medium; 3 – Good level of Understanding; 4 – Strong understanding	Independent survey on public perceptions towards rights and civic duties, etc.	End of the term	Programme Manager	M&E team	Survey reports, and other reports.	10000	

				3.5.2	Number of target individuals who have accessed services and enforcement/redressal mechanisms following initiatives. (Disaggregated by categories such as Youth, Women and disability). Baseline: 0 Target: TBD	Internal reviews.	Mid-term and end-term	Technical Specialist	M&E team	Reports of the relevant institutions and UNDP	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.
	Output	3.6	The capacities of target national institutions improved to provide integrated, inclusive and coordinated policies, programmes, systems and processes for youth development, with a focus on	3.6.1	Number of Youth development instruments (including policies, systems, processes and programme/s) developed / formulated. Baseline: 0 Target: TBD	Internal reviews.	Annually	Technical Specialist	M&E team	Target institution's reports, records and minutes.	N/A	Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event.

| | | | the excluded and vulnerable. | 3.6.2 | Percentage of youth development instruments target women's development.

(Numerator: Total # of youth development instruments target women development; Denominator: Total # of youth development instruments developed)

Baseline: 0

Target: TBD | Internal reviews. | Annually | Technical Specialist | M&E team | Target institution's reports, records and minutes. | N/A | Internal capacity of reviews / data collection and work load of internal staff may delay the M&E event. |

VII. Multi-Year Work Plan

The multi-year work plans capture resources that have been mobilized from donors. These work plans will be revised as new resources are committed towards the portfolio.

a. **Multi Year Work Plan Parliament and Independent Commission**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	Funding Source	Donor Code	Budget Code	Budget Description	Total Amount	Y1 (2018)	Y2 (2019)	Y3 (2020)
112513 - Outcome 1: Strenthened Parliament and Commisions (SPC)										
Output 111033: Support to Parliament										
	1.1.1.Provide technical support to devise and formulate internal processes, procedures, coordination mechanisms and guidelines for target committees		001981	30000	00187	71300	National Consultants	4,000.00		4,000.00	-
			001981	30000	00187	74200	Audio Visual&Print Prod Costs	3,000.00		2,000.00	1,000.00
			001981	30000	00187						
			001981	30000	00187						-
	Sub-Total for Activity - ACT 1.1.1							7,000.00	-	6,000.00	1,000.00
Activity 1.1: Parliament core functions	1.1.2.Support to target committees to formulate and implement oversight/action plans and review policies, legislation and budgets		001981	30000	00187	71300	National Consultants	8,000.00		8,000.00	-
			001981	30000	00187	74200	Audio Visual&Print Prod Costs	3,000.00		2,000.00	1,000.00
			001981	30000	00187	75700	Training, Workshops and Confer	5,000.00		3,000.00	2,000.00
			001981	30000	00187						
			001981	30000	00187						-
	Sub-Total for Activity - ACT 1.1.2							16,000.00	-	13,000.00	3,000.00
	1.1.3 Assistance for the formulation of an implementation mechanism for the code of conduct with an emphasis on gender sensitivity		001981	30000	00187	71200	International Consultants	10,000.00		10,000.00	-
			001981	30000	00187	71300	National Consultants	7,500.00		5,000.00	2,500.00
			001981	30000	00187	75700	Training, Workshops and Confer	3,358.00		2,500.00	858.00
			001981	30000	00187						
			001981	30000	00187						-
	Sub-Total for Activity - ACT 1.1.3							20,858.00	-	17,500.00	3,358.00
	1.2.1. Technical support provided for public consultations/hearings of parliamentary committees		001981	30000	00187	71200	International Consultants	11,500.00		11,500.00	-
			001981	30000	00187	71500	UNV	3,000.00		3,000.00	-
			001981	30000	00187	72100	Contractual Services - Companies	5,482.00		3,000.00	2,482.00
			001981	30000	00187	75700	Training, Workshops and Confer	10,000.00		5,000.00	5,000.00
			001981	30000	00187	72400	Communic & Audio Visual Equip	10,000.00		5,000.00	5,000.00
			001981	30000	00187						
Activity 1.2: Parliament civic engagement	Sub-Total for Activity - ACT 1.2.1							39,982.00	-	27,500.00	12,482.00
	1.2.2. Citizen's engagement with Parliament and the Parliamentary responsiveness to the needs of people enhanced		001981	30000	00187	71200	International Consultants	24,000.00		24,000.00	-
			001981	30000	00187	71300	National Consultants	8,000.00		8,000.00	-
			001981	30000	00187	71600	Travel	500.00		500.00	-
			001981	30000	00187	72100	Contractual Services - Companies	5,000.00		3,000.00	2,000.00
			001981	30000	00187	72400	Communic & Audio Visual Equip	4,000.00		2,500.00	1,500.00
			001981	30000	00187	75700	Training, Workshops and Confer	12,000.00		6,000.00	6,000.00
			001981	30000	00187						
	Sub-Total for Activity - ACT 1.2.2							53,500.00	-	44,000.00	9,500.00
Management and Operational support	Management and Operational support activities to implement the project activities		001981	30000	00187	71400	Contractual Services - Individ	21,000.00		7,000.00	14,000.00
			001981	30000	00187	71600	Travel	500.00		300.00	200.00
			001981	30000	00187	72200	Equipment and Furniture				-
			001981	30000	00187	72300	Materials & Goods				-
			001981	30000	00187	72400	Communic & Audio Visual Equip				-
			001981	30000	00187	72500	Supplies				-
			001981	30000	00187	75700	Training, Workshops and Confer	2,000.00		2,000.00	-
			001981	30000	00187	76100	Foreign Exchange Currency Loss				-
			001981	30000	00187	72100	Contractual Services - Companies	7,500.00			7,500.00
	Sub-Total for Activity - ACT MGT&OPS							31,000.00	-	9,300.00	21,700.00
								168,340.00	-	117,300.00	51,040.00
	Direct Project Cost (6.5%)		001981	30000	00187	64300	DPC-Staff	10,942.00	-	7,625.00	3,317.00
	General Management Support (8%)		001981	30000	00187	75100	Facilities & Administration	14,342.00	-	9,994.00	4,348.00
TOTAL								193,624.00	-	134,919.00	58,705.00

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET					Y1 (2018)	Y2 (2019)	Y3 (2020)
			Funding Source	Donor Code	Budget Code	Budget Description	Total Amount			
112513 - Outcome 1: Strengthened Parliament and Commissions (SPC)										
Output 115381: Support to Independent Commissions										
Activity 1.3: Support HRC	1.3.1: Strengthening the efficiency of the investigations and inquiries	001981	30000	00187	71300	National Consultants	42,000.00		35,000.00	7,000.00
		001981	30000	00187	72100	Contractual Services - Companies	15,000.00		7,000.00	8,000.00
Human Rights Commission has improved capacities to discharge its core functions		001981	30000	00187	72400	Communic & Audio Visual Equip	10,000.00		6,000.00	4,000.00
		001981	30000	00187	75700	Training, Workshops and Confer	12,000.00		4,000.00	8,000.00
		001981	30000	00187						-
	Sub-Total for Activity - ACT 1.3.1						79,000.00	-	52,000.00	27,000.00
	1.3.2: Implementation of research studies conducted by UNDP(communication strategy, training needs assessment and follow ups of prison reforms study)	001981	30000	00187	71300	National Consultants	38,000.00		33,500.00	4,500.00
		001981	30000	00187	72100	Contractual Services - Companies	14,000.00		6,000.00	8,000.00
		001981	30000	00187	72400	Communic & Audio Visual Equip	12,000.00		8,000.00	4,000.00
		001981	30000	00187	72600	Grants	44,014.00		34,014.00	10,000.00
		001981	30000	00187	75700	Training, Workshops and Confer	30,000.00		15,000.00	15,000.00
		001981	30000	00187						-
		001981	30000	00187						-
	Sub-Total for Activity - ACT 1.3.2						138,014.00	-	96,514.00	41,500.00
Activity 1.4: Support to NPC	1.4.1: Implementation of recommendations of research studies (Communication strategy, training needs assessment and gender study developed by UNDP)	001981	30000	00187	71300	National Consultants	32,824.00		21,000.00	11,824.00
		001981	30000	00187	72100	Contractual Services - Companies	15,000.00		15,000.00	-
		001981	30000	00187	72200	Equipment and Furniture	8,506.00		7,000.00	1,506.00
		001981	30000	00187	75700	Training, Workshops and Confer	43,000.00		30,000.00	13,000.00
		001981	30000	00187						-
	Sub-Total for Activity - ACT 1.4.1						99,330.00	-	73,000.00	26,330.00
	1.4.2: Enhancing technical capacity of NPC	001981	30000	00187	71200	International Consultants	26,000.00		13,000.00	13,000.00
		001981	30000	00187	71600	Travel	20,000.00		10,000.00	10,000.00
		001981	30000	00187	72100	Contractual Services - Companies	23,494.00		23,494.00	-
		001981	30000	00187	72200	Equipment and Furniture	18,000.00		18,000.00	-
		001981	30000	00187	75700	Training, Workshops and Confer	28,000.00		16,000.00	12,000.00
	Sub-Total for Activity - ACT 1.4.2						115,494.00	-	80,494.00	35,000.00
Activity 1.5: Support for RTI	ACT 1.5.1: Strengthening public institution's capacity for proactive disclosure	001981	30000	00187	71300	National Consultants	10,000.00		1,000.00	9,000.00
		001981	30000	00187	72100	Contractual Services - Companies	15,000.00		3,000.00	12,000.00
		001981	30000	00187	75700	Training, Workshops and Confer	10,165.00		7,500.00	2,665.00
		001981	30000	00187						-
		001981	30000	00187						-
	Sub-Total for Activity - ACT 1.5.1						35,165.00	-	11,500.00	23,665.00
	1.5.2: Providing technical assistance to expedite the RTI appeal process	001981	30000	00187	71300	National Consultants	14,000.00		3,000.00	11,000.00
		001981	30000	00187	72100	Contractual Services - Companies	10,000.00		5,000.00	5,000.00
		001981	30000	00187						-
		001981	30000	00187						-
		001981	30000	00187						-
	Sub-Total for Activity - ACT 1.5.2						24,000.00	-	8,000.00	16,000.00
	1.5.3: Providing training on RTI relevant stakeholders	001981	30000	00187	71300	National Consultants	10,000.00			10,000.00
		001981	30000	00187	72100	Contractual Services - Companies	14,000.00			14,000.00
		001981	30000	00187	72200	Equipment and Furniture	5,000.00			5,000.00
		001981	30000	00187	75700	Training, Workshops and Confer	24,942.00			24,942.00
		001981	30000	00187						-
	Sub-Total for Activity - ACT 1.5.3						53,942.00	-	-	53,942.00
Management and Operational support	Management and Operational support activities to implement the project activities	001981	30000	00187	71400	Contractual Services - Individ	59,500.00		19,500.00	40,000.00
		001981	30000	00187	71500	UN Volunteers	30,000.00		10,000.00	20,000.00
		001981	30000	00187	71600	Travel	11,500.00		5,500.00	6,000.00
		001981	30000	00187	72200	Equipment and Furniture	7,000.00		5,000.00	2,000.00
		001981	30000	00187	72300	Materials & Goods				-
		001981	30000	00187	72400	Communic & Audio Visual Equip				-
		001981	30000	00187	72500	Supplies				-
		001981	30000	00187	73100	Rental & Maintenance-Premises				-

		001981	30000	00187	74100	Professional Services				-
		001981	30000	00187	74200	Audio Visual&Print Prod Costs				-
		001981	30000	00187	75700	Training, Workshops and Confer				-
		001981	30000	00187	76100	Foreign Exchange Currency Loss				-
		001981	30000	00187	72100	Contractual Services - Companies	7,500.00			7,500.00
	Sub-Total for Activity - ACT MGT&OPS						115,500.00	-	40,000.00	75,500.00
							660,445.00	-	361,508.00	298,937.00
	Direct Project Cost (6.5%)	001981	30000	00187	64300	DPC-Staff	42,929.00	-	23,498.00	19,431.00
	General Management Support (8%)	001981	30000	00187	75100	Facilities & Administration	56,269.00	-	30,800.00	25,469.00
TOTAL							759,643.00	-	415,806.00	343,837.00

b. Multi Year Work Plan Access to Justice

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET				Total Amount	Y1 (2018)	Y2 (2019)	Y3 (2020)
			Funding Source	Donor Code	Budget Code	Budget Description				
117979 - Outcome 2: improved Access to Justice (IAJ)										
Output 115060: Inclusive Justice										
Activity 2.1: Support to develop a National Crime Prevention Strategy/Policy	ACT 2.1.1: Support National Crime Conference, Establishment and support for a National Crime Prevention Task Force and support National Crime Survey	001981	30000	00187	72100	Contractual Services - Companies	5,000.00		5,000.00	-
		001981	30000	00187	75700	Training, Workshops and Confer	7,000.00		4,000.00	3,000.00
		001981	30000	00187						-
		001981	30000	00187						-
		001981	30000	00187						-
	Sub-Total for Activity - ACT 2.1.1						12,000.00	-	9,000.00	3,000.00
Activity 2.2: Victim-centric Services	ACT 2.2.1: Support to operationalize the victim and witness protection law	001981	30000	00187	71300	National Consultants	20,000.00		15,000.00	5,000.00
		001981	30000	00187	72100	Contractual Services - Companies	120,000.00		80,000.00	40,000.00
		001981	30000	00187	74200	Audio Visual&Print Prod Costs	9,711.00		6,000.00	3,711.00
		001981	30000	00187	75700	Training, Workshops and Confer	30,000.00		20,000.00	10,000.00
		001981	30000	00187						-
	Sub-Total for Activity - ACT 2.2.1						179,711.00	-	121,000.00	58,711.00
	ACT 2.2.2: Support to implement the policy framework and national plan of action on SGBV	001981	30000	00187	71300	National Consultants	10,000.00		8,000.00	2,000.00
		001981	30000	00187	72100	Contractual Services - Companies	58,000.00		40,000.00	18,000.00
		001981	30000	00187	74200	Audio Visual&Print Prod Costs	12,464.00		8,000.00	4,464.00
		001981	30000	00187	75700	Training, Workshops and Confer	20,000.00		15,000.00	5,000.00
		001981	30000	00187						-
	Sub-Total for Activity - ACT 2.2.2						100,464.00	-	71,000.00	29,464.00
Activity 2.3 - Comparative Good Practices	ACT 2.3.1: Strengthening continuing legal education among state and non-state justice sector actors	001981	30000	00187	71300	National Consultants	10,000.00		8,000.00	2,000.00
		001981	30000	00187	72100	Contractual Services - Companies	30,000.00		25,000.00	5,000.00
		001981	30000	00187	74200	Audio Visual&Print Prod Costs	5,939.00		3,000.00	2,939.00
		001981	30000	00187	75700	Training, Workshops and Confer	10,000.00		8,000.00	2,000.00
		001981	30000	00187						-
	Sub-Total for Activity - ACT 2.3.1						55,939.00	-	44,000.00	11,939.00
Management and Operational support	Management and Operational support activities to implement the project activities	001981	30000	00187	71400	Contractual Services - Individ	66,500.00		36,000.00	30,500.00
		001981	30000	00187	71600	Travel	28,182.00		15,000.00	13,182.00
		001981	30000	00187	72200	Equipment and Furniture	12,541.00		10,000.00	2,541.00
		001981	30000	00187	72300	Materials & Goods				-
		001981	30000	00187	72400	Communic & Audio Visual Equip				-
		001981	30000	00187	72500	Supplies	5,000.00		3,000.00	2,000.00
		001981	30000	00187	73100	Rental & Maintenance-Premises				-
		001981	30000	00187	74100	Professional Services				-
		001981	30000	00187	74200	Audio Visual&Print Prod Costs				-
		001981	30000	00187	75700	Training, Workshops and Confer	5,000.00		3,000.00	2,000.00
		001981	30000	00187	76100	Foreign Exchange Currency Loss				-
		001981	30000	00187	72100	Contractual Services - Companies	10,000.00			10,000.00
	Sub-Total for Activity - ACT MGT&OPS						127,223.00	-	67,000.00	60,223.00
							475,337.00	-	312,000.00	163,337.00
	Direct Project Cost (6.5%)	001981	30000	00187	64300	DPC-Staff	30,897.00		20,280.00	10,617.00
	General Management Support (8%)	001981	30000	00187	75100	Facilities & Administration	40,499.00		26,582.00	13,917.00
TOTAL							546,733.00	-	358,862.00	187,871.00

c. Multi Year Work Plan Local Governance

EXPECTED OUTPUTS	PLANNED ACTIVITIES	RESPONSIBLE PARTY	PLANNED BUDGET					Planned Budget by Year	
			Funding Source	Donor Code	Budget Code	Budget Description	Total Amount	Y1 (2019)	Y2 (2020)
Outcome 1: Empowered military and war widows have sustainable livelihoods and access social support services with dignity.									
Output 1.2:Civil society is strengthened to provide services for the protection of victims of sexual bribery and sexual exploitation.	1.2.3 Activity - CSOs provide free legal aid to military and war widows who are willing to file a complaint.	UNDP	30000	11363	72100	Contractual services - local (companies)	13,197	13,197	
Output 1.3: Military and war widows increase their entrepreneurial knowledge and skills.	1.3.2. Activity - Provide skills training and capacity building on business management skills for widows in identified sectors.	UNDP	30000	11363	72100	Contractual services - local (compnies)	43,750	43,750	
	1.3.3. Activity Support widows to access markets and points-of-sale by linking them to Ranaviru villages, cooperatives, 'Hela Bojun Hala'/ 'Ammaarchi' outlets in the target areas, potential private sector partners, and existing UNDP supported women's associations and producer groups.	UNDP	30000	11363	71400	Contractual Services (individuals)	5,000		5,000
		UNDP	30000	11363	71600	Travel	500		500
		UNDP	30000	11363	72500	Supplies	500		500

Activity								
1.3.4 Activity - Support entrepreneurship by setting up mentoring programmes linking widow collectives with successful women entrepreneurs, regional Chambers of Commerce (CoCs) and Women's CoCs, together with the MWCA.	UNDP	30000	11363	75700	Contractual services (indiv)	5,000		5,000
	UNDP	30000	11363	71600	Travel	500		500
	UNDP	30000	11363	72500	Supplies	500		500
1.3.5 Activity - Provide special grants to identified widows for a viable, innovative up-market business venture or scaling up of an existing venture via a 'competitive challenge'	UNDP	30000	11363	72100	Contractual services - companies	144,730	98,730	46,000
1.3.6 Activity - Conduct 'exposure visits' where widow entrepreneurs from the North and South showcase their products in 'Diversity Market Fairs', to foster cross-regional learning, build social cohesion and inter-linkages for peace.	UNDP	30000	11363	72100	Contractual Services (companies)	11,000		11,000
	UNDP	30000	11363	71600	Travel	1,000		1,000
	UNDP	30000	11363	72500	Supplies	500		500
Sub-Total for Output 1						226,177	155,677	70,500

OUTCOME 2: Increased commitment of public institutions to prevent and respond to bribery and to protect military and war widows from sexual bribery and exploitation.

Output 2.1: Capacity of public institutions and officials are built to prevent and respond to bribery and to protect military and war widows from sexual bribery and exploitation.	2.1.1 Activity - Sensitization of public officials on sexual bribery and sexual exploitation as crimes, using 'puppetry' and 'forum theatre'.	UNDP	30000	11363	75700	Training and Workshops	2,000.00	2,000	
		UNDP	30000	11363	72100	Contractual services (companies)	13,000.00	6,000	7,000
	2.1.2 Activity - Capacity of National Human Rights Institutions are enhanced to receive and respond to complaints.	UNDP	30000	11363	71400	contractual services (indiv)	4,000.00	2,000	2,000
		UNDP	30000	11363	72100	Contractual Services (companies)	4,000.00	3,000	1,000
		UNDP	30000	11363	71600	travel	1,000.00	500	500
		UNDP	30000	11363	72500	Materials/ supplies	1,000.00	500	500
	2.1.4 Activity - Capacities of the MWCA are enhanced to provide legal assistance through Women Development Officers, Counselling Assistants (and other relevant officers) on sexual bribery and exploitation in safe spaces.	UNDP	30000	11363	72100	contractual services (companies)	16,000.00	14,000	2,000
		UNDP	30000	11363	71400	Consultants services (indiv)	6,000.00	4,000	2,000
		UNDP	30000	11363	71600	travel	1,000.00	1,000	
		UNDP	30000	11363	72500	supplies	1,000.00	1,000	
Output 2.2. Capacity of public institutions and officials are built to prevent and respond to bribery and to protect military and war widows from sexual bribery and exploitation.	2.2.1 Activity - Technical support to the formation/re-establishment of anti-sexual harassment committees in public institutions as per the recent directive issued by the Ministry of Women and Child Affairs.	UNDP	30000	11363	75700	Training and Workshops	6,000.00	3,000	3,000

		UNDP	30000	11363	71600	Travel	1,000.00	500	500
		UNDP	30000	11363	72500	Materials / supplies	1,500.00	1000	500
Sub-Total for Output 2							57,500.00	38,500.00	19,000.00
M&E/ Evaluation (as relevant)	M & E	UNDP	30000	11363	71600	travel/ DSA	12,000.00	8,000	4,000
	Joint Evaluation (UNDP Contribution)	UNDP	30000	11363	72100	Contractual Services (companies)	15,000.00		15,000
General Management Support	Project Personal Costs - Technical and Project Supprt	UNDP	30000	11363	71400	Contractual Services (indiv)	34,000.00	16,400	17,600
Direct Project Cost	Equipment (lap & sim)	UNDP	30000	11363	72200	Equipment	2,000.00	2,000	
	Miscellaneous	UNDP	30000	11363	74500	Miscellaneous	725.00	500	225.00
	Audit	UNDP	30000	11363	74100	Audit	4,000.00		4,000
Subtotal							67,725.00	26,900.00	40,825.00
Total without DPC and GMS							351,402.00	221,077.00	130,325.00
							351,402.00	221,077.00	130,325.00
Indirect Project Costs	DPC (6%)	UNDP	30000	11363	64300/ 74599	DPC (6%)	22,430.00	14,111.00	8,319.00
	Subtotal						373,832.00	235,188.00	138,644.00
	GMS (7%)	UNDP	30000	11363	75100	GMS(7%)	26,168.00	16,463.00	9,705.00
TOTAL							400,000.00	251,651.00	148,349.00

VIII. Governance and Management Arrangements

Governance:

The portfolio will come under the oversight of project boards (also called Project Steering Committees), which will make consensus-based decisions, and is responsible for reviewing and approving workplans and project progress, making strategic recommendations, and approving substantive and financial revisions beyond acceptable thresholds. A detailed description of the role and responsibilities of the Project Board is provided in Annex A. Accordingly, "Development Partners *(also called Supplier)* are individuals or groups representing the interests of the parties concerned which provide funding and/or technical expertise to the project. Typically includes Implementing Partners, UNDP, donors." As such, whilst the donors have the opportunity to provide substantive inputs to the decisions of the Project Board, they are also free to play an observer role and/or attend meetings optionally. In addition to the Project Board, UNDP will convene regular meetings with contributing donors to discuss strategic direction, progress and challenges.

Given the complexity, multiplicity and need for upholding the separation of powers and independence of institutions (particularly that of Commissions) involved in the Portfolio, the following governance arrangements are under discussion and will be finalized thereafter:

- Technical assistance to Parliament: Project Board consisting of Speaker, Deputy Speaker, 6 Members of Parliament across political parties, Secretary General, Deputy Secretary General, Assistant Secretary Generals and UNDP. Relevant development partners can be observers.
- Technical assistance to independent commissions – HRC, NPC and RTIC: Project Board consisting of members of the commissions, secretaries/director generals/senior officials and UNDP. Relevant development partners may be observers.
- Technical assistance to the justice sector: Project Board consisting of Secretaries/senior officials of Ministries mandated with the subjects of Justice; Law & Order; Women & Child Affairs; and Foreign Affairs, as well as UNDP. Other members will include senior officials of the Judicial Service Commission, Attorney General's Department, Government Analyst's Department, Office of the Judicial Medical Officer, Prisons Department, and National Authority for the Protection of Victims of Crime and Witnesses. The Bar Association of Sri Lanka, relevant development partners, key non-government organizations as well as academic and research institutions engaged in the sector may be observers.
- Technical assistance to the public sector and local governance: Project Board will consist of Secretaries/senior officials of Ministries mandated with the subjects of Public Administration; Provincial Councils & Local Government; Home Affairs; Youth Affairs; and Resettlement, Chief Secretaries of relevant Provincial Councils; relevant Commissioners/Assistant Commissioners of Local Government, as well as UNDP. Other members will include senior officials of the relevant Provincial Councils, the Sri Lanka Institute of Development Administration, Sri Lanka Institute of Local Government, Local Loan and Development Fund (LLDF) and National Youth Services Council. Relevant development partners, key non-government organizations as well as academic and research institutions engaged in the sector may be observers.

IX. Exit Strategy

National ownership underlies the design of the Portfolio, where expected outcomes and outputs have been discussed and identified in consultation with relevant government agencies mandated on specific thematic areas that are covered. The objective is not to substitute for government's role, but to provide technical and other assistance of a catalytic and strategic nature, that has been identified in consultation with government and other stakeholders, as a means of accelerating and systematizing reforms identified in the government's development policy and implementation plans. The Local Project Appraisal Committee (L-PAC) and consultations leading up to it will facilitate national ownership on the identification of priorities, strategies and approaches for the portfolio. The Project Board mechanism during the planning, implementation and monitoring phase of the portfolio, will serve to facilitate the continuation of ownership as well as identification of additional strategies and activities to ensure outputs are sustainable beyond the portfolio's lifespan.

Technical assistance will not substitute for permanent cadre positions, and will only provide value addition and short/mid-term inputs targeted at achieving specific deliverables, until long-term human resource needs are put in place by respective government institutions. It will also involve working side-by-side or on-the-job training with permanent cadre to ensure knowledge and skills transfer (as and when such cadre are in place), so that outputs can be carried forward by permanent cadre within the institution. Institutional capacity assessments supported by UNDP, has resulted *inter* alia, in permanent staff being designated to fill gaps as well as maintaining new/revamped systems. UNDP will also formulate a capacity building strategy for engagement with government institutions, which will include engaging with the middle management with a view to contributing to building the next rung of public service leaders.

UNDP is also working with the UN Resident Coordinator's Office to formulate a CSO engagement strategy for the UN, that will amongst others, look at how to work towards sustainable outcomes as well as the operational continuity of CSOs beyond the lifespan of the activities they may be engaged in.

UNDP also consults local communities and other stakeholders in the prioritization and implementation of activities on the ground, which facilitates local ownership, maintenance and sustainability. The engagement of technical staff in government departments also facilitates ownership. However, maintenance of infrastructure post-implementation is a continuing challenge due to insufficient budget allocations. Where possible, UNDP links such outputs to private sector for maintenance as part of corporate social responsibility initiatives.

X. LEGAL CONTEXT

Option a. Where the country has signed the Standard Basic Assistance Agreement (SBAA)

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date).   All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by [name of entity] ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

XI. RISK MANAGEMENT

UNDP (DIM)

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the [project funds][59] [UNDP funds received pursuant to the Project Document][60] are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (http://www.undp.org/ses) and related Accountability Mechanism (http://www.undp.org/secu-srm).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:

    a. Consistent with the Article III of the SBAA *[or the Supplemental Provisions to the Project Document]*, the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
        i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
        ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.

    b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.

    c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.

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[59] To be used where UNDP is the Implementing Partner
[60] To be used where the UN, a UN fund/programme or a specialized agency is the Implementing Partner

d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.

f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

g. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

h. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.

i. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.

j. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses

under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XII. Annex

A. Risk Log

| Description	Level of Risk (1=Very Low, 2=Low, 3=Medium, 4=High, 5=Very High)	Mitigation Measures
1. Sri Lanka continues to face political instability and uncertainty. Provincial, Presidential and Parliamentary elections are on the horizon. These may have varying degrees of impact for implementing activities and achieving outputs/outcomes of the portfolio. (Political)	3	UNDP regularly monitors socio-political changes. It engages with key political, administrative, civil society and academic actors to identify potential negative impacts to policy and programme initiatives. The portfolio is designed with in-built substantive and financial flexibility that allows it to respond to changes in the socio-political context, including emerging opportunities and political bottlenecks, while still contributing to promised aggregated results. The portfolio modality introduced through recent revisions to UNDP's Programme and Project Management guidelines (2018), facilitates resources to be allocated to any project (i.e., outcome/service line) in the portfolio, depending on the need and change in socio-political context. Any reallocation across projects must be done through a formal budget revision. The donor-partner/s will be informed and consulted. If there is no continued political and/or administrative buy-in for a particular activity/output, then UNDP will transfer funds to alternative activities/outputs, in consultation with key government, civil society and development partners. The alternative activities/outputs will nevertheless contribute to the expected outcomes of the portfolio.
2. Frequent reshuffles to the Cabinet of Ministers and respective portfolios may result in a change in the political and/or administrative leadership in ministries and departments, and/or a change in the mandates of ministries and departments. This can potentially disrupt UNDP's portfolio management and implementation – in terms of commitment from new ministry/agency heads to pre-identified outputs/activities and/or pace of implementation. (Political)	3	Same as 1 above. In addition, UNDP will have formalized work plans with implementing partners, which should ensure institutional ownership for ongoing activities irrespective of changes in leadership.
3. The increasing political instability, lack of independence of and increasing politicization of the public sector, as well as a lack of a merit-based system for the public service, may increase challenges to institutional, systems and service delivery reforms in the public sector, particularly at an outcome results level. (Political)	3	Same as 1 above.
4. The terms of Members of independent Commissions may expire. The appointment of new Chairpersons and/or Members may result	3	Same as 1 above.

in a change in course of priorities, strategies, etc., of these Commissions. (Organizational)		In addition, UNDP will have formalized work plans with implementing partners, which should facilitate institutional ownership for ongoing activities irrespective of changes in leadership. UNDP will meet with the new Commissioners, and advocate for ongoing activities to be continued and completed. UNDP will also offer support for strategy development and planning exercises building on support already provided/initiated, in order to maximize on impact. Depending on changes to context, buy-in and availability of funding, the portfolio may also expand or transfer its resource allocations for technical assistance to other commissions, such as the National Procurement Commission, Audit Service Commission, Finance Commission, and Public Service Commission.
5.	Policy formulation is increasingly politically 'spread out.' It can emanate from outside the public administration/bureaucracy, thus creating additional challenges to engaging with multiple political actors and advisers as well as institutions and mechanisms on policy advocacy and advisory services. (Strategic)	3	Engage with relevant political actors and advisers, in addition to the public administration/bureaucracy. In addition, advocate for, facilitate and support the convening of, a more synchronized, coordinated and inclusive approach to policy-making and implementation across multiple actors, institutions, mechanisms and end users, that is owned by duly mandated institutions.
6.	Sri Lanka graduating to a lower middle-income category country as well as other internal and external geo political factors have led to several development partners reducing their presence/development cooperation in Sri Lanka. This may have adverse impacts on UNDP's ability to mobilize the total resources estimated for the portfolio, which will in turn result in a shortfall of resources with respect to specific outcomes, outputs and activities. (Financial)	3	UNDP Sri Lanka has an institutionalized practice of reviewing and updating its resource mobilization pipeline and corresponding strategy on a regular basis. It is in the process of identifying alternative development finance resources. In the event that UNDP does not secure the total estimated budget requirement for the entire portfolio, then there will be a shortfall with respect to specific outcomes, outputs and activities. This will be addressed mid-way through the implementation timeline, through a revision to the portfolio document, results framework (specific outcomes/outputs/activities) and/or estimated budget, as required. This will be done in consultation with the donor-partners as well as relevant government and non-government entities. Decisions will be agreed and documented at project board/steering committee meetings.

B. Description of Roles and Responsibilities of Project Board

Minimum Roles Required for
Programme and Project Management Functions
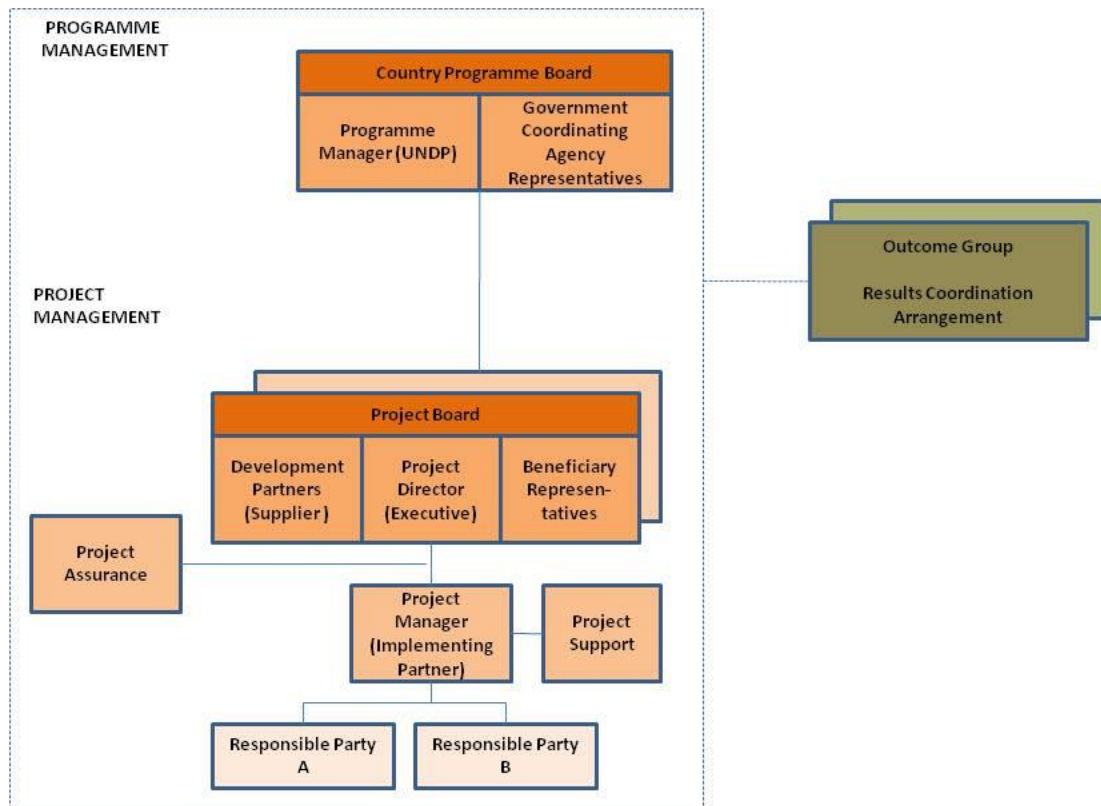
Oversight Mechanisms

1. All UNDP programmes and projects must be governed by a multi-stakeholder board or committee established to review performance based on monitoring and evaluation, and address implementation issues to ensure quality delivery of results.

2. Project oversight is done through a project board, a multi-stakeholder governance mechanism (that may also be called a project steering committee or joint programme steering committee). The project document will state the required frequency of project reviews. Multiple projects in a portfolio may use the same board/committee for oversight, and existing mechanisms may be used, as long as the required composition and oversight functions are met. Joint results group boards may also be used, as long as individual projects are reviewed.

Functions of Oversight Mechanisms

1. Programme and project boards meet at designated decision points, at least once per year for an annual review, or as necessary. The purposes are to:

   a. Provide overall guidance and direction and agree on adjustments within provided tolerance levels;
   b. Assess the achievement of results in the context of the UNDAF and national results/outcomes;
   c. Assess the quality of programming against the quality criteria for UNDAFs and UNDP programming;
   d. Assess risks to the programme or project, and agree on management actions and resources to address them effectively; and
   e. Identify and address operational issues of programme and project implementation, including those that could lead to revisions of the UNDAF, or country programme or project if required.

2. Assurance is the responsibility of each board member. The assurance role supports respective board members in carrying out oversight and monitoring functions. This role ensures appropriate management milestones are managed and completed.

3. An annual review meeting should take place at the time of year most effective for reviewing results and making decisions. It should verify that the recommendations of the previous review were appropriately followed up and make recommendations to overcome any new issues or seize opportunities identified. Recommendations also support the preparation of inputs into the UNDP Results-Oriented Analysis Report and other reporting required by stakeholders/donors.

4. The project board is responsible for making management decisions by consensus when required, including the approval of project plans and revisions, and the project manager's tolerances. It reviews evidence on project performance based on monitoring, evaluation and reporting, including progress reports and the combined delivery report. The project quality assurance report and donor, UN pooled fund or vertical fund reports should be discussed with the board, along with management actions to improve quality. Board decisions are made in accordance with standards to ensure management for development results: best value for money, fairness, integrity, transparency and effective international competition. In case a consensus cannot be reached within the board, a final decision shall rest with the Resident Representative or staff member with delegated authority as the programme manager.

Project Board Roles

Project boards contain four roles:

   a. **Project director** (also called executive): Represents project ownership and chairs the group.

   b. **Development partners** (also called supplier): Individuals or groups representing the interests of the parties concerned that provide funding and/or technical expertise to the project. This typically includes implementing partners, UNDP and donors. It will also include members from the Department of Project Management and Monitoring (DPMM), Department of External Resources (ERD), Department of National Budget (NBD), Department of National Planning (NPD) and Department of Treasury Operations (TOD) for proper oversight mechanism.

   c. **Beneficiary representative**: Individuals or groups representing the interests of those who will ultimately benefit from the project. Their primary function within the board is to ensure the realization of project results from the perspective of project beneficiaries. Often civil society representative(s) can fulfil this role.

d. **Project assurance:** Project assurance is the responsibility of each project board member; however, UNDP has a distinct assurance role for all UNDP projects in carrying out objective and independent project oversight and monitoring functions. Project assurance has to be independent of the project manager. A UNDP programme or monitoring and evaluation officer typically holds the project assurance role on behalf of UNDP.

B. **Preliminary Budget Estimate and Resource Contribution Table**

SDG 16 Flagship Portfolio		Total Budget Estimate USD	Resource Contributions USD			
			Government of Norway	European Union	UN Multilateral Funds	Other
Impact						
By 2022, people in Sri Lanka, especially the marginalized and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst communities and towards the State. (2018-2022 UN Sustainable Development Framework Outcome 2, UNDP Country Programme Document (CPD) Outcome 1)						
Service line						
SDG 16 Portfolio: Outcome 1	**CPD Output 1.1**					
Select *policymaking and oversight structures* strengthened to perform core functions for improved accountability and inclusivity.						
Output 1.1						
The core functions of Parliament and its role in the implementation of the 2030 Agenda for Sustainable Development strengthened		400,000	100,000	-	-	-
Output 1.2						

The openness of the Parliament and its ability to obtain public/civil society input to its functions improved	400,000	200,000	-	-	-	
Output 1.3						
Human Rights Commission has improved capacities to discharge its core functions	1,000,000	300,000	450,000	-	-	
Output 1.4						
National Police Commission has improved capacities to discharge its core functions.	1,000,000	300,000	450,000	-	-	
Output 1.5					-	-	
Right to Information Commission (RTIC) has improved capacities to discharge its core functions.	800,000	100,000	350,000	-	-	
Service line						
SDG 16 Portfolio: Outcome 2	**CPD Output 1.2**					
Marginalized and vulnerable communities have increased and equitable *access to justice*, including demand-driven legal protection and gender sensitive services.						
Output 2.1						
Baselines established/updated, and policy dialogue, policy adoption and implementation increased on access to justice, with a focus on excluded and vulnerable groups	400,000	-	950,000	-	-	

Output 2.2						
State and non-state justice sector actors strengthened to deliver victim-centric services on areas including SGBV, victims and witness protection, and transitional justice	2,650,000	400,000	2,550,000	-	-	
Output 2.3						
State and non-state justice sector actors have increased access to progressive international principles, standards and good practices on access to justice	500,000	100,000	5,250,000	-	-	
Output 2.4						
UN Guiding Principles on Businesses and Human Rights adopted and implemented.	400,000	-	-	100,000	-	
Thematic area						
SDG 16 Portfolio: Outcome 3	**CPD Output 1.3**					
National and sub-national level institutions have the capacity to deliver equitable, accountable and effective services.						
Output 3.1						
Advocacy and technical assistance initiated for broader public administration reforms	1,000,000	-	-	-	-	
Output 3.2						
Provincial Councils provide improved inclusive and responsive services.	1,000,000	-	-	-	-	

Output 3.3					
Local Government Authorities provide improved inclusive and responsive services.	11,000,000	-	11,000,000 (Pipeline)	-	-
Output 3.4					
Excluded and vulnerable groups have improved socio-economic conditions and social cohesion.	5,000,000	-	-	300,000	750,000
Output 3.5					
Citizens, particularly excluded and vulnerable groups, have an increased understanding of their rights, civic duties and ability to access enforcement/redressal mechanisms.	500,000	-	-	100,000	-
Output 3.6					
The capacities of target national institutions improved to provide integrated, inclusive and coordinated policies, programmes, systems and processes for youth development, with a focus on the excluded and vulnerable.	1,000,000	-	-	-	-
TOTAL (USD)	**27,050,000**	**1,500,000**	**21,000,000 (Pipeline)**	**500,000**	**750,000**

1. UN operational exchange rate (as of October 2018).

2. Budget estimates for outputs as well as utilization timelines may need to be adjusted based on changes in context, additional resources becoming available, etc.