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வெளிநாட்டு வளங்கள் திணைக்களம்
Department of External Resources

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Secretary, Ministry of National Policies, Economic Affairs, Resettlement & Rehabilitation, Northern Province Development and Youth Affairs and Dry Zone Development
Secretary, Ministry of Public Administration and Disaster Management
Secretary, Ministry of Local Government and Provincial Councils
Secretary, Ministry of Mass Media
Secretary, Ministry of Justice
Secretary, Ministry of Women and Child Affairs
Secretary, Parliament of Sri Lanka
Secretary, National Police Commission
Secretary, Human Rights Commission
Secretary, Right to Information Commission
Director General, Department of Project Management and Budget Monitoring
Director General, Department of National Planning
Director General, Department of National Budget
Director General, Department of Treasury Operations
Director General, National Authority for the Protection of Victims of Crime and Witnesses

Dear Sir / Madam

UNDP - Sri Lanka Flagship Portfolio on SDG 16 on Peace, Justice and Strong Institutions (2019-2022)
- **Final Document**

This refers to our letter dated 1.10.2019 sent to the Resident Representative of the UNDP with a copy to you on the above.

Accordingly, a copy of the finalized document is herewith submitted for your active participation during the selection and finalization of detailed project activities and their implementation under the said portfolio, please.

Yours faithfully

Sampath Manthrinayake
Additional Director General
for Director General

Copy to: Resident Representative, UNDP

UNDP Sri Lanka's Flagship Portfolio on SDG 16: Peace, Justice and Strong Institutions

2018-2022

Overview

Implementing agency	United Nations Development Programme (UNDP)
Outcomes	1. Select policymaking and oversight structures strengthened to perform core functions for improved accountability and inclusivity. 2. Marginalized and vulnerable communities have increased and equitable access to justice, including demand-driven legal protection and gender sensitive services. 3. National and sub-national level institutions have the capacity to deliver equitable, accountable and effective services
Timeframe	2018-2022
Locations	National and sub-national (the selection of sub-national locations will be informed by evidence-based criteria of exclusion and vulnerability)
Budget	USD 27,050,000

Executive summary

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

The United Nations Development Programme's (UNDP) Flagship Portfolio on SDG16: Peace, Justice and Strong Institutions (henceforth, the portfolio) aims to strengthen the ability of key institutions to address governance deficits and deliver people-centric services as well as build the space, capacity and trust for excluded and vulnerable groups to participate and provide inputs to policy- and decision-making, as a contribution to sustainable peace and inclusive socio-economic development in Sri Lanka.

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."

Context and problem analysis

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, 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 also 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[1], 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.[2] While the overall outlook is positive, there are challenges. Political uncertainty risks delaying governance and economic reforms, in turn adversely impacting on both growth and poverty reduction. While poverty is in decline, nearly one quarter of the population lives just above the poverty line. Poverty and vulnerability are 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 ethnic minorities.[3]

Sri Lanka has experienced some forward momentum on the democratization spectrum in recent years. At the same time, commitments to reform have been diluted by the slow pace of implementation or inaction, incidences of corruption and abuse of power. Without sufficient tangible improvements in people's lives, analysts fear that the window of opportunity for greater democratization will close.

The 19th Amendment to the Constitution in 2015 resulted in greater checks and balances between the executive, legislative and judicial arms of government. The 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.

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 enable *inter alia* public broadcasting of committee proceedings. The adoption of a Code of Conduct for Parliamentarians is also noteworthy. At the same time, many individual elected representatives do not live up to their legislative, oversight and representative roles, and have insufficient knowledge of Parliamentary procedure and protocol as well as institutional support. On many occasions, the Parliament has become a forum for divisive politics, including identity politics.

The appointment of members to 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, has resulted in incremental improvements in protection of human rights, the rule of law, and transparency and accountability of executive agencies. At the same time, there is a critical need to further strengthen these commissions, particularly with regard to how they reach out to those most at risk, and develop/strengthen their independence and resilience to political shifts and

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[1] Department of Census and Statistics, Sri Lanka.
[2] UNDP, Human Development Report, 2018: http://hdr.undp.org/en/countries/profiles/LKA
[3] UNDP, Draft National Human Development Report, (to be released end 2018).

shocks. The lack of adequate financial, 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 9 years since the end of its 3 decades of armed conflict. The war claimed an estimated 100,000 lives. It caused massive 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, addressing some conflict-related violations and rights abuses, and initiating processes of trust-building and reconciliation. At the same time, positive trends are offset by a seeming lack of political will for, as well as slow progress on commitments to the UN Human Rights Council (UNHRC) in 2015; a muddled institutional architecture; lack of clear and uniform communication by the two biggest political parties forming the national unity government; and a seeming tendency to prevaricate on the more contentious topic of accountability.

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.

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 states 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.[4] The justice system is also unable to adequately and sensitively address many of the complaints, including on torture and sexual and gender based violence (SGBV). The Special Rapporteur on Independence of Judges and Lawyers highlighted in 2016 the shortcomings of the justice sector, including delays in the administration of justice, a politicized judiciary and lack of transparency of the justice sector.[5]

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, transforming personal behaviour and inter-personal relations as well as institutional cultures remains a challenge for which a suitable strategy is yet to be found.

In general, public sector institutions are inadequately resourced and unprepared to own and steer policy and programme spaces that provide for multi-stakeholder engagement. Post-colonial public sector reforms have been incoherent and incomplete. Public sector structures are fragmented and disconnected. Systems and procedures remain centralized and supply driven. While constitutional reform remains on the agenda, governance reforms introduced early on, function within *de facto* centralized state systems, undermining

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[4] 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
[5] Ibid.

their potential to tangibly reach and impact the everyday lives of citizens, especially those most vulnerable and excluded.

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. Local governance as a process and an outcome is therefore neither integrated in terms of stakeholder actions and interactions, nor inclusive in terms of community engagement.

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 5.8%. The country is ranked 180 out 189 in the Inter Parliamentary Union ranking of female representation in Parliament.[6] 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 over 1,807 seats (21%). Despite the introduction of a mandatory quota, women won the stipulated 25% of seats in only 59 out of 340 local authorities. Only 7 of 340 local authorities have appointed a female mayor or chairperson. 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. Sustained capacity development support will be needed for newly elected women and men to effectively execute their role and functions as local government councilors.

Women in Sri Lanka have been disproportionately impacted by the war, and face more challenges in post-war recovery, given pre-existent vulnerabilities and fewer opportunities to participate in decisions that impact 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.

In addition, a broader culture of violence, particularly sexual and gender-based violence, continues with little accountability for perpetrators of violence.[7] While the psychological impact of war, entrenched gender roles, Internally Displaced Persons (IDP) populations, as well as the continued militarized environment contribute to women's insecurity in the North, it should be noted that overall rates of reporting on violence against women and girls island-wide have also increased.[8] The country is also seeing a surge in conservative values with respect to women's roles and behaviour, that would seem to go hand in hand with the rising trend in nationalist and extremist rhetoric.

Youth have the potential to positively shape Sri Lanka's governance and peacebuilding trajectory. However, this potential is currently under-utilized. 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.[9] As a generation with a lived memory of the war, young people are largely mistrustful of each other, and have limited sustained opportunities to interact, dialogue and reconcile. This combination of

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[6] Inter-Parliamentary Union, "Women in National Parliaments", 2016.
[7] The 2013 CARE and Partners for Prevention study, for example, highlights that impunity for sexual violence is high in Sri Lanka, where only 7 percent of perpetrators experienced legal consequences for their actions.
[8] 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.
[9] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.

disenchantment, disenfranchisement and suspicion of others can make young people more susceptible to violent ideologies.

The UN's Peacebuilding Context Assessment (2015) identifies governance deficits driving conflict in Sri Lanka. Without doubt, there is important work done and to be done to rebuild trust between different ethnic and other identity groups, to facilitate greater understanding, interaction and inter-dependence between them, and to promote greater tolerance for diversity and pluralism in Sri Lankan society. At the same time, the role of institutions cannot be ignored or neglected. While people-to-people peacebuilding actions are critical, there is also important work that remains to be done in dealing with the root, proxy and consequences of the conflict in a credible and meaningful way, as well as in strengthening institutions at multi-levels to become more inclusive, responsive and accountable, in order to also rebuild the trust between the state and all its citizens.

The underlying causes of the country's climate and disaster vulnerability include gaps in institutional capacities and policy coordination,[10] as well as political influence over decision-making. This is partly due to the proliferation of parallel institutions which make 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 environmental, 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 of activities impacting the country's natural resource base, as well as the lack of implementation/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 as well as a necessary 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, programming and monitoring. To achieve the SDGs, Sri Lanka's governance institutions at multi levels will need to drive development actions not only to reach targets, but also to ensure those actions themselves are responsive and accountable to the needs of all citizens, particularly to those that are being left behind, and do no harm but instead create conditions for sustaining peace and strengthening social cohesion.

The 2017 report of the inter-agency UN mission conducted for Mainstreaming, Acceleration and Policy Support for implementation of the SDGs in Sri Lanka notes 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."[11] The report identifies bridging of the development and peace gap as one of five potential accelerators to Sri Lanka's implementation of the SDGs. The report goes on to note, "Bridging the development and peace gap, including preventive efforts to avoid social tensions and violence; a greater voice for the marginalized (women, youth, ethnic groups) in decision making; strengthening transitional justice mechanisms that draw on broad consultations with all groups in society will be key to moving to a sustainable pathway. Strong focus on reconciliation is necessary. This also includes the return of land to their rightful owners; strong oversight mechanism and access to information as an important vehicle for citizen activism; adopting zero tolerance towards corruption and enforcing the capacities of anti-corruption agencies; addressing sexual and gender-based violence which includes the

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[10] United Nations Common Country Assessment, Sri Lanka, 2016.
[11] United Nations, *MAPS Approach: Supporting SDG Implementation in Sri Lanka*, p 4.

war-affected areas; and engaging the community in voluntary activities to rebuild trust and resilience, with the involvement of mediators such as the elderly, teachers and religious leaders."[12]

Strategy, rationale, cross-cutting issues and linkages

Strategy and rationale:

The portfolio's underlying strategy is to address the governance deficits and to strengthen the effectiveness of key national institutions, both nationally and sub-nationally, to be able to deliver people-centric services as well as build the space, capacity and trust for excluded and vulnerable groups to participate and provide inputs to policy- and decision-making, as a contribution to sustainable peace and inclusive socio-economic development in Sri Lanka.

This strategy is informed by UNDP's recognition of the critical interfaces between governance, development and peace in Sri Lanka. 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 repression 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 SDG16: Peace, Justice and Strong Institutions will support key institutions to be more 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 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 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

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[12] United Nations, *MAPS Approach: Supporting SDG Implementation in Sri Lanka*, p 4.

identities; as traditionally excluded and vulnerable groups, among other more issue and location specific groups.

UNDP believes that in strengthening institutional effectiveness, 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 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 fully 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 an 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 the context, including emerging opportunities and political bottlenecks, while still contributing to promised aggregated results.

Principles and Cross-cutting Issues:

Human Rights and Human Rights Based Approaches (HRBA): The portfolio adopts a strong 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 interventions 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. 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. Finally, the portfolio provides technical support to target institutions to improve their ability to meet reform commitments and international human rights obligations, including critically, support to those institutions and mechanisms set-up in response to Sri Lanka's commitment to the Human Rights Council in 2015.

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 development, governance and peacebuilding. The portfolio's commitment to GEWE translates into the following: 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 capacity-development; 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 Action Plan on SGBV; earmarking 20% of programme funding for GEWE activities; and ensuring gender-balance in programme staffing including at management levels.

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.[13] This presents important challenges pertaining to the youth population, which accounts for nearly a quarter of the total population.[14] While the overall unemployment rate in 2015 was 4.7%, youth unemployment (15-24 years) was high at 20.8% – a trigger of youth unrest as well as potential conflict and violent extremism.[15] Sri Lanka continues to be driven by an older adult population, and it appears that youth are increasingly disengaged from the civic and political spheres. Given the history of youth violence in Sri Lanka, state and civil society need to engage more seriously with young people and provide them with the space to engage more meaningfully in the civic and political spheres.[16] Accordingly, the portfolio will look to integrate youth participation and empowerment into all 3 of its service lines, including for instance: improving youth's engagement with Parliament; increasing access to justice for youth; 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 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.

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 is and will continue to be undertaken in close consultation with key and diverse stakeholders. 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

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[13] UNDP, *Shaping the Future: How Changing Demographics Can Power Human Development – Asia-Pacific Human Development Report,* 2016, pg. 52.
[14] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.
[15] Unemployment was 4.7% in 2015. Department of Census & Statistics, Sri Lanka (2015). *Labour Force Survey Annual Bulletin 2015.* (http://www.statistics.gov.lk/samplesurvey/LFS_Annual%20Bulletin_2015-f.pdf)
[16] UNDP, *National Human Development Report 2014. Youth and Development: Towards a More Inclusive Future*, 2014.

to be more conflict-sensitive, including collaborating with public sector training institutions on developing training courses on conflict sensitivity for public officials.

Capacity-development: The portfolio is underpinned by UNDP's capacity-development mandate. The portfolio will focus on strengthening the effectiveness of institutions, by undertaking training, experiential learning and comparative learning. It will focus efforts on systems, processes and individuals.

Innovation: As in many countries in the region, policies in Sri Lanka are not usually developed through a structured process, and are seldom tested prior to large-scale implementation. Foresight and innovation tools will be used to assess, prototype and develop policies and solutions through citizen-centric engagement and design, prior to roll-out at a national/sub-national scale. The portfolio will adopt a holistic approach, and use data-analytics, behavioural insights and design thinking to construct comprehensive, testable solutions to tackle complex social issues.

Environment protection and disaster resilience: Gaps in institutional capacities and policy coordination, as well as political influence over decision-making, 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 service lines, including for instance: through its support to Parliament committees; implementation of the right to information; improving access to justice; adoption and implementation of the UN Guiding Principles on Businesses and Human Rights; and support to participatory planning processes in local government authorities and provincial councils.

Linkages:

Frameworks	Portfolio contributions
Sustainable Development Goals	**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.
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

Outcomes, outputs and key indicative results[17]

Recognizing that Sri Lanka's 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 be more responsive to the needs of all people, especially those with pre-existing vulnerabilities; support institutions at national and sub-national levels to perform core government functions and deliver services equitably and conflict-sensitively; and assist institutions and communities to pursue credible transition justice measures, further meaningful reconciliation, and strengthen social cohesion in the aftermath of a violent and protracted ethno-political conflict. The overarching aim of the portfolio is to create a more enabling environment for democratic governance, rule of law, peace and socio-economic development.

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

1. Parliament and Independent Commissions

Under this service line, the portfolio will contribute to enabling 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 systems, processes and approaches, 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 improve citizen-centricity and citizen-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 actors, building on a previous phase of support from 2003-2008. Some of the key results from the engagement since 2015 include the formulation of an *Action Plan for Parliament for Implementing the SDGs* based on a self-assessment of Parliament's role and readiness using the Inter Parliamentary Union (IPU)/UNDP global toolkit and UNDP/GOPAC (Global Organization of Parliamentarians Against Corruption) parliamentary handbook; technical assistance for functioning of the Parliamentary Select Committee on SDGs (which influenced the 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. Other key support from UNDP which is underway include, technical assistance for establishment of a Communications Directorate in Parliament (which is pending Cabinet approval); amendments to the Parliamentary Powers and Privileges Act, which would complement the revisions to the Standing Orders (pending Cabinet approval); and equipping the Committee on Public Accounts and Committee on Public Establishments (2 key financial scrutiny committees which have thus far functioned effectively), with communications facilities which will enable public broadcasting of their proceedings.

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 in the work of parliament; and improving civic engagement in key processes. Portfolio outputs are

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[17] Please also refer annexed results framework.

expected to contribute to strengthening Parliament's responsiveness, accountability and inclusiveness. Specific activities will be designed and undertaken in consultation with the Parliamentary Advisory Board, representing senior members of the political leadership as well as the Secretariat, and in close partnership with other parliamentary development actors including IPU, the United States Agency for International Development (USAID) and Westminster Foundation for Democracy.

UNDP has also been assisting the HRC, NPC and RTIC over the past few years. The portfolio builds on UNDP's ongoing work with these key institutions, by aiming to support the operationalization of a number of strategies and plans (on communications, public outreach, human resources development, etc.,) already developed with UNDP assistance. This is to ensure follow-up to past support to avoid the common 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 country's citizens. 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 policies, strategies and plans; implementation; and public outreach and advocacy. These activities will be implemented via these institutions, and in close collaboration with the Office of the High Commissioner for Human Rights (OHCHR) and other partners.

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.

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

Outputs and key indicative results:

1.1. The core functions of Parliament[18] and its role in the implementation of the 2030 Agenda for Sustainable Development strengthened

> *1.1.1* Technical support on devising internal processes, procedures and coordination mechanisms and on formulation of guidelines provided to target committees
> *1.1.2.* Technical needs of target committees related to the formulation and implementation of oversight/action plans, including the action plan on SDGs, met with technical support
> *1.1.3.* Technical needs of target committees to undertake ante and post-legislative review of policies, legislation and budgets met with technical support
> *1.1.4.* Implementation mechanism formulated for the Code of Conduct of Parliamentarians.

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 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

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

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; strategy development; and formulation and implementation of action plans)
    1.3.4. Research and advocacy functions strengthened in relation to identified thematic areas/excluded and vulnerable groups
    1.3.5. Human rights promotion functions strengthened
    1.3.6. 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.
    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 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

This 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.* 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 post-war transitional justice, which is a critical part of ensuring access to justice for human rights violations, as well as promoting 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 strengthening of the justice sector since 2004. Building on results and partnerships, UNDP proposes to take forward its work to strengthen access to justice and rule of law in specific areas in collaboration with key state and non-state actors in the sector. 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; translation and consolidation of five key pieces of legislation in the criminal justice sector in Sinhala, Tamil and English; 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 and National Authority for the Protection of Victims of Crime and Witnesses. The previous phase of programming on addressing SGBV resulted in the formulation and approval of the Cabinet of Ministers for the National 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 districts, technical assistance for state party reporting on CEDAW, and support to Women In Need, a civil society organization, 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 and key results of this service line. The activities will be implemented via key institutions with which UNDP has already built strong partnerships, such as the Ministries of Justice, and Women and Child Affairs, and in close partnership with the Office of the High Commissioner for Human Rights (OHCHR), UN Women and others.

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

<u>Outputs and key indicative results:</u>

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.

- *2.1.1.* National task forces/steering committees/other mechanisms on thematic areas established.
- *2.1.2.* Surveys/studies/assessments conducted, including on public perceptions on justice and national crime.
- *2.1.3.* Technical assistance needs met for formulation and implementation of evidence-based policies, 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.* 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).
- *2.2.2.* Lagging/priority sectors/components of the National Action Plan on SGBV implemented, including on justice, empowerment and media.
- *2.2.3.* Legal and other essential services for victims, and sustainable multi-sectoral options for ensuring a rights-based response strengthened.
- *2.2.4.* Innovative, evidence-based and strategic advocacy initiatives conducted.

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 and implemented in unofficial Bar.

2.4. Transitional justice mechanisms established and operationalized, with an emphasis on public outreach and responsiveness to excluded and vulnerable groups including women and youth.

2.4.1. Office of Missing Persons (OMP) strengthened to discharge key functions.
2.4.2. Sustained dialogue and advocacy on establishment of other mechanisms.

2.5. UN Guiding Principles on Businesses and Human Rights adopted and implemented.

2.5.1. Business, government and civil society actors aware of comparative experience of implementation of UN Guiding Principles.
2.5.2. 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 enabling *target public sector and local governance institutions to adopt integrated, inclusive and accountable service delivery systems, processes and programmes, which will address conflict drivers.* Portfolio outputs will approach local governance and other public sector reforms as complementary activities, and focus on strengthening the effectiveness and coherence of systems, processes and programmes, including through improved individual capacities. This service line 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 the triggers of conflict and violent extremism amongst youth. In addition, UNDP will continue its support to returnees, resettled populations and excluded and vulnerable communities at the local governance level, 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 mechanisms, with the objective of strengthening the demand side for equitable, accountable and effective protection and development services.

UNDP will build on its past assistance to improve government service delivery, including the introduction of the 5S system, Citizens Charter, 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 persons with disabilities from different social strata. New economic opportunities, through the YED initiative, have increased monthly income 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 local? 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. The activities 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

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

<u>Outputs and Key Indicative Results:</u>

3.1. Target cohort of public sector officials exposed to new methods of development planning, calculated risk-taking, foresight and efficiency gains in service delivery systems and processes.

> *3.1.1.* Target public-sector officers trained on foresight, innovation, problem solving methodologies, integrated solutions, understanding user journey, design-thinking strategies and other tools.

> *3.1.2. Digital capacities of institutions and individuals strengthened*

> *3.1.3. Data ecosystem enables public sector and local governments to make evidence based service delivery*

> *3.1.4.* Capacities of government training institutions improved to provide training that is in sync with development trends and modern techniques, and in partnership with the private sector.

> *3.1.5.* Innovative systems and processes tested and introduced for efficiency gains in public service delivery.

> *3.1.6.* Social innovation projects designed and implemented.

3.2. 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.

> *3.2.1.* Target institutions exposed to principles and the evidence-base relating to the youth development sector.

3.3. The capacities of target local government authorities (LGAs) improved to provide services that are inclusive, responsive and meet quality standards.

> *3.3.1.* Tools and systems are developed and introduced for community consultations and participatory monitoring.

> *3.3.2.* Coordination mechanism established with the divisional authorities to improve service delivery.

> *3.3.3.* LGAs are introduced to annual service delivery plans and budgets.

> *3.3.4.* Systems (Including mobile and e-payments) to collect local revenue are introduced/improved.

3.3.5. Councilors and administrators have an improved understanding of their mandate, duties and functions, including first-time councilors and youth and women representatives.

3.3.6 Councilors and administrators have improved capacities to engage in participatory results-based planning, budgeting and monitoring.

3.3.7 Social innovation projects designed and implemented.

3.4. The capacities of target Provincial Councils improved to provide inclusive and standardized services.

3.4.1. Tools and systems are developed and introduced for public consultations and participatory monitoring at provincial level.

3.4.2. Coordination mechanism with the district and divisional authorities established/strengthened to improve service delivery.

3.4.3. Results-based development planning, budgeting and monitoring systems and processes introduced/strengthened at provincial level.

3.4.4. Systems to collect local revenue introduced/improved.

3.4.5. Provincial councilors and administrators have an improved understanding of their mandate, duties and functions, including first-time councilors and youth and women representatives.

3.4.6. Councilors and administrators have improved capacities in participatory results-based planning, budgeting and monitoring.

3.4.7. Social innovation projects designed and implemented.

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

3.5.1. Increased access to sustainable livelihood-related services.

3.5.2. Increased sustainable livelihood opportunities that are durable.

3.5.3. Excluded and vulnerable groups engaged in collective dialogue with government and other service providers for equitable 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.

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

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

3.6.2. 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).

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

Management, governance, implementation and partnerships

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."[19]

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, following 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 or contract 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.

As an integral part of the Country Programme and on-going interventions, UNDP project managers and technical specialists, some of them based full- or 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), and Integrated Team Leader. Whilst providing management support services to the UN Resident Coordinator's Office in Sri Lanka, UNDP draws on the technical advisory services of the Office for its programming, including that of the UN Peace and Development Advisor. UNDP will also leverage on policy and technical experts at regional and headquarter level, as well as on the comparative expertise of its country office network.

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, this portfolio will draw on a large UNDP network of technical specialists and international comparative experience.

UNDP will use its Social Innovation Lab – Citra, to pilot specific activities within the portfolio. The Lab facilitates the user-journey mapping of pain-points faced by users via qualitative and quantitative collation of feedback in the design of solutions, ensuring they are targeted and pragmatic. The lab is further able to create significant value addition to its work, by leveraging partnerships through its extensive network of local and global partners. Using agile process-management strategies, Citra will work with partners to identify mutually beneficial ways of moving forward to find comprehensive solutions to Sri Lanka's ever-changing challenges.

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[19] 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.

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, reviewing and approving 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 adopted accordingly:

- 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: Separate Project Boards consisting of members of the commissions, secretaries/director generals/senior officials and UNDP. Relevant development partners can be observers.
- Technical assistance to the justice sector: Project Board will consist 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 can 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, 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 and National Youth Services Council. Relevant development partners, key non-government organizations as well as academic and research institutions engaged in the sector can be observers.

Partnerships:

The portfolio will be guided by the principle of national ownership. The portfolio offers UNDP an opportunity to continue institutional collaborations and partnerships with a number of government and non-governmental institutions. Based on the experience of the evaluation of the 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.

Indicative partnerships: Parliament; Human Rights Commission of Sri Lanka; National Police Commission of Sri Lanka; Right to Information Commission; Ministries mandated with the subjects of *inter alia* Finance, Mass Media, National Policies, Public Administration, Home Affairs, Provincial Councils and Local Government, Women, Youth and Child Affairs, National Integration, Reconciliation and Official Languages, Justice, and Law and Order; Sri Lanka Institute of Development Administration (SLIDA); Sri Lanka Rupavahini Cooperation; Office of Missing Persons (OMP); UN-Women; OHCHR; Inter-Parliamentary Union; and Westminster Foundation for Democracy. UNDP has previously worked with the following non-government partners based on open and competitive processes and/or collaborative advantage: Commonwealth Human Rights Initiative – New Delhi; Centre for Poverty Analysis (CEPA); People's Action for Free and Fair Elections (PAFFREL); *Sarvodaya*; Women in Need (WIN); the Centre for Women's Research; Transparency International Sri Lanka (TISL); Bar Association of Sri Lanka (BASL); Verite Research; and Search for Common Ground.

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 December 2018); and the UN Peace Building Funds (ends September 2019).

Annexes

A. **Description of role and responsibilities of Project Board (also called Project Steering Committee)**

B. **Results Framework**

C. **Risk Log**

D. **Total Preliminary Budget Estimate and Resource Contribution Table**

Date: 25/11/2018