### Country: **Sri Lanka**

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY[[1]](#footnote-1)**

### Reporting period: **2013-2017**

### **I. EXECUTIVE SUMMARY**

UNDP has made significant progress across all outcomes of the country programme 2013-2017 as evidenced by the outcome evaluation and a series of project and programme evaluations. Notable results include:

* UNDP provided significant support to economic development initiatives in the conflict-affected Northern and Eastern districts of Sri Lanka, especially targeting vulnerable groups such as women and youth. The provision of inputs, value addition technical training and linkages to financial institutions and business support services for individuals and Producer Organizations, coupled with the construction of productive infrastructure, led to improvements in production, revenue and full-time employment, which has been a major boost to local economic activity.
* The district development planning process encompassed wide stakeholder participation with community and government representatives as well as women and women’s groups, which brought about greater emphasis on development priorities (of women) including education and social infrastructure. Results-based planning tools were utilized, which encouraged evidence-based approaches to planning and development that brought about an attitudinal shift amongst development planners on the use of empirical data, thereby contributing towards greater transparency and accountability in the allocation of scarce resources.
* The Country Office provided high-level technical assistance to drafting the 19th Amendment to the Constitution, a substantial step towards democratic governance, as well as various key national policies including the Legal Aid Policy, the National Action Plan to address Sexual and Gender-based violence, the National Policy on Durable Solutions for conflict-affected displacement, the Right to Information Bill and the first ever legislation on Victim and Witness Protection. In the justice sector, UNDP has assisted to address bottlenecks with case flow management within the penal chain institutions, translated and consolidated several pieces of legislation including the Penal Code and the Code of Criminal Procedures Act and provided legal aid to remand prisoners to expedite the processing of bail cases.
* UNDP has supported several national policies, including the policy on Invasive Alien Species, the National Biodiversity Strategy Action Plan as well as the National REDD+ Investment Framework which contain essential strategies to meet Sri Lanka’s conservation targets and commitments to the Paris Declaration on Climate Change. UNDP also supported the Comprehensive Disaster Management Programme, which led to the incorporation of disaster risk reduction principles into investment proposals of a range of national agencies and the identification of roles and responsibilities of different agencies, thereby allowing for a more coordinated and effective response to disasters. Finally, UNDP field tested the ‘Community Forestry Approach’ which not only enabled impoverished communities to meet their immediate food and income requirements but also helped to protect against forest degradation, thereby helping the Government to achieve its targets to increase forest cover by 2030.

Sri Lanka’s transition to low middle income status has led to reductions in Official Development Assistance (ODA) as a proportion of Gross National Income (GNI). For UNDP, this has translated into reduced commitment of traditional donors and the need to diversify the CO’s partnership and funding base. For UNDP to maximize progress towards achieving the Sustainable Development Goals, it is essential to catalyze additional public and private sources of funding and to reduce the organizational reliance on select traditional partners.

Bilateral donors are a major source of financing for development programs. The European Union and Norway for example, have been and will continue to be UNDP’s strategic partners who have as of recently, increased their funding commitments for UNDP programmes areas such as governance reform and reconciliation. The Global Environmental Facility (GEF) provides significant funding to support UNDP’s programmes tackling environmental sustainability and climate change. Shifts in contribution patterns were observed in the current programme cycle. The country office has also strongly engaged with several emerging donors/ funds including the UN Peacebuilding Fund, China’s Ministry of Commerce on south-south cooperation initiatives on energy ($1 million+) and the Green Climate Fund ($38 million) with whom the Sri Lanka CO is about to embark on a longterm partnership.

The 2015 Partnership Survey for UNDP Sri Lanka revealed certain trends and perceptions that can inform the CO in relation to its efforts in resource mobilization. The country office fared most favorably in categories including: satisfaction of UNDP’s engagement with other organizations (88% favorable), the positive image of the organization (85% favorable) and UNDP’s ability to implement projects that reflect national priorities (78% favorable).

**Gender**

Women and women-headed households were among the main beneficiary groups of UNDP interventions such as economic development programmes and initiatives on natural resource management (i.e. community forestry approach). UNDP assessments have recognized the need to prioritize women’s livelihoods as they have become the main breadwinners of their families, especially in underserved regions including the war-affected areas. Internal reviews demonstrate the connection between earning an income and increased confidence and social standing. The gender marker indicated that approximately 50-60% of UNDP programme resources in this CPD cycle contributed significantly to gender equality. The largest contributions to gender equality were under outcomes 19 and 21, although UNDP’s efforts in service delivery and development planning (outcome 20) have greatly benefitted women as well. UNDP’s work on the National Action Plan to address Sexual and Gender-based Violence is a hallmark achievement in UNDP’s work on gender. This policy is built on the underlying premise of a “violence-free life for women and children” given the high prevalence of SGBV in Sri Lanka.

### **II: Country Programme Performance Summary**

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| **Country information** | |  | | | | | |
| **Country name: Sri Lanka** | | | | | | | |
| **Current country programme period: 2013-2017** | | | | | | | |
| **Outcomes** | | **Total Expenditure (USD)** | | **Key Indicators of outcome (1-4 per outcome)** | | **Progress made against key indicators** | |
| 1. An enabled environment for equal opportunities to sustainable livelihoods, decent work and employability | | **25,754,019** | | Poverty headcount ratio (% of population living below national poverty line) with a focus on the estate sector and other lagging districts (disaggregated by sex and region).  Baseline: 8.9%  Target: 4.2% | | Poverty head count ratio as at January 2017 is 6.7 %  Source: For 2012/2013 year. Decomposition of Consumption Poverty.  The latest national data for the Poverty Head Count Ratio was reported for 2012/2013. It shows a positive trend over the baseline value. UNDP contributed to this improvement through economic development initiatives in 10 districts including the conflict-affected Northern and Eastern districts of Sri Lanka. UNDP programmes reached 101,848 people directly (37% male: 73% female) through entrepreneurship and livelihood development activities and by enhancing producer groups and improving productive infrastructure for economic development. Value addition of production and linking with markets and financial institutions resulted in income increments and full time employment of targeted groups during the programme cycle. | |
| **UNDP Contribution:**  Outcome 1 of the Country Programme consists of one output to support vulnerable groups to engage in sustainable local economic development initiatives.  Youth, women and vulnerable groups (Total – 4,031; Male -1,031; Female - 3,000) were supported through Youth Enterprise Development (YED) and non-YED interventions for sustained livelihoods through value addition technical training, and training on business plan development, business counselling and support to enhance market knowledge and access. Additional input provision to individuals has helped them produce new products, improved product quality and increased production, enabling SMEs to compete in larger markets. Also, in order to ensure sustainability and growth of businesses, the individual business units were made to continue building linkages between Micro, Small and Medium Enterprises (MSMEs) and relevant government Departments/Services, including the Economic Development Officers (EDOs) and Economic Advisory Service (EAS) Units. All Youth Enterprise Development (YED) and non-YED individuals have expanded their enterprises and thus, among them a majority have employed more than one individual to increase production, multiplying revenue and employment.  UNDP supported sustained livelihoods through improved capacities, business development and provision of equipment for Producer Groups (PGs) whose members comprise of vulnerable groups such as women-headed households, the disabled and youth. The formation of these PGs has led to collective production and marketing to meet higher-demand markets and penetrate new markets. The adoption of new production technology has improved product quality and product diversification has been achieved by all trained PGs.  In Northern districts, women, including women headed households (WHH), were among the main beneficiary groups of UNDP interventions. A total of 231 jobs were created for women during the programme cycle, and 5,578 livelihoods for women were created and/or strengthened across UNDP programmatic interventions under this outcome. Women are identified as one of the most vulnerable groups in post-war Sri Lanka. Internal assessments recognize the need to prioritize women’s livelihoods as they have become the sole breadwinners of their families. Internal reviews point to the connection between earning an income & increased confidence, social standing & independence. As such, UNDP programme interventions under this outcome focused on empowerment, with support provided in the form of skills training/ value addition. The programme ensures that women are included at all levels of intervention, be it participatory assessments, development of business plans or provision of productive inputs and infrastructure. This means enhancing their capacities to compete in free markets, while ensuring that they do not miss out on learning opportunities. 3,751 women have been able to participate in business activities during the programme cycle, either through a Producer Organization or through their own enterprise.  **Progress and Achievements:**  Support for sustainable livelihoods has reached 5,186 persons (male-1379; female-3807). As of January 2017, UNDP has identified and is supporting 95 Producer Groups and 64 Producer Organizations. More than 50% of the membership of these groups will directly benefit from the support extended, as these groups play a vital role in the procurement of raw produce, and the processing and selling of products, thus having a direct impact on members’ livelihoods and income. The integrated support to Producer Organizations consists of business counselling and mentoring, with productive inputs, machinery and infrastructure, which has increased the number of individuals in production. Construction of key productive infrastructure by UNDP strengthened livelihoods of 307,642 persons. The infrastructure provision complemented technology and equipment, which created a steady and sustainable supply of produce by local producers as well as engaging in profitable selling, processing and value addition through the public markets/local economic development centers, agricultural roads and production/storage/processing centers.  3,465 young persons were provided with training and in-kind support under Youth Entrepreneurship Development (YED) initiative in 10 districts to help them set up and expand businesses. A 100% success rate was recorded, with all 3,465 participants engaged in feasible businesses and expressing satisfaction of the support received to enhance their businesses. Part of the success of this initiative is that the process was demand-driven, generated by the beneficiaries themselves, who applied to be a part of the programme. Nearly 60% of the Youth Enterprise Development initiative participants expanded production to employ a minimum of one employee each, multiplying local employment. To ensure the sustainability and growth of business enterprises after the implementation time frame, efforts were made to continue building linkages between Micro, Small and Medium Enterprises (MSMEs) and relevant government Departments. The EAS Units have expanded their role, in Districts like Ampara and Battocaloa[[2]](#footnote-2) and have begun to facilitate market linkages for individuals. The fortnightly Women’s Market initiative in Ampara organized by the EAS unit is to specifically promote women’s access to markets.  In the North Province, over 2,000 families have been supported to pursue their livelihood in palmyrah products. The package of UNDP support provided to six dairy producing organizations enabled the growth of this industry, leading to an increase in membership and increase in full time employment. Value addition production for dairy was introduced for the first time in 2016. Linkages to new markets resulted in the increase in total sales revenue from LKR 16 million to LKR 36 million during 2016 alone, enabling dairy producing organizations to undertake welfare initiatives for members.  The integrated approach, with the provision of hardware support such as infrastructure and machinery with training and skills building resulted in a two-fold increase in incomes and profits of two Fisheries Societies. Further, total organizational savings also increased dramatically to between USD 695 and USD 1,805. The profits and savings will be directed to several social-economic welfare measures including a pension scheme for the 586 members (male-517, female-69). An internal review conducted in August 2015 recorded an increase in household income of between 47% -67% for members. 17 Small and Medium Enterprises (SMEs)/Producer Organizations (POs) were supported with equipment and skills as part of UNDP’s initiative to set up a Local Economic Development center. The SMEs and POs reported a 15% increase in production and sales.  Though the programme does not have a vast reach to affect or create gender equality or the economic empowerment of women, women friendly economic support models are available for scaling up through this programme. Particularly, the reduction of gender roles through increased income and independence has resulted in the self-actualization of many women to participate more actively in decision making forums. It has been noted, however, that women often lack technical skills to contribute in the formal sectors and often rely on informal sectors that reinforce gender stereotypes, such as involvement in food processing, sewing and handicraft making. The income earned through these sectors also tend to be comparatively less that the income earned by male-dominated sectors. These structural issues are unlikely to be completely solved by the end of the programme, but provide important learning for UNDP, the Government and other development partners to build on. In the Northern Province, investment in Producer Organizations (PO) created new workplaces for women. With UNDP support to restructure POs, some POs have even given preference to women from single-headed households when employing new staff while others have women occupying specific functions in the production process. Among youth beneficiaries supported to access financial credit/ productive inputs in the North, 12% are women-heads of households, out of the total 76 beneficiaries. | | | | | | | |
| **2.** Strengthened provision of, access to and demand for equitable and quality social services delivery and enhanced capacity of national institutions for evidence-based policy development. | **2,057,616** | | | Number of districts that have functional monitoring mechanisms, addressing demands for quality services and promoting dialogue between service providers and community members.  Baseline: 6 districts  Target 25 districts | | Dialogue forum have been established in 24 divisional areas in 7 districts which laid out the basic background to set up results-based management systems, including results-based monitoring systems at district level.  More importantly, the capacity building of 4,832 CBO members and the formation of 24 divisional level CBO forums in 7 districts, presided over by the respective Divisional Secretariats, are important platforms to bring community perspectives and priorities of government to the forefront, to be negotiated in an inclusive and transparent manner. | |
| **UNDP Contribution:**  Outcome 2 of the Country Programme consists of three outputs to support the Government in achieving this outcome a) Local-level governance institutions plan and manage delivery with increased effectiveness and inclusiveness b) Policy-makers and development partners have an increased knowledge on good practices and lessons learned on local economic development and local governance to inform policy decisions c) National partners strengthened for evidence-based policy, institutional and systems development in the areas of governance, empowerment, social inclusion, social integration and project management and monitoring.  Data collection and monitoring methods in the targeted district (22) have moved slowly away from physical data filing to digital data management and a more efficient and transparent process of beneficiary selection, development planning and monitoring. The advances made in the data management systems of the Assistant Commissioner of Local Government’s office in Manner district have increased tax revenue in the district and experience is being shared among three other Northern Province districts to replicate these systems.  UNDP interventions under the governance support area show great potential regarding outreach but will only be able to show their impact on their efficacy regarding development planning, monitoring and implementing systems once the District Development Plans are implemented. Until then, it has the potential to function as bottom up and top down policy making. While systems have been introduced and have resulted in changing behavior among local government officers, the systems have not yet been formally institutionalized. This leaves potential for scale-up in the next programme cycle and to make significant efforts to ensure that there is a normative framework which then informs all subsequent efforts to improve service delivery and enhance good governance practices in government institutions.  Furthermore, UNDP’s efforts towards combining training in results-based management for government officers with local community members has helped to ensure that community understanding of and participation in the process is achieved. This has enabled local community-based organizations (CBOs) to exert pressure on institutions to be more accountable. Recognition of CBOs in local consultations depends on the creation of institutional and resource space for CBOs within the local governance and service delivery systems. The establishment of 24 Divisional level CBO forums in 7 districts is an attempt to address this lacuna.  The National Human Development Report (NHDR) 2014 on Youth & Development addressed a national evidence gap on disaggregated youth data and was awarded Excellence in Human Development Reporting in 2016. The preparatory process served to engage government and non-government actors in dialogue and advocacy. The NHDR complemented the launch of the National Youth Policy, National Youth Action Plan and World Youth Conference. It was referred to by the Youth Affairs Minister, in Parliament, and by Provincial Councilors. The report was also used to inform the Vocational Training Authority’s service provision, National Youth Health Policy and Ministry of National Languages and Social Integration initiatives. It was used as a resource for 20 Master Trainer island-wide training programmes under the newly established (2016) Youth Workers’ Association. Thirty-three UNLOCKED blogs based on the NHDR 2014's findings and recommendations were published online and in a national newspaper over the course of 2016. This intervention directly contributed to this outcome by making available a comprehensive report for evidence based policy formulation. The NHDR for 2017 is currently under development on the broader theme of “Inclusive Growth and Horizontal Inequalities”.  **Progress and Achievements:**  The service delivery support package, including Citizen Charter (repository of all services offered), raising awareness on public services, front desk system and information management through data systems were provided to 22 districts. These models have a strong rights-based approach to service delivery. It binds staff to provide for people’s needs, motivates them to deliver on time and has also made the client relationship stronger. This was confirmed through a perception survey conducted with clients in three Northern Districts. Four divisions which implemented the entire package won the Provincial Productivity Award for Service Delivery. Government officers are taking initiative to share lessons learned. For example, the Household Productivity and Management System piloted in Manner was shared by Local Authorities to other districts of the Northern Province.  The introduction of the Results Based Planning (RBP) tool in 25 divisional government offices in three Northern districts secured the buy-in of community members and government officers. 4,610 government officers have been trained in the results-based monitoring approach to develop problem and objective analysis and results frameworks to address developmental challenges. This culminated in the production of 25 Divisional reports that will feed into a robust planning model to be incorporated as District Development Plans. There was overwhelming acceptance of the RBP model due to its evidence-based approach to planning and development that would help to track progress and hold staff more accountable; political manipulation could be minimized because of the participatory nature of planning. Following the success of its introduction in three Northern Districts, the process was initiated in eight other districts. The process of data collection and identification of thrust areas for the institutionalization of the results-based approach to planning is ongoing in these districts. This process has already not only ensured the filling of data gaps, but is also contributing towards an attitudinal shift amongst development planners at the district level, with considerable acceptance of the importance of the use of empirical data and transparent validation processes.  The district development planning process supported by UNDP resulted in bringing together community stakeholders & government representatives which enabled stakeholders to feel fully involved in the process and demonstrate ownership. Special focus was given to have a greater level of consultation with women, women’s groups and women leaders. Women could voice their needs and enable the inclusion of certain development priorities in relation to education and social infrastructure for instance, that may have been overlooked had they not been consulted. This inclusive approach is a model that has the potential for future up-stream & down-stream planning/ review purposes. Technical & financial support extended to the Eastern Provincial Administration resulted in the formulation of the Eastern Province Resettlement Plan which enables improved coordination between the central ministries - Provincial bodies.  UNDP supported the Police Commission to enhance its capacity through supporting Future Policing conference, which engaged high-level Police Officials and Academics from the SAARC region, enabling knowledge sharing of different strategies adopted by countries in the region to strengthen the role of the police and the relationship between the police and the citizens, as well as reflection on the need for police reforms in Sri Lanka.  UNDP Sri Lanka, in partnership with the Ministries of Local Government and Provincial Councils, Public Administration and Sustainable Development, will launch a series of workshops to introduce a visioning and planning process for the SDGs at sub-national level in 2017. The programme will be supported by the Provincial Councils’ Project through which at least five provinces and 15 districts will be supported to develop medium term sustainable development plans, aligning with the National Development Priorities, SDG targets and provincial priorities. | | | | | | | |
| 3. Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka | **7,761,015** | | | Number of national and local level mechanisms and systems for human rights protection and social integration brought into alignment with international standards.  Baseline: UN support to national Child Protection Agency/Human Rights Commission etc;  Target: 2-3 per year | | The Human Rights Commission of Sri Lanka (HRCSL) is awaiting accreditation as a national human rights institution in compliance with the Paris Principles. The HRCSL’s accreditation as an “A” status national human rights institution was enjoyed until its downgrading in 2007 to “B” status, reflecting international concerns over its lack of independence, its limited interaction with civil society, and the limited performance of its mandate.  In 2016, the HRCSL resubmitted its application for upgrading its status to ‘A’, following the appointment of the new Commissioners in October 2015, with the passing of the 19th Amendment to the Constitution and the setting up of the Constitutional Council (which appointed the independent Commissioners). UNDP provided support to enhance the capacity of the HRCSL and the passing of the 19th Amendment greatly contributed to this achievement. Regarding UNDP’s work in Social Integration, in the absence of international standards on social integration, it is not possible to report on the status/ progress of these initiatives. | |
| **UNDP Contribution:**  Outcome 3 of the country programme has four major outputs to support the Government in achieving this outcome; (a) increase the administration of justice mechanisms (b) improve access to jus­tice for vulnerable and marginalized populations through the provision of legal aid (c) strengthen the capacity of the justice sector to respond to gender-based violence (GBV) and (d) increase public awareness and dialogue on social inte­gration and reconciliation.  The following key contributions to the outcome were observed during the programme cycle:  UNDP provided technical assistance for drafting of the 19th Amendment to the Constitution, which was approved by Parliament in April 2015. This was a substantial step for democratic governance and has directly contributed to progress towards achieving the outcome. The amendment scaled-back executive powers; reinstated nine independent oversight commissions covering elections, delimitation, human rights, police, public service, finance, audit, national procurement, and anti-corruption; and oversight over appointments of inter alia the higher judiciary, judicial service commission and Attorney General.  The National Plan of Action to address Sexual and Gender-based Violence (2016-2020) was granted Cabinet approval in 2016. This was a hallmark achievement of UNDP’s work on gender, alongside the Ministry of Women and Child Affairs, where technical and coordination support was provided. The vision that led to this policy formulation is “A violence-free life for women and children” with an underlying principle of “zero tolerance of sexual and gender-based violence in Sri Lanka”. The plan of action is “rights-based” in approach with SGBV accepted as a violation of basic human rights. The process of formulation of the policy framework and action plan was participatory in nature, involving nine key ministries as well as the active engagement of civil society groups, trade unions, the private sector, UN agencies and researchers over a 2-year period. The Ministry of Education succeeded in securing funds from the national budget in 2016 to implement activities identified under the SGBV policy.  With the support of UNDP, the Legal Aid Policy was approved by Cabinet in 2016. The Policy aims to articulate the State Policy on legal aid and to set in place a comprehensive policy framework that will guide legal aid provision to disadvantaged and marginalized populations. The National Legal Aid Policy stems from the fundamental acceptance that legal aid is at the core of the Government’s commitment to provide justice to all people it governs and directly contributes to this outcome. The policy will bring together legal aid service providers, led by the Legal Aid Commission, and supported by other State mechanisms, the Bar Association of Sri Lanka and civil society organizations, bringing about a coordinated approach to legal aid for the very first time in Sri Lanka.  UNDP and UNHCR supported the formulation of the National Policy on Durable Solutions for Conflict-affected Displacement that led to its approval by Cabinet in July 2016. The Policy seeks to guarantee the rights of IDPs and refugee returnees and to promote measures to address their immediate, medium and long-term protection and assistance needs. The policy sets out comprehensive principles to be upheld in the protection of all persons affected by displacement, which align with the rights enshrined in the Sri Lankan Constitution, national and international human rights laws, including the IASC Framework on Durable Solutions for internally-displaced persons  With UNDP’s support for the Human Right Commission of Sri Lanka, individuals, particularly those in the North where most refugee returns are taking place have been able to access improved justice services and are able to see redress for violations under the prioritized plan.  UNDP contributed to social integration in Sri Lanka by improving access to justice for 98 persons of the Northern and Eastern Provinces through the provision of technical translation support to the Court of Appeal. This enabled the translation of 98 case briefs from the Tamil to English language, clearing a backlog of cases that had been pending Appeal for 15-20 years. In addition, such support empowered over 1,200 individuals from 3 districts in the North and East and 3,700 individuals from the Estate Sector through the issuance of legal documentation through mobile documentation clinics.  **Progress and Achievements:**  UNDP is one of the only development partners providing technical and management support towards operationalizing Sri Lanka’s first ever legislation on Victim and Witness Protection. Orientation training was carried out for over 200 police officers on victim and witness protection to make them more aware of the new Victim and Witness Protection Act and how best to support the roll out of it  Institutional needs assessment on the bottlenecks associated with case flow management within the penal chain institutions was conducted in 2016. The findings and recommendations of this assessment will be used by the Ministry of Justice to improve identified areas of weakness and to address bottlenecks to expedite case flow management within the penal chain.  UNDP supported the translation and consolidation of the Penal Code, Code of Criminal Procedure Act, Evidence Ordinance, and Judicature Act in Sinhala, Tamil and English. This is the first time the many amendments that have been made to these acts since their principle enactments have been consolidated for ease of reference to both legal practitioners as well as the public. This is also the first time these documents have been made available in the Tamil language, improving access to key information to Tamil communities. A Study on the Existing Sentencing Practices in Sri Lanka was successfully completed with the support of UNDP. The Study captures how sentencing patterns vary across districts and judges, and the findings from this will be useful for the judiciary to come to an agreement on having some standard sentencing practices to ensure uniform and fair judgements are passed for the same crime by judges, reducing the margin of error for subjective judgement. Over 220 prisoners across the country received legal aid (support for completing bail applications) which helped to expedite the processing of bail cases. These prisoners were mostly in prison since they were unable to access legal aid services to process their bail applications, mainly due to being from low income families and their inability to access the services of an attorney.  UNDP supported the publication of “People of Sri Lanka” targeting young students especially, to make people aware of the different ethnic groups of Sri Lanka and the important social, economic and political contributions of each group towards making Sri Lanka a multi-ethnic and diverse country. This will help give due recognition to all minority groups and is the first state sponsored initiative of this nature.  Two language labs were established to train public servants, students and other groups, in both national languages to meet the existing language gap.  Over 1,000 students have undergone training since the labs were inaugurated in mid-2016. The capacity of the Government Department to provide training in languages has doubled as a result of these two labs supported by UNDP.  Enhanced capacities of response to SGBV within the Child and Women Development Units at divisional and district level, Police Women & Child Bureaus, judges, and senior officers of ministries has been observed as a result of the provision of training and counseling related to SGBV.  Since these units were under-equipped previously, provision of equipment has enabled the staff of these units to provide more customer-friendly services. Counselling training for police officers has enabled them to approach SGBV victims more sensitively as reported during project staff interviews with these officers.  Gender-based Violence (GBV) forums in Killinochchi, Mullaithivu & Jaffna were set up with the support of UNDP. The initiative has become community owned with limited external support & acts as a support group linking victims of GBV to service providers including the police, the Legal Aid Commission & NGOs. This initiative links with those of the Ministry of Women’s Affairs to address GBV at the community level. UNDP helped create a referral system in Batticaloa & Ratnapura, bringing together actors mandated to promote protection against GBV and has strengthened multi sectoral responses.  Studies on Sri Lankan Migrant Domestic Workers and Masculinity, Gender-Based violence in Sri Lanka and Mapping of Socio-Economic Support Services to Female Headed Households (FHHs) in the Northern Province of Sri Lanka have been successfully completed by UNDP together with all other relevant UN agencies and I/NGOs. Further a strategy document to address sexual and gender-based violence issues in selected universities in the country was developed in partnership with the University of Kelaniya. This strategy document played a vital role in addressing SGBV in universities and creating a discussion on links between men/masculinity and SGBV and the need to engage men and boys to address the issue.  UNDP supported the drafting of the Right to Information Bill and organized a stakeholder consultation for civil society on the draft Bill, of which a compilation of the proceedings in the form of a report informed the drafters. | | | | | | | |
| **4.** Policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigation and adaptation and reduce disaster risks in place at national, sub national and community levels | | | **18,445,759** | | Number of policies and strategies on sustainable and resilient development accepted by the Government  Baseline; 2, Target: 5 | | As at April 2017, the outcome indicator shows significant positive improvements compared to the baseline situation. Two national policies; Invasive Alien Species, the National Flood Ordinance and two national natural resource management plans; the National Biodiversity Strategic Action Plan (NBSAP) and the National REDD+ Investment Framework and Action Plan have been approved by the government. A draft data sharing policy is available is expected to be finalized and submitted for Cabinet approval soon. |
| **UNDP Contribution:**  Four major outputs are designed to support the government in achieving this outcome a) development agencies are equipped with policies, strategies, methodologies, tools, to integrate sustainable development and disaster resilience principles b) government agencies, community groups and private sector are equipped with mechanism and practices to promote sustainable use of natural resources, biodiversity conservation and climate change adaptation c)Technologies and approaches used by government and private sector towards Climate Change Mitigation (CCM) improved d) Disaster Risk Management capacities of national, sector and sub national agencies improved  The Sri Lanka Comprehensive Disaster Management Programme (CDMP) supported by UNDP successfully ‘mainstreamed’ disaster risk reduction into investment proposals of a range of national partners in the government of Sri Lanka. Twenty-six investment proposals were developed incorporating disaster sensitivity by national agencies, such as the Department of Wildlife Conservation, Ministry of Housing, National Building Research Organization and Disaster Management Center, aimed at reducing disaster risks and safeguarding lives and assets of vulnerable communities. The Department of National Planning has approved 10 proposals worth US$ 87 million and the National Treasury, has allocated funds for these projects through the 2016 and 2017 budgets. These initiatives contribute towards the outcome, which measures the extent to which national programmes for DRR are in place at national, sub-national and community levels. This is the first time that national agencies, excluding the Ministry of Disaster Management, have sought investment for DRR. Under the CDMP, the Ministry of Disaster Management and the Disaster Management Centre are tasked with developing the National Emergency Operations Plan. (NEOP). NEOP identifies roles and responsibilities of different agencies during emergency responses. Therefore, the Disaster Management Centre will be better equipped to handle emergency situations more effectively. Further CDMP also developed and obtained the approval for a set of by-laws which inclusive gender sensitivity in mainstreaming DRR into the local government sector, which legally empowers local authorities to carry out disaster management interventions more meaningfully at the local level across country.  The Community Forestry Approach, field tested through a UNDP project, has formally been adopted by the Forest Department (FD). In a country where the government owns over 80% of land, the FD is one of the largest landholding agencies. Through this initiative, which UNDP supports in 17of 25 districts, a progressive model has evolved, which is a win-win for poor communities living around protected areas and the FD, struggling to police 1.94 million hectares of forestland. Through tenured lease of degraded land around forest reserves to poor households, the FD creates a buffer-zone of community managed woodlots. This enables communities to meet immediate food and income needs by cultivating the land with annual crops until the timber plants grow; whilst preventing further encroachment into the protected reserve. The community forestry initiative has benefited 33,863 poor households, which includes 21,102 women. Household income levels have increased by 35.5% by the end of 2016, thereby directly contributing to CPD outcomes 1 and 4 on enhancing access to sustainable livelihoods as well as contributing towards the protection of the valuable ecosystems. The Community Forestry Approach has become an integral approach of the Government to achieve the ambitious targets to increase forest cover by 2030 demonstrated by an allocation of US $ 1.8 million for CFA over the next 3 years(2017 onwards) by the government.  The Forest Department (FD), which is a traditionally male dominated organization incorporated gender considerations into the Community Forestry approach (CFP) with the influence of the UNDP in 2015. In the first three years, the project faced strong resistance from the FD with regards to this. The project has managed to widen the social and economic bargaining power of rural women, especially through the livelihood development and forestry activities. While 27% of farmer woodlot holders are women, 66% of members of community-based organization who had undergone livelihoods training and initiated small scaled industries, are women. Women's participation in decision making has improved with project’s CBO leadership now consisting of 823 men and 473 women.  A nationally certified standard for sustainable fuelwood was introduced by Sri Lanka Standards Institute (SLSI) supported by the Biomass Energy Project. The standard, developed with participation from industry and civil society as well as multiple government agencies overseeing forestry and environment, will serve as an important condition for developing viable supply chains and reducing pressure on natural forests.  A Post Disaster Needs Assessment (PDNA) training for participants from SAARC countries was held in April 2016, together with other stakeholders. Building on this experience, the first nationally owned PDNA was conducted in Sri Lanka after the floods/landslides of May 2016. The PDNA identified damages and losses of the disasters and estimated the recovery needs in the worst affected sectors, including housing, land and settlement, industry and commerce and provided recommendations for reconstruction and rebuilding incorporating “build back better” principles. Further, PDNA includes specific recommendations for urban resilience. PDNA was approved by Cabinet and advised relevant ministries and departments to adopt PDNA recommendations into development.  **Progress and Achievements:**  With the support of UNDP, two national policies, the Policy on Invasive Alien Species (IAS) and the National Flood Ordinance as well as two national natural resource management plans, the National Biodiversity Strategic Action Plan (NBSAP) and the National REDD+ Investment Framework and Action Plan were approved by the Government of Sri Lanka. Cabinet approved the IAS Policy which requires all concerned partner agencies to incorporate IAS control into their planning process. The amended National Flood Ordinance immensely assisted to update and streamline institutional mandates for managing floods. The National Biodiversity Strategic Action Plan which is in line with the Aichi targets updated mid-2016 enable other government departments to incorporate biodiversity consideration into their own plans and budgets. The National REDD+ Investment Framework and Action Plan, which contain essential strategies and policy tools to meet Sri Lanka’s commitment to the Paris Declaration on Climate Change was produced by UNDP and partner agency, FAO. UNDP is currently supporting the forest department to raise financing for this investment framework. The Government, with the support of UNDP, adopted Green House Gas abatement options to specify energy sector Nationally Determined Carbon targets.  With the support of UNDP, cultivation capacity during the dry season was increased by rehabilitating 24 village irrigation systems as part of two larger cascade systems. This helped address water scarcity issues in the dry zone, and enabled 8,000 men and 10,000 women farmers to cultivate crops during the off season. There by improving food security of the targeted families.  The regular training curriculum of the Sri Lanka Forest Institute was updated with a special focus on gender, social inclusion, sociology and microenterprises aspects. The process has led to upgrading the training porgramme to National Vocational Qualification (NVQ). Relevant training modules which use the above-mentioned documents and video, training manual and training guide in local languages were published and made available for training. It is expected that this training will be fundamental to train extension officers of the Forest Department on the Community Forestry Approach.  The Community Forestry Project worked in 167 sites and supported 33,905 people directly and 59,629 people indirectly with alternative livelihoods, including capacity building programs on community level organizational development. The community forestry management approach has been recognized by the Forest Department (FD) as a successful strategy for effective forest management. The close rapport built between the FD and the local communities, and the provision of alternative livelihoods have resulted in the decrease of forest offences from an average of 300 per year to 36 per year in project locations, which is an important degradation driver. The farmer woodlot model has proved to be a successful alternative livelihood model, with benefits including improving family resilience capabilities, utilization of degraded land and increasing tree cover. 27% of the farmer woodlots are solely owned by women and female headed households.  A Waste to Energy solution piloted at the Kaduwela Municipal Council (KMC) has the potential to become a nation-wide application. It demonstrates a cost effective and locally relevant solution. The proposed option will ‘upscale’ a small but successful initiative on Solid Waste Management funded by UNDP that is currently operating successfully. USD 77,000 was received directly from the government, representing the Country Office’s first Government cost sharing breakthrough.  Guideline and tools for integrating Biodiversity Conservation and Sustainable Use in to Land Use Planning in Environment Sensitive Areas were introduced to the planning team headed by Land Use & Policy Planning Department (LUPPD), including the Mahaweli Authority of Sri Lanka (MASL), the Biodiversity Secretariat (BDS), the Central Environment Authority (CEA) and the Forest department (FD). These guidelines will be used as a pilot in the Kala oya River Basin. Learning will be adopted nationally towards integrating biodiversity conservation in to land use planning. | | | | | | | |
| **Summary of evaluation findings (e.g. from outcome and project evaluations, UNDAF reviews, and other assessments)**  Key Achievements:   * Several UN agencies have effectively deployed technical expertise in support of national priority areas, both within and outside the UNDAF. High government demand for technical support and the UN’s contributions can serve to strengthen political will for programming interventions. This is attributed to the fact that increased technical support increases the likelihood of the reform’s success. Government agencies have readily welcomed technical support in areas such as food security, environmental protection, and constitutional reform. UNDP supported the establishment of early warning systems for disasters, in addition to facilitating technical support in the drafting of the 19th Amendment to the Constitution. The Peacebuilding Priority Plan also envisaged UN technical support in a number of areas, such as in the design of reparations policy, and the operationalisation of the Office on Missing Persons. These experiences confirm that technical expertise and policy advice are among the UN’s unique strengths as a development partner, and are best deployed when they complement UN agencies’ core thematic areas of competence. * Since the general election in 2015, the government has initiated a number of reform efforts, in line with its campaign of good governance and anti-corruption. UN agencies’ interventions aiming to leverage public support of the government’s reform agenda included the facilitation of public consultations on legislative reform. For instance, UNDP facilitated consultations on the Right to Information Bill. When the government-appointed Public Representations Committee began public consultations on constitutional reform, UN Women responded by facilitating women’s submissions before the committee. Moreover, UNDP supported the Committee in the analysis of its findings. * A fluid environment, post-election, required UNDP to demonstrate significant programming flexibility. UNDP’s midterm review concluded that UNDP demonstrated its capacity to respond to emerging national priorities. For example, UNDP’s ability to source technical expertise in a timely manner was greatly valued in the context of anticipated legislative reform which led to the training of 28 offices from the Legal Draftsman’s Department on matters of legislative drafting. * The National action plan on Sexual and Gender-based Violence was finalized in 2016 and is a significant national milestone. However, this plan will require dynamic and implementable actions that trickle down to local level in order to reach the expected outcomes amongst vulnerable groups.   Major Lessons Learnt:   * Incorporation of environmental sensitivity and gender analysis at the design phase of projects is vital to improve quality of results. * Setting up a peer learning mechanism among partners, maintaining baseline data and timely updating of monitoring data will provide opportunities to adjust the theories of change and make evidence-based decisions to improve programming performance and results achievement. * The shift from ‘downstream’ programming (i.e. largely service delivery-oriented) to ‘upstream’ programming (encapsulated by the four unique strengths of the UN) was deemed necessary in light of Sri Lanka’s transition to lower-middle income country status. In this context, ‘upstream’ programming is defined by the nature of programming, rather than the administrative level at which the programme is delivered. As such, it is possible for the UN to engage in ‘upstream’ programming at a sub-national level, if the programme encompasses activities such as technical capacity development and technical advice. For example, the programme could include support for drafting legislation at the local government level. * The programming experience of the UN Development Assistance Framework (UNDAF) points to certain critical lessons in terms of the mutually reinforcing relationship between drivers of success. The government is likely to remain highly sensitive to public opinion on the performance of the current coalition government and its major constituent parties. In this context, public demand serves as an important enabler of political will, while the absence of public support can impede the same. In the event government priorities and public interest issues are not aligned or there is an absence of public support for reform, technical and policy advice can be deployed to civil society organisations (CSOs) to enable such organizations to generate public demand. * During its term, the UNDAF provided limited basis for UN agencies to effectively work in collaboration or deliver as one UN at the country level. The initial formulation of the UNDAF involved consultation across the UN Country Team, contributing to a broad UNDAF that housed all UN agencies’ work under a single umbrella. While UNDAF structures facilitated joint programming and collaboration in some instances, UN agencies were of the view that the UNDAF was unable to address existing barriers to the UN ‘delivering as one’. Agency representatives pointed to perceived overlaps in mandates of UN agencies, which could lead to duplication of work and undermine the UN coherence at the country-level. Competition for funding was also identified as a major impediment to inter-agency collaboration, particularly in the context of declining donor funding for Sri Lanka. | | | | | | | |

III. Country Programme Resources

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| --- | --- | --- | --- | --- |
| **Outcomes ( CPD)** | **Programme Expenditure\* ($)** | | | **% of Total** |
|  | **Regular (TRAC)** | **Other** | **Total** |  |
| 1. Enabled environment for equal opportunities to sustainable LLH, Decent works and employability | **265,012** | **25,489,006** | **25,754,019** | **47.7** |
| 2. Strengthened provision of, access to and demand for equitable and quality social services delivery and enhanced capacity of national institutions for evidence-based policy development. | **842,229** | **1,215,387** | **2,057,616** | **3.8** |
| 3. Communities empowered and institutions strengthened to support local governance, access to justice, social integration, gender equality, and monitoring, promotion and protection of human rights in alignment with international treaties and obligations and in alignment to the constitution of Sri Lanka | **2,151,252** | **5,609,762** | **7,761,015** | **14.4** |
| 4. Policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigation and adaptation and reduce disaster risks in place at national, sub national and community levels | **2,583,915** | **15,861,843** | **18,445,759** | **34.1** |
| **Total** | **5,842,409** | **48,176,000** | **54,018,409** | **100** |

\*Please note that the total expenditure of the programme is calculated by adding total expenditure of the programme 2013-2016 and project budgets 2017, as it is not possible to calculate 2017 programme expenditure at this point.

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| **Data sources: (please indicate the main sources from which data were obtained for this report.)** |
| 1. ROAR 2014 2. ROAR 2015 3. ROAR 2016 4. Outcome Evaluation Report 5. CPD MTR, February 2016 6. Drat UNDAF End Term Evaluation Report |

1. This assessment of results is to be prepared only in the absence of a completed Assessment of Development Results (ADR) for the cycle. [↑](#footnote-ref-1)
2. EAS units which have begun to provide business counselling and information regarding business registration, linkages to production training and access to markets [↑](#footnote-ref-2)