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Country programmes and related matters

Country programme document for Sri Lanka (2023–2027)

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I. UNDP within the United Nations Sustainable Development Cooperation Framework

1. Sri Lanka is experiencing one of the worst economic crises since independence in 1948, with twin crises – depleted dollar reserves and excessive debt overhang. A build-up of debt sustainability and public finance issues over several decades were exacerbated by the Easter Sunday attacks in 2019, which led to a dip in growth. The COVID-19 pandemic compounded these issues, with further loss of tourism revenue and the impact of lockdown measures. By April 2022, the crisis was acute, with dollar reserves at record lows, affecting the purchase of essential commodities and leading to shortages of fuel, gas, food and medicine. Together with the devaluation of the rupee, this has pushed up the cost of living by at least 30 per cent to 40 per cent. Given the reduced tax base,¹ low government revenue, and sparse foreign direct investment, the fiscal space remains constrained. Businesses have been heavily impacted, wages are insufficient to sustain a basic standard of living. The rising inflation rates signal that the number of poor households will likely increase from 11.9 per cent in 2019-2020.² The social protection system does not provide adequate relief, resulting in new poor and vulnerable groups.

2. Against this background, Sri Lanka faces challenges in protecting development gains. In 2021, the global Sustainable Development Goals Index³ ranked it 87th of 165 countries. Disparities and inequalities in poverty and vulnerability for specific groups –women, young people, the elderly, the disabled and minorities – have intensified. Sri Lanka ranks low on the Global Gender Gap Index, 2021, of the World Economic Forum – at 116th out of 156 countries and among the bottom 10 countries for political representation of women, with only 5.3 per cent in Parliament.⁴ Rights-based legislative and policy frameworks for disability inclusion remain largely unimplemented.

3. The onset of the socio-political and socio-economic crisis in 2022, and the rising trend in public protests, indicate a build-up of frustration in a context of weakened governance structures, perceived absence of accountability, and incoherent planning across multiple political cycles. The crisis and the public demand for reform that reintroduces independent oversight mechanisms, strengthens parliament, and removes the unrestrained power of the executive branch, have provoked the initiation of constitutional reform. The report of the United Nations Human Rights Commission, in March 2022, underscored the deteriorating status of human rights and heightened risks to social cohesion.

4. Sri Lanka ranks among the top 10 most climate-vulnerable countries on the Climate Risk Index. Projected changes of climate are expected to impact its poorest and marginalized communities the most. Conservation and sustainable natural resource management will be pivotal for the long recovery and growth trajectory. In 2021, Sri Lanka updated its Nationally Determined Contributions, renewing commitments to increase forest cover up to 32 per cent, reduce greenhouse gas emissions by 14.5 per cent by 2030, and achieve carbon neutrality in electricity generation with no capacity addition of coal power plants by 2050.

5. The United Nations Sustainable Development Cooperation Framework (UNSDCF), with its four mutually reinforcing strategic priorities and six outcome areas, responds to the policy priorities of the Government and the 2030 Agenda for Sustainable Development, and focuses on equity and ‘leaving no-one behind’. UNDP will contribute to all six UNSDCF outcomes, primarily to No. 2, Inclusive, green-led recovery and growth; No. 3, Climate resilience and environmental sustainability; No. 4, Governance, justice and rule of law; and No. 5. Social cohesion and human rights. Gender is mainstreamed across the outcomes, ensuring contribution to outcome 6.

¹ Central Bank annual report, 2019

² Department of Census and Statistics, 2019/2020

³ Sustainable Development Report, 2021 (sdgindex.org)

⁴ Inter-Parliamentary Union

6. The continuous decline in official development assistance increased the need for exploring alternative and blended sources of financing for development activities, with international financial institutions, the World Bank, the Asian Development Bank, and non-traditional and private sector partners (United Nations Global Compact, Biodiversity Sri Lanka). While government financing through UNDP projects has been limited due to fiscal constraints, alternative models such as increased in-kind support, implementation support to loans from international financial institutions, and subnational level partnerships are being explored. Scaling up the South-South partnership to promote renewable and green energy will be further explored.

7. This country programme will build on recommendations of the 2018-2022 programme evaluation, which noted the success of UNDP in adapting its governance work to transformational shifts in context; its strong partnership with the Ministry of Justice; and its nimbleness in programming. The evaluation noted the holistic approach of UNDP to engaging the private sector, leveraging influence on economic empowerment, social cohesion, and progress towards meeting gender-responsive targets. UNDP received the Gender Silver Seal in 2021, and is aiming for gold in 2022, demonstrating a firm commitment to gender inclusion in its programming and management practices. The evaluation noted the access UNDP has to vertical funds, such as the Green Climate Fund, assessed to have catalysed improved water management for agriculture and drinking; disaster early warning; and standards and precedents for bottom-up, intersectoral interventions.

8. As a development partner in Sri Lanka for 55 years, UNDP brings **five key comparative advantages** to support its development priorities through the UNSDCF: **(a) Partnerships and convening power**, allowing for a multidimensional approach to policy and programming, with strong links to both civil society and private sector stakeholders. UNDP supported the development of a national action plan to address sexual and gender-based violence, 2016-2020, and the preparation of the 2023-2027 plan, also demonstrating leadership in disability inclusion; **(b) Integrated solutions to Sustainable Development Goals acceleration** through improved planning and financing – including Goals-aligned budgeting, tax reform, strengthening data architecture, linkages across sectors such as sustainable tourism and environment, and vertical linkages between national and subnational levels. Since volunteer-involving organizations and volunteers play a crucial role in localizing the goals, such platforms and partnerships will be leveraged; **(c) policy and thought leadership**, drawing upon the UNDP Global Policy Network as well as country-level platforms such as the Colombo Development Dialogues, an established ‘brand’ with policy credibility; **(d) Innovation and digital-led approaches**. UNDP is home to the first dedicated social innovation facility in South Asia – the Citra Lab, which provides space for experimentation based on principles of human-centred design and systems thinking to address complex development challenges, provide strategic support to programmes and advance the digital transformation agenda. UNDP is **(e) an agile development partner, able to pilot solutions and take them to scale**, as evidenced by its reaching over 2 million Sri Lankans to date through its Global Environment Facility Small Grants Programme, resettlement, capacity development for local government, and youth entrepreneurship and skills programmes.

9. The overarching theory of change of the programme suggests pathways for all people in Sri Lanka, especially the most vulnerable, to contribute to and benefit from inclusive and sustainable development in a resilient, peaceful and cohesive society. The pathway to more inclusive green recovery and growth comprises evidence-based economic policies that decouple growth from environmental degradation; incentivize low-carbon, climate-sensitive investments; promote innovation, entrepreneurship and decent job creation for women and youth; and facilitate better access to financing and markets. To expand equitable human development, social and economic policies need to be augmented by rights-based, better targeted, higher-quality services to build the resilience and socio-economic mobility of vulnerable groups. Transformation of economic and social policies will require an underpinning system of governance based on the rule of law which is responsive, accountable, just, and able

to effectively perform core government functions, deliver services, and enable social cohesion. Strengthening policy development and (increasingly digital) service delivery capacities, ensuring the independence and efficacy of the judiciary, improving oversight of the branches of government, and creating hate-intolerant spaces for meaningful, constructive engagement with and among the public are key elements of the pathway to greater public trust and fulfilment of individuals' rights. The theory of change further suggests that the realization of potential development gains from the above measures will depend upon the extent to which society is able to increase the agency and social capital of women and marginalized groups.

II. Programme priorities and partnerships

10. The country programme seeks to address the deepening socio-political and economic crises and their consequences – particularly for vulnerable groups – guided by the principle of ‘leaving no one behind’, and to support resilient recovery and sustainable human development to limit regression of development gains and minimize backsliding on the attainment of the goals. Consultations (facilitated by the National Planning Department), as well as civil society partners, informed the programme design.

11. Special attention will be paid to: (a) driving gender equality and women’s empowerment, across all outcomes and in marginalized and rural areas, through greater participation in decision-making and more equitable access to economic and natural resources; (b) a twin-track approach to ensuring that the rights and potential of persons with disabilities are realized by supporting the commitments Sri Lanka has made to differently abled and disabled people on rights to economic and social security and equal opportunities to improve quality of life; and (c) including young people as partners and agents, drawing on the Youth 2030 Strategy.

12. Understanding the barriers faced by vulnerable individuals, groups and geographical areas, and prioritizing support for actions to ensure that needs and rights are addressed, will be central to the country programme. The programme takes a crisis-prevention and risk-informed, agile approach, given past challenges, future uncertainties, the unprecedented scale of the current socio-economic situation, and the converging crises.

13. The country programme will build on the comparative advantages of UNDP as it contributes to the UNSDCF within three broad priority areas: Social inclusion and macroeconomic stability; Green development and Inclusive governance and justice, peace and social cohesion.

Social inclusion and macroeconomic stability (outcome 1)

14. UNDP will substantially increase its support to alleviating the human development impact of the socio-economic crises and will support immediate relief and recovery efforts. With the United Nations Children’s Fund and the United Nations results group on social protection, UNDP will provide support to expanding social protection coverage for effective relief, and building resilience. Strengthening livelihoods will be a key focus, and, in collaboration with the World Food Programme and the Food and Agriculture Organization, UNDP will address impacts on food security, water security and agricultural production. This will include a life-cycle approach and horizontal expansion of social protection schemes, linking them to ‘cash+’ approaches that generate livelihoods and assets.

15. To minimize negative impacts on human development, macroeconomic policies must be designed to strengthen resilience to shocks and prevent the erosion of development gains achieved. UNDP will support the design of policy options for inclusive economic recovery, enabling public and private financing for the goals, including nature-positive financing, climate/Goals budgeting, and innovative financing options such as debt-for-nature swaps, green/blue bonds, and market intelligence on Sustainable Development Goals investment opportunities. For more diverse economic opportunities for women and youth, UNDP will leverage the Citra Social Innovation Lab to support digital transformation and create an

enabling business environment for entrepreneurship with national and subnational institutions and the private sector.

Green development (outcome 2)

16. Climate change adaptation and disaster risk reduction will be integrated into development plans in line with Nationally Determined Contributions, with the priority of addressing losses and damage at national and local levels while ensuring translation into budgets and actions. Building on the long-lasting partnership with the Government, development and funding partners, and the private sector, the focus will be on strengthening the resilience of vulnerable communities, particularly in the dry and intermediate zones, and supporting women and youth-led enterprises, especially in the tourism value chain.

17. UNDP will leverage its thought-leadership and provision of integrated solutions in climate, nature and energy towards green development through support to implementation of Nationally Determined Contributions, including gender standards, the National Climate Policy, and development of a ‘2050 Carbon Neutrality Roadmap’. Green principles will be integrated into the economic recovery process through a unified multisectoral partner platform for green development, under the leadership of the ministries of environment, finance, energy and economy – together with relevant United Nations entities; development partners, including the Global Environment Facility and the Green Climate Fund; the private sector; and civil society organizations. In response to the energy crisis, UNDP will facilitate a consultative process, based on innovation and research, to enhance energy resilience and self-sufficiency. UNDP-led integrated programmes in chemical and health-care waste management, sustainable tourism and agriculture, renewable energy, greening of the transport sector, and the phase-out of ozone-depleting substances will support the green transition.

Inclusive governance, justice, peace and social cohesion (outcomes 3 and 4)

18. This priority area will be implemented through the UNDP flagship portfolio on Goal 16 to address inequitable service delivery and capacity gaps; strengthen the efficacy and digitally-driven efficiency of key institutions to deliver people-centred services with a gender lens; improve key governance functions; and promote peace and social cohesion through anticipatory and adaptive governance. It will address negative social trends, including hate speech, and harness opportunities that emerge from technology and social media. Early warning mechanisms will be strengthened to facilitate conflict prevention and sensitivity, including on managing environmental resource-based conflicts at the local level.

19. Evidence-based, innovative and consultative policy formulation and implementation will be promoted at the national and subnational levels. UNDP will engage key oversight institutions such as the Parliament and commissions to facilitate people’s participation in governance processes and strengthen recourse to remedy grievances. To address the lack of women’s participation in political processes, special attention will be paid to supporting women leaders, including the local councillors. UNDP’s flagship programme on local governance, funded by the European Union, will strengthen capacities of decentralized and devolved structures by promoting horizontal and vertical development planning, localization of the Goals, and effective, inclusive and people-centred service delivery.

20. To strengthen the rule of law and contribute to an accountable and responsive justice system, UNDP prioritizes justice sector reform, building on its long-standing partnership with the Ministry of Justice, supported by European Union and in collaboration with the United Nations Children’s Fund. Focus areas include: rights awareness and representation; transparency of the justice sector; strengthened data capabilities; efficiency, coordination and capacity of a broad range of justice actors to advance legislative and policy reform; and judicial modernization in line with international standards and best practices. Victim-centric and gender-responsive legal services will be promoted, including for sexual and gender-based violence survivors, through victim and witness protection, legal aid, and continued support to

strengthening women's shelters. While the COVID-19 pandemic may have accelerated the use of digital technologies, a more strategic, whole-of-society shift towards digital transformation is required to bridge gaps in public service provision, improve efficiency, and provide better access for women and girls.

21. The previous country programme evaluation suggested a more active engagement with civil society, including enhancement of civic space and promotion of participation at all levels. This will be pursued, along with platforms for social dialogue and volunteering. UNDP will support disability inclusion and mainstreaming of official languages to promote voice and representation.

22. An **area-based approach** will be adopted, in collaboration with other United Nations entities, to ensure integrated solutions. Its geographical focus will include the north, east, dry, intermediate and southern zones, where pockets of severe poverty persist (outcome 1) and where people are most vulnerable to the effects of climate change (outcome 2). This will contribute to addressing factors that could lead to social tensions and elevate conflict risk through additional stress on resource allocation, management and scarcity (outcome 4). Inter-community tensions and conflict incidence directly contributing to physical and economic insecurity, with women at greater risk of violence and disempowerment (outcome 3), will also be addressed. As the single largest development partner supporting refugee communities returning to their lands, UNDP, in collaboration with the International Organization for Migration, will continue to support resettlement, embedding it in local development. UNDP will pursue strengthened environmental protection and natural resource management, including renewable energy and sustainable tourism linked to the outcome 2 objectives on green-led economic development and improved livelihoods (outcome 1).

III. Programme and risk management

23. UNDP will provide active leadership to Cooperation Framework Outcome Results Groups 3 and 4 and will guide joint planning, monitoring, and reporting, including through to the Joint Steering Committee. Annual planning and multi-year goal-setting for the country programme will be undertaken in partnership with the Government, through the ***establishment of a programme board*** as the governance mechanism. Implementation will benefit from a civil society advisory committee. Given the fluid circumstances in the country, UNDP will ensure continuous monitoring of the theory of change for variations in its key underlying assumptions, as well as robust programme management mechanisms to adapt to consequential changes in the development context. Closely aligned with the Cooperation Framework which will be reviewed annually, a ***substantive midterm review*** will be undertaken, to ensure that the strategic focus is calibrated to the needs of Sri Lanka as it emerges from multiple crises.

24. With the deepening of internal fractures due to socio-economic crises with concomitant political dislocations, the possibility of ***increased inter-community tensions, violence and uprisings due to social instability*** presents risks to social cohesion. UNDP will test, review and update contingency plans; revise and upscale the use of the United Nations crisis risk dashboard; and apply scenario planning, foresight based on political economy, and conflict analyses to modify or scale up existing programmes to mitigate escalation.

25. Natural and climate-induced ***disasters, as well as future COVID-19 outbreaks or other pandemics, may affect the ability of communities and local stakeholders to stay engaged in development initiatives***. Mitigating actions will include disaster preparedness and business continuity planning for uninterrupted programme delivery developed with United Nations partners, government, civil society, and communities.

26. To ensure financial sustainability, UNDP will build on ongoing successful partner relationships and ***diversify partnerships through the Partnership and Communications Action Plan*** operationalized in 2020. A programme pipeline of strategic, gender transformative

(‘GEN 3’), innovative and operational engagements will be developed to advance the priorities identified. UNDP will review its business processes to **improve efficiency and cost effectiveness**, including a **staffing** structure with appropriate capacities, in line with the new enterprise resource platforms and global clustering initiatives.

27. UNDP will proactively engage with the United Nations Country Team to evaluate and address emerging issues, anticipating changes in development and financial circumstances that may require programme and budgetary adjustments. As seen during the COVID-19 pandemic, UNDP has a track record of building flexibility and gender-responsiveness into programme design and implementation, leveraging digital solutions and developing new ways of working. The dynamism of the Sri Lanka development context will require continued agility to respond to changes. UNDP will monitor the underlying assumptions/risks of the programme and ensure readiness for necessary adjustments.

28. The envisioned **portfolio management** approach will enhance integration, creating an effective policy-practice nexus with field-work feedback loops; promote effective collaboration between teams, including between programme and operations; and ensure the best use of available resources. UNDP will apply the revised social and environmental standards to enhance programme quality, and the enterprise risk management policy to conduct regular quality assurance and risk assessments throughout the programme cycle. UNDP will ensure that at least 15 per cent of programme expenditures are dedicated to initiatives where gender equality is a principal objective (‘GEN 3’).

29. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes are prescribed in the Programme and Operations Policies and Procedures and the Internal Control Framework.

30. The programme will be nationally executed. If necessary, national execution may be replaced by direct execution for part or all of the programme in response to *force majeure*. The Harmonized Approach to Cash Transfers will be used in a coordinated fashion with other United Nations entities to manage financial risks. Cost definitions and classifications for programme and development effectiveness will be charged to the concerned projects.

IV. Monitoring and evaluation

31. The results and resources framework will serve as the main accountability framework, with programme outcome and output indicators and requisite targets. As recommended by the programme evaluation, UNDP will embed a robust evidence-based monitoring and evaluation system in the programme and its projects, combining qualitative and quantitative data, and will solicit citizen and beneficiary feedback to validate impact.

32. UNDP will work with the Ministry of Finance (Departments of External Resources and National Planning) and other government institutions to ensure the **involvement of national counterparts** and beneficiaries in planning, monitoring and evaluation processes.

33. To facilitate data collection and analysis for monitoring the programme, UNSDCF, and the Goals, UNDP and its United Nations partners will support efforts to strengthen national statistical systems, reinforce results-based processes, and utilize innovative data collection and monitoring methods to identify and better target those left behind and capture transformative results.

34. Recognizing the need for additional data sources, UNDP will utilize national data systems – including the UNDP-supported national ‘SDG Data Portal’, to the extent possible – to monitor progress. Indicators are aligned to targets of the Goals and the UNDP Strategic Plan, gender strategy and parity strategy. UNDP will address data limitations associated with results and

resources framework indicators through baseline studies. Guided by the country office gender strategy and gender action plan, UNDP will use *gender analysis, the gender marker and gender-responsive indicators* to plan and monitor gender-related investments and results.

35. *Knowledge management systems* will identify best practices – including from UNDP globally – promote synergies, and facilitate joint learning with implementing partners and beneficiaries. Projects will engage beneficiaries, particularly women, youth and vulnerable groups, in development solutions, monitoring and learning.

36. UNDP will allocate at least 3 per cent of the programme budget, proportionately charged to projects, to cover monitoring, evaluation and communication expenses. The costed evaluation plan indicates key project, programme and thematic evaluations to be undertaken to ensure learning and accountability.

Annex. Results and resources framework for Sri Lanka (2023-2027)

NATIONAL PRIORITY: All people in Sri Lanka, especially the most vulnerable, contribute to and benefit from inclusive, just, sustainable and rights-based development, in a resilient, peaceful and cohesive society, leading to achievement of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs).				
UNSDCF OUTCOME 2/UNDP OUTCOME 1. By 2027, more people in Sri Lanka, particularly youth and the most vulnerable, have equitable, decent, just work and income opportunities, and benefit from and contribute to inclusive, gender-transformative, resilient and green-led economic recovery, growth and diversification.				
STRATEGIC PLAN OUTCOME 2. No one left behind, centring on equitable access to opportunities and a rights-based approach to human agency and human development				
COOPERATION FRAMEWORK OUTCOME INDICATORS, BASELINES, TARGETS	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	ESTIMATED COST BY OUTCOME (in \$ thousands)
<p>Indicator: Proportion of population living below the national poverty line Baseline: National: 14.3% Male 14.5% Female 14.2% (Updated poverty line – 2019) Target: Less than 14%</p> <p>Indicator: Proportion of youth and adults with information and communications technology skills Baseline (national): 32.3% (2020) Target: 35%</p> <p>Indicator: Proportion of informal employment in (a) total employment, by sex (b) non-agricultural employment Baseline: (a) 67% (2020) Male 60.1% Female 70.4% (b) 57.9% Target: (a) 65% (b) 53%</p> <p>Indicator: Unemployment rate, by sex Baseline: 5.5% (2020) Male 4.0% Female 8.5% Target: Less than 5%</p>	<p>Department of Census and Statistics (DCS) Household Income and Expenditure Survey</p> <p>DCS computer literacy statistics/ annual</p> <p>DCS Labour Force Survey/Annual</p>	<p>Output 1.1. Structural transformation and policy options for inclusive, SDG-aligned green economic recovery designed, financed and implemented</p> <p>1.1.1 Number of functional multi-stakeholder platforms and dialogues that advance integrated development considerations/solutions Baseline (2021): 7 Target (2027): 49 Source/Frequency: UNDP/Annual</p> <p>1.1.2 Number of institutions with enhanced technical capacity for SDG-aligned planning, implementation, monitoring and financing Baseline (2021): 1 Target (2027): 6 Source/Frequency: UNDP/Annual</p> <p>Output 1.2. Social protection system strengthened to mitigate adverse impacts of the economic crisis on the poor and vulnerable</p> <p>1.2.1 Number of policy recommendations for reform approved for improved social protection services Baseline (2022): 0 Target (2027): 2 Source/Frequency: Ministry of Samurdhi/Annual</p> <p>1.2.2 A robust system in place to support digitalization of social protection services</p>	<p>Ministries of: Finance; Youth, Sports, and related agencies; Technology</p> <p>State Ministries of: Samurdhi, Home Economy, Microfinance, Self-Employment, Business Development and Underutilized State Resources</p> <p>Skills Development; Vocational Education, Research and Innovation, and related agencies</p> <p>Department of National Planning Central Bank of Sri Lanka Prime Minister’s Office National Innovation Agency Sustainable Development Council Information and Communication Technology Agency United Nations Global Compact Civil society organizations (CSOs)</p>	<p>Regular: 838</p> <p>Other: 15,000</p>

		<p>Baseline: None Target (2027): Digitalized payments Source/Frequency: Ministry of Samurdhi/Annual</p> <p>Output 1.3. Access to future-oriented skills and livelihoods opportunities increased, in particular for women</p> <p>1.3.1 Percentage of women-led micro, small and medium enterprises Baseline (2021): 10% Target (2027): 30% Source/Frequency: DCS/Annual</p> <p>1.3.2 Number of people and institutions in the entrepreneurship ecosystem with enhanced capacities, disaggregated by gender, youth and persons with disabilities (PWDs) Baseline (2021): Institutions: 1 People: 8,725 Youth 4,140 Women 1,817 Men 6,908 PWDs 57</p> <p>Target(2027): Institutions: 15 People: 25,000 - Youth 25,000 - Women 12,500 - Men 12,500 - PWDs 500</p> <p>Source/Frequency: UNDP/Annual</p> <p>Output 1.4. Strengthened systems and institutions to support Sri Lanka’s digital transformation and innovation</p> <p>1.4.1 Number of institutions/partners (including women-led and gender focused institutions) capacitated to apply digital technologies, innovation approaches and tools Baseline (2021): 10 Target (2027):100 Source/Frequency: UNDP/Annual</p>		
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		<p>1.4.2 Number of institutions collaborated and partnered with to increase digital and innovation capabilities Baseline (2021): 10 Target (2027): 125 Source/Frequency: UNDP/Annual</p>		
<p>NATIONAL PRIORITY: Adopt a green development strategy with specific focus on green agriculture, energy, construction, green villages, cities and green employment for the sustainable development of Sri Lanka.</p>				
<p>UNSDCF OUTCOME 3/UNDP OUTCOME 2. By 2027, people and communities in Sri Lanka, especially the vulnerable and marginalized, are more resilient to climate change and disaster risks, have enhanced water and food security, and equitably benefit from ambitious climate action and increasingly sustainable management and protection of the environment and natural resources.</p>				
<p>STRATEGIC PLAN OUTCOME 1. Structural transformation accelerated, particularly green, inclusive and digital transitions</p>				
<p>Indicator: Degree of integrated water resources management implementation (0-100) Baseline: 47/100 (2020) Target: 62/100</p> <p>Indicator: Renewable energy share in the total final energy consumption Baseline: 43.1% (2019) Target: At least 65%</p> <p>Indicator: Number of (a) Deaths (b) Directly affected persons (attributed to disasters) Baseline: (2015) (a) 152 (b) 186,162 Target: (2030) (a) 76 (b) 93,081</p> <p>Indicator: Forest area as a proportion of total land area Baseline: 29.15% (2015) Target: At least 30%</p> <p>Indicator: Total greenhouse gas emissions per year Baseline: 1.02 tonnes per person (2010)</p>	<p>UNEP Integrated Water Resources Management: Tracking SDG 6 series</p> <p>International Energy Agency: Tracking SDG7 – Energy Progress Report</p> <p>Sendai Framework for Disaster Risk Reduction, 2015-2030 – Sri Lanka country action plan</p> <p>Sri Lanka Forest reference-level submissions to the United Nations Framework Convention on Climate Change/Nationally Determined Contributions</p>	<p>Output 2.1. Development, financing and implementation of pro-poor, inclusive green growth policies strengthened.</p> <p>2.1.1 Number of green development policy initiatives developed Baseline (2022): 3 Target (2027): 6 Source/Frequency: Ministry of Finance/Annual</p> <p>2.1.2 Number of people benefiting from blue/green investments supported by UNDP Baseline (2022): Male 60,000 Female 61,200 Target(2027): Male: 147,000 Female: 153,000 Source/Frequency: UNDP/Annual</p> <p>Output 2.2. Policies introduced, solutions implemented for enhanced food and water security and strengthened climate and disaster resilience.</p> <p>2.2.1 Number of people benefiting from food and water security, Climate Change Adaptation (CCA) and disaster risk reduction investments in line with NDCs Baseline (2022): 770,500 (49% men, 51% women, 25% youth, 10% PWDs) Target (2027): 1,200,000 (49% men, 51% women, 25% youth, 10% PWDs) Source/Frequency: Ministry Report/Annual</p>	<p>Ministries of: Environment; Tourism; Plantation; Irrigation; Agriculture; Fisheries; Provincial Councils and Local Government; Power; Wildlife and Forest Conservation; Water Supply; Health; Industries; Finance; Transport</p> <p>Sri Lanka Tourism Development Authority Sustainable Energy Authority State Ministry of Disaster Management Presidential Task Force on Creating a Green Sri Lanka Marine Environment Protection Authority Coast Conservation Department Bi- and multi-lateral partners Private sector CSOs</p>	<p>Regular: 400</p> <p>Other: 55,700</p>

<p>Target: At least a 10% reduction relative to 'business as usual'</p>		<p>2.2.2 Number of sectoral climate change adaptation strategies including disaster damage and loss reduction solutions implemented in line with NDCs Baseline (2022):1 Target (2027):3 Source/Frequency: National Communications/bi-annual</p> <p>2.2.3 Number of national programmes that adopt or scale up CCA models promoted by UNDP Baseline (2022): 1 Target (2027): 4 Source/Frequency: Ministry reports /Bi-annual</p> <p>Output 2.3. Sustainable natural resource management, biodiversity conservation and ecosystem services improved through innovative partnerships and investment solutions.</p> <p>2.3.1 Number of innovative financing initiatives/investment leveraged for natural resources management Baseline (2022): 3 Target (2027): 6 Source/Frequency: Biodiversity Secretariat/Annual</p> <p>2.3.2 Terrestrial and marine protected areas created or under improved management for conservation and sustainable use Baseline (2022): Terrestrial 220,000 Ha Marine 45,000 Ha Target (2027): Terrestrial 425,000 Ha Marine area 150,000 Ha Source/Frequency: Biodiversity Secretariat/Annual</p> <p>2.3.3 Number of tourism destinations applying for and receiving sustainability certification Baseline (2022): 0 Target (2027): 5 Source/Frequency: Sri Lanka Tourism Development Authority/Annual</p>		
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		<p>Output 2.4. National institutions have the technical capacities for effective gender-responsive NDC implementation.</p> <p>2.4.1 Extent to which capacities of key stakeholders for mainstreaming gender in climate actions improved⁵ Baseline (2022): 2 Target (2027): 6</p> <p>Source/Frequency: Climate Change Secretariat/Annual</p> <p>2.4.2 Number of gender-responsive sectoral NDC implementation plans. Baseline (2022): 0 Target (2027): 3 Source/Frequency: National Communications/Bi-annual</p>		
<p>NATIONAL PRIORITY: Reforms in relation to good governance are associated with efficient public sector management, cultivating social responsibility in the private sector, and enhanced efficiency in legal and judicial services towards democratic rule.</p>				
<p>UNSDCF OUTCOME 4/UNDP OUTCOME 3. By 2027, people in Sri Lanka, particularly the most vulnerable, have increased trust and confidence to claim and benefit from enhanced, non-discriminatory, gender-responsive, participatory and efficient governance and justice systems and rights-based development.</p>				
<p>STRATEGIC PLAN OUTCOME 1. Structural transformation accelerated, particularly green, inclusive and digital transitions</p>				
<p>Indicator: Proportion of victims of violence in the previous 12 months who reported victimization to competent authorities or other officially recognized conflict-resolution mechanisms. Baseline: Available July 2022 Target: To be determined once baseline in place</p> <p>Indicator: Un-sentenced detainees as a proportion of overall prison population Baseline: 66.4% (2018) Target: Less than 50%</p>	<p>UNDP Justice Reform Programme</p> <p>Prison Statistics of Sri Lanka</p>	<p>Output 3.1. Accountability, efficiency, inclusivity and responsiveness of governance mechanisms, public institutions and systems improved</p> <p>3.1.1 Score of parliamentary 'open budget' functions increased</p> <p>Baseline (2019) Transparency: 47/100 Public participation: 17/100 Budget oversight: 50/100</p>	<p>Parliament Ministries of: Public Services; Defence; Justice; Public Security; Women & Child Affairs Provincial councils Local government bodies District secretariats Municipal and urban councils Ceylon Chamber of Commerce Private sector CSOs Academia Chief Justice Judicial Service Commission</p>	<p>Regular: 300</p> <p>Other: 27,000</p>

⁵ Rating scale: 0=no capacity, 10=full capacity. Capacity measured based on number of officials trained on gender, ability of officials to describe and incorporate gender dimensions into plans and programmes, and level of gender mainstreamed in policies, strategies and plans.

<p>Indicator: Proportion of sustainable development indicators produced at national level with full disaggregation when relevant to the target, in accordance with the fundamental principles of official statistics Baseline: 34% (2021) Target: 75%</p> <p>Indicator: Corruption Perception Index score Baseline: 37 (2021) Target: At least 50</p>	<p>Joint validation with Sustainable Development Council</p> <p>Transparency International</p>	<p>Target (2027): Transparency: 50/100 Public participation: 20/100 Budget oversight: 55/100</p> <p>Source/Frequency: Open Budget Survey/Annual</p> <p>3.1.2 Percentage of users satisfied with the quality of services provided by public institutions Baseline: 44% Target: 70% Source/Frequency: UNDP Service Satisfaction survey/Annual</p> <p>Output 3.2 Participatory and SDG-driven national and subnational level public policy planning and implementation strengthened</p> <p>3.2.1 Number of public consultations held during policy formulation at subnational level Baseline/target/source: To be calculated by end June</p> <p>3.2.2 Number of subnational development plans that mainstreamed SDG-16, gender and climate vulnerability Baseline (2022): 0 Target (2027): 4 Source/Frequency: UNDP/Annual</p> <p>Output 3.3. Justice sector reform aligned with international standards advanced</p> <p>3.3.1 Number of laws, policies and procedures aligned with international standards adopted Baseline (2022): 3 Target (2023): 10 Source/Frequency: Ministry of Justice/Annual</p>	<p>Attorney General’s Department Official Languages Department Judicial Medical Service Legal Draftsman’s Department Sri Lanka Police Victim and Witness Protection Authority Prisons Department Legal Aid Commission Human Rights Commission National Police Commission Bar Association of Sri Lanka National SDG16 Committee Bi- and multilateral partners</p>	
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		<p>3.3.2 Percentage of persons receiving free legal and protection assistance Baseline (2021): 40% Target (2027): 65% Source/Frequency: Ministry of Justice/ Annual</p> <p>Output 3.4. Legal framework and institutional capacities strengthened for protection against sexual and gender-based violence (SGBV)</p> <p>3.4.1 Number of sector ministries implementing plans to address SGBV Baseline: 13 Target: 18 Source/frequency: Ministry of Women Development/Annual</p> <p>3.4.2 Extent to which the legal framework addressing SGBV is implemented⁶ Baseline: 1 Target: 3 Source/Frequency: UNDP/Annual</p>		
NATIONAL PRIORITY: Promote peaceful, cohesive and inclusive societies for sustainable development.				
UNSDCF OUTCOME 5/UNDP OUTCOME 4. By 2027, the people of Sri Lanka live in a society which is more cohesive and strengthened by transformative and rights-based processes and mechanisms which support peaceful coexistence and human rights for all.				
STRATEGIC PLAN OUTCOME 3. Resilience built to respond to systemic uncertainty and risk				
<p>Indicator: Extent to which (a) global citizenship education; and (b) education for sustainable development, including gender equality and human rights, are mainstreamed in (a) national education policies; (b) curricula; (c) teacher education; and (d) student assessment Baseline: TBD (2022) Target: TBD</p>	United Nations Educational, Scientific and Cultural Organization	<p>Output 4.1. Implementation of national and subnational policies and processes relating to post-conflict recovery, resettlement and social cohesion advanced</p> <p>4.1.1 Percentage of targeted population reporting increased confidence and trust in processes Baseline (2019): 14% Target (2027): 30% Source/Frequency: UNDP/Annual</p>	<p>Private sector Office of National Unity and Reconciliation CSOs Media institutions Think tanks Ministry of Women and Child Affairs Provincial Land Commissioner – North Ministry of Youth Affairs</p>	<p>Regular: 250 Other: 11,000</p>

⁶ Rating scale: 2=partial (50%-75%); 3=moderate (75%-90%);4=largely (90% and above)

<p>Indicator: Existence of an independent national human rights institution in compliance with Paris principles Baseline: ‘A’ status – Fully compliant with the Paris Principles (2021) Target: ‘A’ status – Fully compliant with the Paris principles</p> <p>Indicator: Percentage of requests for information submitted under the Right to Information Act furnished within relevant legislated time frames. Baseline: 19.7% Target: 75%</p>	<p>Global Alliance for National Human Rights Institutions</p> <p>Right to Information Commission of Sri Lanka</p>	<p>4.1.2⁷ Extent to which response among public institutions on drivers of social tension and violence is improved Baseline (2021): 1 Target (2027): 3 Source/Frequency: Institutional survey/Annual</p> <p>Output 4.2. Social tensions better managed through inclusive, gender-integrated community processes and early warning/response</p> <p>4.2.1 Number of early warning reports/analysis generated by UNDP and shared across multiple stakeholder platforms Baseline(2022): 4 Target(2027): 10 Source/Frequency: UNDP/Annual</p> <p>4.2.2: Number of institutions and CSOs that actively engage in managing social tensions Baseline(2022): 6 Target(2027): 15 Source/Frequency: UNDP Survey/Annual</p> <p>Output 4.3. Civil society and media empowered to advance social cohesion</p> <p>4.3.1 Percentage of civil society and media organizations reporting availability of an enabling environment for social cohesion and civic space Baseline(2022): 0% Target(2027): 15% Source/Frequency: UNDP /Annual</p> <p>Output 4.4 Women leaders empowered to represent, address issues affecting conflict and violence</p>	<p>Community-based organizations Universities National Youth Services Council Local government authorities Bi- and multilateral partners</p>	
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⁷ Rating scale; 2=partial (50%-75%); 3=moderate (75%-90%); 4=largely (90% and above)

		<p>in reconciliation and accountability processes and mechanisms</p> <p>4.4.1 Percentage of women leaders in executive positions in district reconciliation committees Baseline(2022): 5% Target(2027): 30% Source/Frequency: District Secretariat data/Annual</p> <p>4.4.2 Percentage of claims for service provision made by women leaders supported through UNDP interventions on addressing socio-economic, reconciliation issues and SGBV Baseline: 10% Target: 50% Source/Frequency: UNDP report/Annual</p>		
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