Government
of Sri Lanka

United Nations
Sri Lanka

United Nations Sustainable Development Framework

2018 – 2022

Sri Lanka

United Nations Sustainable Development Framework

2018 – 2022

Sri Lanka

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The United Nations (UN) and the Government of Sri Lanka signed the 2018-2022 UN Sustainable Development Framework (UNSDF), the agreement which pegs UN assistance to Sri Lanka's long-term development priorities, on the 3rd of August 2017. The UNSDF provides the overarching framework for the work of the United Nations in Sri Lanka in line with the national priorities of the *Maithri Palanayak, Sthaavara Ratak*: A Compassionate Governance, A Stable Country, the Public Investment Programme (2017-2020), the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. It aims to support the Government of Sri Lanka to achieve peaceful, just, inclusive and equitable development with a special focus on leaving no one behind and reaching the furthest behind first. The UN Country Team in Sri Lanka worked in collaboration with the Government, and in consultation with civil society and development partners, to ensure that the framework is grounded in the realities of the country. The UNSDF will support efforts to reduce disparities and make a difference in the lives of people. This coherent sustainable development framework will guide the collaborative work of the UN agencies in the forthcoming period. The UNSDF serves as a common strategy in four strategic areas of focus: towards improved data, knowledge management and evidence-based policy; strengthened, innovative public institutions and engagement towards a lasting peace; human security and socio-economic resilience; and enhancing resilience to climate change and disasters and strengthening environmental management.

Signed on this day _____**3**rd_____ of ___**August**___ 2017 by,

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Secretary
Ministry of National Policies
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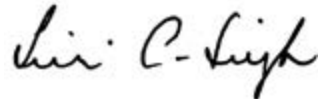
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UNDP Representative, Sri Lanka
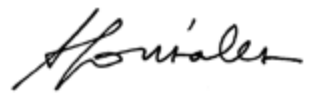
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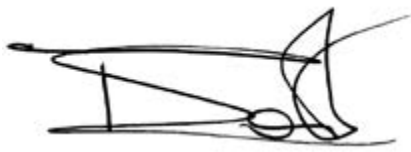
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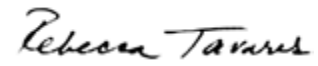
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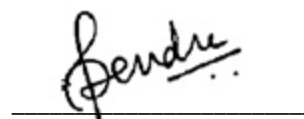
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Non-resident agencies
Note: DPA and OHCHR field presence is in the form of Political and Human Rights Advisors to the Office of the UN Resident Coordinator

1 NO POVERTY

Poverty has many dimensions, but its causes include unemployment, social exclusion, and high vulnerability of certain segments of the population to disasters, diseases and other phenomena which prevent them from being productive.

Drivers 1, 2, 3 and 4 of the UN Sustainable Development Framework contribute to achieving SDG 1, to end poverty in all its forms everywhere.

ACRONYMS

BOS	Business Operations Strategy
CBF	Common Budgetary Framework
CCA	Common Country Assessment
CSO	Civil Society Organisation
DaO	Delivering as One
DCS	Department of Census and Statistics
DPA	Department of Political Affairs
ECOSOC	Economic and Social Commission
FACE	Fund Authorisation and Certificate of Expenditures
FCS	Field Coordination System
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
HACT	Harmonised Approach to Cash Transfers
HCT	Humanitarian Coordination Team
HDI	Human Development Index
HIV	Human Immunodeficiency Virus
HRC	Human Rights Council
HRWG	Human Rights Working Group
IAEA	International Atomic Energy Agency
IASC	Inter-Agency Standing Committee
ICT	Information Communication Technology
ICTA	Information and Communication Technology Agency of Sri Lanka
ILO	International Labour Organisation
INGO	International Non-Government Organisation
IOM	International Organisation for Migration
ITC	International Trade Centre
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MIC	Middle Income Country
MTR	Mid Term Review
NCDs	Non-Communicable Diseases
NDC	Nationally Determined Contributions
NEOP	National Emergency Operations Plan
NGO	Non-Government Organisation
NPD	National Planning Department
NRIFAP	National REDD+ Investment Framework and Action Plan
ODA	Official Development Assistance
OHCHR	Office of the High Commissioner for Human Rights
OMT	Operations Management Team

PMT	Programme Management Team
PPP	Peacebuilding Priority Plan
QCPR	Quadrennial Comprehensive Policy Review
RBM	Results Based Management
RCO	Office of the UN Resident Coordinator
SAI	Supreme Audit Institution
SBAA	Standard Basic Assistance Agreement
SCRM	Secretariat for Coordination of Reconciliation Mechanisms
SDGs	Sustainable Development Goals
SMEs	Small and Medium Sized Enterprises
SOPs	Standard Operating Procedures
SRHR	Sexual and Reproductive Health and Rights
TBD	To be determined
UN	United Nations
UNAIDS	United Nations Programme on HIV and AIDS
UNCDF	United Nations Capital Development Fund
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDOCO	United Nations Development Operations Coordination Office
UNDP	United Nations Development Programme
UNDG	United Nations Development Group
UNE	United Nations Environment (formerly the UN Environment Programme)
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	The Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNSDF	United Nations Sustainable Development Framework 2018-2022
UNV	United Nations Volunteers
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
USD	United States Dollar
WFP	World Food Programme
WHO	World Health Organisation

MAP OF SRI LANKA

Jaffna

Kilinochchi

Mullaitivu

Mannar

Vavuniya

Trincomalee

Anuradhapura

Puttalam

Polonnaruwa

Batticaloa

Kurunegala

Matale

Kegalla

Kandy

Ampara

Gampaha

Badulla

Nuwara Eliya

Colombo

Monaragala

Ratnapura

Kalutara

Hambantota

Galle

Matara
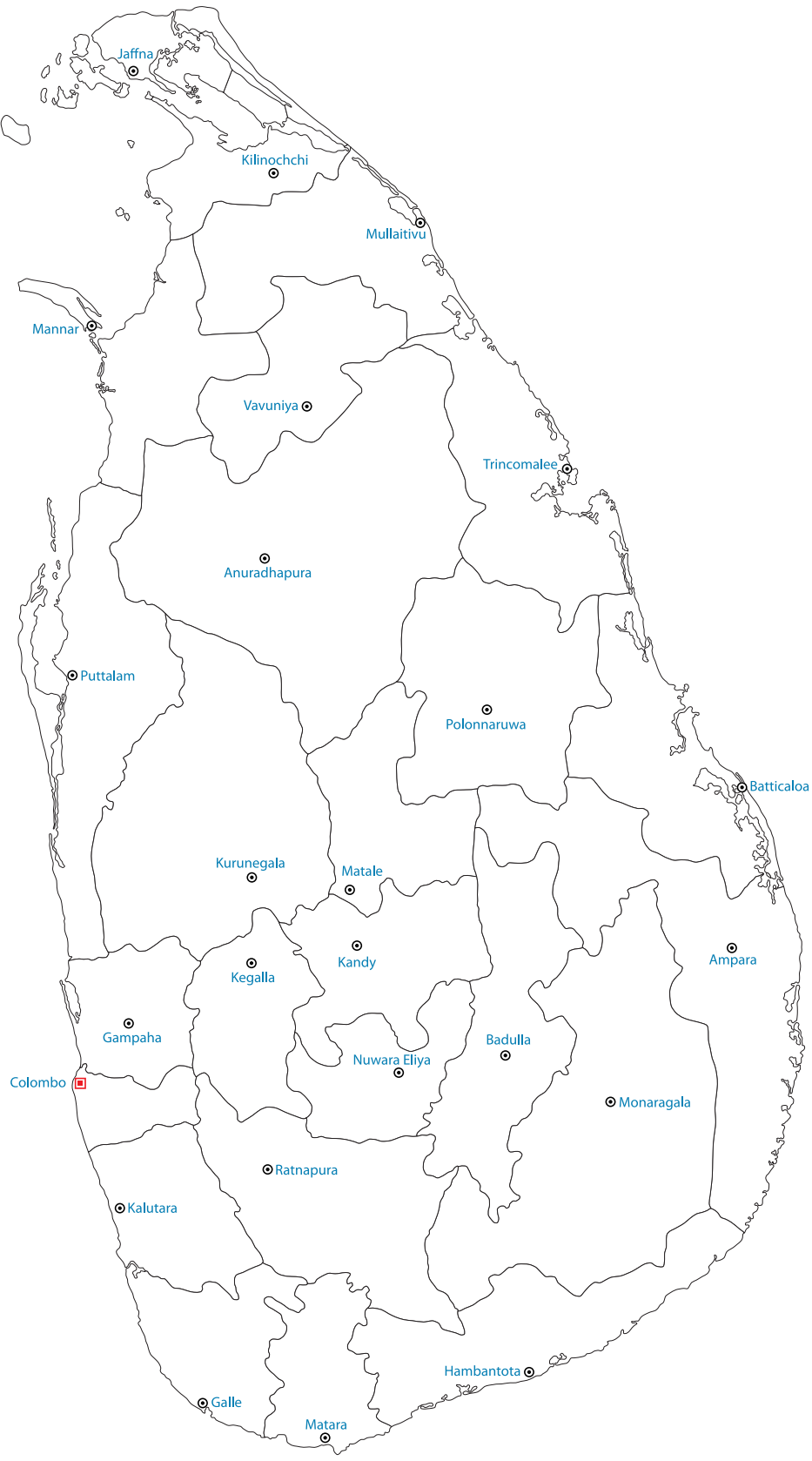
EXECUTIVE SUMMARY

The United Nations in Sri Lanka and the Government of Sri Lanka are committed to implementation of the UN Sustainable Development Framework 2018-2022 (UNSDF), bringing together the comparative advantage of the UN system agencies within a streamlined outcome focused framework. Through the UNSDF, the 13 UN Agencies programming in Sri Lanka have forged a mutual agreement to support realisation of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), in addition to other development goals embodied within the UN conventions, conferences, and summits.

The concept of 'do no harm', that aims to minimise the harm that may be inadvertently caused by actions and omissions, is central to the UN's principles of engagement in Sri Lanka and embodies the UN system's understanding of how international assistance interacts with local conflict dynamics in the context of reconciliation.

Sri Lanka graduated to lower Middle Income Country (MIC) status in 2010 and the country's human development indicators (2015) reflect high human development with a value of 0.757, positioning Sri Lanka at 73 out of 188 countries.

The UNSDF 2018-2022 highlights the UN in Sri Lanka's comparative advantage and its commitment to the UN's normative agenda, building on core programming principles, recognising the inter-linkages between the SDGs and the normative foundation in the Charter of the United Nations and the Universal Declaration of Human Rights that advocate peaceful, just, inclusive and equitable development. The cross-cutting issues of Human Rights, Gender, Conflict Sensitivity, Youth and Volunteering are reinforced as is the UN in Sri Lanka's commitment to Delivering Together, through its Delivering as One agenda (DaO).

Four Strategic Drivers[1] have been agreed with consideration for Sri Lanka's pre-conditions and critical assumptions and risks. The Strategic Drivers are:

1. Towards improved data, knowledge management and evidence-based policy

2. Strengthened innovative public institutions and engagement towards a lasting peace

3. Human security and socio-economic resilience

4. Enhancing resilience to climate change and disasters and strengthening environmental management

The UNSDF 2018-2022 recognises Sri Lanka as a disaster-prone country and highlights that humanitarian and development assistance are interconnected, an approach and understanding that will guide the actions of the UN system for the 2018-2022 as it seeks to build stronger linkages between humanitarian and development interventions.

The UNSDF 2018-2022 outlines the UN Country Team's (UNCT) commitment to Business Operations Strategy (BOS) and the UN Communications and Advocacy Strategy 2018-2022. Section 3 refers to the UN's work outside of the UNSDF but with an overall commitment of the UNCT to strengthened coordination and continued innovative practices. Section 4 outlines the medium Common Budgetary Framework (CBF) 2018-2022, trends in financing relevant to the Sri Lanka context and an approach to resource mobilisation. Section 5 focuses on implementation and outlines the management and accountability for UNSDF. Section 6 details the Sri Lanka approach to Monitoring and Evaluation (M&E) of the UNSDF and outlines the commitments across 2018-2022 within the M&E work plan. UNSDF reporting will only reflect areas where three or more agencies are working towards a common goal using a joint programming approach. Section 7 indicates the main risks and assumptions that may be experienced in implementing the Sri Lanka UNSDF.

The UNSDF 2018-2022 Results Framework is presented indicating alignment to the Sri Lanka National Development Strategy and the SDGs and provides a concise set of outcome indicators and verifiable baselines and targets. Partners inclusive of Government, Civil Society, Private Sector and Development Partners are identified.

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1   In this document the concept "Driver" is used to describe the different areas of focus. The rationale being that "Driver" is more dynamic and speaks to an action oriented approach as opposed to for e.g. "pillar" or "area".

2 ZERO HUNGER

Extreme hunger and malnutrition remain a barrier to sustainable development and create a trap from which people cannot easily escape.

Drivers 1, 2, and 3 of the UN Sustainable Development Framework contribute to achieving SDG 2, to end hunger, achieve food security and improved nutrition and promote sustainable agriculture.
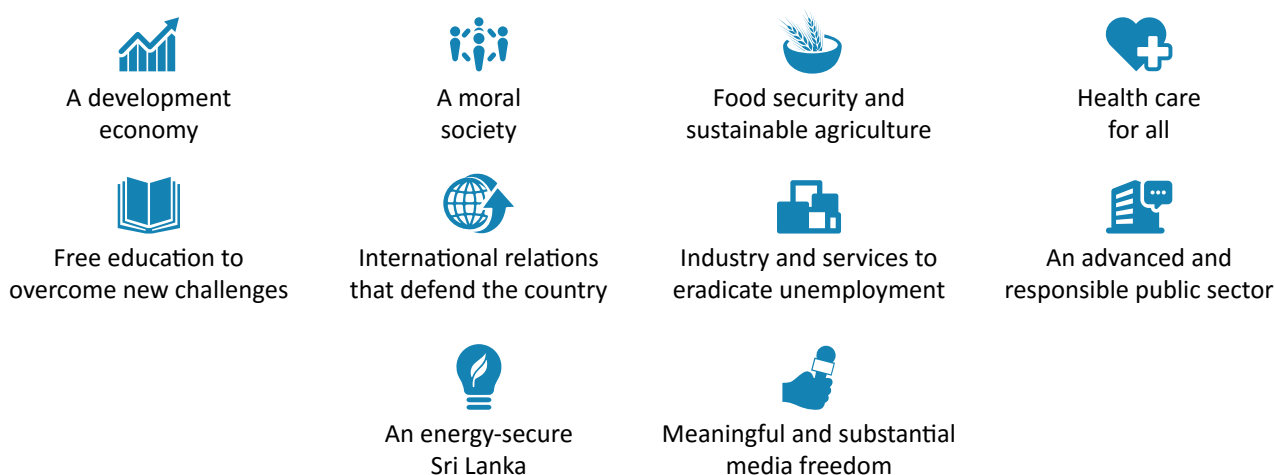
SECTION 01:

INTRODUCTION

The Government of Sri Lanka (hereinafter referred to as the "Government") and the UN system in Sri Lanka are committed to the implementation of the UNSDF 2018-2022, which brings together the comparative advantage of UN system agencies[2] within one streamlined outcome level results focused framework.

Participating in the Framework are the 13 resident agencies: Food and Agriculture Organisation (FAO), International Labour Organisation (ILO), International Organisation for Migration (IOM), United Nations Development Programme (UNDP), United Nations Population Fund (UNFPA), United Nations Human Settlements Programme (UN-Habitat), Office of the United Nations High Commissioner for Refugees (UNHCR), United Nations Children's Fund (UNICEF), United Nations Office for Project Services (UNOPS), United Nations Volunteers (UNV), World Food Programme (WFP), World Health Organisation (WHO), and World Bank[3]; and the non-resident agencies: International Atomic Energy Agency (IAEA), International Trade Centre (ITC), United Nations Educational, Scientific and Cultural Organisation (UNESCO), United Nations Industrial Development Organisation (UNIDO), United Nations Office on Drugs and Crime (UNODC), and United Nations Entity for Gender Equality and the Empowerment of Women (UN Women).

The Department of Political Affairs (DPA) and the Office of the United Nations High Commissioner for Human Rights (OHCHR) deploy Political and Human Rights Advisors to the Office of the UN Resident Coordinator (RCO).

Through the UNSDF, the above UN Agencies in Sri Lanka are furthering their mutual agreement and cooperation for the realisation of the 2030 Agenda for Sustainable Development and the SDGs and other internationally agreed development goals embodied within the UN conventions, conferences, and summits to which the Government and participating UN system agencies are committed to. The UN supports the implementation of the Government of Sri Lanka's political manifesto "*Maithri Palanayak, Sthaavara Ratak:* A Compassionate Governance, A Stable Country", and related policy statements; the Memorandum of Understanding for the formation of a national Unity Government; the National Vision 2030; and the National Public Investment Programme (2017-2020). The UN recognises the commitments within the 2017 Prime Minister's budget speech to 'Accelerate Growth with Social Inclusion' whereby "new economic and social order for the betterment of the country will not only provide relief for the people of Sri Lanka but also pave the way for sustainable growth."[4]

The current Government Manifesto[5] embodies a pledge of good governance and envisions:

A development economy

A moral society

Food security and sustainable agriculture

Health care for all

Free education to overcome new challenges

International relations that defend the country

Industry and services to eradicate unemployment

An advanced and responsible public sector

An energy-secure Sri Lanka

Meaningful and substantial media freedom

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2   The term 'UN system agencies' encompasses all of the various funds, organisations, agencies and programmes of the UN system.
3   The World Bank participates at the UNCT level and engages in collaboration with UN agencies.
4   Prime Minister of Sri Lanka, 2017. Budget Speech.
5   New Democratic Front, 2015. Manifesto, Compassionate Government, Maithri, A Stable Country. Retrieved from: www.president.gov.lk/wp-content/uploads/2015/01.Manifesto-EN.pdf

The UNSDF 2018-2022 represents the UN's commitment to advancing DaO with the four pillars of UN coherence adapted to the Sri Lanka context supporting joint programming that reflects commitments to 'leaving no one behind' and to 'reaching the furthest behind first'. The UNSDF drives joint and comprehensive UN work planning and monitoring for results, integrating the full range of UN, national and international partners' expertise and experience, facilitating the application of normative programming principles in alignment with national development priorities.

To ensure relevance and responsiveness, the UN in Sri Lanka recognises that the UNSDF 2018-2022 needs to play a significant role in enabling innovation through: positioning itself as a broker of partnerships; taking moderate or significant risks to try out new approaches which could potentially greatly benefit target populations; scaling up whilst also understanding and mitigating potential risks; piloting innovative approaches to increase opportunities for financing; testing and rigorously monitoring and measuring new ideas to translate innovation into successful outputs and results.

Innovative practices will: be designed with the user; understand the existing ecosystem; be configured for scale; build sustainability; be data driven; use open standards, open data, open source and open innovation; reuse and improve; do no harm; and be collaborative[6].

Innovative approaches to development are incorporated across all Drivers within the UNSDF 2018-2022, and represent a commitment to exploring adjusted approaches to achieving development priorities, including innovative use of data generation and analysis to inform policies and ensure effective UNSDF and SDG monitoring. The UN in Sri Lanka aims to create a climate conducive to innovation through deepened partnerships with government, civil society, private sector, and other stakeholders; as well as creative, new and different partnerships with 'non-traditional' collaborators, working together to implement the 2030 Agenda, innovating in the way the SDGs are communicated including deeper people-centred action at the national and sub-national levels[7]. Responsive programming and operational systems and structures will allow new ways of working which respond to Sri Lanka's context and development priorities.

The UN in Sri Lanka has engaged at a sectoral level and is now working increasingly at the national level on a range of development issues, and has established high-level strategic partnerships with the Government, in the areas of peacebuilding, reconciliation and durable solutions, and is benefitting from expanding and deepening strategic partnerships with civil society, private sector and other stakeholders. This partnership approach to joint programming responds to the priorities of SDG 17 and the mainstreaming of all SDGs in the national development agenda. The UN's commitment to engagement seeks to enhance the quality of Sri Lanka's human resources and a climate of innovation, research and development.

The concept of 'do no harm' is central to the UN's principles of engagement in Sri Lanka and embodies the UN system's understanding of how international assistance interacts with local conflict dynamics in the context of reconciliation. A 'do no harm' approach aims to minimise the harm that may be inadvertently caused by action or omission, by working in ways which are supportive of recovery and long-term development.

A UN commitment to 'do no harm' entails an increasingly sophisticated understanding of human rights issues, political processes, patterns of State-society relations, sources of legitimacy in Sri Lanka, and the expectations that society has of the Government – and the UN – as well as the Government's capacity to fulfil its obligations as a duty bearer.

Together with the full engagement of the Government, international partners, national partners, and broader civil society, the UN in Sri Lanka will utilise the UNSDF 2018-2022 to tackle embedded development issues whilst ensuring a contribution to respect, protect and fulfil the rights of all people in Sri Lanka, particularly those from vulnerable and disadvantaged groups, are enhanced to the maximum[8].

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6   Innovation in the UN, 2015. A session of the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP.
7   Anon, 2017. Global Festival of Ideas for Sustainable Development. Retrieved from: https://globalfestivalofideas.org/
8   Ibid.

3 GOOD HEALTH AND WELL-BEING

Ensuring healthy lives and promoting well-being for all at all ages is important to building prosperous societies.

Drivers 1, 2, and 3 of the UN Sustainable Development Framework contribute to achieving SDG 3, to ensure healthy lives and promote well-being for all at all ages.

SRI LANKA COUNTRY CONTEXT

Sri Lanka's human development indicators (2015) reflect a Human Development Index (HDI) value of 0.757 indicating "high human development", positioned at 73 out of 188 countries. Sri Lanka graduated to a lower MIC status in 2010 following the end of nearly three decades of conflict. Poverty and the number of people living on less than USD 1.25 a day reduced from 13.2 percent in 2002 to 3.2 percent in 2012-13. Nonetheless, a large proportion of people in Sri Lanka live just above the poverty line and are at risk of feeling the negative effects of economic or climatic shock the most, with nearly one in four living on less than USD 2.50 a day (2012-2013)[9]. One in four households are female headed households. The highest number of people in the lowest 40 percent income bracket live in the multi-city urban corridors from Colombo to Kandy and from Colombo to Galle. There are, however, high rates of persisting poverty and vulnerability in rural areas in the Northern and Eastern Provinces most affected by conflict until 2009, in the central parts of the country dominated by the estate sector and in the Uva province.

Despite Sri Lanka's MIC status, significant disparities persist in income, infrastructure and access to quality basic services across the country. There remains inequitable access to key preventive and curative health and nutrition services, including for mental health and adolescent sexual and reproductive health. While according to the official data the prevalence of HIV is relatively low in the country (<0.1%), in 2016, a total of 249 new HIV infections were reported, which is the highest number of new HIV infections reported in a year since 1987. However, the reported numbers represent only a fraction of people living with HIV as many do not know their HIV status and stigma and discrimination hinders people seeking HIV testing services.[10] Emerging concerns include the increasing burden of Non-Communicable Diseases (NCDs). Nearly 20 percent of children aged six to nine years were wasted in 2012[11]. Prevalence of micronutrient deficiencies is also alarmingly high including high levels of iron deficiency anemia among both children under five and pregnant and lactating women. As of 2015[12],

Sri Lanka's wasting prevalence stood at 12.2 percent while stunting amounted to 9.6 percent, causing concerns for the long-term effects of poor nutrition on Sri Lanka's human development. Serious issues for men's health and the ongoing prevalence of external risks for men are reflected in life expectancy projections that predict that by 2021 male life expectancy will reach 71.7 years while female life expectancy will reach 81.7 years.

There are high levels of violence and abuse perpetrated against women and children[13]. While sample studies have been carried out, official statistics at the national level are currently not available[14]. This continues to have detrimental effects on prospects for peace and greater social cohesion. Challenges in the justice sector and in relation to broader accountability for violence and abuse perpetrated against children and women compromise efforts to raise public awareness and improve child protection services; and establish the necessary intersectoral linkages needed to appropriate referral and mediation. Gender based violence across all socio-economic strata represents an extreme violation of the dignity of girls and women, and includes in Sri Lanka rape, physical, emotional and sexual assault, as well as public and private sexual harassment online and offline, and discrimination. Violence, has and does impact the lives of boys and men, however, women's subjugated position in Sri Lankan society, and their lack of control over their own private space, makes them particularly vulnerable.

There are low levels of equality for women in employment and political representation. While there is no national level prevalence data on different forms of violence against women and girls, existing studies indicate that 44 percent of undergraduates have faced sexual abuse and 90 percent of women are affected by sexual harassment on public transportation. High rates of poverty are considered to be due to a lack of employment, particularly among youth and educated women. Overall, only 35 percent of women in Sri Lanka are employed. In the estate sector women make up 52 percent of the workforce but are employed in precarious work[15]. According to the Sri Lanka Labour Force Survey, unemployment among females stood at 7 percent compared to 2.9 percent for males[16]. The proportion of female participation and representation in public institutions and politics remains

9   World Bank, op.cit.

10   Ministry of Health, 2016. National STD/AIDS Control Programme, Annual Report 2016. Retrieved from: http://www.aidscontrol.gov.lk/ images/pdfs/publications/Annual-report-2016-online-version_1.pdf

11   Ministry of Health, 2012. National Micronutrient Survey. Retrieved from: https://www.unicef.org/srilanka/MNS_Report-28.02.2013.pdf

12   Ministry of Health, 2015. Annual Health Bulletin. Retrieved from: http://www.health.gov.lk/moh_final/english/public/elfinder/files/ publications/AHB/2017/AHB%202015.pdf Note: The Department of Census and Statistics has completed the Demographic Health Survey for 2016 which contains an updated figure, and will be released by the end of 2017.

13   Department of National Planning, 2017. Public Investment Programme 2017-2020, [pages 122-124]. Retrieved from: http://www. mnpea.gov.lk/web/images/PIP_English/EnglishPIP-1-8.pdf

14   The Department of Census and Statistics is scheduled to carry out a national survey on violence against women and children in 2018.

15   Ibid.

16   Department of Census and Statistics, 2016. Sri Lanka Labour Force Survey - Annual Bulletin. Retrieved from: http://www.statistics.gov. lk/samplesurvey/LFS_Annual%20Bulletin_2016.pdf

17   United Nations Population Fund in Sri Lanka, 2016. Maximizing the Demographic Dividend. Retrieved from: http://srilanka.unfpa.org/ sites/default/files/pub-pdf/Population%26Development.pdf

low and below the global average[17]. From 1989 to 1994 women comprised 5.8 percent of parliamentarians and in 2014 the proportion has only increased marginally to 6.8 percent[18].

Sri Lanka is the least urbanized country in South Asia with only 18.2 percent of the population living in urban areas. However, Sri Lanka is considered to have a 47 percent rate of agglomeration[19], highlighting the urgent need for improved governance systems in urban development, including rule of law and access to justice.

Sri Lanka's vulnerability to environmental and economic shocks remains high, exacerbated by inequality and inefficiencies in the provision of quality social protection services, declining social sector expenditures, and inadequate investment in social policy. Recurrent natural disasters and the long-term impacts of climate change have continued to impact public health, human settlements, food security, availability of drinking water, agriculture and aquaculture, and infrastructure development including hydropower. The 2015 Vulnerability Programme Assessment found that 53 percent of households surveyed in nine disaster-prone districts in Sri Lanka were categorized as 'highly vulnerable'. All districts surveyed were also found to be vulnerable to reduced income levels because of loss of agricultural production[20] as a result of severe weather events.

Amendments to the Constitution in 2015 now guarantee citizens' right to information. Whilst Sri Lanka's economic reform is slow, the country's real Gross Domestic Product (GDP) grew 43 percent in the first five post-war years from 2009 to 2014 with the top four economic sectors accounting for half of the total growth. The Government's high debt-to-GDP ratio reflects an imbalance between high import and low export with Foreign Direct Investment (FDI) remaining below two percent[21]. The contribution of exports of goods and services to GDP declined from 39% in 2000 to 21% in 2015 and the ratio of trade (exports and imports) to GDP dropped from 88% in 2000 to 48% in 2015[22]. In addition, Sri Lanka's low tax revenue is the result of a falling proportion of GDP investment in quality health, education and social protection services, meaning a substantial proportion of Sri Lankans living below the poverty line receive limited or poor quality social welfare, although free education and health care is accessible. It is estimated that two million workers or 10 percent of Sri Lanka's population are overseas. Their earnings contribute substantially to Sri Lanka's economy and its foreign reserves. Foreign employment remains a vital sector to the national economy with migrant worker

remittances topping USD7.2 billion[23] or nearly 10 percent of GDP in 2015 making it the top foreign exchange earner of the country.

The proportion of employed people living below the poverty line in the previously conflict affected Northern and Eastern provinces; and Uva province remains high, indicating a need for sustained attention to economic engagement and market development[24]. Future priorities focus on reducing income inequalities, assisting the most vulnerable and disadvantaged, creating productive employment and decent work, and reducing the proportion of wasting and stunting in children under five. There is also the need to focus on quality education, and whilst national enrolment rates are high, there is a continued need to ensure children are retained in the education system, Furthermore, the low share of women in waged employment in the non-agricultural sector as well as in political participation and representation needs to be addressed.

The Common Country Assessment (CCA), conducted in 2016 as the first step in the development of the UNSDF 2018-2022, took stock of the economic, political, social, cultural and environmental context of Sri Lanka and its impacts on human development. The CCA identified four causes common to the development challenges faced by Sri Lanka in its aspiration to reach upper-middle-income status, namely:

institutional and governance causes, focused on key gaps in the policy and legislative framework as well as an acute need for systems and institutional strengthening, at national and sub-national levels alike;

persistent inequities as well as discrimination arising from economic and socio-cultural causes, including significant challenges with regard to gender despite notable progress;

environmental and geographic causes, including the country's extreme heightened vulnerability to disaster and the negative impacts of climate change;

capacity causes, the need to strengthen Sri Lanka's capacities related to data generation, collection and effective analysis, all of which could be used for evidence-based policymaking[25].

18   United Nations in Sri Lanka, 2014. Millennium Development Goals Country Report.
19   World Bank Study, 2010 cited in Common Country Analysis – Sri Lanka [2016], [page 18].
20   Edirisinghe, J. et al. Vulnerability Programme Assessment 2015. Colombo, 2015.
21   World Bank, op.cit.
22   ITC calculations based on Comtrade and WDI data, 2016.
23   World Bank Group, Migration and Remittances Factbook 2016, Advance Edition
24   United Nations in Sri Lanka, 2014. Millennium Development Goals Country Report.
25   United Nations in Sri Lanka, 2016. Common Country Analysis.

4 QUALITY EDUCATION

Education is the key that will allow many other SDGs to be achieved. When people are able to access quality education they can break from the cycle of poverty.

Drivers 1, 2, and 3 of the UN Sustainable Development Framework contribute to achieving SDG 4, to ensure inclusive and quality education for all and promote lifelong learning.

THE UN'S COMPARATIVE ADVANTAGE

The Mid-Term Review (MTR) of the United Nations Development Assistance Framework (UNDAF) 2013-2017, and the Independent Evaluation of 2017 identified the UN's broad comparative advantage as:

Convening Power among Partners

Policy Advocacy

Technical and Policy Advice

Capacity Development

The UN in Sri Lanka is recognised as a collaborative, neutral, responsive and valued partner that is focused on high-level policy advisory services; capacity development, at both national and sub-national levels, along with programme sustainability; and building consensus with national and international partners, including on sensitive issues. The UN will draw on its extensive global knowledge base, best practices and lessons learned; strong normative mandate and track record in Sri Lanka; as well as its ability to attract financing resources and coordinate development partners.

The UN seeks to apply its comparative advantage to address development challenges and support achievement of national development priorities in partnership with Government to ensure:

1. a deepened focus on the UN's normative framework;

2. strengthening of political commitment for the SDGs and their localisation, along with existing legally binding human rights commitments;

3. clarifying central/local responsibility for SDG prioritising, financing, implementation, and monitoring and evaluation;

4. defining sub-national local priorities and indicators, and building on the "unfinished business" of the Millennium Development Goals (MDGs);

5. integrating SDGs in sub-national/local development plans and budgets;

6. mapping of local financing opportunities and enhancing local fiscal administration, including anti-corruption measures; and

7. building partnerships and social monitoring.

In working together, UN agencies will seek to work with other development partners in both traditional and innovative ways, using the UN's convening role at national and sub-national level in a synergistic, catalytic and analytical manner. This approach will be driven by bringing together evidence and international best practice with Sri Lankan best practices. The UN's approach to partnership will actively engage civil society; reach out to less traditional partners and stakeholders, including the private sector; and leverage South-South cooperation. In pursuing a system strengthening approach, the UN will work to ensure that it designs initiatives for scale and impact, reaching the 'hardest to reach' and 'most deprived' first. The focus will be on areas where UN programmes can add the most value and ensure the highest operational efficiency through field office presence.

THE UN'S NORMATIVE AGENDA

The UNSDF builds on core programming principles that recognise the inter-linkages between the SDGs and their normative foundation in the Charter of the United Nations and the Universal Declaration of Human Rights, which advocate for peaceful, just, inclusive and equitable development and is aligned with the Government's overarching priorities and the recommendations of the UNDAF MTR. The comparative advantage of the UN system in Sri Lanka will be leveraged to mainstream the SDGs, human rights instruments and international norms and standards, while supporting the linkages between international treaties and normative national policies, legal frameworks, processes, and systems.

All priority areas of the UNSDF 2018-2022 reinforce the priorities of equity, equality and non-discrimination as well as strategies for more effective national and sub-national engagement.

The UN in Sri Lanka supports the Government's international commitments to a just, rights-based society, including the country's prioritised implementation since 2015 of Human Rights Council (HRC) Resolution 30/1 (extended by HRC Resolution 34/1), which it co-sponsored after many years of contention over human rights issues during the armed conflict, as part of the new Government's peacebuilding and reconciliation strategy.

Additionally, through its normative mandate, the UN supports Sri Lanka's commitment to international human rights instruments and international frameworks[26], including in relation to climate change, such as the Intended Nationally Determined Contributions within the United Nations Framework Convention on Climate Change (UNFCCC), the Sendai Framework for Disaster Risk Reduction, and a pledge submitted by Sri Lanka to fight climate change when the President deposited the country's ratification of the Paris Agreement at the UN Headquarters in New York in September 2016[27].

CROSS-CUTTING AREAS OF FOCUS[28]

The UN in Sri Lanka seeks to ensure equal access to basic services, prevention of discrimination, increased people-State trust, and the implementation of durable solutions that sustain peace. All four Drivers of the UNSDF 2018-2022 seek to mainstream the cross-cutting areas critical to the development of human capital and fulfillment of people's rights to development, with particular consideration for:

Human Rights

A human rights-based approach has its roots in the normative framework of the UN system and is applied across all Drivers of the UNSDF 2018-2022, including in development cooperation, policy advocacy, and technical assistance[29]. 'Leaving no one behind' implies special attention to all vulnerable groups including victims of conflict and human rights violations, minorities, groups marginalized or discriminated including on the grounds of descent, gender, sexual orientation, religion, language, disability, race or lack of formal status within the country.

Gender

Mainstreaming gender equality has far-reaching positive implications for Sri Lankan society, including as a means to reduce the prevalence of sexual harassment and violence against women; addressing discriminatory laws such as the legality of marital rape, the criminalization of same-sex relations, and barriers to land inheritance; and addressing inequities in access to and delivery of essential social services. Increased participation of women as leaders is recognised as critical to development, both to the expansion of employment and economic opportunity for women and to increase opportunities for political participation.

Conflict sensitivity

Sensitivity to conflict in the context of reconciliation and sustaining peace is central to the work of the UN in Sri Lanka. Understanding political processes and civil society, State relations together with dynamics of international assistance are paramount to ensuring the concepts of 'do no harm' and conflict sensitivity are embedded throughout the UN system's support to the Government and other national stakeholders[30].

Youth

In line with the National Youth Policy (2014), which defines youth as between 15-29 years and aims "to develop the full potential of young people to enable their active participation in national development for a just and equitable society", the UN in Sri Lanka seeks to increase access to quality education (including life skills and comprehensive reproductive health education), employment, health care (including psychosocial stress mitigation), volunteer opportunities, soft and technical skills such as ICT, and participation in politics, to support Sri Lanka in leveraging the potential of youth. Young people (who account for 23.3 percent of the population) are increasingly channeling their capacity to

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26 To date Sri Lanka has ratified 13 out of 18 International Human Rights Treaties which provide an overarching, long-term framework for human rights in development.
27 United Nations in Sri Lanka, 2016. Common Country Analysis.
28 Ibid.
29 Krishnan, B. 2016. Overview of Key Concepts of Human Rights-Based Approach to Programming (HRBAP) and Equity – Sri Lanka ToC Workshop.
30 United Nations in Sri Lanka, 2016. Common Country Analysis.

contribute to lasting peace and economic prosperity. Developing inclusive policies and approaches for youth involvement in each Driver of the UNSDF will lead to proactive engagement of youth and their contribution to justice and reconciliation.

Volunteering

Sri Lanka, as a nation, ranks high in global indices for giving, with the country's volunteerism contributing to almost 2 percent of the GDP. Given the total population of 15.1 million individuals aged 15 years or above, approximately 8.6 million people volunteer in Sri Lanka at least once a year[31] (with youth accounting for 40 percent). Given the dynamic context in Sri Lanka and worldwide, volunteerism provides an unprecedented opportunity for people to play a critical role in the achievement of the SDGs in Sri Lanka by widening dialogue spaces and designing innovative models for stakeholder engagement and monitoring. The significant involvement of youth, adolescents, and other volunteers will continue to be leveraged across the UN's programmes.

DELIVERING TOGETHER - DELIVERING AS ONE

Delivering Together represents the UN Country Team's (UNCT) fundamental effort to make the UN system more coherent and efficient. In 2014, the UN Development Group (UNDG) approved Standard Operating Procedures (SOPs) to support a second generation of DaO for countries wishing to adopt the approach. The SOPs standardize and simplify programming and operational practices while allowing for flexible adaptation to national contexts. The UN system in Sri Lanka will pursue all components of Delivering Together, including a human resources review to ensure capacity matches demand, adapting a joint approach to DaO as necessary to suit the Sri Lanka context. This will include:

A One Programme brings all UN Agencies together under one strategy that draws on the full range of UN expertise and ensures a fully integrated country team approach to delivering development results coherently. For Sri Lanka, the UNSDF 2018-2022 primarily reflects the collaborative nature of the UN system and, as such, is a step towards a One Programme approach, increasing the coherence of the UN and supporting national ownership of development results. Joint UN Driver Groups will be established to collectively plan, monitor and report on an annual basis.

The **Common Budgetary Framework (CBF)** and **One Fund** provides a holistic overview of the available, to-be-mobilised and total financial resources projected to be needed to deliver on the results in the UNSDF 2018-2022. The One Fund is an optional mechanism to complement agency core and non-core fund management modalities, following the principle that programming drives the funding. For Sri Lanka, the medium-term CBF is an integrated part of the UNSDF and will be updated on an annual basis within the period as part of the Driver Groups' annual work planning process. The CBF will guide the preparation of a joint Resource Mobilisation Strategy. The UNCT in Sri Lanka will consider the option of establishing the One Fund mechanism if it determines that it will add value to the implementation of the UNSDF.

One Leader(ship) ensures that the UN Resident Coordinator and the UNCT act as one leadership. Having one leadership (1) helps reduce transaction costs, duplication, fragmentation and competition for funds; (2) enhances strategic dialogue on development and UN positioning with host-country authorities at the highest level; (3) strengthens the capacity for strategic approaches; (4) plays a central role in driving reforms and (5) is crucial to enabling UNCTs to work together on programming and resource allocation. For Sri Lanka, the One Leader(ship) is embodied through the unified and empowered team of leaders who make up the UNCT, who speak with one voice, who are committed to acting collectively to enhance the UNCT's role and act as an influential and strategic team.

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31 United Nations Volunteers in Sri Lanka, 2014. Sri Lankan Youth: Volunteering to Make A Difference. Retrieved from: http://www.unvlk. org/youthreport/

Operating as One covers strategic and operational support for implementation of the One Programme. Common operations are based on local capacity and needs, allowing for a practical, localised approach that matches country needs and requirements. For Sri Lanka, the Operating as One pillar will be used to further increase the efficiency and quality of the UN's operations in the country. To ensure that maximum cost savings and operational effectiveness are achieved, the UN system will coordinate its efforts under a Joint UN Business Operations Strategy (BOS) for the same duration as the UNSDF 2018-2022. The BOS 2018-2022 is developed and overseen by the joint Operations Management Team (OMT) which ensures that operations costs of delivering the UNSDF 2018-2022 are factored into the medium term and annual CBF.

Communicating as One ensures coherent messaging from the UN, improving the quality of dialogue with the host-country government and other national stakeholders, increasing advocacy, and highlighting shared results achieved by the UN at the country level. The Communicating as One pillar will be implemented through the UN Sri Lanka Communications and Advocacy Strategy 2018–2022, supported by the joint UN Communications Group (UNCG) which coordinates implementation of agreed strategies, targeting both internal and external audiences, implementing a people centred approach to communications and advocacy.

DELIVERING AS ONE
IN SRI LANKA

01

One Programme

Signed UNSDF 2018-2022 with four Drivers

Joint UN Driver Groups focused on strategic policies and programmes

Annual joint planning, monitoring and reporting in UN Driver Groups

02

Common Budgetary Framework

Medium-term CBF incorporating programme and operations costs

Regular updates of the CBF as part of joint planning, monitoring and reporting processes in joint Driver Groups

Joint UN Resource Mobilisation Strategy

03

One Leader(ship)

Empowered UNCT making joint decisions and speaking with one voice

Management and accountability system

04

Operating as One

Business Operations Strategy 2018-2022

Empowered Joint Operations Management Team

05

Communicating as One

Joint UN Communications and Advocacy Strategy 2018-2022

UN system in Sri Lanka Communications Group
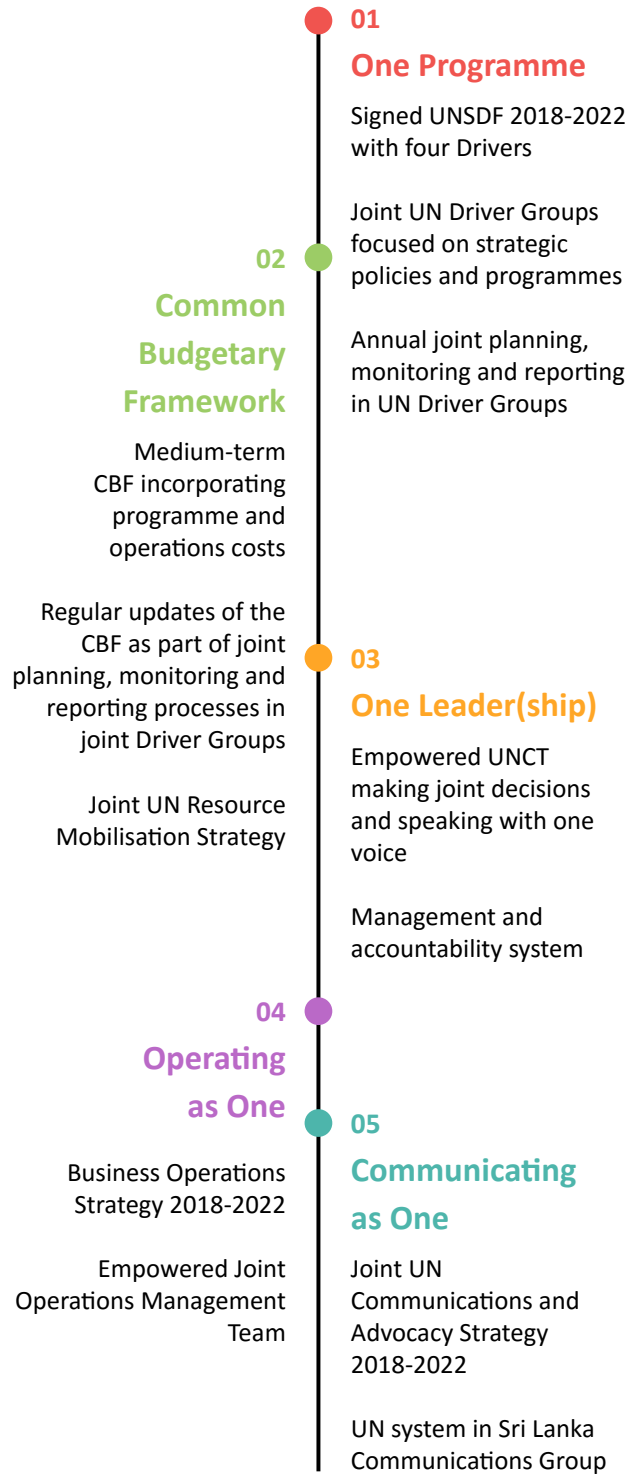
Figure 2: Delivering as One in Sri Lanka

5 GENDER EQUALITY

Women and girls represent half of the world's population and, therefore, half of its potential. But, today gender inequality persists everywhere and stagnates social progress.

Drivers 1, 2 and 3 of the UN Sustainable Development Framework contribute to realising SDG 5, to achieve gender equality and empower all women and girls.

BUSINESS OPERATIONS STRATEGY

The BOS presents the UN system in Sri Lanka's strategic response to global goals of increased efficiency, cost effectiveness, and enhanced quality of business operations through common services.

The Quadrennial Comprehensive Policy Review (QCPR) and the subsequent Economic and Social Commission (ECOSOC) resolution on operational activities of the UN for international development cooperation (2011) call for simplification and harmonisation of the UN system.

The BOS is a framework to support UNCTs to take a strategic, results-oriented approach to planning, management and implementation of harmonised business operations at the country level. The BOS is the backbone of the 'Operating as One' pillar of the UNDG SOP for DaO, approved by the executive heads of 18 UN agencies with field presence.

Ref: BOS Guidance Executive Summary 2016

From the UN's experience in adapting the BOS during 2016-2017, results have already been achieved in releasing more funds to programmes through cost effective procurement; reliable internet connectivity; and improved common finances through common banking, in the reduction of bank fees and the improvement of corporate and individual banking services. Throughout 2017, the UN in Sri Lanka will continue to focus and work on common ICT services and common human resources rosters for greater efficiency, in transport services including a common fleet platform to generate savings from common fleet management, and improvement of the quality of services for UN common premises and greening initiatives by UN Agencies.

With the foundation of this good practice, the BOS 2018–2022 will focus on continued and expanded commitment to harmonised common business practices in Sri Lanka, supporting the increasingly efficient, cost effective and quality implementation of all programmes contributing to UNSDF results.

Figure 3: BOS 2018-2022 structure

In 2018-2022, the UNCT in Sri Lanka remains committed to developing and implementing the BOS and maintains oversight of the BOS, while the OMT has overall responsibility for implementation, annual work planning and monitoring. The BOS 2018-2022 results are incorporated into the annual reporting requirements of the UN Resident Coordinator and the One UN Country Report as coordinated by the RCO.

UN COMMUNICATIONS AND ADVOCACY

The joint approach for implementation of the UNSDF is not limited to coordination and coherence in programmatic and operational issues, but also applies to how the UN system communicates and advocates for pertinent issues. In Sri Lanka, joint communication ensures that the UN system is coherent and consistent in its messaging. The Joint Communication approach is not intended to replace the communication efforts of individual agencies; rather, it is designed in a manner where it can harness and amplify them in a strategic and streamlined way. Joint communication also helps UN agencies to enhance inter-agency understanding and knowledge, work together more effectively, harmonise their messages, and magnify their voice and impact.

UN agencies in Sri Lanka agree on the principle that joint communication incorporates many coordinated voices on a particular issue, whereby leading communications and advocacy initiatives in sectoral or thematic areas of work is determined according to mandate and technical competence. However, on certain system-wide issues, including security, the UNCT may request the UN Resident Coordinator to speak on behalf of the UN system.

All UNCT members share the responsibility for coordinated and coherent agencies-specific messaging that is consistent with agreed common positions and complements joint UN system efforts. UN communication efforts will be coordinated through the UN Communications and Advocacy Strategy 2018-2022, comprising objectives that focus on increased awareness of the 2030 Sustainable Development Agenda and the SDGs among the general public and key stakeholders. Advocacy priorities in relation to the SDGs will be determined in consultation with Government, through the Department of National Planning and the Ministry of National Policies and Economic Affairs. The strategy will be reviewed annually to ensure it reflects relevant national priorities and developments.

Communications and advocacy target audiences will include the general public, with a specific focus on young people; broader engagement with a wider group of stakeholders; and the use of traditional, social and emerging media platforms. On an annual basis and with consideration for both the UNSDF 2018-2022 and Peace First priorities, the UNCG will select the SDGs that will be prioritised to lead the annual work planning, targeting those most relevant to the Sri Lankan context.

The work plan and joint budget of the UNCG group is prepared and submitted to the UNCT for consideration, approval and funding on an annual basis. Partnerships with the private sector, civil society and other relevant stakeholders will be explored and developed to enhance the messaging and advocacy power of the UNCG.

The UNCG is an inter-agency body comprising of agency communications and advocacy focal points. The UNCG is responsible for development of the UN Sri Lanka Communications and Advocacy Strategy 2018-2022, and its implementation through the priorities identified in annual work plans. The UNCG is chaired by a head of agency, delegating responsibility for ongoing coordination of the UNCG to a communications professional, and reports periodically to the UNCT. The budgets for UNCG annual work plans will be supported through agency cost share contributions to the UN Coordination budget.

The UN Sri Lanka Communications and Advocacy Strategy 2018-2022 is informed by the priorities of the UNSDF and will continue to use the lens of the SDGs to establish themes and priorities of UNCG work plans across 2018-2022.

6 CLEAN WATER AND SANITATION

Access to water, sanitation and hygiene is a human right, yet billions are still faced with daily challenges accessing even the most basic of services.

Drivers 3 and 4 of the UN Sustainable Development Framework contribute to achieving SDG 6, to ensure access to safe water sources and sanitation for all.

SECTION 02:

STRATEGIC PRIORITIES 2018-2022

IDENTIFYING STRATEGIC PRIORITIES

The strategic priorities for the UNSDF have been developed with consideration for Sri Lanka's pre-conditions and critical assumptions and risks, and with reflection on the cross-cutting focus areas. Identified strategic priorities of the UN system in Sri Lanka, as contained within the UNSDF, thus include:

Driver 1: Towards improved data, knowledge management and evidence-based policy

By 2022, people in Sri Lanka benefit from improved data and knowledge management to address inequalities and ensure inclusive and responsive decision making.

Linked to the following SDGs

The UNSDF responds to the need for a strategic focus on data, knowledge management and evidence-based policymaking and planning. The focus on data seeks to increase opportunities to develop evidence-based policies, help expand partnerships with government and help strengthen relationships with international partners.

This Driver is built on the premise that the improvement of data, knowledge management and evidence-based policy underpins all areas of development and is critical to SDG monitoring; governance including evidence based policy management; accessibility to information and data; and capacity building that supports continued development and monitoring of national development plans. This Driver aims to identify the gaps in existing data and analysis and create partnerships that provide civil servants with the capacities to capture knowledge, share information, and increasingly use data and its analysis at all levels of public administration.

The programming focus will be on identifying the critical data that needs to be mobilised at the country level in relation to the SDGs. Support for the development of a full data inventory, incorporating existing databases from different sources and sectors with assistance to identify a range of national stakeholders (community groups, national civil society coalitions, academia, and think tanks), will in turn support the Department of Census and Statistics or other national institutions to increase access to and use of available data by citizens and others, as well as advocate for the use of data by national policy makers in gap and impact analysis.

Driver 1 will focus on monitoring the level of disaggregation in sustainable development indicators developed at the country level, reflecting alignment with the Fundamental Principles of Official Statistics. In addition, this Driver will monitor the changes in the proportion of the population of Sri Lanka using the Internet as a proxy indicator for access to information. Development of a national statistical plan that is fully funded and implemented is also a priority.

Potential programmes include support to the Government to produce, analyse and use data for decision-making and SDG monitoring. In addition, the joint efforts of the UN will look at innovative approaches to engaging with all stakeholders including citizens to create easily accessible information.

Driver 2: Strengthened innovative public institutions and engagement towards a lasting peace.

By 2022, people in Sri Lanka, especially the marginalised and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst communities and towards the State.

Linked to the following SDGs

Driver 2 seeks to support attainment of results against the UNSDF 2018-2022 through a focus on public institutions and continued engagement that supports working towards a lasting peace.

Under the 2015 UN HRC resolution co-sponsored by Sri Lanka[32], the Government has committed to addressing the legacy of the country's armed conflict, and together with the UN through its comprehensive Peacebuilding Priority Plan (PPP), to operationalise aspects of transitional justice, governance reforms, reconciliation and durable solutions. The UNSDF supports a focus on sustaining economic growth and increasing competitiveness through innovation, and represents the UN system's ongoing commitment, in partnership with Government, to advance the 2030 Agenda through the SDGs. In this context, a focus remains on emphasizing poverty reduction, food security and agriculture, sustainable cities, decent employment, environmental governance, and safe, peaceful societies[33]. The Government partners with the UN system in Sri Lanka to support better alignment and integration of the SDGs with national policies and rationalise the institutional framework to guide the process.

In the context of Sri Lanka's continued strong economic growth, the UNSDF focuses on framing support for governance institutions and strengthening processes so as to address inequalities and vulnerabilities through more accountable, evidence-based and inclusive policies and services that strengthen the public's trust in the State, acknowledging it as the foundation of lasting peace.

Driver 2 seeks to focus on the UN's programming priorities that address institutional capacity gaps leading to establishment of the stability and professionalism required to contribute effectively to long-term development planning and systematic reform. Effectiveness in

service delivery will be addressed through support for a rationalisation of Government institutional mandates and jurisdictions, improved coordination platforms, and strengthened capacities for policy planning, revenue generation and equitable service delivery to reduce regional disparities[34]. Driver 2 will draw from the existing commitment of the Government to improve the quality of governance, and to support the creation of for civil society to play an active role in development processes, including through building collaborative networks.

The PPP, a key element of programme priorities of Driver 2, supports the Government to implement its reconciliation and accountability/transitional justice commitments to its people as part of its peacebuilding agenda. The three-year comprehensive plan builds on the Government's ongoing political reforms and the HRC Resolution of September 2015 which Sri Lanka co-sponsored. The UN has been tasked to play a key role in developing and coordinating the implementation of the plan that will also serve as a key tool for coordinating development partners' support to peacebuilding. The Government has put in place institutional structures to deliver on various peacebuilding commitments, with the Secretariat for Coordination of Reconciliation Mechanisms (SCRM) having the central coordination function. Operationalisation of the Plan is guided by the Government's four Pillars of support: Transitional Justice; Reconciliation; Good Governance; and Resettlement and Durable Solutions[35].

Monitoring of Driver 2 will focus on the extent to which innovative governance platforms are strengthened at national and subnational levels, focusing on people engagement and, in doing so, establishing strong definitions of what innovation means in the Sri Lankan context. In addition, monitoring will seek to qualitatively assess the proportion of the population who believe that

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32 Extended by two years at 34th session of the UN Human Rights Council (A/HRC/34/L.1)
33 Department of National Planning, 2017. Public Investment Programme 2017-2020. Retrieved from: http://www.mnpea.gov.lk/web/images/PIP_English/EnglishPIP-1-8.pdf
34 Ibid.
35 United Nations in Sri Lanka and Government of Sri Lanka, 2017. Sri Lanka Peacebuilding Priority Plan [page 2]. Retrieved from: http://lk.one.un.org/wp-content/uploads/2017/01/PPP-17-April-2017.pdf

state institutions are treating people of all groups fairly, equitably and without discrimination. The percentage of national budget funds allocated to support gender empowerment and the elimination of discrimination against women will be monitored in the context of programme support that encourages SDG budgeting. Finally, monitoring will consider the extent to which the implementation of the PPP is contributing to Sri Lanka's peacebuilding and reconciliation vision.

Examples of potential programmes include support to independent commissions, namely, the Human Rights

Commission, the National Police Commission, and the Right to Information Commission; a focus reconciliation, including transitional justice, access to justice, youth and gender equality; and focus on strengthening governance structures, systems and processes for effective and accountable service delivery by institutions at national and sub-national levels.

Driver 3: Human security and socio-economic resilience

By 2022, people in Sri Lanka, especially the vulnerable and marginalised groups of children, youth, women, elderly and disabled, benefit equitably from dynamic and responsive social protection systems.

Linked to the following SDGs

Driver 3 builds on the very substantial body of work through which the UN has supported Sri Lanka and its people. Over time, the UN has contributed significantly with sustained progress in the development of social service and assistance programmes. This has dramatically improved and maintained progress in many key social development indicators, as reflected in increased life expectancy, reduced infant and maternal mortality rates, increased school enrolment, achievement of gender parity in schools, and the country's reduced poverty rate. However, social progress and economic growth have not been even and inclusive, and inequalities and inequities have grown. Increasing urbanization and the demographic transition facing Sri Lanka do not only accelerate the growth of inequities, but also bring forward other issues which must be addressed more effectively, such as gender disparities, food and nutrition insecurity[36], and violence against children and women in families, communities and institutions. The deprivations and discrimination facing Sri Lanka's most vulnerable citizens are multi-layered and include age, ethnicity, geographic location and gender.

With an increasingly ageing population, the economic and social impacts of a nation with an increased elderly population are considered. Advancing the well-being of older persons through reformed pension schemes and

reduced burden on public financing, and early detection of emerging health issues together with a robust national health care system will ensure the development of human capital and will be considered in the context of the UNSDF 2018-2022. Likewise, addressing the needs of persons with disabilities, including psychosocial disabilities, contributes to the development of human capital and reduces inequalities amongst vulnerable and marginalized peoples.

Moving forward, various UN agencies will come together to address key discrimination and deprivations. This will include a strong focus on improving the nutritional status of children and women of childbearing age. Joint efforts to strengthen the effectiveness and responsiveness of essential social services, particularly, health, education and the social safety net, will also be pursued with joint work focusing on strengthening systems to better deliver quality services. This approach will demonstrate affordable, integrated and innovative solutions to tackle inequalities at the sub-national level, while national policy and advocacy will ensure replication and sustainability at a larger scale, thus maximizing the multiplier effect of investments. As part of this approach, joint work will also focus on building system resilience and responsiveness to sudden onset emergencies and potential economic shocks[37].

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36 World Food Programme Sri Lanka, 2017. Sri Lanka: National Strategic Review of Food Security and Nutrition - Towards Zero Hunger. Retrieved from: http://www.wfp.org/sites/default/files/NSRFSNZH_FINAL.pdf

37 Recommendations from reviews of human rights instruments such as the CESCR and CEDAW will inform programmes to address discrimination and human rights issues.

Trade and the private sector are recognised as engines for inclusive economic growth, creation of higher waged and decent employment, and reducing wage inequalities by gender towards poverty reduction. Small and medium sized enterprises (SMEs) represent over 80 percent of the businesses in Sri Lanka, generating 35 percent of total employment. Strategies will be adopted to work in partnership with the private sector, supporting SMEs, their production and trade, as part of the efforts to contribute to the country's inclusive growth.

Driver 3 programming priorities will include focus on economic security, equitable implementation of policies, developing a shock-responsive social protection system, building resilient livelihoods, and targeting women-headed households. Technical assistance will develop the quality of health care and the quality of education in Sri Lanka. Employability is the final area of programming priorities, and is focused on the provision of required skills and opportunities for decent employment of young people, women, people with disabilities and other targeted vulnerable populations.

Driver 4: Enhancing resilience to climate change and disasters and strengthening environmental management

By 2022, people in Sri Lanka, in particular the vulnerable and marginalized are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance and blue/green development.

Linked to the following SDGs

Addressing the impact of climate change[38] is critical to addressing inequalities and vulnerabilities, as well as sustaining peace. Ensuring equitable access to natural resources, in light of existing land, population and climate pressures, will help reduce conflict risk. Improved natural resource and infrastructure management will require more effective oversight and enforcement mechanisms, which increasingly involve the public and civil society. Reducing climate and disaster risk will require addressing overlapping institutional mandates through coherent policy and strategy making, filling capacity gaps, and integrating environmental, climate and disaster considerations into development planning.

The UNSDF has been developed with consideration for the impacts of extreme weather events as well as climate change, including droughts, floods and increasingly unpredictable weather patterns, on Sri Lanka's agricultural sector. The low level of productivity and yields of agricultural production, as practiced by the majority of farmers in Sri Lanka, reduces the country's overall resilience and adaptive capacities for change. With a population expected to grow to 24 million by 2050 and with rising wealth leading to changing consumption patterns for food, water and energy, the conservation and sustainable management of natural resource such as land, forests, wildlife and fish stocks and of the

fragile ecosystem of Sri Lanka is becoming increasingly challenging. Furthermore, the people of Sri Lanka are expressing concerns over the risks associated with human settlements in flood-prone areas, reclamation of wetlands, availability and quality of drinking water and proper management of solid and liquid waste.

To address these challenges, the UN through Driver 4 will work with the Government to build capacity for disaster risk reduction and resilience, climate change adaptation and sustainable management and conservation of natural resources. The UN will provide technical assistance to facilitate the review, updating and implementation of regulatory frameworks and policies aimed at reducing the vulnerabilities of the population to the effects of climate change, and at protecting the natural resources of the country.

Monitoring of Driver 4 will focus on tracking the number of Disaster Risk Reduction District Plans that are in place and funded. Within the period 2018-2022, this will be strengthened through the establishment of Sendai Framework baselines. The percentage increase in the implementation of integrated water management systems, measurable through national surveys, will focus on assessing the enabling environment; institutions working on water management; and management

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38 In compliance with the UN Plan of Action on Disaster Risk Reduction for Resilience, UN January 2017.

instruments and financing. Finally, monitoring will also focus on the percentage of Nationally Determined Contributions (NDCs) under implementation following submission to the UNFCCC in September 2016, and the percentage of National REDD+ Investment Framework and the Plan of Action (NRIFAP) policies and measures under implementation following the 2017 launch of the NRIFAP.

Examples of potential programmes include climate change mitigation (such as reduction of deforestation and forest degradation, renewable energy); climate change adaptation; promotion of climate resilient livelihoods and infrastructure; and Disaster Risk Reduction in rural and urban areas. In the area of Environment, a number of programme priorities incorporate: implementation of the blue/green village initiative for climate smart and environmentally sustainable communities; sustainable land and water management, including prevention of soil erosion, rehabilitation of soil fertility and integrated water management; reduction of waste and pollution allowing for compliance with multilateral environmental agreements; and protection of land and marine ecosystems and biodiversity.

7 AFFORDABLE AND CLEAN ENERGY

A well-established energy system supports all sectors; from business, medicine and education to agriculture, infrastructure, communications and advanced technology.

Drivers 3 and 4 of the UN Sustainable Development Framework contribute to achieving SDG 7, to ensure access to affordable, reliable, sustainable and modern energy for all.

8 DECENT WORK AND ECONOMIC GROWTH

Poverty eradication is only possible through stable and well-paid jobs. In addition to creating jobs, there is also a need to improve conditions for women and men who are working, but not earning enough to lift themselves and their families out of poverty.

Drivers 1, 2, and 3 of the UN Sustainable Development Framework contribute to achieving SDG 8, to promote inclusive and sustainable economic growth, employment and decent work for all.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

In the face of a rapidly changing global economic landscape and increasing inequalities, sustained growth must include industrialisation that firstly, makes opportunities accessible to all people, and secondly, is supported by innovation and resilient infrastructure.

Driver 1 of the UN Sustainable Development Framework contributes to achieving SDG 9, to build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

SECTION 03:

PRIORITIES OUTSIDE OF THE UNSDF 2018-2022

The UNSDF represents the UN system's joint commitment to working together to support the Government to achieve the SDGs. As such, the UNSDF relates to the majority of the UN system's interventions in Sri Lanka, all of which contribute to the achievement of the UNSDF strategic priorities in support of national sustainable development goals. In this context, and given the breadth of needs in the country, and the individual as well as the joint nature of the way the UN works, some elements of the UN's response are not easily integrated under the Drivers of the UNSDF; additionally, elements of emergency/humanitarian response not known at the time of signing the UNSDF are not easily planned in advance.

In the case of Sri Lanka, where the UNSDF primarily reflects the collaborative work of three or more agencies, priorities outside of the UNSDF may include: targeted inputs of individual technical agencies; responses to and resources for unplanned humanitarian disasters including extreme weather events, or civil unrest; coordination and discretionary programming and emergency response needs associated with those events; innovations or specific communication strategies developed as a result of novel partnerships or demands that arise in Sri Lanka; and specific health campaigns or health responses that require targeted, specialised interventions.

The diversity of programming both within and surrounding the UNSDF is recognised and reflects the breadth of the UN's comparative advantage. The overarching commitment of the UNCT, is however, to work within the coordination mechanism of the UN system in the country, whether within or outside of the UNSDF, no matter the circumstances or the specificity of UN agencies.

Targeted inputs of individual technical agencies

Humanitarian Disasters

Extreme Weather

Civil Unrest

Innovations or Specific Communication Strategies

Specific Health Campaigns or Health Responses

10 REDUCED INEQUALITIES
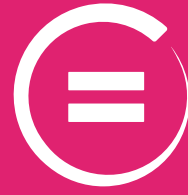
Inequalities based on income, sex, age, disability, sexual orientation, race, class, ethnicity religion and opportunity continue to persist across the world. Inequality threatens long-term social and economic development; we cannot achieve sustainable development and make the planet better for all if people are excluded from opportunities, services, and the chance for a better life.

Drivers 1, 2, and 3 of the UN Sustainable Development Framework contribute to achieving SDG 10, to reduce inequalities within and among countries.

SECTION 04:

FINANCING THE UNSDF 2018-2022

COMMON BUDGETARY FRAMEWORK

The CBF reflects an estimation of the total resource requirement of all participating UN system agencies in order to achieve UNSDF 2018-2022 results. The CBF is a single reference that provides financial detail of the contributing UN agencies' full programming budget for the five-year period of the UNSDF. The CBF indicates available and pipeline funding at the time of signing the UNSDF and the amount projected to be mobilised during the course of its implementation, and should therefore

not be considered a confirmed financial commitment of available resources from the UN agencies.

The overall resource requirement to achieve the programmatic results for the UNSDF is summarized in Figure 4, with financial information on total budgets, available funding and resources to be mobilised for each of the four Drivers.

Programming Priorities	Total Budget ($)	Available Funding ($)	Resources to be mobilised ($) (c-a)
	(c)	(a)	(b)
Driver 1	25,051,799	5,912,746	19,139,053
Driver 2	47,159,568	19,377,746	27,781,822
Driver 3	142,466,741	65,296,756	77,169,985
Driver 4	152,191,446	70,183,746	82,007,700
TOTAL ($)	366,839,554	160,740,994	206,098,560

Figure 4: Summary table - Common Budgetary Framework UNSDF 2018-2022

Total Costs (C): This is the total estimated cost of implementing the UNSDF. It is the sum of the available resources (A) and the resources to be mobilised (B).

Resources projected to be available (A): These are funds available from all sources and already secured (including under contract) at the time of the CBF preparation. They can include core/regular budget funds, as well as donor contributions received in-country, allocated from headquarters or regional levels, and/or received through global funds and multi-donor trust funds. They include confirmed donor resources, plus all pipeline funds under negotiation by UN organisations and any expected potential resource contributions from other sources.

To be mobilised (funding gap) (B): this is the difference between resources already secured and firmly available and the required resources to implement the UNSDF. This gap is based on needs and realistic projections of new resources that can be mobilised.

Of the overall estimated budget for the UNSDF of USD 366,839,554, it is projected that USD 160,740,994 (44%) will be available at the start of UNSDF implementation, leaving USD 206,098,560 (55%) to be mobilised throughout UNSDF implementation.
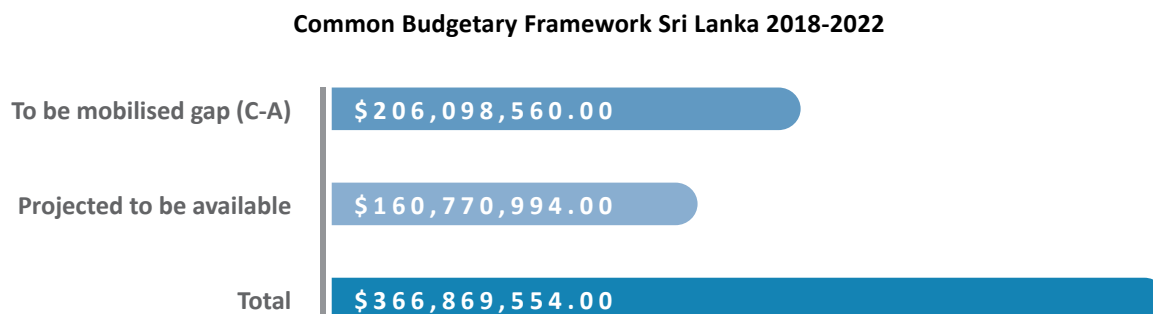
Common Budgetary Framework Sri Lanka 2018-2022

To be mobilised gap (C-A)	**$206,098,560.00**
Projected to be available	**$160,770,994.00**
Total	**$366,869,554.00**

Figure 5: Totals – Common Budgetary Framework UNSDF 2018-2022

UN agencies operate under different financial systems with different funding structures, programming cycles and timeframes. The level of predictability in funding forecasts depends on a number of inter-related factors including whether an agency receives core funding or is fully dependent on raising funds through country level or regional programmes. There may also be significant variation between the nature of the services an agency provides, with some agencies engaged in activities that may be more resource intensive than others.

All agencies have carefully analysed spending from the previous programming cycle and have provided resource mobilisation targets considered to be realistically achievable within the five-year implementation period of the UNSDF. A summary of the CBF per UN agencies is included in Annex 2.

An annual CBF will be developed as part of the process of developing annual work plans for the four Drivers to accurately quantify the resource requirements of the UNSDF on an annual basis and to inform resource mobilisation activities or strategies.

TRENDS IN DEVELOPMENT FINANCING OF THE SDGs

The 2030 Agenda calls for changes in the way existing resources are used and prioritised, facilitating for more effective integrated approaches to managing public and private finance to achieve sustainable development. The change in financing flows, sources and trends, coupled with the ability of UN Systems to support Governments in moving ahead on the 2030 Agenda, requires the UN to review its current and future financing frameworks for delivering the SDGs

Realising the ambitious SDGs will require a significant increase in investments. The cost of the SDGs is globally estimated in the trillions of dollars, at levels well beyond the resources currently available to countries. Meeting these investment needs will require raising and mobilising significant additional resources from multiple sources. But it will also require UN systems at county level to shift focus on its resource base from funding to financing and using and channeling resources more efficiently based on a multi-stakeholder, partnerships and multi-financing approach.

Traditionally, UN financing has focused on mobilisation and disbursement of grant funding, with UN agencies receiving some funding through Member State contributions in the form of core funding and additional funding and/or voluntary contributions for programmatic priorities.

Global Official Development Assistance (ODA) has been growing steadily over the last 10 years with allocations being focused to poorest countries where the needs are largest. However, growth in core resources has been minimal compared to growth in non-core resources for both development-related activities and humanitarian assistance activities. This shift towards less core funding and more targeted non-core contributions has been challenging for the UN system with a higher proportion of earmarked contributions being assigned to specific projects or programmes, and thereby limiting individual UN agencies' decision-making in terms of determining where the priorities exist.

Trends in funding the UN Development System point towards the majority of middle-income countries, recognising that they are entering a post-ODA phase where volumes related to Foreign Direct Investment (FDI), trade, and domestic resource mobilisation will increasingly exceed grant assistance.

RESOURCE MOBILISATION FOR THE UNSDF 2018-2022

The UN system in Sri Lanka recognises the importance of designing a strategic approach to UN resource mobilisation in order to fulfil the UN's mandate and commitments. To achieve this goal, the UN system will prepare a Joint UN Resource Mobilisation Strategy to respond to the funding gap in the CBF.

In a funding environment characterised by scarce resources, a joint approach to resource mobilisation aims to increase coordination and reduce competition among UN agencies while improving cooperation on the basis of comparative advantage. A key component of the Joint UN Resource Mobilisation Strategy in Sri Lanka will therefore be to identify the right mix of potential financial sources and instruments to enable the UNSDF programme implementation while taking into account the wider financing ecosystem, including funds managed by other partners, identifying ways in which UN funding can be used to leverage and to address national priorities.

The Joint UN Resource Mobilisation Strategy is led by the RC and UNCT and is complementary to individual UN agency resource mobilisation activities. It, therefore, does not replace UN agencies' individual fund raising, but facilitates more transparent and effective inter-agency coordination of resource mobilisation efforts.

The UN system in Sri Lanka's approach to resource mobilisation fully recognises the fact that beyond resourcing its own programming, the UN has an important role to mobilise development investments and other resources in partnership with Governments, to enable countries to achieve their localised SDG agenda.

As the Joint UN Resource Mobilisation Strategy for the UNSDF is prepared in a Sri Lanka specific context, it will incorporate a mapping of the financial landscape and donor profiling, so as to allow for identification of the right financing instruments and architecture to most effectively address the identified financing gap, and to ensure coordinated approaches. The strategy will be guided by a set of key principles identified by the UNCT, such as ensuring joint resource mobilisation efforts are idea-driven, capitalising on the unique comparative advantage of the UN system and demonstrating the added value of delivering results together.

The UN system globally has accumulated a significant amount of experience in system-wide development, humanitarian and transition pooled funds. This experience has highlighted that as part of a portfolio of financing instruments, a 'One Fund' or pooled funding can be a powerful mechanism to better position the UN system to deliver the 2030 Agenda.

To support implementation of the UNSDF joint activities, the RCO and UNCT will support agencies to identify which resource mobilisation mechanisms should be established to ensure that the funding gap in the medium term CBF is financed. As part of preparing the Joint UN Resource Mobilisation Strategy 2018-2022, where different instruments will be considered, the UNCT will consider its application and decide if a One Fund mechanism should be part of the joint UN resource mobilisation efforts in Sri Lanka[39].

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39 The purpose of a One Fund is to maximise effectiveness by pooling resources into a common fund to support the UN system's contribution to national strategic development priorities. To further accelerate coherence, efficiency and delivery of results by the UN system, a One Fund calls for multi-year, un-earmarked commitments from donors. The approach enhances predictability and helps ensure funding decisions are driven by national development priorities and strategies. Resources provided to a One Fund mechanism are considered to be additional to core funds provided by donors to UN agencies, funds and programmes.

The UN system will provide support to the development and implementation of activities within the UNSDF 2018-2022, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the support may be provided to Non-Governmental and Civil Society organisations as agreed within the framework of the individual work plans and project documents.

Additional support may include access to UN organisation-managed global information systems, the network of the UN agencies' country offices and specialised information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialised Agencies, Funds and Programmes.

The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities. Subject to annual reviews and progress in the implementation of the programme, UN agencies' funds are distributed by calendar year and in accordance with the UNSDF 2018-2022. These budgets will be reviewed and further detailed in the work plans and project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for specific activities may be re-allocated to other programmatically equally worthwhile activities.

11 SUSTAINABLE CITIES AND COMMUNITIES

The future will be urban for a majority of people, therefore the solutions to some of the greatest issues facing humans, must be found in city life.

Drivers 3 and 4 of the UN Sustainable Development Framework contribute to achieving SDG 11, to make cities inclusive, safe, resilient and sustainable.

SECTION 05:

IMPLEMENTATION - MANAGEMENT AND ACCOUNTABILITY FOR THE UNSDF 2018-2022

The programme will be nationally executed under the overall coordination of the Government. Government coordinating authorities in Sri Lanka are noted within Annex 4 on Legal Partnership. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities.

The UNSDF will be made operational through the development of joint work plans[40] and/or agency-specific work plans and project documents as necessary, which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner as necessary on the use of resources[41]. To the extent possible, the UN system agencies and partners will use the minimum documents necessary, namely the signed UNSDF and signed joint or agency-specific work plans and project documents to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, *inter alia*, the relevant text from the UNSDF and joint or agency-specific work plans and/or project documents[42].

To implement the UNSDF, the UN system in Sri Lanka has established roles, responsibilities and processes for oversight, coordination, management, partnership arrangements, planning, monitoring and evaluation.

Effective implementation of the UNSDF requires that UN agencies operate in a manner that promotes coherence, ensuring that core programming principles and approaches are fully considered and applied under the unifying principle of 'leaving no one behind'. To this end, the UN system in Sri Lanka commits adequate resources to the UNSDF 2018-2022 management arrangements, including the provision of strategic guidance and monitoring of planned results in the most efficient and effective manner.

Implementation includes UN agencies considering the establishment of incentives for those staff that consistently contribute to inter-agency mechanisms for delivering on the UNSDF, such as integrating expectations in performance plans and highlighting achievements in performance review.

HUMANITARIAN AND DEVELOPMENT COORDINATION

As a disaster-prone country, Sri Lanka experiences cyclical humanitarian emergencies and disasters. Humanitarian assistance is designed to save lives and alleviate suffering during and in the immediate aftermath of emergencies. Development assistance, on the other hand, responds to ongoing structural issues, particularly systemic poverty, that may hinder economic, institutional and social development in any given society, and assists in building capacity to ensure resilient communities and robust and sustainable economic growth and employment generation. Humanitarian and development assistance are interconnected and often both contain humanitarian and development components.

At the World Humanitarian Summit in June 2016, a joint commitment to action was launched to implement a new way of working together based on three main elements: (1) Working towards collective outcomes across the UN

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40 As per the UNDG Standard Operating Procedures (SOPs) for countries adopting the "Delivering as One" approach.

41 Engagement of CSOs and other partners for planning and monitoring will be determined when the joint workplans are being developed.

42 In the case of UNDP, the Government Coordinating Authority will nominate the Government Co-operating Agency directly responsible for the Government's participation in each UNDP-assisted work plan. The reference to "Implementing Partner(s)" shall mean "Executing Agency(s)" as used in the Standard Basic Assistance Agreement (SBAA). Where there are multiple implementing partners identified in a work plan, a Principal Implementing Partner will be identified, who will have responsibility for convening, coordinating and overall monitoring (programme and financial) of all the Implementing Partners identified in the work plan to ensure that inputs are provided and activities undertaken in a coherent manner to produce the results of the work plan.

system and the broader humanitarian and development community; (2) Working over multi-year timeframes, recognising the reality of protracted crises and aiming to contribute to longer-term development gains, in the logic of the SDGs; and (3) Working collaboratively based on comparative advantage of diverse actors.

The UNSDF 2018-2022 priorities focus on areas of development where the UN system can provide support to the Government. However, the UNCT recognises that the SDGs and the 2030 Agenda commitment to 'leaving no one behind' and 'reaching those furthest behind first' makes specific references to people affected by humanitarian emergencies and those who may be "unaccounted for" within legal and administrative frameworks, such as refugees, asylum seekers and migrant workers. These global agendas create a common framework under which both humanitarian and development actors can work together to ensure the safety, dignity and ability to thrive for the most vulnerable and at-risk populations.

Whereas humanitarian/emergency situations traditionally have been addressed by the UN system as isolated events, the need to ensure much stronger coordination between the humanitarian and development agendas is now globally recognised. Due to the interdependent nature of challenges like climate change and environmental degradation, conflict, pandemics and population growth, multidimensional responses are called for, mixing humanitarian short-term assistance with longer-term development interventions. This approach and understanding will guide the actions of the UN system for 2018-2022, as it seeks to build these stronger linkages between humanitarian and development interventions.

At the same time, it is recognised that in acute situations, a traditional emergency humanitarian response focusing on saving lives and limiting human suffering may be needed. However, protracted scenarios with a higher degree of predictability may permit a model of development-humanitarian cooperation with the possibility of more joint analysis, planning and programming to achieve collective outcomes, as well as access to a wider range of financing instruments and progressive capacity building of Government institutions to respond better to emergency situations.

Should an emergency/humanitarian situation occur during the implementation of the UNSDF 2018-2022, the UN in Sri Lanka is committed to providing coordinated support and services though the Global Coordination Mechanisms of the Inter-Agency Standing Committee (IASC), the primary mechanism for facilitating coordination, policy development and decision-making in response to complex emergencies and natural disasters.
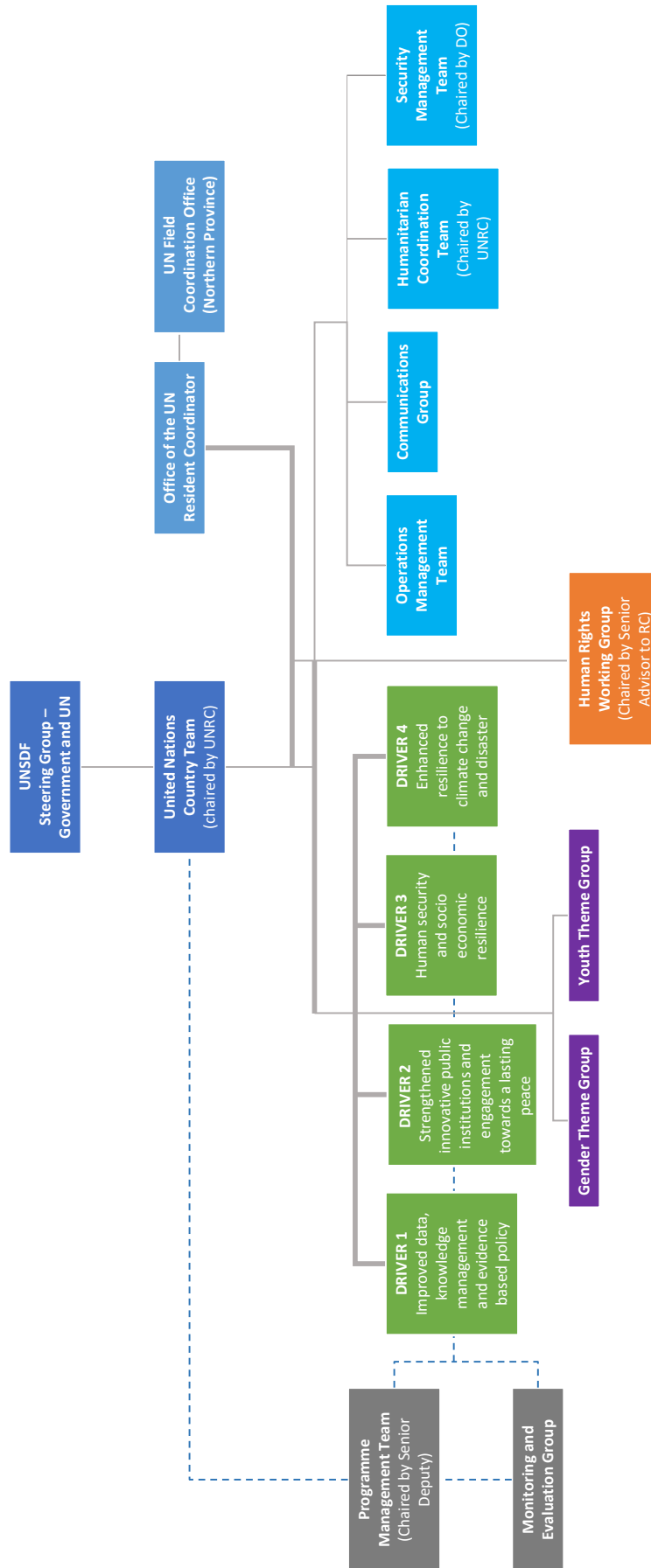
Figure 6: Management and accountability structure for the implementation of the UNSDF 2018-2022.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Simple changes in consumption can have a big impact on society as a whole. Each year about one-third of all food produced ends up rotting, something that we must all address.

Driver 2 of the UN Sustainable Development Framework contributes to achieving SDG 12, to ensure sustainable consumption and production patterns.

The UNSDF Steering Committee is co-chaired by the Secretary to the Ministry of National Policies and Economic Affairs and the UN Resident Coordinator[43]. Membership will consist of representatives of key line ministries and UNCT members representing the four UNSDF Drivers. Additional participants from both Government and the UN in observer status will be determined on the basis of the priorities of the agenda. The UN will endeavour to expand participation to incorporate non-government partners including civil society, the private sector and development partners. The Steering Committee has responsibility for reviewing and guiding the strategic direction of the UNSDF and joint work plans, providing high-level oversight and support. The Steering Committee meets at least once per year to review and discuss data and evidence collected during monitoring for assessing progress against the indicators, horizon-scanning, updating risk analysis, and assessing performance in forming partnerships, resource mobilisation and delivery. The Secretariat for the Steering Committee is the RCO.

The **UN Country Team** is composed of the heads of all resident and non-resident UN agencies, funds and programmes and is the UN's highest inter-agency coordination and joint decision-making body in the country, providing internal oversight of the implementation and monitoring of the UNSDF. UNCT members are accountable to each other for the responsible use of resources, achievement of results, adherence to the UN programming principles of UN development assistance[44], and progress with DaO reform. This includes making available the financial, human and other resources needed for the realisation of the commitments related to achievement of the UNSDF results.

The **UN Resident Coordinator** is the UN Secretary General's designated representative in Sri Lanka and is responsible for convening the UNCT and leading overall coordination of the UNSDF 2018-2022, ensuring that priority is given to the SDGs and advancement of the DaO agenda in Sri Lanka. The UNCT convenes to discuss partnership and joint resource mobilisation priorities, the advancement of programme implementation and issues of strategic importance so as to identify mutually agreed priorities, to build consensus, improve coordination and to 'speak with one voice'.

The **Programme Management Team (PMT)** coordinates technically across Drivers and supports the UNCT to meet its annual reporting obligations regarding the UNSDF 2018-2022 results. Membership comprises of Deputies and Senior Programme Officers or equivalent across all UN agencies, resident and non-resident in the country. The PMT would support the development of the UNSDF Resource Mobilisation Strategy on behalf of the UNCT, and collate Driver Group inputs into the annual UNSDF reporting in coordination with Driver leads to the RCO. The PMT may wish to establish ad hoc, time bound **task teams**, with clearly defined terms of reference to respond to a specific programmatic, policy issue or opportunity/challenge that requires an inter-agency focus. Membership and modus operandi of task teams will depend on the specifics of the issue to be addressed as determined by the PMT. Work plans will be submitted to the PMT for agreement and subsequent monitoring of results.

The **Monitoring and Evaluation Group (M&E Group)** is composed of of M&E specialists from all UN agencies. The M&E Group is responsible for promoting a results culture within the UN system and in assisting the Driver Groups to apply Results Based Management (RBM) tools and principles in their annual planning, monitoring and reporting; and will work closely with the PMT to fulfill these efforts. The M&E Group will provide inputs to the Joint Annual One UN Country Report; adopt monitoring tools; and focus on the development and implementation of the UNSDF M&E plan.

The UNSDF 2018-2022 **Driver Groups** will be led by a Head of Agency, and have the responsibility for the inter-agency coordination and technical support associated with implementation of the agreed UNSDF Drivers. Driver Groups will report to the UNCT and the UNSDF Steering Committee with the support of the **PMT** and convene as necessary to prepare joint work plans defining output-level results and required resources, activities for agreed joint initiatives, and an annual CBF. Driver Groups enable the UN system in Sri Lanka to advance coherence, coordinate work around the delivery of the UNSDF 2018-2022 Drivers and support transparency and accountability. As part of the overall flexibility in terms of the annual planning process, the Driver Groups will continuously be responsible for scanning for new and emerging opportunities.

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43 United Nations in Sri Lanka. 2016. Meeting with Government Partners on UNDAF Addendum
44 The core underlying principles for UN programming at country level are: 1) human rights, gender equality and women's empowerment; 2) sustainable development and resilience; 3) leave no one behind; and 4) accountability (as in the UNDG UN Development Assistance Framework Guidance (updated 2016)).

UN agency-specific work plans complement the joint work plans of the Driver Groups. In formulating and carrying out joint work plans, Driver Groups will:

- identify joint initiatives where three or more agencies will work together, including but not limited to joint programming, and outline the roles of different members in achieving common results;

- coordinate and manage the implementation of joint interventions in a coherent manner, to achieve common results;

- identify joint communications and advocacy opportunities to achieve common results;

- ensure that the outputs of planned joint initiatives are costed, available resources are identified, and the funding gap calculated and reported;

- develop joint work plans for Driver Groups with relevant UN organisations;

- review and revise joint plans, annually or more often if required, or as necessary; and

- prepare inputs for the Joint Annual One Country Report.

Inter-agency 'theme groups' represent inter-agency networks that convene when needed to discuss priority cross-cutting issues and share information. They differ from Driver Groups in that they pursue cross-cutting priorities, but like Driver Groups may also develop and coordinate implementation of joint plans for initiatives where three or more agencies will work together. The theme groups currently represent Youth and Gender priorities; however additional theme groups may be established by agreement of the UNCT when needs require establishment of a longer term professional network reflecting any cross-cutting priorities of the UNSDF 2018-2022. Membership and modus operandi of these groups will depend on the specific

nature of the issue to be addressed as determined by the UNCT. Contact lists of theme group members will be maintained by the RCO so as to maintain networks of practitioners to support knowledge sharing and joint planning when it makes sense to do so. Theme group members may work closely with the UNCG on specific communications and advocacy campaigns associated with thematic priorities, or may be called on to advise the planning of joint initiatives to ensure cross-cutting priorities are incorporated in planning and monitoring.

The Office of the UN Resident Coordinator (RCO)[45] provides active and direct facilitative support to the UN Resident Coordinator and the UNCT, and supports coordination of all inter-agency activities related to DaO and the implementation of the UNSDF. The RCO, together with Government counterparts, provides secretariat support to the UNSDF Steering Committee and coordinates all technical inputs into annual meetings of the Committee.

The UN Field Coordination System (FCS) has been in place since 2015 and is linked to the Office of the UN Resident Coordinator. The FCS currently covers the Northern and Eastern Provinces and aims at supporting inter-agency/partner coordination, strengthening of Government-led coordination, and facilitation of UN and development partner field missions. The FCS also reports on political developments at provincial level and provide in-depth analysis of regional development issues.

The **Operations Management Team (OMT)** is an inter-agency team comprising operations specialists from all UN agencies. The OMT is responsible for development, implementation and monitoring of the BOS and for liaison with the UNCT on issues requiring high-level decision making and policy guidance. The OMT is chaired by a head of agency delegating responsibility for ongoing coordination of the OMT to an operations professional and reports periodically to the RC and the UNCT. The RC and UNCT members will attend the

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45   RCO human resources are subject to available resources comprised of both UNDOCO annual allocations and cost share contributions from UN agencies, whereby coordination work plans are revised on an annual basis.

OMT meetings as necessary. The BOS and its annual work plans are supported by inter-agency common service groups and through cost share contributions from UN agencies made to the common services budget of the OMT.

The **UN Communications Group (UNCG)** is an inter-agency body comprising agency communication and advocacy focal points. The UNCG is responsible for development of the UN Sri Lanka Communications and Advocacy Strategy 2018-2022, and its implementation through the priorities identified in annual work plans. The UNCG is chaired by a head of agency delegating responsibility for ongoing coordination of the UNCG to a communications professional and reports periodically to the UNCT. The budget for UNCG annual work plans will be supported through agency cost share contributions to the UN Coordination budget. The UN Sri Lanka Communications and Advocacy Strategy 2018-2022 is informed by the priorities of the UNSDF 2018-2022 and uses the lens of the SDGs to establish themes and priorities of UNCG work plans across 2018-2022.

The **Humanitarian Coordination Team (HCT)** is chaired by the UN Resident Coordinator as Humanitarian Coordinator and is responsible for coordinating UN and other entities' response in the event of a humanitarian disaster. The HCT can submit joint proposals for emergency funds and access surge capacity through submission to the relevant UN entities. The UN Resident Coordinator as Chair of the HCT is responsible for leading and coordinating the efforts of humanitarian organisations, both UN and non-UN, at the country level in support of Government efforts.

The **Human Rights Working Group (HRWG),** led by the Senior Human Rights Advisor, reports to the RC and contributes to UNCT-wide coherence and collaboration on human rights mainstreaming, providing policy and technical support to the RC and UNCT members, and supports the UNCT members integrate human rights principles and international standards to their work as needed. The HRWG, where appropriate, reviews and supports reporting on human rights treaties and conventions, and eventually serves as an early warning mechanism for the UNCT with respect to human rights concerns.

The **Security Management Team (SMT),** composed of Heads of Agencies, is led by the RC as the Designated Official and focuses on the safety and security of all UN personnel in Sri Lanka. The SMT is supported by the UN Department for Safety and Security and convenes regularly to review safety and security reports and address issues of priority.

13 CLIMATE ACTION

Climate change is caused by human activities and is threatening the way we live and the future of our planet. By addressing climate change, we can build a sustainable world for everyone. But we need to act now.

Driver 4 of the UN Sustainable Development Framework contributes to achieving SDG 13, taking urgent action to tackle climate change and its impacts.

SECTION 06:

MONITORING AND EVALUATION

The UNSDF is an outcome level document that binds the UN system in Sri Lanka around a set of agreed strategic Drivers. The UNSDF is, therefore, the UN's contribution to monitoring of national development priorities. Whilst the UNSDF remains focused at the outcome level, the results of outputs or activities either in individual agency plans or in joint work plans contribute to the attainment of the Drivers outlined in the UNSDF. Progress on the results of output level joint programming in support of the UNSDF is planned and monitored annually, which in turn supports the annual updating of the CBF and the monitoring of indicators within the UNSDF Results Framework.

The **UNSDF Results Framework** provides the basis for monitoring of the four UNSDF Drivers utilising the established baselines, targets and nominated means of verification.

The M&E Working Group will draw on agreed **monitoring tools and nominated** data sets to monitor each indicator. Incremental improvement in data in Sri Lanka is linked to Driver 1 and the UN's continued collaboration and capacity development of nominated sectoral line ministries and statistical divisions to increase access to consistent and quality data.

UNInfo[46] will be used as a tool to establish the UNSDF Results Framework online, allowing easier access to Driver Groups undertaking joint monitoring, and to synthesise summaries and graphs that can be used in annual reports and annual monitoring meetings. UNInfo is developed by the UN Development Operations Coordination Office (UNDOCO) and made available for use by all UNCTs. UNInfo will be used to monitor progress of both the UNSDF and BOS.
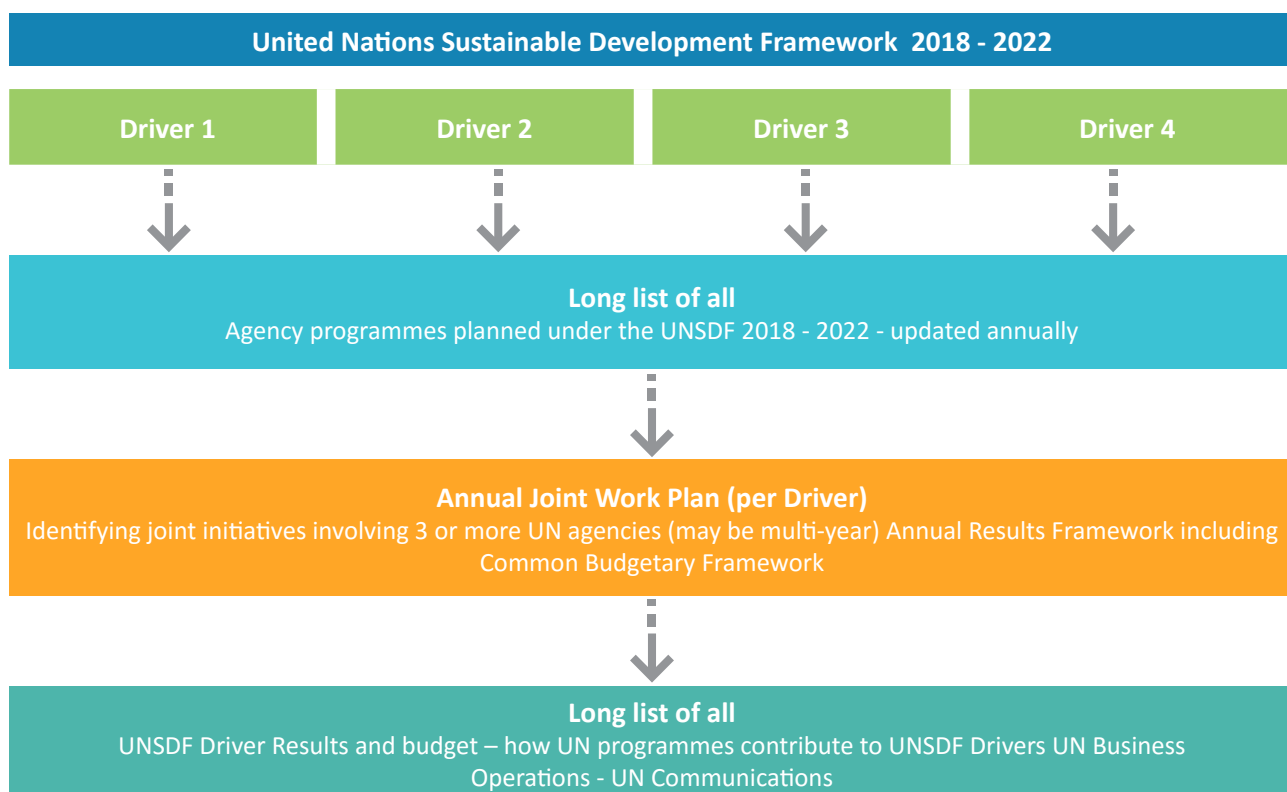

Figure 7: Annual cycle of joint planning and reporting

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46 The UNinfo platform is currently being piloted in a few countries and is expected to be rolled out to all UNCTs by the end of 2017. However, if there are delays in the roll out of UNinfo, the UNCT will develop a simple system locally to monitor the UNSDF and BOS.

Annual work plans are produced by the individual Driver Groups capturing the joint initiatives undertaken by that group. Annual work plans include an update of the CBF per Driver and also form the basis of annual reporting that contributes to the One UN Country Report.

The **One UN Country Report** is a joint outcome report prepared by the RCO, based on inputs from the PMT and Driver Groups with the support of the M&E Working Group, the OMT and the UNCG. It is prepared on an annual basis for the UNCT's submission to the UNSDF Steering Committee, focused on joint results achieved in any one year.

One **External Independent Evaluation**[47] will take place in the penultimate year of the UNSDF. The evaluation focuses at the outcome level, reviewing the extent to which the UNSDF has contributed to institutional and policy change.

Procedures and responsibilities for monitoring of activities through **Harmonised Approaches to Cash Transfers (HACT)** are outlined in mandatory guidance applied by all UNCTs globally (See Annex 3).

RISKS FOR MONITORING AND EVALUATION

The greatest risk to M&E in the Sri Lankan context relate to three areas: (1) The capacity of staff and teams to roll out results based management; (2) The consistency of Driver Groups and the M&E Working Group in maintaining the annual cycle of planning, monitoring and reporting; and (3) Access to consistent quality data. Driver 1 of the UNSDF seeks to address the issue of consistency, access to and quality of data at the institutional level in collaboration with national partners. Consistency in the functioning of the governance and accountability structures of the UNSDF require ongoing oversight by the UNCT, the delegation of accountability across the governance structures, the provision of incentives for staff and recognition of contribution to joint UN processes in performance appraisal systems of agencies. Finally, capacity concerns to be addressed through the M&E Plan include the need to provide training and learning opportunities to support incremental increase of RBM knowledge and experience across the UN team.

47 This does not exclude a mid-term review or an evaluation to be carried out at any time during the UNSDF 2018-2022.

MONITORING AND EVALUATION WORK PLAN

Monitoring	2018	2019	2020	2021	2022
Annual monitoring reports – annual work plan results	✓	✓	✓	✓	✓
Annual monitoring of any joint initiatives, joint programmes	✓	✓	✓	✓	✓
Annual monitoring of the BOS	✓	✓	✓	✓	✓
Annual monitoring of the UN Communications and Advocacy work plan	✓	✓	✓	✓	✓
Reporting					
One UN Country report – combined results from all Driver Groups submitted through the UNCT to the UNSDF Steering Committee	✓	✓	✓	✓	✓
Annual report of the UN Resident Coordinator to the UN Secretary General indicating results from the UN Coordination work plan	✓	✓	✓	✓	✓
Evaluation					
Independent Evaluation of UNSDF 2018-2022 in year 2021, the penultimate year of the UNSDF				✓	
M&E Capacity Development					
Training in UNINFO for M&E Working Group and Results Group members		✓		✓	
Training for counterparts in RBM	✓	✓	✓	✓	✓
Surveys[48]					
Demographic and Health Survey					
Agricultural Survey					
Annual Labour Force Survey					
Household Income and Expenditure Survey					

Figure 8: Monitoring and Evaluation Plan

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48   Surveys carried out by the Government which will be used for M&E.

14 LIFE BELOW WATER
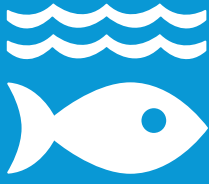
Oceans provide key natural resources including food, medicines, biofuels and other products. Maintaining healthy oceans supports climate change mitigation and adaptation efforts.

15 LIFE ON LAND

Forests cover nearly 31 per cent of our planet's land area. From the air we breathe, to the water we drink, to the food we eat – forests sustain us.

Driver 4 of the UN Sustainable Development Framework contributes to achieving SDG 15, to sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.

SECTION 07:

RISKS AND ASSUMPTIONS

The achievement of the results identified in the UNSDF Results Framework is potentially influenced by a number of risks and assumptions which impact the UN's ability to address development challenges in Sri Lanka in an effective and coordinated manner. The joint annual workplans will account for any emerging risks and assumptions and integrate mitigation strategies. The main risks and assumptions identified by the UNCT include:

RECONCILIATION AND NON-VIOLENCE

The achievement of the UNSDF 2018-2022's strategic prioritisation results will, to a large degree, depend on the ability to advance the reform agenda, secure a political settlement, and avoid the outbreak of violence in Sri Lanka. In this context, the 2016 CCA observes that "reconciliation holds a central role for Sri Lanka over the coming years." The PPP for the country encompasses four priorities: transitional justice, reconciliation, good governance, and resettlement/durable solutions. At the same time, reconciliation involves three broad areas of consideration: (1) addressing the underlying structural and societal drivers of conflict; (2) coming to terms with the past, by ensuring accountability; and (3) rebuilding community-level social support structures and institutions, so that violence does not recur. Complementary to this, the Peacebuilding Context Assessment 2016 notes the large and multifaceted task ahead, which requires transforming the "negative peace" of the early post-conflict years into a "positive peace."

CLIMATE CHANGE AND NATURAL DISASTERS

Sri Lanka is extremely vulnerable to natural disasters and climate change, both of which have caused the loss of significant portions of GDP annually over the last three decades. Climate change threatens livelihoods as well as the physical and social health of local communities and risks unravelling Sri Lanka's development progress. Some regions are chronically and acutely susceptible to climate extremes, including floods, typhoons, drought and salt-water intrusion, putting at risk millions of people, critical infrastructure and Sri Lanka's agricultural production.

Natural disasters and emergencies may impact on national and UN system priorities. Programmatic priorities to support planned preparedness, risk reduction and resilience across all UN activities, systems, infrastructure, processes, economic functionality and community engagement; as well as coordination capacities to respond to humanitarian emergency are factored into the UNSDF and its coordination, governance and accountability structures. However, as indicated in Section 3, these aspects are factored in to planned activities and exclude responses to and resources for unplanned humanitarian disasters.

CHANGING AID ENVIRONMENT

The risks to programme implementation and resource mobilisation due to changed economic status of countries, has the potential to impact the eligibility of countries, reducing or changing availability of ODA and other financing sources, impacting individual agency budgets and access to vertical funds. These changes are factored into the realistic CBF for 2018-2022. The Joint UN Resource Mobilisation Strategy will address the funding gap in the CBF and aim to coordinate the resource mobilisation efforts of the UN agencies and engagement with development partners and the Government. Enhanced UN agency coordination will reduce competition for funds.

Potential risks for Sri Lanka's lower middle-income status may challenge the implementation of UNSDF as new and unplanned priorities may have to be addressed. The UN will build on its comparative advantages in providing integrated solutions to complex multidimensional development challenges, with greater focus on the provision of high quality policy advice.

DATA

Poor availability and quality of data, lack of strong analysis, and often ineffective use of data in Sri Lanka are considered major risks in relation to the ability of the UN system to demonstrate results against the UNSDF as well as tracking the attainment of SDG targets over time. Serious concerns around the accuracy and low quality of data in Sri Lanka confirm the need for improving both systems and levels of capacity. In addition, any data protection concerns will need to be addressed[49]. To that effect, the UNSDF has identified data, including capacity building of national systems, as one of the four Drivers of priority. Related to the issue of low quality data is the risk associated with the challenges of accessing comprehensive and confirmed figures on the Sri Lankan national budget. Allocation of national resources are considered a solid indicator of the Government of Sri Lanka's short and medium term strategic prioritisation.

ADMINISTRATIVE PROCEDURES OF THE UN

Slow administrative UN processes, including procurement and human resource management, are traditionally considered a risk in terms of ensuring effective and timely delivery of results. By strengthening the administrative processes, pooling expertise, and harmonising business processes in key operational areas, the UN seeks to mitigate previously identified risks and challenges to programme implementation.

NATIONAL DRIVER LEVEL FOCUS

The strategic prioritisation of the UNSDF 2018-2022 Drivers are defined at national level and cannot be achieved exclusively by the UN system in Sri Lanka. Achievement of the UNSDF results are, therefore, dependent on the contribution from Government and other development partners active in any one priority area. In this context, a risk is identified concerning the institutional capacity gaps in public institutions and corresponding diminishing effectiveness in service delivery.

Defining priorities at national level may also pose a challenge for the UN Driver Groups when defining their annual, inter-agency priorities as part of the annual joint work planning processes.

UN AGENCY PROGRAMMING, BUDGETING AND REPORTING

Due to different programming and budgeting systems of the UN agencies, with agencies operating within different programming cycles from two - five years and different levels of core funding availability, the ability of some agencies to meet the commitment of the medium term strategic priorities in the UNSDF may be at risk. The UNCT will seek to minimise this risk by ensuring adequate attention is given to the joint annual work planning, budgeting and reporting processes of the Driver Groups.

COORDINATION CAPACITY

Reduced UN coordination capacity, due to a scale down in availability of resources for UN Coordination, may impact on the overall coordination of the implementation of the UNSDF 2018-2022. Without an adequately staffed and resourced RCO, the UN system may be challenged in terms of meeting its commitment to support joint planning, implementation, monitoring and reporting as well as ensuring that engagement with the Government is followed through in a coherent and coordinated manner. UN Coordination structures, systems and budgets are to be reviewed on an annual basis.

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49   For example, ensure anonymity of data and application of international human rights law and criteria in disaggregation of data.

In 2015, record levels of
refugees, migrants and forcibly
displaced people moved across
international borders. The issue
of large movements of refugees
and migrants is too big for any
one State to handle on its own.
We must work together to find
durable solutions.

Drivers 1, 2, 3 and 4 of the
UN Sustainable Development
Framework contribute to
achieving SDG 16, to promote
peaceful and inclusive societies
for sustainable development,
provide access to justice
for all, and build effective,
accountable and inclusive
institutions at all levels.

ANNEX 01:

RESULTS FRAMEWORK

Driver 1: Towards improved data, knowledge management and evidence-based policy

Driver statement: "By 2022, people in Sri Lanka benefit from improved data and knowledge management to address inequities and ensure inclusive and responsive decision making."

National Development Strategy: Public Investment Plan; Peacebuilding Priority Plan

Linked to the following SDGs

| SDG 1 | SDG 2 | SDG 3 | SDG 4 | SDG 5 | SDG 8 | SDG 9 | SDG 10 | SDG 16 | SDG 17 |

Number	Indicator		Implementing partners
1.1	Proportion of SDG indicators produced at the national level with full disaggregation when relevant to the target, in accordance with the Fundamental Principles of Official Statistics (SDG indicator 17.18.1) Baseline: 25 percent[50] Target: 78 percent[51] Means of verification: Department of Census and Statistics, Data and Statistics for Monitoring Development Plans in Sri Lanka	• All UN Agencies	• Department of Census and Statistics • Department of National Planning • Ministry of Sustainable Development and Wildlife • Provincial and district level partners
1.2	Proportion of individuals using the internet (SDG indicator 17.8.1) Baseline: 25 percent[52] Target: 78 percent Means of verification: Telecommunication Regulatory Commission, Financial Analysis of the Telecom Sector Statistics Portal	• All UN Agencies	• Department Census and Statistics • Information and Communication Technology Agency of Sri Lanka • Ministry of National Policies and Economic Affairs • Civil Society Organisations • Private sector ICT service providers
1.3	A national statistical plan [in alignment with UN guidelines[52]] is fully funded and under implementation (SDG indicator 17.18.3) Baseline: Plan is not yet implemented and is not fully funded. Plan does not include UN guidelines Target: Plan is fully implemented and is fully funded. Plan includes UN guidelines Means of verification: Department of Census and Statistics	• All UN Agencies	• Department of Census and Statistics • Department of National Planning • Ministry of National Policies and Economic Affairs • Ministry of Sustainable Development and Wildlife • Civil Society Organisations

50 2015 target.
51 Taking into consideration the number of indicators relevant to Sri Lanka
52 As at 4 September 2016, 560,973 Fixed Broadband, Narrowband and Mobile Broadband Subscriptions. Source: TRCSL (http://trc.gov.lk/2014-05-13-03-56-46/statistics.html)

Driver 2: Strengthened innovative public institutions and engagement toward a lasting peace.

Driver statement: "By 2022, people in Sri Lanka, especially the marginalised and vulnerable, benefit from more rights-based, accountable, inclusive and effective public institutions, to enhance trust amongst communities and towards the State."

National Development Strategy: Public Investment Programme 2017-2020, p 108.

Linked to the following SDGs:

[SDG icons: 1 NO POVERTY · 2 ZERO HUNGER · 3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES · 12 RESPONSIBLE CONSUMPTION AND PRODUCTION · 16 PEACE AND JUSTICE]

Number	Indicator		Implementing partners
2.1	Extent to which innovative governance platforms are strengthened at national and sub-national levels, focusing on people engagement Baseline: TBD[53] Target: TBD Means of verification: CSO engagement assessment reports 2017, 2020 and 2022	ILO IOM OHCHR UNDP UNFPA UNHABITAT UNICEF UNV UN Women WFP	• Ministry of Foreign Affairs • Ministry of Labour, Trade Union Relations and Sabaragamuwa Development • Ministry of Law and Order • Ministry of National Co-existence, Dialogue and Official Languages • Ministry of National Integration and Reconciliation • Ministry of National Policies and Economic Affairs • Ministry of Provincial Councils and Local Government • Ministry of Public Administration and Home Affairs • Ministry of Sustainable Development and Wildlife • Ministry of Women and Child Affairs • Parliament of Sri Lanka • Presidential Secretariat • Prime Minister's Office • Bilateral partners • Chambers of commerce • Civil society organisations • Media • Youth groups • Human Rights Commission* • Ministry of Education* • Ministry of Finance and Mass Media* • Ministry of Hill Country New Villages, Infrastructure and Community Development* • Ministry of Prison Reforms, Rehabilitation, Resettlement and Hindu Religious Affairs* *Denotes additional implementing partners for Indicator 2.2
2.2	Proportion of the population who believe that state institutions are treating people of all groups fairly, equitably and without discrimination (SDG indicator 16.b.1) Baseline: TBD[54] Target: TBD[55] Means of verification: Peacebuilding Perception Survey conducted by the Peacebuilding Fund Secretariat in 2022		

Number	Indicator		Implementing partners
2.3[56]	Amount of national budget allocation for gender empowerment and elimination of discrimination against women Baseline: LKR 2.83 billion (allocated to the Ministry of Women and Child Affairs (capital + recurrent expenditure) Target: LKR 5.69 billion Means of verification: Budget estimates published annually by the Ministry of Finance and Mass Media (available on official website) Note: The Budget estimates published annually by the Ministry of Finance and Mass Media do not provide information about gender-specific allocations, except for the Ministry in charge of the subject of Women. Hence, it is not possible to ascertain the total budget allocation under this indicator. However, it is critical to achieving gender-related outcomes. Accordingly, information re: gender-focused budgeting for the education, health and social services sectors will be obtained directly from key line ministries, until the budget call is revised to indicate estimates relating to gender targets across sectors.	• ILO • UNDP • UNFPA • UNODC • UN Women	• Attorney General's Department • Finance Commission • Human Rights Commission • Law Commission • Legal Draftsman's Department • Ministry of Finance and Mass Media (Budget Department) • Ministry of Foreign Affairs • Ministry of Health, Nutrition and Indigenous Medicine • Ministry of Home Affairs • Ministry of Labour, Trade Union Relations and Sabaragamuwa Development • Ministry of Law and Order • Ministry of National Co-existence, Dialogue and Official Languages • Ministry of National Integration and Reconciliation • Ministry of National Policies and Economic Affairs • Ministry of Provincial Councils and Local Government • Ministry of Public Administration and Home Affairs • Ministry of Sustainable Development and Wildlife • Ministry of Women and Child Affairs • National Police Commission • Parliament of Sri Lanka • Presidential Secretariat • Prime Minister's Office • Right to Information Commission • Sri Lanka Police • Bilateral donors • Chambers of commerce
2.4	Extent to which priorities identified to the Peacebuilding Priority Plan (PPP) are implemented to achieve the country's peacebuilding and reconciliation vision Baseline: 10 percent Target: 75 percent Means of verification: Peacebuilding Fund Results Framework and Annual Workplans		

53　Method of measurement and requisite definitions of what innovative governance platforms are and what citizen engagement constitutes (including youth and gender) will be determined following an assessment and strategy for CSO engagement to be developed in 2017. The baseline will be provided in the said assessment with provision for mid- and end of programme cycle updates. Elements of inclusivity and coordination to be included in index.

54　To be established in 2017 following perception survey to be conducted by the Office of the UN Resident Coordinator.

55　To be set in 2017.

56　SDG reference indicator: Legal, policy and institutional frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of gender [SDG Indicator 5.1.1] * [original phrasing of the indicator has been amended to include "policy and institutional frameworks"]

Driver 3: Human security and socio-economic resilience

Driver statement: "By 2022, people in Sri Lanka, especially the vulnerable and marginalised groups of children, youth, women, migrants, elderly and disabled, benefit equitably from dynamic and responsive social protection systems."

National Development Strategy: Priority II: Social and Human Capital Development

Linked to the following SDGs[57]

SDG icons: 1 NO POVERTY · 2 ZERO HUNGER · 3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 6 CLEAN WATER AND SANITATION · 7 AFFORDABLE AND CLEAN ENERGY · 8 DECENT WORK AND ECONOMIC GROWTH · 10 REDUCED INEQUALITIES · 11 SUSTAINABLE CITIES AND COMMUNITIES · 16 PEACE AND JUSTICE

Number	Indicator		Implementing partners
3.1	Proportion of the population covered by social protection floors/systems, disaggregated by gender, and distinguishing children, the unemployed, old-age persons, persons with disabilities, pregnant women/new-borns, work injury victims, the poor and vulnerable (SDG indicator 1.1.1) Baseline: Existing baseline based on 2013 data[58,59] 2013 Coverage of social transfers (income support and nutrition-related): 3,129,150 (15.2% of population[60]) Target: TBD Baseline: # of Divi Neguma/Samurdhi households in 2013: 1,480,000 (28% of population) Target: TBD Baseline: 2013 Coverage of education-related transfers: 3,973,909 (19.3% of population) Target: TBD Means of verification: National administrative data, Ministry of Finance and Planning Annual Report	• FAO • ILO • UNFPA • UNICEF • UNV • WFP • WHO	• Ministry of Education • Ministry of Health, Nutrition and Indigenous Medicine • Ministry of Hill Country New Villages, Infrastructure and Community Development • Ministry of Labour, Trade Union Relations and Sabaragamuwa Development • Ministry of Women and Child Affairs • National Water Supply and Drainage Board • Academia • Civil society organisations
3.2	Proportion of children under five years who are developmentally on track in health, nutrition, learning and psychosocial wellbeing, by gender (and location) (SDG indicator 4.2.1) Baseline: TBD Target: TBD Means of verification: Household Survey	• FAO • UNESCO • UNICEF • WFP • WHO	• Ministry of City Planning and Water Supply • Ministry of Education • Ministry of Health, Nutrition and Indigenous Medicine • Ministry of Hill Country New Villages, Infrastructure and Community Development • Ministry of Women and Child Affairs • Academia • Civil society organisations

Number	Indicator		Implementing partners
3.3	Proportion of youth[61] (aged 15-29 years) engaged in education, unemployment, training or volunteer activities, by gender and location (SDG 8.6.1) Baseline: Education: Proportion of population 15-16 years attending school: 77.6 Proportion of population 17-18 years attending school: 52.8 Unemployment: 15 - 24 years: 20.8% 25 - 29 years: 9.4% Volunteers: 31.2% Target: Education: TBD Unemployment: TBD Volunteers: TBD Means of verification: Census of Population and Housing, Annual Labour Force Survey, National Survey on Volunteerism	• ILO • IOM • UN-Habitat • UNDP • UNESCO • UNFPA • UNHCR • UNICEF • UNV • UN Women • WFP	• Ministry of Education • Ministry of Foreign Employment • Ministry of Health, Nutrition and Indigenous Medicine • Ministry of Higher Education and Highways • Ministry of Hill Country New Villages, Infrastructure and Community Development • Ministry of Labour, Trade Union Relations and Sabaragamuwa Development • Ministry of Skills Development and Vocational Training • Ministry of Women and Child Affairs • Ministry of Youth Affairs • Academia • Civil society organisations • Employers' Federation • Trade Unions
3.4	Unemployment rate, by gender, age and persons with disabilities (SDG indicator 8.5.2). Baseline: Unemployment: 15 - 24 years: 20.8% Male - 16.6% Female - 27.4% 25 - 29 years: 9.4% Male - 4.4% Female - 17.5% Target: TBD Means of verification: Annual Labour Force Survey, Department of Census and Statistics data	• FAO • ILO • IOM • UNDP • UNFPA • UNHCR • UNICEF • UNIDO • UNV • UN Women • WFP • WHO	• Ministry of Labour, Trade Union Relations and Sabaragamuwa Development • Academia • Civil society organisations

57 National development strategies: National Trade Policy (draft); SME Development and Action plan.
58 Ministry of Finance and Planning, Annual Report 2013 (MFP 2014); Tilakaratna et al., 2013.
59 There is a risk of double counting the beneficiaries of social protection systems as people may receive benefits from several schemes.
60 Population size in Sri Lanka in 2013 was 20.58 million according to the World Bank. The average household family size is 3.9 according to the 2012/2013 Household Income and Expenditure Survey.
61 Indicator adjusted to Sri Lanka context. Changing youth age range from 15–24 (SDG indicator) to 15–29 for Sri Lanka context.

Driver 4: Enhancing resilience to climate change and disasters and strengthening environmental management

Driver Statement: "By 2022 People in Sri Lanka, in particular the vulnerable and marginalised are more resilient to climate change and natural disasters and benefit from increasingly sustainable management of natural resources, better environmental governance and blue/green development."

National Development Strategy: National Disaster Management Policy and Plan (2013); National Emergency Operations Plan (NEOP) 2015; National Climate Change Policy of Sri Lanka 2012; National Strategy for Climate Change and Action Plan 2016, National Climate Change Adaptation Strategy for Sri Lanka 2011-2016; National Climate Change Adaptation Plan for Sri Lanka 2016

Linked to the following SDGs

Number	Indicator		Implementing partners

4.1	Number of districts with funded Disaster Risk Reduction (DRR) and Response and Resilience Strategies (SDG Indicator 1.5.3, 11.b.2 and 13.1.1 - modified[62])
	
	Baseline: 0 DRR District Plans in place
	    0 DRR District Plans funded
	
	Target: 25 Targeted[63] districts have a DRR District Plan in place
	    12 district level DRR District Plans are funded
	
	Means of verification: Disaster Management Centre: National Progress Report on implementation of Hyogo Framework for Action and Sendai Mechanism
		• ADB
		• FAO
		• ILO
		• IOM
		• UN-Habitat
		• UNDP
		• UNICEF
		• UNOPS
		• WFP
		• WHO
		• World Bank
			• Disaster Management Centre
			• Line Ministries
			• Ministry of Disaster Management
			• Municipalities
			• Provincial and district authorities
			• National and International NGOs

4.2	Percentage increase in implementation of integrated water management systems (SDG Indicator 6.5.1) (on scale from 0 to 100) Baseline: Baseline to be determined[64] Target: 10 percent increase Means of verification: UNE (SDG monitoring mechanism) UN Water FAO (AQUASTAT)	• ADB • FAO • UNDP • UNE • UNHabitat • UNICEF • UNOPS • WFP • WHO • World Bank	• Department of Forestry • Department of Wildlife Conservation • Ministry for City Planning and Water Supply • Ministry of Agriculture • Ministry of Fisheries and Aquatic Resources Development • Ministry of Housing and Construction • Ministry of Irrigation and Water Resources Management • Ministry of Mahaweli Development and Environment • Ministry of Rural Economy • National Department for Community Water Supply • National Water Supply and Drainage Board • International Water Management Institute • National and international NGOs
Number	**Indicator**		**Implementing partners**

	Indicator	UN Partners	Government / Other Partners
4.3	Percentage of Nationally Determined Contributions (NDCs) under implementation following NDC submitted to UNFCCC in September 2016 Baseline: 0 percent Target: 40 percent Means of verification: Ministry of Mahaweli Development and Environment (biannual report to UNFCCC)	• ADB • FAO • UNDP • UNE • UN Habitat • UNICEF • UNIDO • UNOPS • WFP • WHO • World Bank	• Department of Forestry • Department of Wildlife Conservation • Ministry of Agriculture • Ministry of Fisheries and Aquatic Resources Development • Ministry of Health, Nutrition and Indigenous Medicine • Ministry of Housing and Construction • Ministry of Mahaweli Development and Environment • Ministry of Plantation Industries • Ministry of Power and Renewable Energy • Ministry of Rural Economy • Ministry of Sustainable Development and Wildlife • National and international NGOs
4.4	Percentage of National REDD+ Investment Framework and the Plan of Action (NRIFAP) policies and measures under implementation following the 2017 launch of the NRIFAP. Baseline: 0 percent Target: 70 percent Means of verification: Ministry of Mahaweli Development and Environment (biannual report to UNFCCC)		

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62 The indicator is modified - All districts have disaster response and preparedness plans with limited funding, but not disaster risk reduction strategies.

63 The number and location of targeted districts will be defined in consultation with the Government of Sri Lanka.

64 The indicator is being measured in 2017 by UN Environment, with results expected in Q1 2018, based on national surveys structured around four main components:

1. Enabling environment: policies, laws, plans and strategies for Integrated Water Resources Management (IWRM).
2. Institutions: range and roles of political, social, economic and administrative institutions that help to support the implementation of IWRM.
3. Management instruments: tools and activities that enable decision-makers and users to make rational and informed choices between alternative actions.
4. Financing: budgeting and financing made available and used for water resources development and management from various sources.

ANNEX 02:

COMMON BUDGETARY FRAMEWORK - AGENCY BREAKDOWN

Agency	Total Budget ($)	Available Funding ($)	Resources to be mobilised ($) (c-a)
	(c)	(a)	(b)
FAO	42,233,000	16,633,000	25,600,000
ILO	9,500,000	2,710,000	6,790,000
IOM	28,005,000	21,000,000	7,005,000
UN WOMEN	2,200,000	1,250,000	950,000
UNDP	100,000,000	52,600,000	47,400,000
UNESCO	918,000	668,000	250,000
UNFPA	3,800,000	2,400,000	1,400,000
UNHABITAT	2,800,000	130,000	2,670,000
UNHCR	15,208,211	10,644,994	4,563,217
UNICEF	57,235,000	16,000,000	41,235,000
UNODC	600,000	200,000	400,000
UNOPS	50,000,000	25,000,000	25,000,000
UNV	620,000	535,000	85,000
WFP	43,750,343	6,000,000	37,750,343
WHO	10,000,000	5,000,000	5,000,000
TOTAL ($)	**366,839,554**	**160,740,994**	**206,098,560**

17 PARTNERSHIPS FOR THE GOALS

In 2015, world leaders adopted the 2030 Agenda for Sustainable Development that aims to end poverty, tackle inequalities and combat climate change. We need everyone to come together—governments, civil society, scientists, academia and the private sector— to achieve the Sustainable Development Goals.

Driver 1 of the UN Sustainable Development Framework contributes to achieving SDG 17, to revitalize the global partnership for sustainable development.

ANNEX 03:

PARTNERSHIP AGREEMENTS AND PRINCIPLES

The Government will support the UN system agencies' efforts to raise funds required to meet the needs of this UNSDF and will cooperate with the UN system agencies including: encouraging potential donor Governments to make available to the UN system agencies the funds needed to implement unfunded components of the programme; endorsing the UN system agencies' efforts to raise funds for the programme from other sources, including the private sector both internationally and in the individual programming country, and by permitting contributions from individuals, corporations and foundations in Sri Lanka to support this programme, which will be tax exempt for the Donor, to the maximum extent permissible under applicable law[65].

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the UN system (as stated in the International Civil Service Commission circulars (ICSC)).

The Government will honour their commitments in accordance with the provisions of the cooperation and assistance agreements outlined.

Without prejudice to these agreements, the Government shall apply the respective provisions of the Convention on the Privileges and Immunities of the United Nations (the "General Convention") or the Convention on the Privileges and Immunities of the Specialised Agencies (the "Specialised Agencies Convention") to the Agencies' property, funds, and assets and to their officials and experts on mission. The Government shall also accord to the Agencies and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. In addition, it is understood that all UNVs shall be assimilated to officials of the Agencies, entitled to the privileges and immunities accorded to such officials under the General Convention or the Specialised Agencies Convention. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and their officials, experts on mission or other persons performing services on their behalf and shall hold them harmless in respect of any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from gross negligence or misconduct of that Agency, or its officials, advisors or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the Agencies from civil liability under the law of the country in respect of vehicles provided by the Agencies but under the control of or use by individual Government.

(a) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organisations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.

(b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the UN and its subsidiary organs, including WFP, whether under the Convention on the Privileges and Immunities of the UN of 13th February 1946, the Convention on the Privileges and Immunities of the Specialised Agencies of 21st November 1947, as applicable, and no provisions of this document or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.

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65 According to the Department of External Resources - programme activities will be exempted of indirect taxes.

HARMONISED APPROACHES TO CASH TRANSFERS

A standard Fund Authorisation and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the UN organisation wil reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilisation of cash received. The Implementing Partner shall identify the designated official(s) authorised to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans only.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans, and ensuring that reports on the utilisation of all received cash are submitted to the relevant UN organisations within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.

In the case of international NGO/CSO and IGO Implementing Partners, cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans, and ensuring that reports on the full utilisation of all received cash are submitted to the relevant UN organisations within six months after receipt of the funds.

To facilitate scheduled and special audits, each Implementing Partner receiving cash from a UN organisation will provide the UN system agency or agencies or its representative with timely access to:

- all financial records, which establish the transactional record of the cash transfers provided by relevant UN system agencies;

- all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed. The findings of each audit will be reported to the Implementing Partner and the relevant UN organisations. Each Implementing Partner will furthermore:

- Receive and review the audit report issued by the auditors.

- Provide a timely statement of the acceptance or rejection of any audit recommendation to the relevant UN organisations that provided cash (and where the Supreme Audit Institution (SAI) has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to the relevant UN organisations.

- Undertake timely actions to address the accepted audit recommendations.

The SAI may undertake the audits of Government Implementing Partners. If the SAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services.

Audits will be commissioned and funded by the UN system agencies and undertaken by private audit services.

All cash transfers to an Implementing Partner are based on the work plans agreed between the Implementing Partner and the UN system agencies.

Cash transfers for activities detailed in work plans can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:

   (a) Prior to the start of activities (direct cash transfer), or

   (b) After activities have been completed (reimbursement);

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

For those countries where it has been agreed that cash will be transferred to institutions other than the Implementing Partner (e.g., the Treasury), the legal clauses will be inserted in the relevant country annex.

Cash transfers for activities detailed in work plans can be made by the UN system agencies using the following modalities:

1. Cash transferred to the national institution for forwarding to the Implementing Partner:

   a. Prior to the start of activities (direct cash transfer), or

   b. After activities have been completed (reimbursement).

2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner.

3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Where cash transfers are made to the national institution, the national institution shall transfer such cash promptly to the Implementing Partner.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorised expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorised amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN[66]

Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

In the case of direct cash transfer or reimbursement, the UN system agencies shall notify the Implementing Partner of the amount approved by the UN system agencies and shall disburse funds to the Implementing Partner.

In the case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within an agreed number of days.

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where UN system agencies provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.

Implementing partners agree to cooperate with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners agree to the following:

1. Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representatives, as appropriate, and as described in specific clauses of their engagement documents/contracts with the UN system agencies.

2. Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring.

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66   For the purposes of these clauses, "the UN" includes the International Financial Institutions.

3. Special or scheduled audits. Each UN organisation, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

In the Sri Lanka context, **UNDP, UNICEF and UNFPA** apply HACT and the following is therefore relevant. Where an assessment of the Public Financial Management system has confirmed that the capacity of the SAI is high and willing and able to conduct scheduled and special audits, the SAI may undertake the audits of Government Implementing Partners. If the SAI chooses to not undertake the audits of specific implementing partners to the frequency and scope required by the UN system agencies, the UN system agencies will commission the audits to be undertaken by private sector audit services. Where no assessment of the Public Financial Management Capacity has been conducted, or such an assessment identified weaknesses in the capacity of the SAI, the audits will be commissioned by the UN system agencies and undertaken by private audit services.

ANNEX 04:

LEGAL PARTNERSHIP ANNEX

Whereas the Government of Sri Lanka (hereinafter referred to as "the Government") has entered into the following:

(a) WHEREAS the Government and the **United Nations Development Programme** (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA)) which was signed by both parties on **20 March 1990**. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of 'execution' and 'implementation' enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonisation initiative. In light of this decision this UNSDF together with a work plan (which shall form part of this UNSDF, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA [or other appropriate governing agreement[67]].

(b) With the **United Nations Children's Fund (UNICEF),** a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF on **29 January 1969**.

(c) With the Office of the **United Nations High Commissioner for Refugees (UNHCR),** a Country Cooperation Agreement concluded between the Government and UNHCR on **31 August 1987** and revised on **7 December 2005**.

(d) With the **World Food Programme (WFP),** a Basic Agreement concerning assistance from the World Food Programme, which Agreement was signed by the Government and WFP on **10 November 1968**.

(e) The Standard Basic Assistance Agreement (SBAA) between the Government and the United Nations Development Programme, dated **20 March 1990** and the exchange of letters between the Government and the **United Nations Population Fund (UNFPA)**, dated **11 August 2005**, constitute the legal basis for the relationship between the Government of Sri Lanka and UNFPA.

(f) With **the United Nations Industrial Development Organisation (UNIDO),** the Agreement between the Ministry of Industrial Development for the establishment of the UNIDO National Focal Point Office, executed on **14 May and 29 June 1999**.

(g) With the **Food and Agriculture Organisation (FAO)** of the United Nations, the Agreement for the opening of the FAO Representation in Sri Lanka on **4 January 1979**.

(h) With the **International Organisation for Migration (IOM)**, a Cooperation Agreement concluded between the Government and IOM on **26 June 2001**.

(i) For all agencies: Assistance to the Government shall be made available and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UN system agency's governing structures: **International Labour Organisation (ILO), United Nations Educational, Scientific and Cultural Organisation (UNESCO); United Nations Human Settlements Programme (UN-Habitat), United Nations Office on Drugs and Crime (UNODC), United Nations Office for Project Services (UNOPS), United Nations Volunteers (UNV); United Nations Entity for Gender Equality and the Empowerment of Women (UN Women); World Health Organisation (WHO)**.

The UNSDF will, in respect of each of the United Nations system agencies signing, be read, interpreted, and implemented in accordance with and in a manner that is consistent with the basic agreement between such United Nations system agency and the Host Government.

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67 In the countries where SBAA [or other agreement depending on country] have not been signed, the Standard annex to project documents for use in countries which are not parties to the Standard Basic Assistance Agreement (SBAA) should be attached to the UNDAF. These documents together with the work plan constitute the "project document".