CORPORATE PLAN

2026 - 2030

Urban Development Authority

Ministry of Transport, Highways and Urban Development

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Department Consultancy Procurement Committee (CPCD)

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Eng. K. L. S. Sahabandu, Head of Engineering Consultancy Division	Member
Mrs. Thusitha Sarathchandra, Assistant Director, Procurement Unit, UDA	Secretary

Role of CPCD: Selecting the Consultant and reviewing and accepting submissions from the Consultant.

Review Committee

Plnr. M.P. Ranatunga, DDG (Planning) Zone I , UDA	Co- Chairman
Mr. W. A. S. Sumanasooriya, DDG (HR and Admin.) UDA	Co- Chairman
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Brig. (Retd.) Gunasekara, Head of Engineering Services Division), UDA	Member
Mrs. Dayani Kiriwathuduwa, Prf. Director (Legal), UDA	Member
Plnr. K.G. Kalyani Indika, Deputy Director, PMU, UDA	Member
Ms. Thusitha Sarathchandra, AD, Procurement Unit, UDA	Member

Role of Review Committee: To assist CPCD by providing professional recommendations.

Plan Preparation Coordination Committee

Plnr. D.M.S.M. Dissanayake, Director, Research & Development Division
Plnr. K.G. Kalyani Indika, Deputy Director (Planning), Head of PMU
Plnr. R.P. Sanjaya Ranaweera, Acting Deputy Director (Town Planning), PMU
Plnr. Madhuka Thamarasi, Asst. Director(Town Planning), DDG (Planning) Zone II Office
Shamila Wijesinghe, Enforcement Planner, Progress Monitoring Unit
Plnr. Samadhi Guruge, Town Planner, DDG (Planning) Zone II Office
Shanaka Abeywardhana, Video Editor, Progress Monitoring Unit

Role of the Coordination Committee: Consolidate UDA feedback, liaise with KPMG, coordinate review committees and CPCD, and monitor incorporation of comments

Message from the Minister

It is my pleasure to present the Corporate Plan 2026–2030 of the Urban Development Authority, which sets out a clear strategic direction for urban development in Sri Lanka over the next five years. This plan has been prepared in alignment with the Government's national policy framework, which places strong emphasis on equitable growth, environmental sustainability, efficient public service delivery, and people-centered development.

As Sri Lanka continues its path toward economic recovery and national transformation, the role of planned urbanization has become more critical than ever. Cities must function as engines of inclusive economic opportunity, environmental stewardship, and social well-being.

It is my sincere expectation that our urban development efforts increasingly reflect the principle that cities are for all, not only for the privileged, but also for low-income families and those living in underserved settlements ensuring dignity, accessibility, and opportunity for every citizen.

This Corporate Plan outlines practical strategies to strengthen urban planning systems, improve land management, promote investment, enhance infrastructure coordination, and ensure balanced regional development. It is hoped that through its implementation, greater attention will continue to be given to inclusive planning, affordable living conditions, and equitable access to services and public spaces.

I am pleased to note that this plan has been formulated through a structured and consultative process, incorporating the expertise and contributions of professionals across the Authority. I wish to acknowledge the Department Consultancy Procurement Committee (CPCD), the Review Committee, and the dedicated Corporate Plan Team for their commitment and valuable input.
I am confident that this Corporate Plan will serve as a strong guiding framework to support sustainable urban transformation, strengthen institutional performance, and deliver meaningful benefits to the people of Sri Lanka.

I extend my best wishes to the Chairman, the Director General, and all staff of the Authority for the successful implementation of this important national initiative.

Bimal Niroshan Rathnayaka
Minister of Transport, Highways & Urban Development

Message from the Deputy Minister

It is with great pleasure that I convey my message on the presentation of the Corporate Plan 2026–2030 of the Urban Development Authority, which provides a strategic roadmap for guiding urban development initiatives in Sri Lanka over the next five years.

As Sri Lanka continues its journey towards sustainable development and economic progress, the importance of planned urbanization has become increasingly significant.

Our cities and towns must not only support economic growth but also provide safe, accessible, and inclusive spaces that enhance the quality of life of all citizens. In this regard, the creation of a livable urban environment remains a key priority of the Government's urban development agenda.

The Urban Development Authority plays a vital role in translating this vision into reality through effective planning, land management, infrastructure coordination, and urban regeneration initiatives. The strategies outlined in this Corporate Plan will contribute towards developing well-planned, environmentally sustainable, and people-centered urban areas that offer greater opportunities and improved living conditions for present and future generations.

I am pleased to note that this Corporate Plan has been developed through a consultative and collaborative process, benefiting from the expertise and commitment of the Authority’s officers and stakeholders. I extend my appreciation to the Consultancy Procurement Committee (CPCD), the Review Committee, and the Corporate Plan Team for their valuable contributions.

I am confident that this Corporate Plan will serve as an effective framework for achieving sustainable urban transformation and advancing our shared vision of creating comfortable, inclusive, and resilient urban environments across Sri Lanka.

I extend my best wishes to the Chairman, the Director General, and all officers and staff of the Urban Development Authority for the successful implementation of this Corporate Plan.

Eranga Gunasekara
Deputy Minister of Urban Development

Message from the Chairman

In an era of rapid economic, social, and environmental change, strategic planning is essential to guide institutions toward achieving long-term national goals. The Corporate Plan 2026–2030 provides a comprehensive roadmap to strengthen the institutional capacity, operational effectiveness, and service delivery of the Authority in fulfilling its national mandate.

This plan reflects a forward-looking vision to promote integrated urban planning, sustainable land utilization, environmentally responsible development, and efficient project implementation. It emphasizes the need for innovation, digital transformation, improved stakeholder engagement, and enhanced coordination among key agencies to ensure well-planned urban growth across the country.

The preparation of this Corporate Plan represents a collective effort. I wish to sincerely acknowledge the valuable contributions of the Department Consultancy Procurement Committee, the Review Committee, and the Corporate Plan Team for their dedication and professional commitment throughout the process.

I also extend appreciation to KPMG for providing expert consultancy support in formulating this strategic document.

Special recognition must be given to the Progress Monitoring Unit for successfully coordinating the entire planning process and organizing stakeholder workshops, and to the Procurement Unit for their assistance in managing procurement activities in compliance with established procedures.

This Corporate Plan will serve as a guiding instrument for the Authority to move forward with clarity of purpose, unity of direction, and renewed institutional strength. I am confident that its effective implementation will contribute significantly to achieving sustainable and inclusive urban development in Sri Lanka.

I extend my best wishes to the Director General, and all staff of the Authority for the successful implementation of this important national initiative.

M.G.Hemachandra
Chairman
Urban Development Authority

Message from the Director General

The Corporate Plan may be identified as the principal strategic roadmap that will guide the planning, operations, and development programs of the Urban Development Authority over the next five years. This plan is presented for the period 2026–2030. I am extremely pleased to be able to present it.

Within this plan, priority recommendations have been made to enhance efficiency in the planning sector, strengthen regulatory systems, improve project implementation capacity, modernize institutional processes, and provide higher-quality services to stakeholders. Furthermore, it reflects our strong commitment to sustainable development, transparency, innovation, and evidence-based decision-making in order to meet the evolving needs of urban areas.

The preparation of this Corporate Plan was carried out through a systematic process that included internal discussions, consensus-building through workshops. The Directors of the Board of Management extended their commendable support from the very beginning of this endeavor. They actively participated in workshops and shared their valuable insights, contributing significantly to its success. I extend my heartfelt gratitude to the Department Consultancy Procurement Committee (CPCD) and the Review Committee members for their valuable advice and recommendations during this process. I also express my appreciation to the consultancy team (KPMG) for their dedication and technical contributions done by the appointed UDA corporate plan team in reviewing and coordinating this important document.

Special thanks are extended to the Progress Monitoring Unit for efficiently organizing and coordinating the stakeholder workshops and all activities. I also convey my gratitude to the Procurement Division for their support in successfully carrying out all procurement-related activities associated with this task.

I greatly value the collective commitment demonstrated by all members of the institution in preparing this Corporate Plan. With the continued support and active participation of all stakeholders, I am confident that we will successfully achieve the objectives set out in this plan.

Eng. Damith Disanayaka
Director General
Urban Development Authority




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Abbreviations

BOM	Board of Management
CEA	Central Environmental Authority
DG	Director General
DDG	Deputy Director General
ESG	Environmental, Social and Governance
GDP	Gross Domestic Product
GIS	Geographic Information System
HRM	Human Resource Management
ICT	Information and Communication Technology
IMF	International Monetary Fund
IT	Information Technology
IoT	Internet of Things
KPI	Key Performance Indicators
M&E	Monitoring and Evaluation
MEP	Mechanical, Electrical, and Plumbing
MIS	Management Information System
PMU	Progress Monitoring Unit
PPP	Public–Private Partnership
RFP	Request for Proposal
SOP	Standard Operating Procedure
UDA	Urban Development Authority

Executive Summary

The Urban Development Authority (UDA) was established under the Urban Development Authority Law, No. 41 of 1978, to promote integrated planning and implementation of the economic, social, and physical development of declared urban development areas, regulate development activities, prepare and implement development plans, and undertake development works and services that are consistent with such plans. As the apex statutory agency in the urban sector, the UDA plays a catalytic role in ensuring that urban development in Sri Lanka is systematic, equitable, and sustainable.

In compliance with the Public Enterprises Department Circular No. PED/01/2021 of 16 November 2021 on guidelines for corporate governance and operational planning for public enterprises, this Corporate Plan for 2026–2030 outlines the strategic direction, goals, objectives, strategies, and performance indicators that will guide the Authority's work over the next five (2026-2030) years. The PED circular emphasises that a corporate plan should span a multi-year horizon, reflect the commitment of the Board and senior management, incorporate a strategic roadmap, and include measurable performance benchmarks to enable monitoring, oversight, and accountability.

This Corporate Plan serves as the foundation for the UDA's growth and transformation, offering both strategic and tactical measures to address emerging challenges in urban development and align the Authority's functions with national development priorities, global commitments such as the Sustainable Development Goals, and sectoral policy frameworks. It seeks to steer established vision and mission statements through aligned goals, objectives, and actionable strategies that will transform the direction of UDA's operations to meet contemporary urban development needs.

The plan was informed by a comprehensive assessment of the Authority's internal and external operating environments, including SWOT, gap analysis, PESTEL assessments, and a perception analysis of external stakeholders, which collectively highlighted key organisational challenges and strategic priorities over the next five years. These analytical inputs highlighted the need to strengthen evidence based (data backed) planning, enhance monitoring and evaluation and improve public engagement in planning processes, accelerate digital transformation and data-driven governance, secure diversified and sustainable financing beyond traditional funding sources, build human resource capacity, raise public awareness of urban planning functions, optimise land utilisation through strategic asset and portfolio management, and improve organisational structure, agility, and governance frameworks.

Based on these priorities, (06) six strategic goals have been established for 2026–2030, each supported by defined objectives and aligned strategies, providing a structured framework for the organisation. Specific timelines have been integrated into each action, and Key Performance Indicators (KPIs) have been formulated to serve as measurable benchmarks for guiding and assessing the implementation of action plans and the achievement of organisational goals. These KPIs will enable management to monitor progress, ensure accountability, and evaluate the impact of the UDA's initiatives on national urban development priorities.

In fulfilling its statutory mandate under the Urban Development Authority Law, No. 41 of 1978 and in accordance with the corporate planning requirements of the Public Enterprises Department Circular PED/01/2021 of 16 November 2021, the UDA reaffirms its commitment to shaping sustainable, resilient, and inclusive urban development that enhance the quality of life for all Sri Lankans over the 2026–2030 period.

Introduction

The Urban Development Authority

The Urban Development Authority (UDA) is established under the Urban Development Authority Law No. 41 of 1978 and its subsequent amendments; Act No. 4 of 1982, Act No. 44 of 1984, Act No. 56 of 1988, and Act No. 49 of 2000, which collectively define its statutory mandate. As the national institution responsible for planned urban development, the UDA is legally empowered to promote, regulate, and implement integrated physical development across declared urban areas in Sri Lanka.

As per section 8 of the Urban Development Authority Law No. 41 of 1978 the powers and functions of the authority are as follows:

- To carry out integrated planning and physical development within and among such areas, subject to any directions that may be given to the authority by the minister from time to time;
- To implement related programs of development work, activities and services in such areas that are consistent with integrated planning in such areas, subject to any directions that may be given to the authority by the minister from time to time;
- To formulate and submit development plans including capital investment plans to the minister for approval by the government;
- To undertake the execution of development projects and schemes as may be approved by the government;
- To enter into any contract with any person for the execution of development projects and schemes as may be approved by the government;
- To undertake the completion of any approved development project or scheme in default by any person failing to complete such project or scheme;
- To implement development plans and capital investment plans approved by the government;
- To formulate capital improvement programs in such areas;
- To formulate and implement an urban land use policy in such areas;
- To develop environmental standards and prepare schemes for environmental improvements in such areas;
- To carry out building, engineering, and other operations, and undertake any work in connection with the infrastructure development of such areas;
- To acquire and hold any movable or immovable property or dispose of any movable or immovable property acquired or held by it;
- To formulate and execute housing schemes in such areas;
- To cause the clearance of slum and shanty areas and to undertake the development of such areas;

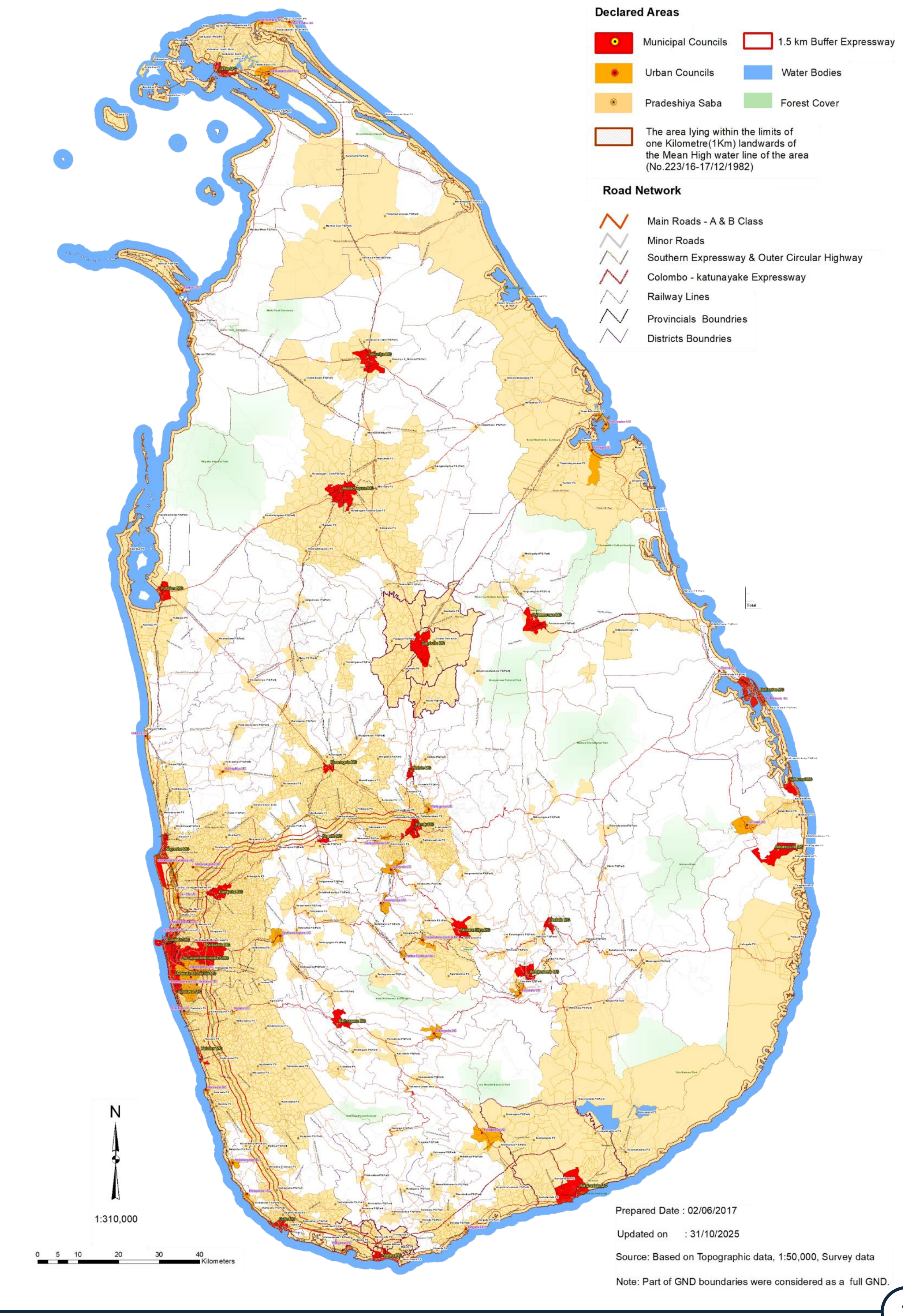
Introduction

- To prepare at the request of any government agency development projects and planning schemes on behalf of such agency and to co-ordinate and supervise the execution of such projects or schemes;
- To approve, coordinate and control development projects or schemes of any government agency in such areas;
- To provide technical planning services for the benefit of government agencies or other persons in such areas;
- To regulate any planning projects or schemes prepared by any government agency or other persons in such areas;
- To call upon any government agency at the direction of the government to undertake, in consultation with the authority, any development projects or schemes, and to regulate the activities of such projects or schemes;
- To charge rents or fees for any building or for any services provided by the authority;
- To accept gifts, grants, donations, or subsidies, whether in cash or otherwise, and to apply them for carrying out any of the objects of the authority; and
- To do all such acts or things as are incidental to or consequential upon the exercise, discharge and performance of its powers, functions and duties under this law.

Over the past four decades, the Authority has evolved into the apex body in shaping Sri Lanka's urban landscape undertaking planning, implementation, regulation, asset and land management, housing development, environmental improvement, and coordination across multiple government agencies. Its decisions directly influence spatial planning, infrastructure delivery, housing supply, investment flows, environmental sustainability, managing risk and social equity within urban areas.

Today, against the backdrop of urbanization, climate related vulnerabilities, fiscal constraints, and emerging national development priorities, the UDA's role remains pivotal. The Corporate Plan 2026–2030 seeks to build upon this legal foundation to guide the Authority's transformation toward more resilient, inclusive, and sustainable urban development, consistent with national policy frameworks and global commitments.

UDA Declared Areas



Organizational Structure

BOARD OF MANAGEMENT

CHAIRMAN

DIRECTOR GENERAL

ADDITIONAL DIRECTOR GENERAL

DDG (Planning) Zone I

- Director Planning *(Northern Province)*
- Director Planning *(North Central Province)*
- Director Planning *(Northwestern Province)*
- Director Planning *(Central Province)*
- Director Planning *(Uva Province)*
- Director Planning *(Sabaragamuwa Province)*
- Director *(GIS)*

DDG (Planning) Zone II

- Director Planning *(Southern Province)*
- Director Planning *(Western Province)*
- Director Planning *(Eastern Province)*
- Director *(CMR)*
- Director *(Strategic Planning)*
- Director *(Research & Development)*

DDG (Project Management)

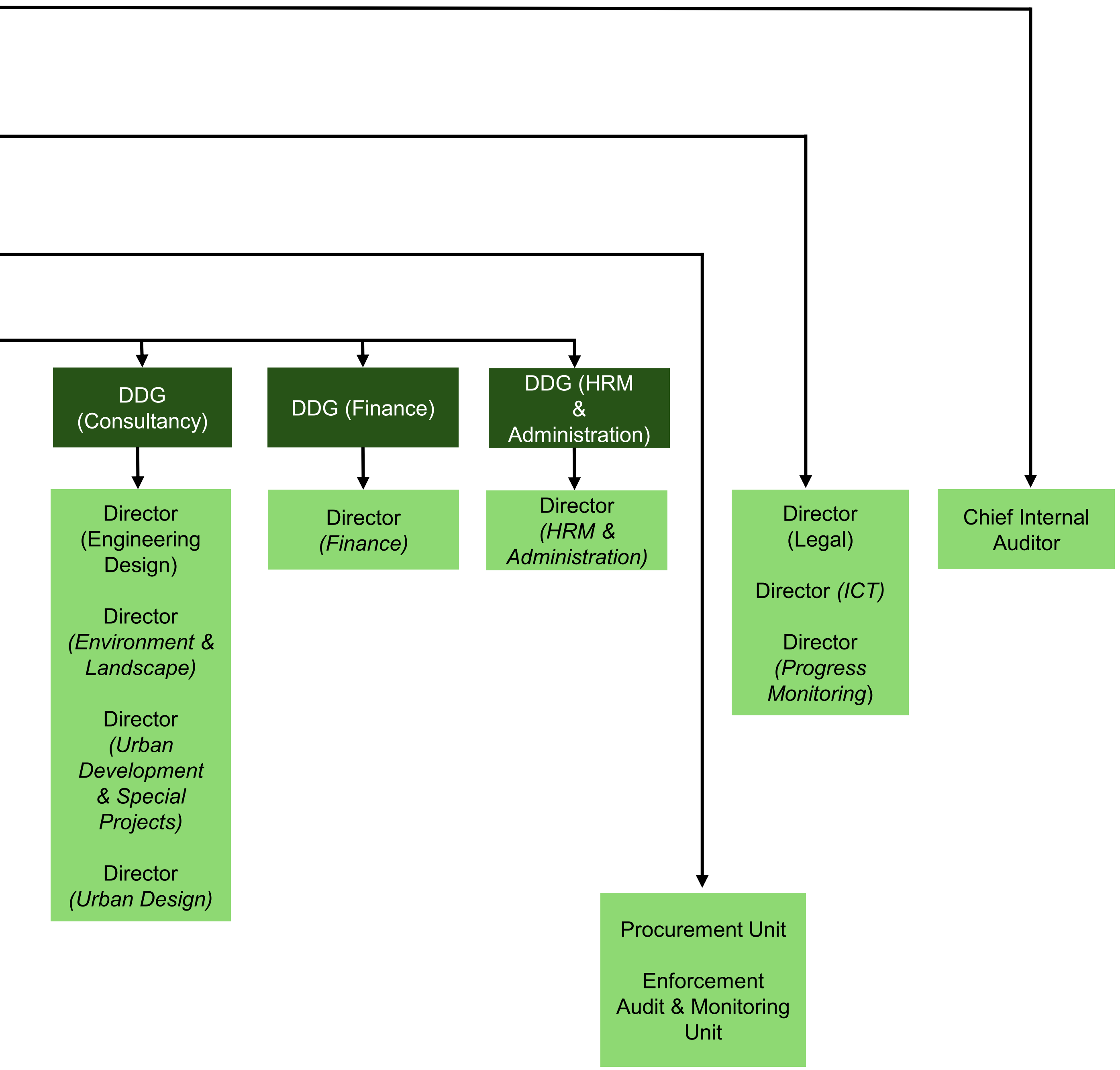
- Director *(Project Management - Western Region)*
- Director *(Project Management – Southern Region)*
- Director *(Project Management – Northern Region)*
- Director *(Engineering Services)*

DDG (Real Estate & Land Management)

- Director *(Land Development & Management) Zone 1,Zone 2*
- Director *(Real Estate Development)*
- Director *(Housing)*
- Director *(Facility Management)*
- Director *(Property Portfolio Management & Recoveries)*

Source: Urban Development Authority. (2025/8/18). Initial meeting minute of HRM & Administration Division of UDA.

Organizational Structure



Roles and Responsibilities

Divisions under the Chairman

Internal Audit Division

The Internal Audit Division is an independent, objective assurance and consulting function that systematically evaluates and improves the effectiveness of an organization's governance, risk management, and control processes to support it in achieving its corporate objectives.

The key rules of the Internal Audit Division for a Corporate Plan are Risk Management, Internal Controls, Compliance, Operational Efficiency, and Corporate Governance.

Consequently, the division supports the achievement of strategic objectives by identifying, assessing, and helping management to mitigate significant risks that could hinder the achievement of the corporate plan's strategic goals. Reviewing and appraising the adequacy and effectiveness of internal control systems to safeguard assets, ensure the reliability and integrity of information, and promote the efficient use of resources. Verifying adherence to internal policies and procedures, as well as external laws and regulations, to provide insights and recommendations for process improvements and increased productivity across various divisions/sub offices/District offices, and functions. Reporting its findings and progress to higher management and the audit committee of the board of directors, thereby fostering accountability and transparency.

The division typically develops a risk-based annual audit plan that aligns with the organization's strategic objectives and priorities, focusing audit efforts on the most critical areas.

Divisions under the Director General

Legal Division

The Legal Division advises the Management of the Authority on appropriate legal actions and procedures relating to the exercise of the powers and functions vested in the Authority. It represents the Authority before Courts of Law, Tribunals, Commissions and any other Inquiring or Investigatory processes related to the movable and immovable assets, contracts and agreements, recruitments and services, and any other matters related to the execution of the powers and functions vested in the Authority. The Division is also responsible for the preparation and administration of deeds, contracts, agreements, and Memoranda of Understanding, issuance of instruments for the delegation of powers, provision of legal opinions to internal divisions and Local Authorities on planning matters, conducting legal awareness programmes, and coordinating with relevant institutions and agencies on legal matters.

Roles and Responsibilities

Information Technology and Systems Division

Information Technology Systems Division operates under the direct supervision of the Director General and is responsible for identifying, planning, implementing, and managing the Authority's information and communication technology requirements in consultation with all Divisions. The Division oversees the design, procurement, operation, maintenance, and security of IT infrastructure and information systems, while introducing modern, reliable, and cost-effective digital solutions to enhance service delivery, operational efficiency, transparency, and stakeholder engagement. It plays a critical role in developing and sustaining digital platforms, online services, data management systems, and secure networks that support the Authority's core functions. In doing so, the Division seeks to create a dynamic, efficient, and innovative digital ecosystem that enables effective governance and improved service provision to citizens, while ensuring system sustainability through appropriate technology choices, strengthened human resource capacity, and sound administrative and cybersecurity practices.

Progress Monitoring Unit

The Progress Monitoring Unit (PMU) is responsible for coordinating, monitoring, and evaluating the implementation of the Urban Development Authority's Corporate Plan, Annual Action Plans, and other national performance frameworks, in consultation with all internal and external stakeholders. The Unit oversees institutional, divisional, provincial, and individual performance monitoring through approved Key Performance Indicators (KPIs) on monthly, quarterly, and annual bases, and submits progress reports, observations, and recommendations to top management. PMU ensures timely and accurate reporting to national monitoring systems and statutory bodies, including the Ministry Performance Monitoring System (MPMS), Organizational Results Framework (ORF), Sustainable Development Goals (SDGs), e-Government services reporting, Finance Ministry, National Planning Department, Central Bank, and other relevant authorities. It administers the Individual Performance Evaluation System (IPES), coordinates audit- and performance-related reporting, supports the preparation and implementation of the Corporate Plan and Annual Reports, facilitates approvals in collaboration with relevant divisions, and conducts awareness, consultation, and capacity-building programmes to strengthen performance management and accountability across the Authority.

Roles and Responsibilities

Divisions under the Additional Director General

Enforcement Audit and Monitoring Unit

The Enforcement Audit & Monitoring Unit (EAMU), established under Board Paper No. 51/2017 dated 28.02.2017, is responsible for supervising, auditing, and monitoring compliance with the provisions of the Urban Development Authority Act and related planning regulations across UDA areas and local authorities. The Unit oversees development control processes including the issuance of planning clearances, building development permits, land subdivision approvals, and certificates of conformity, while auditing approvals granted by local authorities to ensure adherence to statutory requirements. It undertakes planning audits island-wide, monitors and investigates unauthorized and unlawful developments, coordinates inspections, facilitates remedial actions, supports litigation, and assists in the execution of court orders relating to planning violations. The Unit also addresses public complaints, advises local authorities on enforcement actions, and supports government agencies in resolving unauthorized developments on state lands. Through preventive, corrective, and monitoring mechanisms, the EAMU aims to strengthen regulatory compliance, enhance accountability, and promote orderly and sustainable urban development in line with national planning policies.

Procurement Unit

The Procurement Unit, operating under the purview of the Director General, is responsible for planning, coordinating, and managing all procurement activities of the Urban Development Authority in a transparent, efficient, and accountable manner, in full compliance with National Procurement Guidelines, Ministry of Finance circulars, Standard Bidding Documents, approved procurement plans, and the Authority’s delegated powers. The Unit prepares and implements Annual, Master, and Detailed Procurement Plans, time schedules aligned with the Corporate Plan, Action Plans, and budgetary provisions, and manages procurement related to goods, works, consultancy, and non-consultancy services required for the Authority’s development and operational needs. It manages the complete procurement lifecycle from needs identification and preparation of bidding documents to coordination of procurement committees, bid evaluation, contract award, and contract administration while ensuring sound governance through established Procurement, Technical Evaluation, and Bid Opening Committees. The Unit also maintains procurement records and supplier databases, monitors performance against approved Procurement plans, responds to audit and regulatory requirements, and supports institutional efficiency through continuous process improvement, compliance assurance, and the progressive adoption of digital procurement systems.

Roles and Responsibilities

Divisions under the Deputy Director General (Planning) - Zone I

The Deputy Director General (Planning) Zone I is responsible for providing overall direction, supervision, and coordination of planning, enforcement, and development activities of the Urban Development Authority within the assigned provinces. All planning- and enforcement-related functions carried out by Provincial Offices of Zone 1 are monitored and guided by DDG (Planning) Zone I to ensure compliance with the UDA Act, regulations, and national development policies.
Key responsibilities include supervising, guiding and coordinating Provincial Offices in planning, enforcement, project implementation, administration, finance, legal, and audit-related matters. Overseeing the preparation of Development Plans, Guide Plans, General Regulations, Planning Circulars, Board Papers, and Cabinet Papers; and coordinating land matters for urban development purposes. The DDG (Planning) Zone I also monitors the progress of the island-wide Online Planning Application Portal, coordinates UDA Planning Committees, reviews and forwards project concept papers to the National Planning Department through the Ministry for funding approvals, and facilitates coordination among internal divisions, local authorities, and external government agencies. Any other duties assigned by the Chairman, Director General, or Additional Director General are also carried out under this role.

Northern Provincial Office

The Northern Provincial Office is responsible for urban development activities in declared areas within the Northern Province, including areas within one kilometre (1 km) landward of the mean high-water line. Its jurisdiction covers the districts of Jaffna, Kilinochchi, Mannar, Mullaitivu, and Vavuniya. The office carries out planning, enforcement, and project-related functions and the preparation and implementation of Development Plans and Guide Plans.

North-Western Provincial Office

The North-Western Provincial Office is responsible for caring out planning, enforcement, and development planning functions in Kurunegala and Chilaw districts and coastal areas within one kilometre (1 km) landward of the mean high-water line. A district office operates in Chilaw to provide efficient public service.

Roles and Responsibilities

North Central Provincial Office

The North Central Provincial Office oversees urban development activities in declared areas of the Anuradhapura and Polonnaruwa districts. A district office has been established in Polonnaruwa to improve service delivery. The office handles preparation and implementation of Development plans and Guide Plans, planning approvals, other enforcement activities and project planning.

Central Provincial Office

The Central Provincial Office is entrusted with the overall coordination, management, and implementation of urban development activities within the districts of Kandy, Nuwara Eliya, and Matale. In order to ensure efficient service delivery and decentralized administration, District Offices have been established in Nuwara Eliya and Matale districts, functioning under the supervision and guidance of the Provincial Office.

The Central Provincial Office is primarily responsible for the preparation, revision, and implementation of statutory development plans, Identifying, formulating, and implementing development projects within declared urban development areas. It also undertakes collaborative and multi-agency projects in coordination with other public institutions. It oversees development control activities, including the processing and approval of Change of Use applications, monitoring compliance with planning regulations, and initiating necessary legal actions in cases of unauthorized developments and identification of lands for development purposes. Furthermore, the Central Provincial Office oversees financial management and human resource administration for the entire province.

Sabaragamuwa Provincial Office

The Sabaragamuwa Provincial Office is responsible to undertake planning, enforcement, land-related activities and project planning and implementation of the declared Urban areas in Ratnapura and Kegalle districts. A district office operates in Kegalle to support public services.

Uva Provincial Office

The Uva Provincial Office undertake urban development activities in the districts of Badulla and Monaragala. A district office is located in Monaragala and a sub-office operates in Kataragama for public convenience. The office carries out the preparation and implementation of Development and Guide Plans, planning approvals, enforcement, and project planning.

Roles and Responsibilities

Geographical Information Systems (GIS) Division

The Geographical Information Systems (GIS) Division is responsible for developing, operating, and maintaining spatial information systems, remote sensing applications, and related digital platforms that support the preparation of Development Plans, Guide Plans, projects, and enforcement activities of the Urban Development Authority. The Division collects, stores, updates, and disseminates spatial and non-spatial data relating to declared UDA areas and relevant national datasets, and conducting field and GPS surveys to support planning, monitoring, compliance, and project implementation. It prepares maps and spatial analyses for development planning and project activities, maintains secure archives of maps, drawings, and survey plans, and manages web-based spatial data systems including central data repositories and public information portals, acting as the focal point for spatial data coordination, the Division facilitates internal and external data sharing and ensures the continuous updating, standardization, and sustainability of geospatial databases to strengthen evidence-based decision-making across the Authority.

Roles and Responsibilities

Divisions under the Deputy Director General (Planning & Operation) – Zone II

The Deputy Director General (Planning) – Zone II provides overall leadership, policy direction, and supervision for all planning and enforcement activities, especially the monitoring of Development plan Progress within the assigned jurisdictions of the Urban Development Authority. The DDG (Planning & Operation) Zone II ensures effective coordination among divisions, provincial offices, and specialized units to implement statutory planning functions, enforce development control regulations, formulate and implement development and guide plans, and deliver urban development projects in compliance with the UDA Act. The role also includes monitoring performance, facilitating inter-agency coordination, and ensuring consistency and quality in planning and development control processes. The strategic Planning Division & Urban Research Center (URC) coming under the preview of DDG (Planning & Operation) Zone II . The One-Stop Unit is directly coordinating under here, and especially timely assigned planning projects are also coordinated by the Deputy Director General (Planning & Operation) Zone II.

Colombo Metro Region (CMR) Division

The Colombo Metro Region Division is responsible for planning, enforcement, project planning and change of use activities within the declared urban development areas of the administrative and commercial capitals of Sri Lanka, including 08 local authorities: Colombo MC, Dehiwala - Mt Lavinia MC, Kaduwela MC, SriJayawardanapura Kotte MC, Maharagama UC, Borelasgamuwa UC Kotikawatta Mulleriyawa UC and Kollonnawa UC. The division undertakes preparation and implementation of Development Plans and Guide Plans and enforcement activities, while also handling nationally significant projects such as, Beira Lake development and other strategic urban interventions within the Colombo Metropolitan Region.

Western Provincial Office

The Western Provincial Office oversees all planning, enforcement, project planning and change of use activities within declared urban development areas of the Western Province, excluding the Colombo Metro Region. Western provincial office covers the districts of 05 local authorities of Colombo, 19 local authorities of Gampaha and 17 local authorities of Kalutara. under these offices preparation and implementation of Development Plans and Guide Plans, Enforcement of Planning & Building Regulations, Identification, Formulation & Implementation of Action Projects, Strengthening of Asset Base of the UDA to ensure efficient service delivery and effective urban development management are carries out.

Roles and Responsibilities

Southern Provincial Office

The Southern Provincial Office is responsible for planning, enforcement/change of use, project planning and management within declared urban development areas of the Southern Province, including areas extending up to one kilometer landward from the mean high-water line. Covering the districts of Galle, Matara, and Hambantota, the office undertakes preparation and implementation of Development Plans and Guide Plans, enforcement of development control regulations, and overall coordination of urban development activities.

Eastern Provincial Office

The Eastern Provincial Office manages planning, enforcement, and project planning functions within declared urban development areas of the Eastern Province, including coastal areas within one kilometer landward from the mean high-water line, within for the districts of Trincomalee, Batticaloa, and Ampara, the office carries out Development Plan and guide plan preparation and implementation, Project formulation, Enforcement of the UDA regulations and Organizing of the awareness programs and stakeholder meetings.

Strategic Planning Division

The Strategic Planning Division is responsible to coordinate the preparation, updating, and gazetting of Development Plans for urban areas and area declaration as per the UDA Act. Also, the division is responsible for conducting ‘Planning’ related training & workshops in collaboration with provincial offices. The division introduces modern planning technologies, strategic methodologies, and standardized processes, including a structured ten-step planning framework, for guide plan formulation and implementation. It also monitors progress through regular review meetings, organize stakeholder workshops, updates planning procedures, and supports the publication and statutory approval of Development Plans.

Roles and Responsibilities

One Stop Unit (OSU)

The One Stop Unit was established as a facilitation center to assist investors in development approval process in Sri Lanka. It streamlines and expedite the development approval process within UDA-declared areas by functioning as a centralized approval mechanism and operating under Gazette Notification No. 2306/46 of 17th November 2022. the OSU processes and issues development approvals coordinating with 35-line agencies and relevant local authorities and facilitates online submission of applications through a digital portal. Currently implement within the Colombo, Gampaha and Kalutara districts. the OSU enhances efficiency, transparency, and coordination in development approval procedures.

Urban Research Center (URC)

URC was Established in March, 2022 as a part of the JICA Technical Cooperation Project on Capacity Development for Urban Planning in Sri Lanka (2022 – 2025). This center aims to strengthen UDA's Technological Capacity and Enhanced UDA's data sharing systems. Key functions under the Urban research center are research-based activities, introduction of novelty approaches in planning process, capacity buildings, technology integrations and other collaborations.

Research & Development Division

The main scope of the Research and Development (R&D) Division of the Urban Development Authority is to undertake research and development activities required for the planning, implementation, and post-implementation review of development plans and projects. The Division is responsible for developing and maintaining a comprehensive Knowledge Centre that provides relevant information resources to support professional practice, research, capacity building, and continuous skill development of UDA staff and external practitioners.

The Division also collaborates with professional bodies, academic institutions, and research organizations to strengthen knowledge sharing and innovation. It plays a key role in introducing and promoting new technologies, solutions, concepts, and planning approaches that can be effectively integrated into existing systems and urban development practices.

In addition, the Division identifies lessons learned from unsuccessful or underperforming projects and recommends appropriate remedial measures, policy improvements, and corrective actions to enhance future project planning, implementation efficiency, and overall institutional performance.

Roles and Responsibilities

Divisions under the Deputy Director General (Project Management)

The Deputy Director General (Project Management) is responsible for the overall project planning, design, implementation, and delivery of development projects arising from Development Plans within UDA-declared areas. This includes end-to-end project management functions such as project feasibility, architectural and engineering design, procurement, contract administration, construction supervision, commissioning, and post-completion maintenance. The DDG (PM) oversees projects funded by the Treasury, UDA own funds, and client agencies, while also providing island-wide consultancy services, preparation of measured drawings and drafting services, engineering support to other UDA divisions, and maintenance of UDA buildings and assets. The role ensures that all projects are delivered efficiently, safely, cost-effectively, and in compliance with approved standards, regulations, and technical guidelines.

Project Management Division (Western Region)

The Project Management Division (Western Region) is responsible for managing development projects within the Western Province, covering Colombo, Gampaha, and Kalutara districts, under the supervision of the DDG (Project Management). The Division carries out all activities related to project formulation, design coordination, procurement, implementation, supervision, and commissioning of development projects derived from UDA Development Plans. It manages Treasury-funded, UDA-funded, and consultancy projects, coordinates with contractors and relevant agencies, monitors project progress, and provides timely guidance to project teams to ensure smooth and effective project implementation.

Project Management Division (Northern Region)

The Project Management Division (Northern Region) oversees development projects within the Northern, Northeastern, Central, and North Central Provinces under the supervision of the DDG (Project Management). The Division is responsible for the end-to-end management of development projects, including project planning, procurement, execution, and commissioning. It monitors project implementation, coordinates with contractors and stakeholder institutions, and ensures compliance with approved designs, standards, and timelines while providing necessary feedback and technical support to project teams for successful project delivery.

Roles and Responsibilities

Project Management Division (Southern Region)

The Project Management Division (Southern Region) is responsible for managing development projects within the Southern, Uva, Sabaragamuwa, and Eastern Provinces under the supervision of the DDG (Project Management). The Division undertakes all functions related to project formulation, procurement, construction supervision, and commissioning of development projects. It closely monitors implementation progress, coordinates with contractors and relevant agencies, and supports project teams through timely technical and management inputs to ensure projects are completed efficiently, safely, and in line with Urban Development Plans.

Engineering Services Division

The Engineering Services Division, which is currently under the supervision of the Deputy Director General (Project Management), is responsible for providing engineering services, repairs, and maintenance for UDA properties and facilities, including the Sethsiripaya Stage I Building, UDA Head Office, provincial, district, and sub-offices. The Division manages maintenance of essential services such as water supply, electricity, air conditioning, and fire protection systems, and undertakes upkeep of housing schemes, shopping and market complexes, leisure facilities, landscaped areas, and parks under UDA. In addition, it provides civil and structural engineering services for small and medium-scale development projects, offers technical support and consultation to other UDA divisions, and carries out feasibility studies, cost estimation, renovation, rehabilitation, project supervision, and execution to ensure timely delivery, cost efficiency, and quality standards.

Drafting Unit

The Drafting Unit of the Urban Development Authority (UDA) is responsible for the preparation, updating, and management of technical drawings, plans, and graphical documentation required for urban planning, development approvals, and infrastructure projects. The Unit provides essential technical support to planning, engineering, and project implementation divisions by producing accurate architectural, structural, and service drawings in compliance with applicable standards, regulations, and approved design guidelines. It also undertakes site visits for field measurements, prepares measured and as-built drawings reflecting actual site conditions and variations, supports construction supervision through clarification and revision drawings, and assists in presentations, meetings, and procurement activities when required. In addition, the Unit maintains effective coordination among consultants, contractors, and clients, while ensuring systematic record-keeping and proper documentation of all drawings and related project information to facilitate efficient project implementation and decision-making.

Roles and Responsibilities

Divisions under the Deputy Director General (Consultancy)

The Deputy Director General (Consultancy) is responsible for all consultancy and design-related functions of the Urban Development Authority, covering the full spectrum of urban development from macro-level master planning to detailed architectural, engineering, landscape, and urban design. The scope includes preparation of city master plans, urban design frameworks, architectural designs of public and residential buildings, environmental and landscape planning, engineering designs, quantity surveying, and management of special and strategic projects. The DDG (Consultancy) ensures design quality, sustainability, coordination among multidisciplinary teams, and effective implementation of consultancy services for UDA-funded, Treasury-funded, PPP, and client-funded projects in line with national development priorities.

Environmental & Landscape Division

The Environmental & Landscape Division is responsible for environmental and landscape planning, design, and management in line with UDA Development Plans and regulations. The Division prepares environmental Conservation Plan, Disaster Risk Reduction Plan, Public Outdoor Recreational Space (PORS) Plan, Cultural and Heritage Management Plan, Landscape master plans, wetland park management and streetscape improvement projects and oversees their implementation. It also administers the National Green Building Certification process for government and semi-government buildings, ensures environmental compliance and environmental planning clearances, obtain necessary approvals and provides design reviews and recommendations to promote sustainable and environment friendly urban development.

Urban Development & Special Projects Division

The Urban Development and Special Project Division undertakes design, project management, and consultancy services for special, Treasury-funded, UDA-funded, and client-funded projects. The Division manages projects from concept to implementation, including preparation of proposals, coordination of multidisciplinary teams, and contract management. It also supports Public-Private Partnership (PPP) projects and high-priority government initiatives, ensuring timely delivery and adherence to approved development objectives.

Roles and Responsibilities

Engineering Design Division

The Engineering Design Division provides structural, building services (MEP), and engineering design services for development projects undertaken by the UDA. It functions as an in-house multidisciplinary engineering consortium, supporting architectural designs with technical expertise and quantity surveying services. The Division also assists with procurement, contract management, and technical coordination for major projects, while reviewing designs and implementation processes and advising senior management on required improvements.

Urban Design Division

The Urban Design Division focuses on urban design concepts and design solutions that enhance the quality, functionality, and character of urban areas. The Division prepares urban design guide plans, develops designs for buildings, public spaces, and landscapes, and establishes design frameworks that support sustainable and well-planned development. It reviews and guides development projects with emphasis on design excellence, beautification, sustainability, and the overall improvement of UDA-declared urban areas.

Quantity Surveying Unit

The Quantity Surveying Unit provides an impartial, standardized, and professional quantity surveying service for the entire organization and extends comprehensive quantity surveying support to the Line Ministry, ensuring consistency, transparency, and value for money across all projects. The Quantity Surveying Unit is responsible for providing comprehensive cost management, financial advisory, and contract administration support for development, construction, rehabilitation, and maintenance projects undertaken by the Urban Development Authority.

In addition, the Unit delivers standardized and professional quantity surveying services to consultancy projects outsourced through the Consultancy Division of the Urban Development Authority (UDA), thereby safeguarding cost control, contractual compliance, and financial discipline core responsibilities.

Roles and Responsibilities

Divisions under the Deputy Director General (Real Estate & Land Management)

The Deputy Director General (Real Estate & Land Management) is responsible for the overall strategic direction, coordination, and supervision of all activities relating to UDA-owned and managed land and real estate assets, ensuring their optimal, sustainable, and legally compliant utilization in support of national urban development objectives. The role encompasses land administration and management, planning and implementation of housing and real estate development projects, formulation and execution of land development and disposal strategies, and promotion of investment through structured real estate ventures and public–private partnerships. The DDG oversees project appraisal, feasibility assessment, valuation, leasing, alienation, and regularization of land and properties, while ensuring alignment with approved Development Plans, government policies, and statutory requirements. In addition, the DDG (Real Estate & Land Management) guides marketing and commercialization of real estate projects, manages property portfolios and facility operations, strengthens asset performance and revenue generation, and ensures effective inter-divisional and stakeholder coordination to maximize the socio-economic value of land and real estate resources entrusted to the Urban Development Authority.

Housing Division

The Housing Division, functioning under the supervision of the Deputy Director General (Real Estate & Land Management), is responsible for planning, coordinating, and implementing all housing development projects undertaken by the Urban Development Authority, covering a wide spectrum of housing needs of income groups. The Division implements low-income housing projects under the Urban Regeneration Programme, affordable housing schemes, middle-income housing for government and private sector professionals, upper-income apartment developments, and special housing projects implemented through public–private partnership models. A key focus of the Division is the Urban Regeneration Project, which aims to relocate underserved settlements in Colombo and its suburbs into planned housing schemes that meet acceptable living standards, thereby supporting the transformation of Colombo into a clean, livable, and globally competitive city.

Roles and Responsibilities

Land Development & Management Division (Zone I and II)

The Land Development & Management Division of the Urban Development Authority is responsible for the acquisition, vesting, purchasing, disposal, allocation, and overall management of lands required for the implementation of development projects identified through Urban Development Plans, while maintaining an accurate and up-to-date information base on UDA land and property assets. The Division coordinates closely with relevant ministries, provincial administrations, divisional secretariats, and other stakeholder institutions on all land-related matters, including relocation and resettlement of affected parties, regularization of land use, and safeguarding of UDA-owned properties. For effective service delivery, the Division operates through two zones: Zone I, covering the Colombo and Gampaha Districts, focuses on land management and acquisition for high-density urban and strategic development projects within the core metropolitan areas; and Zone II, covering the Outer Colombo area, Kalutara District, and the remaining provinces including Central, Eastern, Uva, North Central, North Western, Northern, Southern, and Sabaragamuwa, undertakes island-wide land development and management functions to support urban development initiatives in accordance with statutory requirements and national development priorities.

Real Estate Management & Development Division

The Real Estate Management & Development Division (REMD) is responsible for promoting, planning, and executing commercially oriented real estate developments undertaken by the Urban Development Authority, while providing strategic advice to Management on policies, processes, and investment strategies related to the acquisition, vesting, development, utilization, and management of UDA-owned lands and properties. The Division leads the strategic allocation of land and property on a long-term basis to support future development projects across the country, promotes investment opportunities through competitive and direct proposal mechanisms, and facilitates partnerships with local and foreign investors, including BOI-approved investments. REMD administers property valuation, periodic reassessment, fixing and collection of rentals, lease charges, and other levies payable to the Authority, and manages the allocation of land, shops, malls, and properties for mixed-use, commercial, residential, hospitality, logistics, IT, health, education, SME, and public infrastructure developments, through instruments such as Requests for Proposals, long-term lease agreements, public–private partnership models, management contracts, and direct BOI-linked proposals. The Division ensures effective utilization of UDA assets, resolves land-related encumbrances in collaboration with stakeholders, and contributes to sustainable urban growth, economic development, and enhanced revenue generation for the Authority.

Roles and Responsibilities

Facility Management Division

The Facility Management Division is responsible for the operation, maintenance, and upkeep of premises, facilities, and assets owned or managed by the Urban Development Authority, ensuring their functionality, safety, and sustained value. The Division undertakes routine and preventive maintenance, cleaning services, repairs, improvements, and post-commissioning support for UDA leisure, public, commercial, and administrative properties, while monitoring procurement processes and execution of maintenance and service contracts in accordance with approved procedures. It also manages the renewal of maintenance and service agreements, processes and settles utility payments, and coordinates rectification works as required, while providing timely status reports and recommendations to the management on asset performance, required interventions, and improvement measures. Through these functions, the Division supports efficient asset utilization and service delivery across key UDA properties, including leisure precincts, public parks, markets, and other strategic developments.

Property Portfolio Management and Recoveries Division

The Property Portfolio Management and Recoveries Division is responsible for the effective management, administration, and financial performance of real estate properties and assets allocated by the Urban Development Authority on both long-term and short-term bases, with a particular focus on revenue administration and recovery. The Division oversees leasing and rental management, billing, collection and recovery of rentals, lease charges, fees for use, premiums, key money, housing-related payments, utility charges, and temporary allocations, while maintaining accurate tenancy records and debtor ledgers. It administers and monitors contracts and agreements with financial implications to the Authority, undertakes rent revisions, updates tenancy rights, and enforces compliance through terminations, takeovers, and legal action in cases of arrears, agreement violations, illegal transfers, unauthorized activities, or changes in land use. In addition, the Division coordinates with internal and external institutions on enforcement and recovery matters, introduces systems such as online payment mechanisms to improve efficiency, and implements targeted recovery programmes, including the resolution of long-outstanding arrears and write-off of unrecoverable balances, thereby safeguarding UDA assets and strengthening revenue generation and financial sustainability.

Roles and Responsibilities

Units under the Deputy Director General (Finance)

The Deputy Director General (Finance) is responsible for providing strategic financial leadership and oversight for the Urban Development Authority by ensuring sound financial management, fiscal discipline, and regulatory compliance across all operations. The DDG (Finance) oversees revenue generation, expenditure management, payroll administration, supplies, contract administration with financial implications, and accurate financial reporting in line with applicable accounting standards and government financial regulations. The role supports top management decision-making through timely financial information, budgeting, performance monitoring, and risk management, while coordinating with line ministries, the Treasury, the Department of Public Enterprises, auditors, and other regulatory agencies. Through supervision of specialized finance units and provincial finance offices, the DDG (Finance) ensures effective control of capital and recurrent expenditure, sustainability of funding for development programmes, and transparency and accountability in the use of public funds.

Revenue Unit

The Revenue Unit is responsible for coordinating and managing revenue reporting and collection activities of the Authority by collecting, recording, and updating revenue data from the Head Office, sub offices, and housing projects within stipulated timeframes. The unit administers key income streams including rental income, processing fees, and fees for use, and ensures accurate reporting to support financial control and management decision-making.

Housing Unit (Finance)

The Housing Unit manages all financial transactions related to housing projects, including issuance of receipts for housing sales, investment and transfer of excess funds, processing of refunds, identification and accounting of direct credits and debits, and reconciliation of bank accounts. The unit also maintains housing-related accounts, posts journals, prepares financial reports, reviews board papers, and supports financial monitoring of urban regeneration and housing programmes].

Supplies Unit

The Supplies Unit is responsible for procuring fixed assets and consumable items required for UDA operations and supporting divisional and sub-office requirements. The unit maintains asset registers, conducts annual boards of survey, manages disposal of condemned items, oversees inventory and store operations, coordinates repairs and maintenance of assets, reconciles advance and accrual accounts, and supports supplier payment processes.

Roles and Responsibilities

Project Payment Unit

The Project Payment Unit is responsible for processing and accounting payments related to capital and recurrent expenditure for development projects, including Treasury-funded, UDA-funded, and client-funded initiatives. The unit manages contractor payments, utility and maintenance payments, reimbursement claims from line ministries, monitoring of bank guarantees, updating expenditure statements, reconciliation of project-related accounts, and submission of financial and management information to relevant stakeholders.

Payment (Other) Unit

The Payment (Other) Unit handles a wide range of non-project-related payments including fund transfers to provincial offices, travel and subsistence allowances, fuel and advances, sitting allowances, utility bills, vehicle and building rentals, petty cash, statutory payments such as withholding tax, debit card administration, insurance payments, foreign currency issuance for overseas travel, and other miscellaneous operational expenses.

Payment Administration Unit

The Payment Administration Unit performs the final authorization and processing stage of all payments related to capital and recurrent expenditure by posting transactions to the accounting system, assigning and printing cheques, and maintaining payment controls. The unit also manages compensation and relocation payments arising from land acquisition, prepares and updates the Financial Delegation Authority, maintains bank signatory powers with Board approval, administers loan recovery from local authorities, and prepares financial reports as required by senior management.

Salary Unit

The Salary Unit is responsible for the timely payment of salaries, allowances, and statutory deductions for UDA employees, including permanent, casual, trainee, and project staff, which constitute a significant portion of the Authority's operational expenditure. The unit administers EPF, ETF, APIT, bonuses, overtime, gratuity, staff loans, reimbursements, and related statutory returns, while providing salary certifications and payroll-related information to employees and external institutions.

Financial Reporting Unit

The financial information is provided to top management and other relevant stakeholders (including the Treasury and SLAAMB) to facilitate strategic decision-making, in compliance with applicable Accounting Standards and Financial Regulations. Accordingly, this Unit is responsible for the preparation of the monthly and annual Financial Statements of UDA, preparation of the Annual Budget, submission of the Corporate Income Tax Return, and providing required reports to the National Audit Office.

Roles and Responsibilities

Units under the Deputy Director General (Human Resource Management & Administration)

The Human Resource Management & Administration Division (HRM&AD), functioning under the Deputy Director General (HRM & Administration), is responsible for the effective management, development, and administration of the human resources of the Urban Development Authority (UDA), while also overseeing the general administrative, transport, security, and printing functions of the Authority. The Division provides strategic policy advice and operational support to Management on human resource planning, organizational development, administrative systems, and resource optimization in line with the Authority's corporate objectives.

HRM&AD manages a workforce of over 1,500 personnel, including permanent cadre staff and personal to holders, comprising professionals, and non-professional staff. The Division ensures the continuous delivery of day-to-day human resource and administrative services required for the smooth and uninterrupted Human Resources functioning of UDA.

Human Resource Management Function

The Human Resource Management function focuses on recruitment, cadre management, training and development, performance management, career development, leave administration, staff welfare, grievance handling, and implementation of approved human resource policies, procedures, and systems. The Division undertakes regular reviews of job roles and job descriptions, conducts cadre assessments and restructuring exercises with relevant approvals, fills approved vacancies, and aligns organizational structures with the strategic priorities of the Authority.

HRM&AD also leads institutional capacity-building initiatives through training needs assessments, structured training and development programmes, probation and induction frameworks for new recruitment, succession planning, and the introduction of modern HR systems such as digital recruitment platforms, training repositories, and internal Management Information Systems (MIS). These initiatives aim to enhance staff competence, productivity, and professional growth while strengthening overall institutional capacity.

Administration Function

The Administration function of HRM&AD is responsible for general office administration, transport management, security services, printing operations, inquiry processes, Printing, and coordination of internal support services. The Division ensures that administrative systems, facilities, and services are effectively managed to support core operational and project activities of the Authority.

HRM&AD also plays a central role in organizational development initiatives, including business process re-engineering, development of standard operating procedures (SOPs), employee engagement and wellness programmes, grievance and whistleblower mechanisms, recognition and incentive systems, and transparent promotion and career progression frameworks. Through these integrated human resource and administrative functions, HRM&AD strengthens governance, institutional efficiency, staff motivation, and service delivery capacity of UDA.

Roles and Responsibilities

Units under the Deputy Director General (Human Resource Management & Administration)

Transport Unit

The Transport Unit, functioning under HRM&AD, is responsible for planning, coordinating, and managing the transport-related activities of the Authority to ensure efficient, safe, and reliable mobility in support of urban development projects and administrative operations. The Unit manages the Authority's vehicle fleet, facilitates the provision and maintenance of official transport services, and ensures compliance with safety, regulatory, and operational requirements.

The Transport Unit supports project implementation, field operations, inspections, and administrative functions through effective allocation and optimization of transport resources. It also contributes to institutional sustainability by promoting efficient fuel management, route planning, cost control, and environmentally responsible transport practices in line with national transport policies and development goals.

Security Unit

The Security Unit, operating under HRM&AD, is responsible for ensuring the safety and security of UDA's premises, personnel, assets, and information to maintain a secure working environment and uninterrupted service delivery. The Unit implements and enforces approved security protocols, including access control systems, surveillance mechanisms, emergency preparedness procedures, and incident response frameworks, in accordance with government regulations and internal policies.

The Security Unit conducts regular risk assessments, monitors security conditions, and implements preventive measures to safeguard physical and operational assets. It also coordinates with law enforcement and relevant external agencies when required and maintains security-related records, reports, and audits to support effective risk management and institutional resilience.

Printing Unit

The Printing Unit, functioning under HRM&AD, is responsible for providing centralized printing, publishing, and document production services to support the operational, administrative, and project-related communication needs of the Authority. The Unit manages the design, printing, binding, and distribution of official documents, reports, plans, maps, notices, publications, and internal communication materials.

Source: Urban Development Authority (UDA), Progress Monitoring Unit (PMU). (17 December 2025). Roles and Responsibilities.

Key Challenges

1. Absence of a clear policy or criterion for declaring areas for urban development.
2. Significant delays persist in completing Urban Development Plans for UDA declared areas.
3. Persistent difficulties for evidence-based planning due to limitations in data availability, accuracy, and reliability.
4. Criticisms and legal implications on lack of public and stakeholder engagement in planning.
5. Lack of a system to monitor or evaluate the implementation of gazetted development plans.
6. Core statutory planning obligations and mandated timelines are frequently disrupted by sudden, large-scale, politically driven projects, diverting critical resources and attention.
7. Low public awareness of planning laws and procedures for reporting violations.
8. Inadequate due diligence in project formulation and implementation processes.
9. Delays and legal complications in land acquisition and vesting processes.
10. A significant proportion of UDA's land and property is subject to legal complications, primarily due to improper land acquisition decisions, resulting in underutilization and substantial financial burdens such as interest in compensation payments.
11. Stagnated projects with recent economic downturn in the country.
12. Lack of attraction by private investors and other private partners for UDA projects.
13. Persistent arrears from resettled residents and delays in issuing deeds and establishing management corporations, resulted in UDA continuing to manage low-income housing schemes, leading to high management, maintenance, and repair costs.
14. Absence of an integrated management information system including an integrated database system for land and other spatial data.
15. Lack of an integrated coding system to monitor project implementation and to accurately attribute income generation and expenditure to respective divisions.
16. Lack of data and communication protocols and security within the organization.
17. Outdated accounting system.
18. Long-overdue rent recoveries from UDA rented or leased properties.
19. Operational cost exceeds operational income, hence have to depend on government budgets.
20. Regional branches remain at cost centers except Nuwara Eliya and Gampaha.
21. Delays in essential repairs and infrastructure upgrades due to budget limitations.
22. Deficiencies in the organizational structure in terms of setting up functions, powers, authorities and responsibilities, distinguishing roles leading to duplications and ambiguity in certain instances.
23. Poor coordination and communication within and among UDA's functional divisions and units.
24. Lack of a unified institutional culture among UDA's divisions and units.
25. Insufficiency in built environment professionals for the preparation of development plans, enforcement of regulations, and implementation of action projects.
26. Insufficient resource allocation (funding, staff, facilities, and training opportunities) to regional branches.
27. A significant proportion of staff, particularly in supportive functions, feel their roles are underrecognized, leading to demotivation.
28. Overall staff demotivation due to limited capacity-building initiatives, inadequate local and foreign training opportunities, unclear career progression for some units and uncompetitive salary scales, which hinder the retention of qualified personnel.
29. Deficiencies in tenancy management and overly reliance on manual systems.
30. Lack of public goodwill.
31. Lack of a robust system for controlling unauthorized construction.

Approach

The Corporate Plan for 2026–2030 was prepared through a systematic, evidence based, and participatory approach, ensuring alignment with statutory obligations and contemporary national and global urban development priorities. The process was guided by the Urban Development Authority Law No. 41 of 1978 and its subsequent amendments, and it adhered to the format prescribed under the Public Enterprises Department (PED) circular No. PED/01/2021 of 19 November 2021.

Data collection involved extensive institutional engagement, including more than fifty targeted meetings with UDA staff across all divisions, enabling comprehensive insights into organisational functions, operational challenges, and strategic expectations. This process was further supported by reviews of key institutional documents such as UDA annual reports, previous corporate plans, current action plans and progress records, audit reports for the period 2020–2023, gazetted regulations, and gazetted and draft development plans. External stakeholder perspectives were incorporated through consultation questionnaires, ensuring that user needs and perceptions informed strategic priorities.

The analysis underpinning the Plan utilised a robust methodological framework, incorporating PESTEL, SWOT and GAP analysis, and a stakeholder perception analysis to examine both internal capacities and external expectations. National policies, SDGs, the New Urban Agenda, and corporate plans of similar planning agencies in the Asian region were also referenced to benchmark leading practices and ensure policy coherence.

An iterative approach was then employed to derive the corporate goals, strategic objectives, and associated strategies and actions. While the Vision and Mission of the UDA were retained to ensure continuity, newly formulated core values and corporate goals were formulated to address the evolving demands of urban development and governance. The resulting Objectives, Strategies and Actions were designed to operationalise the Vision, Mission and Goals to support effective implementation over the Plan period.

Through this evidence-driven and consultative methodology, the Corporate Plan provides a realistic, accountable, and forward-looking framework to guide the UDA's operations from 2026 to 2030.

Vision

Mission

Core Values

Goals

Strategic Objectives

Strategies

Actions

Vision & Mission

VISION

Towards a Planned, Sustained and Adored Urbanization

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திட்டமிடப்பட்டு, தாங்கக்கூடியதும் சிறப்பானதுமான நகரமயமாக்கலை நோக்கி

MISSION

Promote Integrated Planning and Implementation for the Economic, Social, Environment and Physical Development of the Declared Urban Areas

Our Core Values

Excellence in Planning and Implementation

Sustainability and Urban Resilience

People-centric

Esteem for Local Identity and Sense of Place

Good Governance and Integrity

Professionalism

Innovation and Digital Transformation

Collaboration and Multi-disciplinarity

Responsible Financial Stewardship

We Are Engaged In

Excellence in Planning and Implementation	Striving for precision in urban planning, development, implementation and monitoring by applying rigorous due diligence and making evidence-based decisions that ensure urban areas are well-positioned and integrated locally and globally.
Sustainability and Urban Resilience	Urban Development that promotes economic, social and environmental balance while strengthening the capacity to mitigate, adapt to, respond to, and recover from climatic, social and economic shocks.
People-centric	Ensuring that urban planning is people-centered and serves all sectors of society by providing fair access to land, housing, public spaces, and infrastructure, while promoting inclusivity and social justice in urban development.
Esteem for Local Identity and Sense of Place	Urban development that balances local identity and cultural heritage with modern, vibrant transformation, while sustaining a strong sense of community belonging.
Good Governance and Integrity	Transparent, impartial, and accountable decision-making that ensures efficiency, encourages participation, and maintains consistency, thereby strengthening stakeholder trust.
Professionalism	Upholding the highest professional and ethical standards across all disciplines of urban development, ensuring that specialized tasks are undertaken by appropriately qualified and competent professionals in accordance with accepted technical and regulatory standards.
Innovation and Digital Transformation	Embracing forward-thinking approaches, smart technologies, and creative solutions to continuously improve urban planning and development, while fostering a culture of research, learning, and digital transformation within the Authority.
Collaboration and Multi-disciplinarity	Working collaboratively across multiple disciplines and in partnership with public, private, academic, and community stakeholders both nationally and internationally to deliver integrated and effective urban development outcomes through shared knowledge and resources.
Responsible Financial Stewardship	Managing public resources prudently by promoting financially viable urban development, leveraging partnerships and innovative financing mechanisms, and reducing long-term reliance on government funding.

Corporate Goals

GOAL 01

Cohesive Urban Development

Foster sustainable, resilient, and inclusive urban areas that are well positioned and integrated locally and globally, catalyzing national growth and prosperity

GOAL 02

Resource Excellence

Strengthening institutional capacity and human resource excellence

GOAL 03

Digital Transformation

Data-enabled, technology and innovation backed urban development and shared service delivery

GOAL 04

Financial Stability

Financial stability in planning driven development and sustainable revenue models

GOAL 05

Esteem Institution

Strengthen corporate governance to build a trusted and credible institution

GOAL 06

Strategic Collaboration

Stakeholder engagement and strategic collaborations for integrated urban development

Strategic Objectives & Strategies

GOAL 01

Cohesive Urban Development

1.1	Promote sustainable, resilient and inclusive urban areas, catalyzing national growth and prosperity.	1.1.1	Systematic identification of Urban Areas in Sri Lanka.
		1.1.2	Plan and manage all development in declared urban areas.
		1.1.3	Establish evidence-based planning.
		1.1.4	Ensure the creation of livable, resilient, and visually coherent urban environments through strategic *Urban Guide Planning* and *Design*.
1.2	Ensure effective implementation and enforcement of planning and development regulations.	1.2.1	Enforcement of *Planning* and *Development Regulations*.
		1.2.2	Ensure urban enforcement is timely, efficient, and effective.
		1.2.3	Strengthen awareness on planning and development regulations.
1.3	Deliver sustainable and transformative strategic projects and, housing and regeneration projects.	1.3.1	Formulate and prioritise sustainable and transformative projects aligned with Development Plans and national priorities.
		1.3.2	Ensure land readiness and optimize utilization.
		1.3.3	Ensure all projects are executed in alignment with institutional priorities.
		1.3.4	Institutionalize quality assurance, audit readiness, and compliance for project delivery.
		1.3.5	Enhance project viability, uptake, and financial sustainability through strategic positioning.
1.4	Ensure and maintain robust monitoring and evaluation on plan implementation and achieving development outcomes.	1.4.1	Assess and track the implementation and compliance of Development Plans.
		1.4.2	Evaluate project performance to ensure intended development outcomes are achieved.
		1.4.3	Strengthen monitoring and evaluation of enforcement and development control.

Strategic Objectives & Strategies

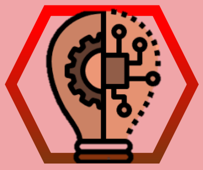
GOAL 02

Resource Excellence

2.1	Establish effective cadre management and workforce planning systems to ensure optimal deployment, succession readiness, and alignment of human resources with organizational priorities.	2.1.1	Institutionalize evidence-based cadre management and workforce planning
		2.1.2	Optimize organizational processes and structure to enhance workforce effectiveness
2.2	Develop and sustain a competent, motivated, and future-ready workforce through training, continuous professional development, and clear career progression pathways.	2.2.1	Improving operational support and human resource management agility.
		2.2.2	Establishing a targeted professional development framework.
2.3	Enhance staff motivation, engagement, and performance by fostering a supportive work environment, fair performance management, and recognition-based incentive mechanisms.	2.3.1	Promote Recognition, Transparency, and Merit-Based Advancement
		2.3.2	Strengthen Performance Management and Accountability through Aligned KPI Frameworks
		2.3.3	Institutionalize Fair, Transparent, and Performance-Based Reward and Incentive Mechanisms
2.4	Formulate policies, standard procedures, guidelines, protocols, and manuals to ensure consistency, efficiency, accountability, and quality across all operational functions.	2.4.1	Institutionalizing documentation, reporting, and standards.
		2.4.2	Standardizing resource management procedures.
		2.4.3	Establishing safety, security, and incident response protocols.
2.5	Align organizational structure, resources and agility to strengthen decision-making, accountability, oversight, and overall institutional resilience.	2.5.1	Optimizing organizational structure and corporate resilience.
		2.5.2	Strengthening integrated governance and transparency

Strategic Objectives & Strategies

GOAL 03



Digital Transformation

3.1	Enable data-driven decision-making and smart service delivery across UDA by digitally transforming core planning, approval, and procurement functions to improve efficiency, transparency, accuracy, and inter-agency coordination in urban development.	3.1.1	Implement integrated, data-enabled digital platforms to streamline end-to-end urban development approvals and procurement processes
		3.1.2	Digitize Field Operations and Project Monitoring for Real-Time Decision-Making
		3.1.3	Modernize Internal Administrative Systems to Enhance Efficiency and Accountability
3.2	Institutionalize data-driven decision-making through the development of Management Information System.	3.2.1	Strengthen digital systems for monitoring, evaluation, and decision-making through an integrated MIS.
		3.2.2	Enhance financial transparency and control by implementing a secure Finance Management Information System (FMIS) integrated with MIS.
		3.2.3	Institutionalize data archiving and knowledge management to support long-term, evidence-based decision making.
3.3	Through a Integrated Spatial Database leverage geospatial, planning, and smart technologies to enhance plan preparation, development control, project implementation, monitoring, and enforcement.	3.3.1	Establish an integrated spatial database with standardized data structures and protocols.
		3.3.2	Develop and integrate supporting digital systems with the spatial database to strengthen functionality, interoperability, and data-driven planning, aligned with the National Digital Economy Blueprint.
3.4	Establish robust digital governance, data quality, and information security frameworks to support accountability, compliance, and public trust.	3.4.1	Establish a data protection policy to safeguard institutional information.
		3.4.2	Strengthen physical and cyber security systems with proper monitoring and record keeping.
3.5	Embed a culture of innovation and continuous improvement by encouraging technology adoption, process innovation, and adaptive use of emerging tools across UDA.	3.5.1	Leverage digital platforms to embed innovation across UDA.
		3.5.2	Promote institutional learning through structured digital knowledge platforms.

Strategic Objectives & Strategies

GOAL 04

Financial Stability

4.1	Achieve long term financial sustainability and resilience by reducing dependency on government allocations, ensuring stable revenue streams, and diversifying income through strategic projects, partnerships, and advisory services.	4.1.1	Strengthen financial governance, project viability, and institutional fiscal discipline
		4.1.2	Strengthen revenue collection, compliance, and optimization mechanisms
		4.1.3	Diversify income streams through strategic assets, data, advisory services, and external funding
4.2	Optimise the value and performance of UDA's land and property assets through strategic planning, development, and effective portfolio asset management practices.	4.2.1	Establish a reliable asset baseline and legal–financial readiness
		4.2.2	Preserve asset value through integrated maintenance, safety, and sustainability
		4.2.3	Optimize asset operations and internal resource utilization through shared services and strategic outsourcing
4.3	Enhance financial management, planning, and control systems to support prudent budgeting, cost efficiency, and long-term fiscal discipline.	4.3.1	Strengthen financial planning, budgeting, and cost management for effective resource utilization
		4.3.2	Strengthen financial controls, transaction integrity, and asset management
		4.3.3	Strengthen financial reporting, statutory compliance, and institutional accountability
4.4	Institutionalise rigorous project due diligence, financial risk management, and investment appraisal practices to ensure informed decision-making, value for money, and long-term institutional sustainability.	4.4.1	Strengthen supplier, contractor, and procurement due diligence to safeguard financial and operational integrity
		4.4.2	Institutionalize robust financial appraisal and oversight across the project lifecycle

Strategic Objectives & Strategies

GOAL 05

Esteem Institution

5.1	Review and modernise the UDA's statutory and regulatory framework by updating the UDA Act and related regulations to ensure institutional clarity and alignment with current urban development needs.	5.1.1 Strengthen the statutory legal framework and legislative alignment of the UDA 5.1.2 Ensures legal reforms and practices incorporate human rights, anti-corruption, and right-to-information principles.
5.2	Establish and continuously improve corporate governance frameworks and practices in line with statutory requirements, national public sector guidelines, and recognised best practices.	5.2.1 Strengthen procurement, financial governance, and administrative control frameworks 5.2.2 Institutionalise planning, policy development, and organisational performance management. 5.2.3 Strengthen internal controls, audit readiness, and compliance assurance.
5.3	Promote a culture of integrity, transparency, and accountability while enhancing internal controls, compliance, and risk management to support sound and ethical decision-making.	5.3.1 Strengthen procurement integrity, contract governance, and supplier management. 5.3.2 Strengthen risk management, compliance monitoring, and early-warning mechanisms.
5.4	Ensure effective oversight, reporting, and quality assurance mechanisms to ensure clarity of roles, timely disclosures, and informed governance.	5.4.1 Strengthen governance reporting, disclosures, and institutional oversight. 5.4.2 Enhance quality assurance, financial accuracy, and performance monitoring.

Strategic Objectives & Strategies

GOAL 06

Strategic Collaboration

6.1	Institutionalise inclusive stakeholder engagement and participatory planning mechanisms to ensure inclusive, sustainable, and contextually relevant urban development outcomes.	6.1.1 6.1.2	Gather Stakeholder Inputs for Inclusive Planning. Disseminate Information and Raise Awareness
6.2	Develop and strengthen strategic partnerships with national, regional, and local government agencies to ensure coordinated, integrated urban development outcomes.	6.2.1 6.2.2	Enhance coordination with local authorities through shared digital platforms and integrated data systems. Strengthen Strategic Partnerships and Stakeholder Coordination
6.3	Promote knowledge sharing, research, and capacity-building through collaborative networks and leveraging partnerships to strengthen integrated urban development practices and access technical expertise and innovative solutions.	6.3.1 6.3.2	Strengthen Research, Development, and Innovation Support Promote Technology-Driven Public Awareness and Compliance

Action Plan

GOAL 01

Cohesive Urban Development

Foster sustainable, resilient, and inclusive urban areas that are well positioned and integrated locally and globally, catalyzing national growth and prosperity

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.1	**Promote sustainable, resilient and inclusive urban areas, catalyzing national growth and prosperity.**				
1.1.1	Systematic identification of Urban Areas in Sri Lanka	Strategic Planning/ GIS Division	1.1.1.1	Formulate a criterion-based guideline to identify and declare urban development areas.	% of Completion of the Guideline
		Planning Zone I & II Offices/ GIS Division	1.1.1.2	Declare Urban Development Areas using approved criteria.	% of proposed areas declared using approved criteria
1.1.2	Plan and manage all development in declared urban areas.	Planning Zone I & II Offices	1.1.2.1	Preparation of new development plans for declared urban areas for which plans have not yet been developed.(1)	A) % of New Development Plans Prepared for Declared Urban Areas B) Public and private investment commitments from new urban development plans (% of GDP).
		All Relevant Divisions/ Units	1.1.2.2	Support the preparation of Development Plans.	% of the completion of assigned tasks
		Planning Zone I & II Offices	1.1.2.3	Review Development Plans that are more than 04 years, or below 04 years, based on the requirement from the date of gazette.	% of Plans Reviewed on Schedule
			1.1.2.4	Revise Development Plans older than 10 years by the expiration.	% of Development Plans Revised
		Strategic Planning & GIS Division	1.1.2.5	Support reviewing of Development Plans covering the 4 year and 10-year revision stages.	% of Completion of the Assigned Tasks

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of required guideline milestones completed) / Total planned guideline milestones) × 100	%	Annual	100	-	-	-	-
						(Number of studies completed or gazetted areas/ Total identified areas) × 100	%	Annual	100	100	100	100	100
						A) (No of Development Plans completed / Selected No of Development Plans within specific year) × 100 B) (Total Public + Private Investment Commitments/National GDP)*100	%	Annual	100	100	100	100	100
						(Completion of the assigned task / No of Assigned tasks) × 100	%	Annual	100	100	100	100	100
						(Completed No of Revised Development Plans / Planed No of Development Plans to be Revised) × 100	%	Annual	100	100	100	100	100
						(Completed No of Revised Development Plans / Planed No of Development Plans to be Revised) × 100	%	Annual	100	100	100	100	100
						(Completion of assigned tasks for reviewing /Total Plans due for review or revise) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.1	**Promote sustainable, resilient and inclusive urban areas, catalyzing national growth and prosperity.**				
1.1.2	Plan and manage all development in declared urban areas.	Environmental and Landscape Division	1.1.2.6	Develop and institutionalize sustainable environmental strategies for UDA development plans, including Conservation Plans, Disaster Risk Reduction Plans, Cultural and Historical Management Plans, and Public Outdoor Recreation Space and Landscape Plans.	% of UDA development plans incorporating institutionalized sustainable environmental strategies.
		Strategic Planning Division	1.1.2.7	Organize and conduct progress review meetings at key milestones to provide regular updates on the status, revisions, and strategic direction of Development Plans' preparation.	Review Meeting Completion Rate
			1.1.2.8	Approving and gazetting of Development Plans.	% of New Development Plans gazetted
			1.1.2.10	Publishing gazetted Development Plans.	% of New Development Plans published
1.1.3	Establish evidence-based planning.	Planning Zone I & II Offices	1.1.3.1	Prepare supplementary planning documents for various assessments conducted as part of the Development Plan preparation process. (2)	% of supplementary documents completed from given documents
		Strategic Planning Division	1.1.3.2	Review the planning process effective from 01.01.2026	Completion of Review of Planning Process
		GIS Division	1.1.3.3	Conduct field surveys to gather spatial data.	% of planned field surveys completed with spatial data collected and validated for planning and monitoring.
			1.1.3.4	Prepare layout maps required for Development Plans and project planning activities.	% of required layout maps prepared and submitted for development plans and project planning activities.

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Completed No of sustainable environmental management strategies for development plan / Total UDA development plans prepared or updated)× 100	%	Annual	100	100	100	100	100
						(Meetings conducted / Meetings scheduled) × 100	%	Annual	100	100	100	100	100
						(No of gazetted development plans / Total no of plans scheduled to gazette) × 100	%	Annual	100	100	100	100	100
						(No of published development plans / Total no of plans scheduled to publish) × 100	%	Annual	100	100	100	100	100
						(No. of Development Plans with Complete Supplementary Assessments/ Total Development Plans prepared) × 100	%	Annual	100	100	100	100	100
						(Number of planned review milestones completed / Total number of planned review milestones)x100	%	Annual	-	100	100	100	100
						(Number of field surveys complet ed with validated spatial data/Total field surveys schedule d)×100	%	Annual	100	100	100	100	100
						(Number of layout maps prepare d and submitted/Total number of layout maps required)×100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.1	**Promote sustainable, resilient and inclusive urban areas, catalyzing national growth and prosperity.**				
1.1.3	Establish evidence-based planning.	GIS Division	1.1.3.5	Collect, store, disseminate and archive spatial and non spatial data.	% of completed data sets from requested datasets.
		Planning Zone I & II Offices/ Environment & Landscape Division	1.1.3.6	Support GIS division in collecting, storing, disseminating and archiving spatial and non spatial data.	% of requested spatial/non-spatial datasets delivered as per request
1.1.4	Ensure the creation of livable, resilient, and visually coherent urban environments through strategic *Urban Guide Planning* and *Design*.	Planning Zone I & II Offices	1.1.4.1	Prepare and gazette Urban Guide Plans.	Urban Guide Plan Completion Rate
		Urban Development & Special Projects / Environmental & Landscape/ Project Management Divisions/ Urban Research Centre/ GIS Division	1.1.4.2	Support the preparation of Urban Guide Plans.	% Completion of assigned tasks

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of spatial datasets collected, stored, and disseminated/ No of data sets requested for perpetration)×100	%	Annual	100	100	100	100	100
						(Datasets delivered as per request / Total dataset requests) ×100	%	Annual	100	100	100	100	100
						(Completed guide plans/ Planned guide plans) × 100	%	Annual	100	100	100	100	100
						(Total No of guide plans completed within timeframe / Total No of guide plans requested to support) x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.1	**Promote sustainable, resilient and inclusive urban areas, catalyzing national growth and prosperity.**				
1.1.4	Ensure the creation of livable, resilient, and visually coherent urban environments through strategic *Urban Guide Planning* and *Design*.	Urban Development and Special Projects	1.1.4.3	Preparation of Urban Designs Proposals for precinct area.	Completion Rate of Planned Urban Designs
		Planning Zone I & II Offices/ Environmental and Landscape / Project Management Divisions / Urban Research Centre	1.1.4.4	Support the preparation of Urban Designs.	Urban Designs Supported as per Annual Plan
1.2	**Ensure effective implementation and enforcement of planning and development regulations.**				
1.2.1	Enforcement of *Planning* and *Development Regulations.*	Planning Zone I & II Offices / One Stop Unit	1.2.1.1	Issuance of planning and development-related clearances and approvals.	% of planning applications processed within the timeline
		Planning Zone I & II Offices	1.2.1.2	Review and upgrade the existing methodology for change of use.	Methodology Upgrade Completion Rate
		Planning Zone I & II Offices	1.2.1.3	Prepare a detailed Change of Use Implementation Plan.	Change of Use Plan Completion Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of Urban Designs completed and endorsed/Number of Urban Designs planned for the period)x100	%	Annual	100	100	100	100	100
						(Number of Urban Design projects supported/ Number of Urban Design projects planned for support)x100	%	Annual	100	100	100	100	100
						(Approvals, Rejections or Revisions issues within given time/ Total No of applications received) × 100	%	Annual	100	100	100	100	100
						(Number of upgrade milestones completed/ Total planned upgrade milestones) x 100	%	Annual	100	100	-	-	-
						(Number of Change of Use Implementation Plans co mpleted and approved with in agreed timeline/ Total number of Change of Use Implementation Plans scheduled)x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.2	**Ensure effective implementation and enforcement of planning and development regulations.**				
1.2.1	Enforcement of Planning and Development Regulations.	One Stop Unit (OSU)	1.2.1.4	Improve & Upgrade the One Stop Unit planning approval process to achieve the intended fast-track objectives	% of Improved & Upgraded Process
		Environmental and Landscape Division	1.2.1.5	Carry out the National Green Building Certification process, following institutional protocols for assessment, documentation, and compliance.	% of certifications processed within the timeline
1.2.2	Ensure urban enforcement is timely, efficient, and effective.	Strategic Planning Division	1.2.2.1	Unify the formats of Applications/Development Permits / PPC, CoC formats for planning and development approvals within UDA and Local Authorities.	% of Planning Offices of the UDA and Local Authorities that have introduced the unified formats
		One Stop Unit (OSU)	1.2.2.2	Expand One stop unit services within 1km declared coastal zone	No of covered Local Authorities located within the declared 1Km buffer zone
		Planning Zone I & II Offices	1.2.2.3	Amending the planning and development regulations.	Gazetting of the amended Planning and Development Regulations
			1.2.2.4	Conducting and participating in planning committees and other related committees (TIA ,ECC).	Completion Rate of Scheduled Planning Committee Meetings
1.2.3	Strengthen awareness on planning and development regulations.	Planning Zone I & II Offices	1.2.3.1	Publish a user manual or easy-to-follow guide on Planning and Development Regulations, in; A) Hard Copy (physical document) B) Soft Copy (online version)	Completion within the time-frame

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Completed upgrades and improvements / Planned upgrades and improvements) x 100%	%	Annual	100	100	100	100	100
						(No of building certifications processed on time / Total No of received applications)×100	%	Annual	100	100	100	100	100
						(No of planning offices UDA and local authorities introduced the unified formats / Total No of planning offices UDA and local authorities)×100	%	Annual	100	-	-	-	-
						(No of local authority areas covered within the 1km buffer zone / Total No of local authorities located within the 1km buffer zone)×100	%	Annual	-	100	100	100	100
						% of completions (Publication in the government gazette) within the timeline	%	Annual	100	-	-	-	-
						(Number of planning committee meetings conducted or participated/ Number of planning committee meetings scheduled)×100	%	Annual	100	100	100	100	100
						(Number of upgrade milestones completed / Total planned upgrade milestones) x100	%	Annual	-	100	-	-	-

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.2	**Ensure effective implementation and enforcement of planning and development regulations.**				
1.2.3	Strengthen capacity development on planning and development regulations.	Planning Zone I & II Offices	1.2.3.2	Conduct capacity building and awareness programs to local authorities and government agencies.	Coverage of Local Authorities and Agencies.
1.3	**Deliver sustainable and transformative strategic projects and, housing and regeneration projects.**				
1.3.1	Formulate and prioritise sustainable and transformative projects aligned with Development Plans and national priorities.	All DDGs	1.3.1.1	Formulate a policy framework to guide assignment of projects received through solicited and unsolicited sources to appropriate divisions within the UDA.	Completion of the policy framework
		Planning Zone I & II/ Project Management Division/ Urban Development & Special Projects Division/ Real Estate Division	1.3.1.2	Support the Management of the UDA in implementing the policy framework to guide the assignment of projects received through solicited and unsolicited sources to appropriate divisions within the UDA.	Completion of given tasks within the timeframe
		All DDGs	1.3.1.3	Implement the policy framework to guide assignment of projects received through solicited and unsolicited sources to appropriate divisions within the UDA. (3)	% of projects assigned using the approved policy framework
		Planning Zone I & II Offices	1.3.1.4	Project planning and prioritization aligning with respective development plans (4)	% of Projects Formulated
1.3.2	Ensure land readiness and optimize utilization.	Land Development & Management Division	1.3.2.1	Acquire the lands required for development. A) Publication of Section 02 B) Publication of 38 A C) Obtain of 44 Certificate D) Obtain of 6(1) Certificate	% of completion of each stage

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of local authorities or agencies that received training or advisory support/ Total number of targeted local authorities or agencies)×100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	-	-	-	-
						(No. of tasks completed within the given timeframe/ Total tasks assigned)x100	%	Annual	100	100	100	100	100
						(Number of projects assigned using the new policy/ Total number of projects assigned) * 100	%	Annual	100	100	100	100	100
						(Total no of projects formulated / Total no of projects assigned)×100	%	Annual	100	100	100	100	100
						(No of cases completion of each stage / Targeted No of each stages)×100	%.	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.3	**Deliver sustainable and transformative strategic projects and, housing and regeneration projects.**				
1.3.2	Ensure land readiness and optimize utilization.	Land Development & Management Division	1.3.2.2	Vesting of lands with UDA for required development. vesting stages ; A) Obtaining Cabinet Approval B) Preparation of O Diagram C) Receiving of 6(1) Certificate	% of completion of each stage
		Land Development & Management Division	1.3.2.3	Review and identify the lands (for divesting or retain) acquired but not used for the proposed development	% of completion of the target
		Land Development & Management Division	1.3.2.4	Allocate lands for priority development activities. A) Direct allocation B) Call for tender	% of lands allocated for developments
		Land Development & Management Division	1.3.2.5	Initiate a relocation programme to release encumbered land own by the UDA and make it available for development	% of completed relocation programmes
		Land Development & Management Division	1.3.2.6	Temporary land allocations as required.	Income from temporary land allocations
		Legal Division	1.3.2.7	Issue deeds/agreements to the relocated parties.	% of issued deeds/agreement
		Planning Zone I & II Offices / Leagl Division / Finance Division	1.3.2.8	Support land acquisition, vesting, allocation, and relocation processes.	Completion Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(No of cases completion of each stage / Targeted no of each stages)×100	%.	Annual	100	100	100	100	100
						(Reviewed no of lands / Targeted no of lands for review) × 100	%	Annual	100	100	100	100	100
						Number of land allocation requests completed for projects	No. Requests	Annual	20	20	20	20	20
						(No of milestones completed of each relocation plan / Targeted no of milestones of each relocation plan) × 100	%	Annual	100	100	100	100	100
						(Total income from temporary allocations / Expected total income from temporary allocations) x 100	%	Annual	100	100	100	100	100
						(No of deed issued / Total no of deeds to be issued) x 100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.3	**Deliver sustainable and transformative strategic projects and, housing and regeneration projects.**				
1.3.3	Ensure all projects are executed in alignment with institutional priorities.	Project Management Division / Urban Development and Special Projects Division	1.3.3.1	Conduct design and project management for manifesto/ budget proposed/ treasury funded projects.	Rate of project phases completed
					% of projects completed that are bankable or with Program/Policy-Based Lending.
			1.3.3.2	Conduct project design and project management of projects identified in Development Plans.	Rate of project phases completed
					% of projects completed that are bankable or with Program/Policy-Based Lending.
			1.3.3.3	Conduct project design and project management for consultancy assignments and request-based projects.	Rate of project phases completed
					% of projects completed that are bankable or with Program/Policy-Based Lending.

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
A) PMD - 6,099 B) UDSPD - TBD*						(Total number of phases completed / Total number of projects targeted for the year) x 100	%	Annual	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100
						(Total no. of projects completed that are bankable or PBL /No. of prioritized projects t hat are bankable or PBL-ready)×100			A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100
A) 3,868 B) TBD						(Total number of phases completed / Total number of projects targeted for the year) x 100	%	Annual	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100
						(Total no. of projects completed that are bankable or PBL /No. of prioritized projects t hat are bankable or PBL-ready)×100			A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100
A) 1,261 B) TBD						(Total number of phases completed / Total number of projects targeted for the year) x 100	%	Annual	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100
						(Total no. of projects completed that are bankable or PBL /No. of prioritized projects t hat are bankable or PBL-ready)×100			A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100	A)100 B)100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.3	**Deliver sustainable and transformative strategic projects and, housing and regeneration projects.**				
1.3.3	Ensure all projects are executed in alignment with institutional priorities.	Urban Development and Special Projects Division	1.3.3.4	Conduct the design, project management and consultancy of strategic projects assigned by the UDA deriving from Public–Private Partnership (PPP) initiatives	Rate of project phases completed
					% of projects completed that are bankable or with Program/Policy-Based Lending.
		Urban Development and Special Projects/ Environmental and Landscape/ Engineering Design Divisions / Quantity Survey Unit	1.3.3.5	Provide project design and project management support across UDA-assigned projects.	Coverage of UDA-Assigned Projects Provided with Design and Project Management Support
		Engineering Design Division	1.3.3.6	Deliver integrated house consortium services through coordinated design, engineering, and project management support aligned with UDA's housing development objectives.	% of UDA housing projects provided with coordinated consortium services delivered on time and aligned with housing development objectives.

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Total number of phases completed / Total number of projects targeted for the year) x 100	%	Annual	100	100	100	100	100
						(Total no. of projects completed that are bankable or PBL /No. of prioritized projects t hat are bankable or PBL-ready)×100			100	100	100	100	100
						[(Number of UDA-assigned projects supported with design and/or project management)/ (Total number of UDA-assigned projects)]×100	%	Annual	100	100	100	100	100
						(Number of housing projects with consortium services delivered on time and aligned/Total housing projects scheduled for consortium services)×100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.3	**Deliver sustainable and transformative strategic projects and, housing and regeneration projects.**				
1.3.4	Institutionalize quality assurance, audit readiness, and compliance for project delivery.	Project Management / Urban Development and Special Projects/ Environmental and Landscape/ Engineering Design Divisions/ Quantity Survey / Drafting Units	1.3.4.1	Establish a quality-assurance framework to ensure all project deliverables meet required standards.	Completion and formal approval of the Quality Assurance Framework
		All Divisions / Units(excluding Internal Audit Division)	1.3.4.2	Adhere to the mechanism developed by Internal Audit to seamlessly incorporate audit readiness throughout project planning and implementation.	Compliance Rate with Internal Audit–Approved Project Governance Mechanism
		Enforcement Audit & Monitoring Unit	1.3.4.3	Conduct planning audits of approved plans at regional UDA offices and local government institutions (LA).	% of approved plans audited on time at regional UDA offices and local government institutions.
		Engineering Design Division	1.3.4.4	Monitor project construction to ensure adherence to approved designs, safety standards, and project timelines.	% of construction sites supervised with adherence to design, safety, and timeline standards
1.3.5	Enhance project viability, uptake, and financial sustainability through strategic positioning.	All Relevant Divisions	1.3.5.1	Disburse funds to support timely and effective project implementation.	Timely Disbursement of Project Funds

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						Completion Rate	%	Annual	100	100	-	-	-
						(Number of projects assessed as compliant with the Internal Audit mechanism/ Total number of projects reviewed by Internal Audit)×100	%	Annual	100	100	100	100	100
2.0						(Number of approved plan s audited on time/Total ap proved plans scheduled for audit)×100	No. of Audits	Annual	08	08	08	08	08
						(Number of compliant supervised sites / Total active construction sites) × 100	%	Annual	100	100	100	100	100
						(Number of disbursement requests released within the approved timeline/ Total number of approved disbursement requests)×100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.3	**Deliver sustainable and transformative strategic projects and, housing and regeneration projects.**				
1.3.5	Enhance project viability, uptake, and financial sustainability through strategic positioning.	Housing Division	1.3.5.2	Development of low-income housing units. A) URP B) Relocation project for Kolonnawa Flood Mitigation	A) Number of housing units completed B) Number of household relocations
			1.3.5.3	Allocate low-income housing units to eligible relocatees.	Total number of eligible households alloc ated
			1.2.5.4	Sale of middle-income housing units through rebranding and marketing activities.	Total number of housing units sold
			1.3.5.5	Dispose suspended projects through appropriate disposal mechanisms. (5)	Dispose Rate of Temporarily Suspended Projects
			1.3.5.6	Establish and operationalize a Condominium Management Corporation / Management Committee for all UDA-owned condominium developments. A) Low-Income Housing Projects B) Middle-Income Housing Project C) Community Societies for URP schemes	A) & B) Total number of initiatives successfully operationalized C) Establishment of community societies and management corporations relative to the target number of communities to be established.
			1.3.5.7	A) Develop a proposal for the construction of Rent Housing Projects. B) Construction of Rent Housing Units.	A) Proposal preparation rate B) Construction progress rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						A) Number of Housing unit completed B) Number of households relocations	Number of allocated housing units	Annual	-	A) 730 B) -	A) - B) 1223	A) 374 B) -	TBD
						Eligible households allocated	Number of allocated housing units	Annual	500	1422	730	1223	374
						Number of housing units sold	Number of housing units sold	Annual	853	182	65	74	TBD
						(Number of suspended projects disposed / Total number of suspended projects)×100	%	Annual	100	-	-	-	-
						A) & B) Number of initiatives successfully operationalized C) Number of committees established	A) & B) No. of Household projects C) No. of Committees Established	Annual	A) - | B) - | C) 24	A) 6 | B) 1 | C) -	A) 3 | B) 2 | C) -	A) - | B) - | C) 24	A) 11 | B) - | C) -
						A) (Proposals approved/ Proposals submitted)×100 B) (Units constructed/ Units planned)×100	%	Annual	-	A) 50 B) -	A) 50 B) -	A) - B) 50	TBD

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.4	**Ensure and maintain robust monitoring and evaluation on plan implementation and achieving development outcomes.**				
1.4.1	Assess and track the implementation and compliance of Development Plans.	Strategic Planning Division	1.4.1.1	Prepare a standard reporting framework for Special Purpose Vehicles (SPVs) to use in monitoring and evaluation of Development Plans.	% of SPVs actively using the reporting framework.
		Planning Zone I & II Office	1.4.1.2	Support preparation of a standard reporting framework for Special Purpose Vehicles (SPVs) to use in monitoring and evaluation of Development Plans. (6)	SPV Reporting Adoption Rate
		Strategic Planning Division	1.4.1.3	Engage external consultants for the development plan preparation process.	Utilization of External Consultants
		Finance Division	1.4.1.4	Develop other necessary formats/templates for monitoring and evaluation of projects.	Structured Reporting Adoption Rate
		Planning Zone I & II Offices	1.4.1.5	Formulate remedial measures for plan deviations identified through SPV monitoring and evaluation and establish effective feedback loops for newly prepared development plans.	Plan Deviation Resolution Rate
1.4.2	Evaluate project performance to ensure intended development outcomes are achieved.	Project Management / Urban Development and Special Projects/ Environmental and Landscape/Engineering Design Divisions/ Quantity Survey / Drafting Units	1.4.2.1	Establish and implement a post-implementation evaluation mechanism to assess project outcomes and integrate lessons learned into future projects.	% of completed UDA projects evaluated post-implementation, with lessons learned documented and integrated into future projects.
		Planning Zone I & II Offices	1.4.2.2	Supporting relevant divisions and units in the implementation and monitoring of projects.	% of completed UDA projects evaluated post-implementation, with lessons learned documented and integrated into future projects.

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of compliance criteria met/Total number of applicable criteria) ×100	%	Annual	100	-	-	-	-
						(Number of SPVs using the standardized reporting framework/Total number of active SPVs)×100	%	Annual	100	100	100	100	100
						(Number of consultant deliverables completed and accepted/ Total planned deliverables)×100	%	Annual	100	100	100	100	100
						(Number of reports using structured format/Total number of reports submitted)×100	%	Annual	100	100	-	-	-
						(Number of deviations addressed with remedial measures/Total number of deviations identified)×100	%	Annual	100	100	100	100	100
						(Number of completed projects evaluated with lessons learned documented and integrated/ Total number of projects completed)×100	%	Annual	100	100	100	100	100
						(Number of completed projects evaluated with lessons learned documented and integrated/ Total number of projects completed)×100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.4	**Ensure and maintain robust monitoring and evaluation on plan implementation and achieving development outcomes.**				
1.4.3	Strengthen monitoring and evaluation of enforcement and development control.	Legal Division	1.4.3.1	Undertake censuses of unauthorized settlements and litigations (on request by other institutions) and inform local government institutions about issues related to removals.	% of requested censuses on unauthorized settlements and litigations completed on time with findings communicated to local government institutions.
		Enforcement Audit & Monitoring Unit	1.4.3.2	Identification of changes in built-up areas to support enforcement actions using remote sensing data and GPS surveys.	Survey Coverage Rate
		Enforcement Audit & Monitoring Unit / IT Division	1.4.3.3	Develop and maintain an integrated online public complaint and reporting portal within UDA systems that enables citizens to submit inquiries and report suspected unauthorized developments, with unique complaint tracking and response monitoring. (7)	Completion of Citizen Reporting Portal
		Enforcement Audit & Monitoring Unit	1.4.3.4	Track actions on complaints received from external parties.	Complaint Resolution Tracking Rate
			1.4.3.5	Following up on notices issued for violations of UDA regulations.	Violation Follow-Up Rate
		Legal Division	1.4.3.6	Participate in consultations conducted by the Attorney General's Department on ongoing court cases and provide evidence in court as required.	Legal Support Fulfillment Rate
			1.4.3.7	Pursue legal action against unauthorized constructions and developments.	Legal Action Initiation Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of requested censuses completed on time with findings communicated/Total requested censuses on unauthorized settlements and litigations) ×100	%	Annual	100	100	100	100	100
62.5						(Number of GPS surveys completed on time/Total GPS surveys scheduled)×100	%	Annual	100	100	100	100	100
						Completion within Time-Frame	%	Annual	100	-	-	-	-
						(Number of complaints with tracked actions/Total number of complaints received from external parties) ×100	%	Annual	100	100	100	100	100
						(Number of violations followed up with action/Total number of complaints received)×100	%	Annual	100	100	100	100	100
						(Number of consultations attended , and evidence provided/Total number of AG requests)×100	%	Annual	100	100	100	100	100
						(Number of cases with initiated legal action/Number of cases recommended for legal action) ×100	%	Annual	100	100	100	100	100

Action Plan

Goal 1: Cohesive Urban Development

Ref	Strategies	Responsible Division	Ref	Action	KPI
1.4	**Ensure and maintain robust monitoring and evaluation on plan implementation and achieving development outcomes.**				
1.4.3	Strengthen monitoring and evaluation of enforcement and development control.	Legal Division	1.4.3.8	Prepare reports and observations for legal actions taken.	Legal Documentation Compliance Rate
		Enforcement Audit & Monitoring Unit	1.4.3.9	Submit recommendations through the Review Committee for legal actions against unauthorized constructions and developments.	Legal Recommendation Submission Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of legal cases with complete documentation/ Total number of legal cases pursued)×100	%	Annual	100	100	100	100	100
						(Number of cases with submitted recommendations/ Total number of identified unauthorized cases)×100	%	Annual	100	100	100	100	100

Remarks

Goal 1: Cohesive Urban Development

No.	Remark
1	The newly approved planning made effective from 01st January 2026, aimed to ensure sustainable, climate-resilient, and inclusive urban areas aligning with national development goals via multi-disciplinary decision-making committees comprising professionals /institutions from relevant fields and strengthens public and stakeholder engagement throughout the plan preparation process. (1.1.2.1)
2	The following supplementary planning documents could be considered as examples: 1) Public engagement reports, 2) Stakeholder engagement reports, 3) Sustainability appraisals, 4) Visual impact assessments, 5) Housing needs assessments, 6) Other relevant impact assessment reports. (1.1.3.1)
3	Project Implementation Stage: Before initiating the implementation of a development project. (1.3.1.3)
4	Undertake project prioritization aligned with respective Development Plans and conduct land suitability assessments and feasibility studies. For projects aiming for revenue-generation, conduct thorough financial feasibility assessments, develop robust business models, conduct social and economic appraisals, and identify innovative financing mechanisms by incorporating Provincial offices/ Real estate /Consultancy /special outsource consultations. (1.3.1.4)
5	Housing Division: No. of Projects 50 (1.3.5.5)
6	This M&E framework may consist of the following elements: 1) Prevailing economic, social, and environmental changes. 2) Contribute effectively to GDP. 3) Achieving relevant strategic objectives. 4) Incorporate recommendations for managing deviations through appropriate control mechanisms. (1.4.1.2)
7	Ensure complaints are acknowledged within 3 days and resolved within 1 month. (1.4.3.3)

GOAL 02
Resource Excellence

Strengthening institutional capacity and human resource excellence

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.1	**Strengthening cadre management and workforce planning systems to ensure optimal deployment, succession readiness, and alignment of human resources with organisational priorities.**				
2.1.1	Institutionalize Evidence-Based Cadre Management and Workforce Planning	HRM Division	2.1.1.1	Review job roles across all UDA divisions and units and provide updated Job Descriptions (JDs) for all employees.	JD Completion and Distribution Rate
		HRM Division	2.1.1.2	Conduct a comprehensive cadre assessment to identify gaps, redundancies, and staffing needs, conduct reskilling and upskilling evaluations, and obtain the necessary approval from the MSD and Prime Minister's office for the revised cadre.	Cadre Assessment Completion Rate
		All Divisions/ Units	2.1.1.3	Provide functional input for cadre assessment by mapping staffing needs, skill requirements, and workload implications arising from operational priorities.	Functional Input Submission Rate
2.1.2	Optimize Organizational Processes and Structure to Enhance Workforce Effectiveness	HRM Division	2.1.2.1	Redesign workflows using BPR or any other appropriate principles to eliminate non-value-adding steps (workload analysis) and embed technology for efficiency.	Process Efficiency Improvement Rate
		DG /HRM Division	2.1.2.2	Restructure organizational structure to align with the redesigned processes and strategic priorities.	Organizational Structure Implementation Rate
2.2	**Develop and sustain a competent, motivated, and future-ready workforce through training, continuous professional development, and clear career progression pathways.**				
2.2.1	Improving operational support and human resource management agility.	HRM Division	2.2.1.1	Maintain career development roadmaps and ensure their accessibility to all staff by openly disclosing within the internal MIS.	Career Roadmap Accessibility Rate
		HRM Division	2.2.1.2	Design a comprehensive induction program for new recruits to provide exposure to UDA operations, other departments, and career pathways.	New Recruit Induction Satisfaction Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of employees who received updated, approved JDs/ Total number of employees) x 100	%	Annual	100	100	100	-	-
						Number of key milestones achieved / Total number of key milestones) x 100	%	Annual	100	100	-	-	-
						(Number of required functional inputs submitted on time/ Total number of required functional inputs x 100	%	Annual	100	-	-	-	-
						(Original processing time - Redesigned processing time) / Original processing time x 100	%	Annual	100	100	-	-	-
						(Number of planned structural changes implemented/ Total number of planned structural changes) x 100	%	Annual	100	100	-	-	-
						(Number of staff who accessed career roadmaps/ Total number of staff surveyed) x 100	%	Annual	100	100	100	100	100
						(Individual satisfaction scores/ Total number of new recruits surveyed) x 100	%	Annual	100	-	-	-	-

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.2	**Develop and sustain a competent, motivated, and future-ready workforce through training, continuous professional development, and clear career progression pathways.**				
2.2.1	Improving operational support and human resource management agility.	Finance Division / HRM Division	2.2.1.3	Maintain data file to minimize mismatches (HRM Division vs. Finance Division).	% of Complete the Task
		HRM Division	2.2.1.4	Recruit staff for the existing vacancies, subject necessary approval from the MSD and Prime Minister's office.	Vacancy Filling Rate
		All Relevant Divisions/ Units	2.2.1.5	Development a mechanism to engage external consultants for UDA necessities in coordination with the HRM Division.	No. of engagement Rate by External Consultants
2.2.2	Establishing a targeted professional development framework.	HRM Division	2.2.2.1	Conduct a comprehensive Training Needs Assessment (TNA) for all Division/Unit of the UDA to determine required trainings and subsequently implement the training programs.	TNA Completion and Training Program Implementation Rate
		All Divisions/ Units	2.2.2.2	Provide the inputs relevant to the respective training need assessments to HRM Division.	Percentage of required inputs submitted to the HRM Division
			2.2.2.3	Conduct the targeted technical trainings based on the requirement identified through the training need assessment, with collaboration of HRM Division.(1)	Technical Training Competency Gain
		HRM Division	2.2.2.4	Conduct the general trainings other than technical trainings identified through the training need assessment. (2)	General Training Delivery Rate
			2.2.2.5	Conduct relevant annual mandatory training.(3)	Mandatory Training Completion Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Completed Reconciliation Updates / Total Scheduled Reconciliation Updates) × 100	%	Quarterly	100	100	100	100	100
						(Number of approved vacancies filled within target timeframe/ Total number of approved vacancies) x 100	%	Annual	100	100	100	100	100
						(Completed no of engagements / total no of scheduled engagements) x 100	%	Annual	100	100	100	100	100
						(Number of prioritized training programs launched/ Total number of prioritized training programs identified in the TNA) x 100	%	Annual	100	100	100	100	100
						(Number of TNA inputs submitted/ Total number of TNA inputs required) x 100	%	Annual	100	100	100	100	100
						(Post-training assessment score - Pre-training assessment score) / Number of staff assessed x100	%	Annual	100	100	100	100	100
						(Number of non-technical trainings delivered/ Total number of non-technical trainings planned) x 100	%	Annual	100	100	100	100	100
						(Number of targeted staff trainings conducted/ Total number of trainings planned) x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.2	**Develop and sustain a competent, motivated, and future-ready workforce through training, continuous professional development, and clear career progression pathways.**				
2.2.2	Establishing a targeted professional development framework.	HRM Division	2.2.2.6	Introduce training bonds/contracts to ensure employees share knowledge gained from foreign/ local training/workshops with UDA.	Knowledge Transfer Compliance Rate
		HRM Division	2.2.2.7	Conduct employer-employee engagement surveys.	Employee Engagement Survey Participation Rate
2.3	**Enhance staff motivation, engagement, and performance by fostering a supportive work environment, fair performance management, and recognition-based incentive mechanisms.**				
2.3.1	Promote Recognition, Transparency, and Merit-Based Advancement	HRM Division	2.3.1.1	Introduce and maintain a recognition mechanism (e.g., the "Best Division/Unit" award).(4)	Implementation of Division/Unit Recognition Programme
		Urban Development & Special Projects Division	2.3.1.2	Establish a fair evaluation process to identify outstanding architectural work and promote selected projects through UDA social media channels in addition to the official website.	Outstanding Project Promotion Frequency
		HRM Division	2.3.1.3	Ensure the promotion policy is openly disclosed within the internal MIS, accessible to all staff, and that all promotions are executed in accordance with this established policy.	Promotion Policy Compliance Rate
2.3.2	Strengthen Performance Management and Accountability through Aligned KPI Frameworks	Progress Monitoring Unit	2.3.2.1	Introduce a mechanism to align divisional KPIs with individual employee KPIs to strengthen accountability and performance measurement.	KPI Alignment Rate
		Progress Monitoring Unit	2.3.2.2	Monitor, evaluation, and reporting of progress at the organizational, divisional, and individual employee levels.	Progress Report Completion Rate
		Progress Monitoring Unit	2.3.2.3	Conduct development upgrades of the IPES system.	IPES System Development Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of employees fulfilling knowledge transfer requirement/ Total number of employees who received foreign/local training) x 100	%	Annual	100	100	100	100	100
						(Number of employees who completed the survey/ Total number of employees) x 100	%	Annual	100	100	100	100	100
						(Number of recognition cycles executed on schedule/ Total number of recognition cycles planned for the period) x 100	%	Annual	100	100	100	100	100
						(Number of identified outstanding projects promoted/ Total number of outstanding projects identified) x 100	%	Annual	100	100	100	100	100
						(Number of audited promotions fully compliant with policy/ Total number of promotions audited) x 100	%	Annual	100	100	100	100	100
						(Number of employees with aligned KPIs/ Total number of employees with defined KPIs) x 100	%	Annual	100	100	100	100	100
						(Completed no. of progress reports / Total no. of required progress reports) x 100	%	Monthly	100	100	100	100	100
						(Completed development/ Developments required) x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.3	**Enhance staff motivation, engagement, and performance by fostering a supportive work environment, fair performance management, and recognition-based incentive mechanisms.**				
2.3.3	Institutionalize Fair, Transparent, and Performance-Based Reward and Incentive Mechanisms	Progress Monitoring Unit	2.3.3.1	Commence the process of obtaining Board of Management approval for rewards and incentives across all divisions and units.	Reward/Incentive Approval Process Readiness Rate
		All Divisions/ Units	2.3.3.2	Support the commencement of the process to obtain Board of Management approval for rewards and incentives across all divisions and units.	Percentage of Process Support Rate
		HRM Division	2.3.3.3	Filter the employees eligible for productivity incentives, medical allowances, reimbursements, bonuses, and attendance allowance, other benefits, and timely submission of that information to the Salary Unit of the Finance Division.	Percentage of benefit information submitted to the Salary Unit by the required deadline
2.4	**Formulate policies, standard procedures, guidelines, protocols, and manuals to ensure consistency, efficiency, accountability, and quality across all operational functions.**				
2.4.1	Institutionalizing documentation, reporting, and standards.	All Divisions/ Units	2.4.1.1	Develop, implement, and routinely update corporate policies and supporting procedures, guidelines, protocols, and manuals.	Policy Documentation Completion Rate
		HRM Division	2.4.1.2	Regularly review fairness, inclusivity, and alignment with HR policy.	HR Policy Alignment Rate
			2.4.1.3	Develop and implement a succession plan and handover policy to ensure continuity of operations, knowledge transfer, and accountability during leadership transitions and staff movements.	Succession Plan Coverage Rate
		All Divisions/ Units	2.4.1.4	Prepare, review and update Standard Operating Procedures (SOPs) for all processes.	Percentage of required SOPs that are formally reviewed and updated
			2.4.1.5	Implement and maintain Standardized Operational Guidelines for the required processes.	Operational Guideline Compliance Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of required internal clearance steps completed/ Total number of required internal clearance steps) x 100	%	Annual	100	-	-	-	-
						(Completed support actions / Planned support actions) × 100	%	Annual	100	100	100	100	100
						(Number of benefit submissions made on time/ Total number of required benefit submissions) x 100	%	Annual	100	100	100	100	100
						(Number of necessary policies approved and circulated/ Total number of necessary corporate policies identified) x 100	%	Annual	100	100	100	100	100
						(Corrected Non-Compliances / Total Non-Compliances) × 100	%	Annual	100	100	100	100	100
						(Number of key positions covered by succession plan/ Total number of identified key/critical positions) x 100	%	Annual	100	100	100	100	100
						(Number of SOPs Reviewed / Total Number of Required SOPs) x 100	%	Annual	100	100	100	100	100
						(Number of Actions Compliant with Guidelines/ Total Number of Actions) x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.4	**Formulate policies, standard procedures, guidelines, protocols, and manuals to ensure consistency, efficiency, accountability, and quality across all operational functions.**				
2.4.1	Institutionalizing documentation, reporting, and standards.	All Divisions/ Units	2.4.1.6	Review and update procedural manuals to standardize operations, enhance transparency, and ensure alignment with current regulatory and organizational requirements.	Procedural Manual Alignment Rate
			2.4.1.7	Develop comprehensive checklists and review protocols to ensure consistency across all operational activities and documentation. (5)	Checklist Development Completion Rate
			2.4.1.8	Develop and maintain standardized documentation formats and templates to ensure consistency, improve clarity, and reduce administrative delays.	Template Usage Rate
		Project Management Division/ Quantity Survey Unit	2.4.1.9	Document lessons learned, and close-out reports to inform future project planning and institutional learning integrated with the MIS.	Percentage of projects with documented lessons and close-out reports integrated into MIS
		Procurement Unit	2.4.1.10	Prepare Standard Bidding Documents (SBDs), RFQs, advertisements, and all required documentation for procurement and revenue tenders.	Percentage of procurement and revenue tenders with complete documentation prepared on time
			2.4.1.11	Prepare and manage the Master Procurement Plan (MPP), Annual Procurement Plan (APP), Detailed Procurement Plan (DPP), and Time Schedules (TS) ensuring alignment with UDA's strategic and project priorities.	Timeliness of Procurement Plan Submission

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Total number of manuals aligned/ Total number of manuals reviewed) x 100	%	Annual	100	-	-	-	-
						(Number of checklists and protocols developed/ Total number of necessary checklists and protocols identified) x 100	%	Annual	100	100	100	100	100
						(Number of official documents using standardized templates/ Total number of official documents sampled) x 100	%	Annual	100	100	100	100	100
						(Number of projects with MIS-linked documentation / Total completed projects) × 100	%	Annual	100	100	100	100	100
						(Number of tenders with documentation completed by the scheduled date / Total tenders scheduled) x 100	%	Annual	100	100	100	100	100
						(Number of MPP, APP, DPP, and TS submitted and approved by the required deadlines / Total number of MPP, APP, DPP and TS) x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.4	**Formulate policies, standard procedures, guidelines, protocols, and manuals to ensure consistency, efficiency, accountability, and quality across all operational functions.**				
2.4.2	Standardizing resource management procedures.	Transport Unit / HRM	2.4.2.1	Establish a service allocation and a resource management mechanism to coordinate and prioritise resources among divisions.	Resource Allocation Mechanism Adoption Rate
			2.4.2.2	Introduce and maintain a resource utilization monitoring mechanism to monitor resource efficiencies.	Process Completion Rate
		ICT Division	2.4.2.3	Procure and deploy the required hardware infrastructure (including high-end servers, backup systems, and network equipment necessary to support the proposed ICT enhancements).	Hardware Deployment Completion Rate
		All Relevant Divisions/ Units	2.4.2.4	Support the Procurement Unit by providing all requirements, specifications, and inputs to facilitate procurement processes for procurements above value of 1 million.	Percentage of required inputs/specifications provided
			2.4.2.5	Undertake procurements of below 1 million value, by informing and reporting to the Procurement Unit.	Percentage of procurements under the specified threshold
2.4.3	Establishing safety, security, and incident response protocols.	HRM Division	2.4.3.1	Introducing and executing counselling services for the staff and other wellness programs.	Staff Wellness Program Utilization Rate
		HRM Division/ Finance Division	2.4.3.2	Development of the Disaster Recovery Plan including the Emergency Response and Evacuation Plans for all premises.	DRP/ERP Development Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of divisions utilizing the new resource allocation mechanism/ Total number of divisions) x 100	%	Annual	100	100	100	100	100
						(Number of components or process steps completed / Total number of defined components or process steps) x 100	%	Annual	100	100	100	100	100
						(Number of required hardware items deployed and operational/ Total number of required hardware items) x 100	%	Annual	100	100	100	100	100
						(Number of on-time inputs for procurements/ Total number of required inputs for procurements) x 100	%	Annual	100	100	100	100	100
						(Number of low-value procurements correctly reported to the Procurement Unit/ Total number of low-value procurements undertaken) x 100	%	Annual	100	100	100	100	100
						(Number of staff utilizing wellness services/ Total number of staff) x 100	%	Annual	100	100	100	100	100
						(Number of premises with approved DRP or ERP/ Total number of UDA premises) x 100	%	Annual	100	-	-	-	-

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.4	**Formulate policies, standard procedures, guidelines, protocols, and manuals to ensure consistency, efficiency, accountability, and quality across all operational functions.**				
2.4.3	Establishing safety, security, and incident response protocols.	Facility Management Division	2.4.3.3	Conducting periodic safety drills and periodic safety checks as per the Disaster Recovery Plan.	Percentage of scheduled safety drills and checks conducted
		Transport Unit	2.4.3.4	Establish accident reporting and investigation procedures for continuous safety improvement.	Process Completion Rate
		Engineering Services Division	2.4.3.5	Conduct biannual infrastructure audit to evaluate safety, and serviceability of all assigned properties.	Infrastructure Audit Compliance Rate
			2.4.3.6	Introduce a biannual infrastructure audit to evaluate structural integrity of all assigned properties.	Structural Integrity Audit Compliance Rate
		Procurement Unit	2.4.3.7	Ensure timely renewal of service, maintenance and mechanical service contracts.	Contract Renewal Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of scheduled drills or checks completed/ Total number of scheduled drills or checks) x 100	%	Annual	100	100	100	100	100
						(Number of components or process steps completed / Total number of defined components or process steps) x 100	%	Annual	100	-	-	-	-
						(Number of properties audited as scheduled/ Total number of properties assigned) x 100	%	Annual	100	100	100	100	100
						(Number of properties audited as scheduled/ Total number of properties assigned) x 100	%	Annual	100	-	-	-	-
						(Number of contracts renewed before expiration/Total number of critical contracts due for renewal) x 100	%	Annual	100	100	100	100	100

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.4	**Formulate policies, standard procedures, guidelines, protocols, and manuals to ensure consistency, efficiency, accountability, and quality across all operational functions.**				
2.4.3	Establishing safety, security, and incident response protocols.	ICT Division / Security Unit	2.4.3.9	Identification of CCTV requirements and installation/ maintain surveillance and access control systems (CCTV, alarms, visitor management).	Security System Operational Rate
2.5	**Align organizational structure, resources and agility to strengthen decision-making, accountability, oversight, and overall institutional resilience.**				
2.5.1	Optimizing organizational structure and corporate resilience.	All Divisions/ Units	2.5.1.1	Perform any special assignments assigned by the Chairman, Director General, Additional Director General, Deputy Director Generals, or Line Ministries.	Special Assignment Completion Rate
		Progress Monitoring Unit/ ADG Division	2.5.1.2	Implement and standardize communication platform to streamline coordination between professionals and divisions.	Process Completion Rate
			2.5.1.3	Organize regular coordination meetings and circulate action trackers to maintain momentum and accountability.	% of action items recorded in circulated trackers
		Project Management Division	2.5.1.4	Improve present coordination between head office and regional offices to streamline communication and accelerate decision-making.	% reduction in the average time required for inter-office decisions

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of operational security systems installed/maintained/ Total number of required security systems) * 100	%	Annual	100	100	-	-	-
						(Tasks completed / Tasks assigned) × 100	%	Annual	100	100	100	100	100
						(Number of components or process steps completed / Total number of defined components or process steps) * 100	%	Annual	100	100	100	100	100
						(Number of services fulfilled within SLA/ Total number of service requests received) * 100	%	Annual	100	100	100	100	100
						(Baseline decision cycle time - Current decision cycle time)/ Baseline decision cycle time * 100	%	Annual	100	100	100	100	100

Action Plan

Goal 2 : Resource Excellence

Ref	Strategies	Responsible Division	Ref	Action	KPI
2.5	**Align organizational structure, resources and agility to strengthen decision-making, accountability, oversight, and overall institutional resilience.**				
2.5.2	Strengthening integrated governance and transparency	Internal Audit Division	2.5.2.1	Establish and maintain a formal follow-up mechanism to monitor the implementation status of audit recommendations, ensuring remedial actions are taken for audit queries and recommendations across all divisions.	% of total audit recommendations that have been implemented
			2.5.2.2	Coordinate with all divisions to address audit observations collaboratively.	Audit Observation Resolution Rate
			2.5.2.3	Develop and implement a mechanism to seamlessly incorporate audit queries, recommendations, and Audit Committee directives into all UDA Activities for the purpose of guaranteeing proactive compliance and transparent implementation (6).	Implementation Rate
		All Divisions/ Units	2.5.2.4	Attend to high-priority issues promptly as and when they arise.	Issue Resolution Rate
		ICT Division	2.5.2.5	Deploy the official domain-based email system to all UDA employees to ensure secure and professional communication across the authority.	Domain Email Deployment Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of audit recommendations implemented/ Total number of open audit recommendations) * 100	%	Annual	100	100	100	100	100
						(Number of audit observations formally closed and verified/ Total number of audit observations issued in the period) *100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						(Number of issues resolved/ Total number of issues identified) * 100	%	Annual	100	100	100	100	100
						(Number of employees with operational domain email/ Total number of employees) * 100	%	Annual	100	-	-	-	-

Remarks

Goal 2 : Resource Excellence

No.	Remark
1	Technical trainings would be designed and delivered by the respective divisions, while the logistic arrangements, and administrative responsibility would be held by the HRM Division. (2.2.2.3)
2	General training refers to broad sessions other than targeted trainings identified through the annual TNA that apply to everyone across divisions or units. (2.2.2.4)
3	Mandatory training refers to learning sessions required for all staff to stay updated on important changes (like new rules or policies), which must be completed by all staff. (2.2.2.5)
4	Establish a multi-disciplinary committee to develop and implement a formal policy detailing the objective criteria for recognizing and rewarding high-performing institutional divisions and units, with transparent disclosure of the said criteria across the UDA. (2.3.1.1)
5	This could also include developing and maintaining a pre-project checklist to ensure all mandatory requirements are met before initiating UDA-assigned projects (esp. applies to Urban Development and Special Projects/ Environmental and Landscape/Engineering Design Divisions/Quantity Survey Unit). (2.4.1.7)
6	This manly emphasis developing and implementing a mechanism to seamlessly incorporate audit queries, recommendations, and Audit Committee directives into all phases of project planning, commencing from inception, for the purpose of guaranteeing proactive compliance and transparent implementation. (2.5.2.3)

GOAL 03

Digital Transformation

Data-enabled, technology and innovation backed urban development and shared service delivery

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.1	**Enable data-driven decision-making and smart service delivery across UDA by digitally transforming core planning, approval, and procurement functions to improve efficiency, transparency, accuracy, and inter-agency coordination in urban development.**				
3.1.1	Implement Integrated, Data-enabled Digital Platforms to Streamline End-to-end Urban Development Approvals and Procurement Processes	ICT Division	3.1.1.1	Design and implement a Unified Digital Approval Platform that connects all approval-related institutions to enable real-time data exchange, status tracking, and coordinated decision-making.	Digital Integration Coverage
		One Stop Unit	3.1.1.2	Strengthen institutional digital capacity by supporting the IT Division in onboarding, integrating, and maintaining all stakeholder institutions within the unified approval platform.	Platform Operational Effectiveness
		ICT Division	3.1.1.3	Develop the E-Procurement System.	E-Procurement System Development
		Procurement Unit	3.1.1.4	Support the IT Division to develop the E-Procurement System.	E-Procurement Support Completion
3.1.2	Digitize Field Operations and Project Monitoring for Real-Time Decision-Making	GIS Division	3.1.2.1	Introduce mobile applications for real-time site inspections and data reporting by field officers.	Process Digitalization Rate
		Enforcement Audit & Monitoring Unit	3.1.2.2	Support the GIS Division in introducing mobile applications for real-time site inspections and data reporting by field officers.	Mobile App Deployment Support
		Project Management Division	3.1.2.3	Maintain digital logs of project changes to track scope adjustments, delays, and approvals in real time.	Project Changes Digitally Logged
3.1.3	Modernize Internal Administrative Systems to Enhance Efficiency and Accountability	HRM Division	3.1.3.1	Implement and maintain a digital recruitment tracking system.	Process Digitization Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of institutions successfully integrated / Total number of approval-related institutions targeted) × 100	%	Annual	100	100	-	-	-
						(Number of institutions actively using real-time data sharing/ Total number of integrated institutions) ×100	%	Annual	100	100	-	-	-
						(E-Procurement modules completed / Total modules planned) × 100	%	Annual	-	-	100	100	-
						(Support deliverables completed / Deliverables planned) × 100	%	Annual	-	-	100	100	-
						(App features implemented / Features planned) × 100	%	Annual	-	100	100	-	-
						(Support tasks completed / Tasks planned) × 100	%	Annual	-	100	100	-	-
						(Project changes logged / Total project changes) × 100	%	Annual	100	100	100	100	100
						(Recruitment stages tracked digitally / Total recruitment stages) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.2	**Institutionalize data-driven decision-making through the development of Management Information System.**				
3.2.1	Strengthen digital systems for monitoring, evaluation, and decision-making through an integrated MIS.	ICT Division	3.2.1.1	Design and implement an integrated Management Information System (MIS) to enable effective implementation, monitoring, and data-driven decision-making across the UDA.	MIS Implementation Progress
		Project Management Division / Urban Development and Special Projects Division / Housing Division / Strategic Planning Division	3.2.1.2	Support the IT Division in developing and operationalising the Project Management Information System (PMIS) with real-time project tracking.	PMIS Operational Support Completion
		PPM Division	3.2.1.3	Provide support to the IT Division for the development of a centralized digital platform to streamline property oversight.	Property Oversight Platform Development
		Facility Management Division	3.2.1.4	Support the development of a centralized Management Information System (MIS) to track maintenance schedules and contractor performance at facilities.	Maintenance & Contractor MIS Coverage

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(MIS components implemented / Total MIS components planned) × 100	%	Annual	100	100	100	100	100
						(PMIS support tasks completed / Tasks planned) × 100	%	Annual	-	-	100	100	-
						(Platform functions completed / Functions planned) × 100	%	Annual	100	-	-	-	-
						(Implemented MIS components / Planned MIS components) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.2	**Institutionalize data-driven decision-making through the development of Management Information System.**				
3.2.2	Enhance financial transparency and control by implementing a secure Finance Management Information System (FMIS) integrated with the MIS.	ICT Division	3.2.2.1	Develop a Finance Management Information System (FMIS) fully integrated with the MIS.	FMIS Development Progress
		Finance Division	3.2.2.2	Strengthen the Finance Module of the Management Information System (MIS) by providing functional inputs, coordinating with IT to resolve FMIS issues, and improving data accuracy and reliability. (1)	Finance Module Inputs Provided
		ICT Division	3.2.2.3	Implement a unified UDA Online Payment Gateway integrated with the MIS. (2)	Online Payment Gateway Implementation
		Finance Division / One Stop Unit / PPM Division	3.2.2.4	Provide functional input to deploy a secure online payment gateway	Payment Gateway Inputs Provided
3.2.3	Institutionalize data archiving and knowledge management to support long-term, evidence-based decision making.	ICT Division	3.2.3.1	Develop a centralized digital archiving and records management system for future reference and informed decision-making.	Digital Archiving System Development

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(FMIS modules implemented / Total FMIS modules planned) × 100	%	Annual	100	100	-	-	-
						(Inputs provided / Inputs requested) × 100	%	Annual	100	-	-	-	-
						(Payment categories enabled / Total required categories) × 100	%	Annual	100	100	-	-	-
						(Inputs provided / Inputs requested) × 100	%	Annual	100	100	-	-	-
						(Archiving components implemented / Components planned) × 100	%	Annual	-	100	100	-	-

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.2	**Institutionalize data-driven decision-making through the development of Management Information System.**				
3.2.3	Institutionalize data archiving and knowledge management to support long-term, evidence-based decision making.	Project Management Division / Engineering Design Division / Urban Development and Special Projects Division / Environmental and Landscape Division / Quantity Survey Unit / Urban Research Centre / GIS Division	3.2.3.2	Establish a structured digital archiving system for specifications, standards, and templates integrated with the MIS.	% of Standards & Templates Digitized
		GIS Division	3.2.3.3	Reproduce large-format documents such as maps, building drawings, and survey plans, using high-resolution scanning for secure digital storage.	Large-format Documents Digitized
		Legal Division	3.2.3.4	Maintain and regularly update the document management portal in the MIS with the latest approved templates to ensure timely access and operational consistency.	Approved Templates Updated
		Procurement Unit	3.2.3.5	Ensure all mandatory procurement documents, records, and certifications are submitted and archived for each stage.	Procurement File Completeness
		Enforcement Audit & Monitoring Unit	3.2.3.6	Maintain a digital log of all enforcement actions, including timelines and outcomes.	Enforcement Actions Logged Digitally

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Documents archived / Documents identified) × 100	%	Annual	100	100	100	100	100
						(Documents scanned / Documents identified) × 100	%	Annual	100	100	100	-	-
						(Templates updated / Templates approved) × 100	%	Annual	100	100	100	100	100
						(Procurement files fully archived / Total procurement files) × 100	%	Annual	100	100	100	100	100
						(Enforcement actions logged / Total enforcement actions) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.2	**Institutionalize data-driven decision-making through the development of Management Information System.**				
3.2.3	Institutionalize data archiving and knowledge management to support long-term, evidence-based decision making.	HRM Division	3.2.3.7	Establish a formal mechanism to effectively communicate and disseminate HR policies for UDA's internal use.	HR Policies Shared Digitally
		Urban Research Centre	3.2.3.8	Initiate and implement assigned projects as experimental platforms to test, evaluate, and refine innovative urban planning strategies, approaches, and models.	Pilot Innovation Projects Implemented
3.3	**Through a Integrated Spatial Database leverage geospatial, planning, and smart technologies to enhance plan preparation, development control, project implementation, monitoring, and enforcement.**				
3.3.1	Establish an integrated spatial database with standardized data structures and protocols.	ICT Division	3.2.3.1	Develop the Integrated Spatial Database with centralized, accurate, and GIS-linked land information.	Spatial Database Development Progress
		GIS Division	3.2.3.2	Support the IT Division in developing the Integrated Spatial Database.	ISD Development Support Completion
			3.2.3.3	Finalize spatial data standards to ensure consistency, accuracy, and interoperability across systems.	Spatial Data Standards Finalized
		Planning Zone I & II Offices / Land Development & Management Division / Real Estate Division	3.2.3.4	Integrate planning approvals, land records, and project overlays into the Integrated Spatial Database.	Data Layers Integrated into ISD

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(HR policies shared / Total HR policies) × 100	%	Annual	100	-	-	-	-
						(Pilot projects implemented / Pilot projects approved) × 100	%	Annual	100	100	100	100	100
						(Land datasets integrated / Datasets planned) × 100	%	Annual	100	100	-	-	-
						(Support tasks completed / Tasks planned) × 100	%	Annual	100	100	-	-	-
						(Standards finalized / Standards planned) × 100	%	Annual	100	100	-	-	-
						(Data layers integrated / Data layers identified) × 100	%	Annual	-	100	100	-	-

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.3	**Through a Integrated Spatial Database leverage geospatial, planning, and smart technologies to enhance plan preparation, development control, project implementation, monitoring, and enforcement.**				
3.3.2	Develop and integrate supporting digital systems with the spatial database to strengthen functionality, interoperability, and data-driven planning, aligned with the National Digital Economy Blueprint.	Planning Zone I & II Offices / GIS / ICT Division	3.3.2.1	Develop Urban Digital Twin Platform as an Advanced Simulation and Decision-Support Layer on the Integrated Spatial Database	Urban Digital Twin Development Progress
		GIS Division / Enforcement Audit & Monitoring Unit	3.3.2.2	Design and implement an Integrated Urban Monitoring System (IUMS) integrated with the Spatial Database to enable proactive monitoring and compliance oversight.	IUMS Implementation
		Land Development & Management Division	3.3.2.3	Formulate a Land Information Management Policy covering standards, access rights, updates, and archival procedures.	Land Information Policy Completion
		GIS Division / Urban Research Centre	3.3.2.4	Expand and maintain the My Zone App and public-facing digital planning platforms to enhance transparency and engagement.	My Zone Platform Enhancement
3.4	**Establish robust digital governance, data quality, and information security frameworks to support accountability, compliance, and public trust.**				
3.4.1	Establish a data protection policy to safeguard institutional information.	ICT Division	3.4.1.1	Develop and institutionalize Data Protection and Data Sharing Policies in collaboration with other relevant divisions/units.	Data Governance Policies Developed
		Planning Zone I & II Offices / GIS Division / Legal Division	3.4.1.2	Support the development of Data Protection and Data Sharing Policies.	Policy Development Support Completion

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Completed Development Milestones / Total Planned Development Milestones) × 100	%	Annual	-	100	100	100	100
						(IUMS components implemented / Components planned) × 100	%	Annual	100	100	100	-	-
						(Policy sections completed / Sections planned) × 100	%	Annual	40	50	10	-	-
						(Features updated / Features planned) × 100	%	Annual	100	100	100	100	100
						(Policy milestones completed / Milestones planned) × 100	%	Annual	100	-	-	-	-
						(Support inputs provided / Inputs requested) × 100	%	Annual	100	-	-	-	-

Action Plan

Goal 3 : Digital Transformation

Ref	Strategies	Responsible Division	Ref	Action Plan	KPI
3.4	**Establish robust digital governance, data quality, and information security frameworks to support accountability, compliance, and public trust.**				
3.4.2	Strengthen physical and cyber security systems with proper monitoring and record keeping.	ICT Division	3.4.2.1	Strengthen ICT resilience through server room safety systems, redundancy, disaster recovery, and cybersecurity upgrades.	ICT Resilience Measures Implemented
		Internal Audit Division	3.4.2.2	Conduct periodic verification of system entries, access controls, and automated processes to ensure data integrity.	System Verification Coverage
3.5	**Embed a culture of innovation and continuous improvement by encouraging technology adoption, process innovation, and adaptive use of emerging tools across UDA.**				
3.5.1	Leverage digital platforms to embed innovation across UDA.	ICT Division	3.5.1.1	Establish centralized operational dashboards and shared portals to improve coordination and decision-making. (3)	Dashboards & Portals Implemented
			3.5.1.2	Implement centralized systems for asset tracking, transport allocation, reminders, and internal operational monitoring.	Centralized Operational Systems Implemented
3.5.2	Promote institutional learning through structured digital knowledge platforms.	HRM Division	3.5.2.1	Utilize Moodle or any other IT platform to archive training programs and create a common digital repository.	Training Programs Archived Digitally

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Resilience measures implemented / Measures planned) × 100	%	Annual	100	-	-	-	-
						(Audit findings updated / Total audit findings) × 100	%	Annual	100	100	100	100	100
						(Dashboards/portals operational / Planned dashboards/portals) × 100	%	Annual	100	-	-	-	-
						(Systems implemented / Systems planned) × 100	%	Annual	100	-	-	-	-
						(Training programs archived / Programs conducted) × 100	%	Annual	100	100	100	100	100

Remarks

Goal 3 : Digital Transformation

No.	Remark
1	Finance Division will provide process inputs covering data entry requirements, validation, controls, and assurance to support the integration of Housing Unit and other property rental and payment data, ensuring automated recurring journal entries with strong control and audit assurance. (3.2.2.2)
2	Includes the implementation of an integrated e-receipting system to enable real-time receipt generation, standardized revenue capture, and automated linkage with the FMIS. (3.2.2.3)
3	Provide the Progress Monitoring Unit with access to all relevant project dashboards. (3.5.1.1)

GOAL 04
Financial Stability

Financial stability in planning driven development and sustainable revenue models

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.1	**Achieve long term financial sustainability and resilience by reducing dependency on government allocations, ensuring stable revenue streams, and diversifying income through strategic projects, partnerships, and advisory services.**				
4.1.1	Strengthen Financial Governance, Project Viability, and Institutional Fiscal Discipline	Finance Division	4.1.1.1	Establish framework to segregate UDA units into profit/cost centers.	Completion the Task (%)
			4.1.1.2	Conduct financial feasibility assessments and project evaluations.	Completion the Task (%)
		PPM Division	4.1.1.3	Timely hand over property for tendering.	Timely Handover Rate
4.1.2	Strengthen Revenue Collection, Compliance, and Optimization Mechanisms	PPM Division	4.1.2.1	Complete schedule corrections by the 15th of next month to enable the dispatch of invoices by the 10th of the following month.	Penalty Compliance Rate (%)
			4.1.2.2	Collect the full monthly rental due amount (approx. Rs. 175.0 Mn) through improved billing and follow-up mechanisms.	Monthly Rental Collection Rate (%)
			4.1.2.3	Recover Rs. 300.0 Mn annually from active tenant arrears via structured recovery actions and performance tracking.	Arrears Recovery Rate (%)
			4.1.2.4	Ensure periodic rent revisions across all projects to maintain market-aligned pricing and revenue optimization.	Process initiation
			4.1.2.5	Review the MIS data and initiate corrective actions for all inactive customers (exceeding three months of inactivity), continuing the process through a formal committee.	Inactive Account Resolution Rate (%)

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						Completion Rate	%	Quarterly	100	-	-	-	-
						(Completion Rate	%	Quarterly	100	100	100	100	100
						(Properties handed over on schedule / Total properties due) × 100	%	Annual	100	-	-	-	-
						(Penalties correctly applied / Total penalties due) × 100	%	Annual	100	-	-	-	-
						(Amount collected / Amount due) × 100	%	Monthly	75	80	80	80	80
						(Arrears recovered / Arrears targeted) × 100	%	Annual	100	-	-	-	-
						Completion Rate	%	Annual	100	-	-	-	-
						(Inactive accounts resolved / Total inactive accounts) × 100	%	Annual	100	-	-	-	-

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.1	**Achieve long term financial sustainability and resilience by reducing dependency on government allocations, ensuring stable revenue streams, and diversifying income through strategic projects, partnerships, and advisory services.**				
4.1.3	Diversify Income Streams through Strategic Assets, Data, Advisory Services, and External Funding	GIS Division	4.1.3.1	Introduce a mechanism to monetize spatial data.	Initiation of the process
		Urban Research Centre	4.1.3.2	Apply for grants to support targeted spatial interventions.	Grant Approval Rate (%)
			4.1.3.3	Produce consultancy assignments to support targeted spatial interventions.	Consultancy Assignment Timeliness (%)
		Real Estate Division	4.1.3.4	Prepare pre-feasibility study reports by outsourcing for projects with land values exceeding Rs. 500 million.	BOT Policy Completion (%)
		Planning Zone I & II Offices	4.1.3.5	Increase income from processing of department applications ,change of use and other income from enforcement activities.	Received Income Rate (%)
4.2	**Optimise the value and performance of UDA's land and property assets through strategic planning, development, and effective portfolio asset management practices.**				
4.2.1	Establish a Reliable Asset Baseline and Legal–Financial Readiness	GIS Division	4.2.1.1	Complete Local Authority Asset Surveys.	Percentage Completion of Local Authority Asset Surveys
		Real Estate Division	4.2.1.2	Coordinate encumbrance clearance for allocated lands.	% of allocated lands for which encumbrance clearance is completed within the standard processing time.
			4.2.1.3	Manage competitive RFPs to ensure efficient utilization of UDA lands.	RFP Success Rate (%)
		PPM Division	4.2.1.4	Monitor and update tenancy records monthly in alignment with assignment and occupancy policies.	Record Update Timeliness

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						Completion Rate	%	Annual	100	-	-	-	-
						(Number of Approved Grants/ Total Grant Applications Submitted)×100	%	Annual	100	100	100	100	100
						(Assignments Completed On or Before Deadline/ Total Assignments Completed)×100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	-	-	-	-
						(Received income/expected income) x 100	%	Annual	560	616	677.6	745.36	819.896
						(Number of local authorities surveyed/ Total number of local authorities assigned) x 100	%	Annual	100	100	100	100	100
						(No. of lands cleared within the standard timeframe/ Total lands requiring clearance)×100	%	Annual	100	100	-	-	-
						(RFPs successfully awarded / Total RFPs issued) × 100	%	Annual	100	100	100	-	-
						(No. of months updated on time / 12) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.2	**Optimise the value and performance of UDA's land and property assets through strategic planning, development, and effective portfolio asset management practices.**				
4.2.1	Establish a Reliable Asset Baseline and Legal–Financial Readiness	PPM Division	4.2.1.5	Expedite the sealing of properties with up to two months of arrears and prioritize administrative recovery actions over legal proceedings to ensure timely rent recovery, minimize costs, and deter prolonged defaults.	Enforcement Action Timeliness (%)
4.2.2	Preserve Asset Value through Integrated Maintenance, Safety, and Sustainability	Engineering Services Division	4.2.2.1	Maintain comprehensive maintenance plans for all assigned properties with integrated monitoring mechanisms. (1)	% of Properties With Updated Annual Maintenance Plans
			4.2.2.2	Maintain preventive maintenance schedules and detailed maintenance logbooks for all assigned properties.	Preventive Maintenance Completion Rate
		PPM Division	4.2.2.3	Attend to essential repairs and preventive maintenance in rental properties to maintain asset value and tenant comfort.	Preventive Maintenance Completion Rate (%)
		Engineering Design Division	4.2.2.4	Provide documented and prioritized recommendations for structural repairs and maintenance-related issues concerning UDA properties.	% of UDA properties with documented and prioritized repair recommendations
		Facility Management Division / Legal Division	4.2.2.5	Renew and upgrade maintenance agreements with third-party contractors, aligning them with performance-based evaluation criteria.	% of Maintenance Contracts Updated to Performance-Based Agreements
			4.2.2.6	Expand maintenance contracts to cover sustainability technologies and energy management systems.	% of Maintenance Contracts Including Sustainability or Energy Management Components

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Actions completed on time / Total required actions) × 100	%	Annual	100	100	100	100	100
						(Number of properties with updated maintenance plans/Total assigned properties)×100	%	Annual	100	100	100	100	100
						(PM tasks completed on schedule/ Total PM tasks planned)×100	%	Annual	100	100	100	100	100
						(Number of scheduled preventive maintenance tasks completed / Total scheduled tasks for the period)×100	%	Annual	100	100	100	100	100
						(Number of resolved cases with recommendations / Total cases referred) × 100	%	Annual	100	100	100	100	100
						(Number of maintenance contracts updated to performance-based standards/ Total number of active maintenance contracts)×100	%	Annual	100	100	100	100	100
						[(Number of contracts including sustainability/energy management clauses)/Total number of maintenance contracts]×100	%	Annual	100	100	100	100	100

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.2	**Optimise the value and performance of UDA's land and property assets through strategic planning, development, and effective portfolio asset management practices.**				
4.2.4	Preserve Asset Value through Integrated Maintenance, Safety, and Sustainability	Facility Management Division	4.2.2.7	Conduct quarterly condition assessments and inspections using a standardized formats.	Quarterly Inspection Completion Rate
		Facility Management Division	4.2.2.8	Integrate Health, Safety, and Environmental (HSE) compliance into all inspection processes.	HSE Compliance Score
		Facility Management Division	4.2.2.9	Conduct periodic energy audits at high-consumption sites to identify saving opportunities.	Energy Audit Implementation Rate
		Engineering Services Division	.2.2.10	Maintain & upgrade fire safety and disaster response system.	Fire Safety Compliance Rate
		Engineering Services Division	4.2.2.11	Conduct site reviews to monitor progress and resolve technical issues for all assigned properties.	% of Site Reviews Completed as per Annual Plan
4.2.3	Optimize Asset Operations and Internal Resource Utilization through Shared Services and Strategic Outsourcing	ICT Division	4.2.3.1	Establish a centralized platform to access printers and related infrastructure, enabling staff to efficiently utilize resources within the Division/ Unit.	Average Drafting Resource Utilization Efficiency
		Transport Unit	4.2.3.2	Utilize vehicle pooling systems to reduce unnecessary usage and fuel cost burden.	Initiation of the process
		Real Estate Division	4.2.3.3	Develop RFPs to outsource the operation and management of the rest houses and other suitable UDA assets.	Development of RFPs

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of assets inspected during the quarter / Total number of assets scheduled for inspection) × 100	%	Annual	100	100	100	100	100
						(Number of HSE audit checklist items found compliant / Total number of HSE checklist items) × 100	%	Annual	100	100	100	100	100
						(Number of audit recommendations implemented / Total recommendations made) × 100”	%	Annual	100	100	100	100	100
						(Properties meeting fire-safety standards/Total properties inspected)×100	%	Annual	100	100	100	100	100
						(Number of site reviews complet ed/Number of site reviews planned)×100	%	Annual	100	100	100	100	100
						[(Total printing/ tasks completed via centralized platform)/(Total printing/drafting requests)]×100	%	Annual	100	-	-	-	-
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	-	100	100	-	-

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.3	**Enhance financial management, planning, and control systems to support prudent budgeting, cost efficiency, and long-term fiscal discipline.**				
4.3.1	Strengthen Financial Planning, Budgeting, and Cost Management for Effective Resource Utilization	Quantity Survey Unit	4.3.1.1	Conduct value engineering assessments at design and implementation stages to optimize cost-performance trade-offs.	Value Engineering Savings Achieved (%)
			4.3.1.2	Develop and maintain project cost estimates using historical data, market rates, and scope-based forecasting.	Accuracy of Cost Estimates (%)
			4.3.1.3	Implement a cost control framework with budget ceilings, variance thresholds, and real-time expenditure tracking.	Process initiation
			4.3.1.4	Conduct periodic financial reviews to assess budget adherence, flag overruns, and recommend corrective actions together with the Finance Division.	Initiation of the process
		Finance Division	4.3.1.5	Prepare the Annual Budget for the upcoming year. (2)	Preparation of Annual Budget
		All Divisions/ Units	4.3.1.7	Provide required financial information for the annual budget preparation.	Timeliness of the submission

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						[(Estimated cost before VE−Revised cost after VE)/ Estimated cost before VE]×100	%	Annual	100	100	100	100	100
						(Final project cost/ Initial cost estimate)×100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.3	**Enhance financial management, planning, and control systems to support prudent budgeting, cost efficiency, and long-term fiscal discipline.**				
4.3.1	Strengthen budgeting, cost control, and expenditure monitoring.	PPM Division	4.3.1.8	Write-off the Rs. 100 Mn worth of inactive customer accounts to improve data integrity and financial clarity.	Inactive Balance Clearance (%)
4.3.2	Strengthen Financial Controls, Transaction Integrity, and Asset Management	Finance Division	4.3.2.1	Maintain a structured repository of submitted financial reports.	No. of Financial Statements
			4.3.2.2	Standardize processes for issuing project codes and documentation.	% of Completion the Task
			4.3.2.3	Prepare bank reconciliations (32 accounts) by the 15th of each month.	% of No. of Bank Reconciliations
			4.3.2.4	Strengthen inventory management..	Initiation of the process
		Facility Management Division	4.3.2.5	Maintain a preventive maintenance schedules to ensure safety and extend asset lifespan.	Maintenance Compliance (%)

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Value cleared / Rs. 100 Mn) × 100	%	Annual	100	-	-	-	-
						-	No. of Financial Statements	Annual	1	1	1	1	1
						Completion Rate	%	Annual	100	100	100	100	100
						(Completed Bank Reconciliations / Total Bank Reconciliations Due) × 100	%	Monthly	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						(Maintenance completed / Total maintenance tasks) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 4 : Financial Stability

Ref	Strategies	Responsible Division	Ref	Action	KPI
4.3	**Enhance financial management, planning, and control systems to support prudent budgeting, cost efficiency, and long-term fiscal discipline.**				
4.3.3	Strengthen Financial Reporting, Statutory Compliance, and Institutional Accountability	Finance Division	4.3.3.1	Prepare monthly and annual financial statements per standards.	Process initiation
			4.3.3.2	Provide accurate/timely financial info & analytical reports to top management.	Statutory Payment Timeliness Rate
			4.3.3.3	Develop and maintain a comprehensive reporting calendar. (3)	Compliance Reporting Rate (%)
			4.3.3.4	Develop clear, structured templates for all finance-related reports and ensure accurate record-keeping.(4)	% of Completion the Task
			4.3.3.4	Compute and settle statutory obligations (Tax, EPF, ETF, VAT).	No. of Statutory Payment Obligations
4.4	**Institutionalise rigorous project due diligence, financial risk management, and investment appraisal practices to ensure informed decision-making, value for money, and long-term institutional sustainability.**				
4.4.1	Strengthen Supplier, Contractor, and Procurement Due Diligence to Safeguard Financial and Operational Integrity	Procurement Unit	4.4.1.1	Conduct supplier due diligence by verifying legal, financial, and technical capacity before registration approval.	Supplier Due Diligence Completion Rate
			4.4.1.2	Introduce performance-based renewal criteria for all supplier and service contracts to ensure only qualified suppliers remain in the registry.	Initiation of the process
		Facility Management Division	4.4.1.3	Monitor contractor performance and service quality through periodic evaluations.	Initiation of the process
4.4.2	Institutionalize Robust Financial Appraisal and Oversight Across the Project Lifecycle	All DDGs	4.4.2.1	Conduct comprehensive financial feasibility studies, cost estimation, and project evaluations in collaboration with relevant divisions, and manage assigned projects from inception through completion to support informed investment decisions and effective project delivery for urban development initiatives.	Feasibility Study Completion Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of transactions with correct supporting documents/ Total transactions verified)×100	%	Annual	100	100	100	100	100
						(Invoices processed within standard timeline/ Total invoices received) * 100	%	Annual	100	100	100	100	100
						(Completed maintenance tasks / Total maintenance tasks) × 100	%	Annual	100	100	100	100	100
						Completion	%	Annual	100	100	100	100	100
						Completion	%	Monthly	100	100	100	100	100
						(Suppliers fully vetted and approved / Total supplier applied) ×100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						(Feasibility studies completed/ Total feasibility studies require d)×100	%	Annual	100	100	100	100	100

Remarks

Goal 4 : Financial Stability

No.	Remark
1	The Engineering and relevant technical disciplines within the UDA need to be restructured to effectively contribute to urban development projects and the national development goals of Sri Lanka.(4.2.2.1)
2	This covers mid-year budget revisions and expenditure analysis as well. (4.3.1.5)
3	This may also include conducting annual reviews of payment-related risks, including payments, delays, and documentation gaps, and implement mitigation action. (4.3.3.3)
4	This initiative strengthens financial governance and internal controls by standardizing finance-related reporting, documentation, verification, tracking, and compliance mechanisms across all financial processes. It includes the development of structured reporting templates, payment verification controls, advance settlement tracking, gratuity and liability management documentation, loan recovery registers, delegation of authority records, internal monitoring tools, and periodic compliance reviews aligned with Financial Regulations and national guidelines. (4.3.3.4)

GOAL 05
Esteem Institution

Strengthen corporate governance to build a trusted and credible institution

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.1	**Review and modernise the UDA's statutory and regulatory framework by updating the UDA Act and related regulations to ensure institutional clarity and alignment with current urban development needs.**				
5.1.1	Strengthen the statutory legal framework and legislative alignment of the UDA.	Legal Division	5.1.1.1	Monitor the ongoing amendment process of the UDA Act (Act No. 41 of 1978 and subsequent amendments).	UDA Act Amendment Monitoring Progress
		All Relevant Divisions	5.1.1.2	Support the Legal Division for the ongoing amendment process of the UDA Act.	Legal Support for Act Amendment Monitoring
5.1.2	Ensures legal reforms and practices incorporate human rights, anti-corruption, and right-to-information principles.	Enforcement Audit & Monitoring Unit	5.1.2.1	Support the Legal Division in advocating for human rights, anti-bribery, and right to information provisions within UDA's legal and regulatory framework.	Advocacy Support Completion
5.2	**Establish and continuously improve corporate governance frameworks and practices in line with statutory requirements, national public sector guidelines, and recognised best practices.**				
5.2.1	Strengthen procurement, financial governance, and administrative control frameworks.	Procurement Unit	5.2.1.1	Ensure all procurement activities comply with national guidelines, UDA policies, delegation of authority, and approved plans.	Procurement Compliance Rate
		Procurement Unit	5.2.1.2	Maintain a procurement plan with annual and quarterly procurement plans to support all divisions and sub-offices.	Procurement Plan Maintenance
		Finance Division	5.2.1.3	Develop, review, or update Standard Operating Procedures (SOPs).	% of Completion the Task

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Amendment milestones monitored / Total amendment milestones identified) × 100	%	Annual	100	100	-	-	-
						(Support activities completed / Support activities planned) × 100	%	Annual	100	100	-	-	-
						(Advocacy inputs/actions completed / Actions planned) × 100	%	Annual	100	100	100	100	100
						(Compliant procurement activities / Total procurement activities reviewed) × 100	%	Annual	100	100	100	100	100
						(Procurement plans prepared/updated / Procurement plans required) × 100	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.2	**Establish and continuously improve corporate governance frameworks and practices in line with statutory requirements, national public sector guidelines, and recognised best practices.**				
5.2.2	Institutionalise planning, policy development, and organisational performance management.	Progress Monitoring Unit	5.2.2.1	Initiate administrative work for the preparation of the next five-year Corporate Plan.	Corporate Plan Preparation Initiation
			5.2.2.2	Preparation of Annual Action Plan	Timely Completion
		Project Management / Real Estate / Urban Development and Special Projects Divisions	5.2.2.3	Identify and develop policies aligned with national and international standards.	Policy Development Alignment
		Planning Zone I & II Offices	5.2.2.4	Prepare uniform building application and permit standards across MCs, UCs, and PSs.	Uniform Standards Prepared

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Preparation activities completed / Activities planned) × 100	%	Annual	-	-	-	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						(Policies developed/aligned / Policies identified) × 100	%	Annual	100	100	100	100	100
						(Standards prepared / Standards planned) × 100	%	Annual	100	-	-	-	-

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.2	**Establish and continuously improve corporate governance frameworks and practices in line with statutory requirements, national public sector guidelines, and recognised best practices.**				
5.2.3	Strengthen internal controls, audit readiness, and compliance assurance.	Finance Division	5.2.3.1	Document and update internal control procedures (approval limits, segregation of duties).	% of Completion the Task
			5.2.3.2	Participate in quarterly audit preparedness meetings.	Report Submission to Audit Committee
		Internal Audit Division	5.2.3.4	Develop and execute the Annual Internal Audit Plan prioritising high-risk areas.	Internal Audit Plan Execution
			5.2.3.5	Review audit methodologies and tools to align with national and international standards.	Audit Methodology Alignment
5.3	**Promote a culture of integrity, transparency, and accountability while enhancing internal controls, compliance, and risk management to support sound and ethical decision-making.**				
5.3.1	Strengthen procurement integrity, contract governance, and supplier management.	Procurement Unit	5.3.1.1	Establish mandated procurement governance structures in line with procurement guidelines.	Procurement Governance Structures Established
			5.3.1.2	Establish a centralised supplier registration system.	Supplier Registration System Established
			5.3.1.3	Publish contract awards and supplier information quarterly on the UDA website.	Contract Award Disclosure Rate

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						Completion Rate	%	Quarterly	100	100	100	100	100
						Submission Rate	%	Quarterly	100	100	100	100	100
						(Audit plan activities completed / Activities planned) × 100	%	Annual	100	100	100	100	100
						(Methodologies/tools reviewed / Items identified) × 100	%	Annual	100	100	100	100	100
						(Structures established / Structures required) × 100	%	Annual	100				
						(System components implemented / Components planned) × 100	%	Annual	100	100	100	100	100
						(Quarterly disclosures published / Disclosures scheduled) × 100	%	Quarterly	100	100	100	100	100

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.3	**Promote a culture of integrity, transparency, and accountability while enhancing internal controls, compliance, and risk management to support sound and ethical decision-making.**				
5.3.1	Strengthen procurement integrity, contract governance, and supplier management.	Quantity Survey Unit	5.3.1.4	Establish standardised contract management protocols across UDA and provincial offices.	Contract Management Protocols Established
			5.3.1.5	Prepare and validate BOQs and BOMs in coordination with technical and procurement teams.	BOQs & BOMs Prepared and Validated
			5.3.1.6	Verify contractor and supplier invoices against contracts and site progress prior to approval.	Invoice Verification Coverage
5.3.2	Strengthen risk management, compliance monitoring, and early-warning mechanisms.	Progress Monitoring Unit / Quantity Survey Unit	5.3.2.1	Maintain project and institutional risk registers and track mitigation measures.	Risk Register Maintenance
		Progress Monitoring Unit	5.3.2.2	Establish early-warning systems to flag delays, cost overruns, and compliance risks.	Early-warning System Implementation
		Internal Audit Division	5.3.2.3	Introduce performance and compliance audit programmes.	Audit Programmes Introduced
			5.3.2.4	Conduct Audits on Provincial Offices and UDA Subsidiaries.	Audits Conducted
			5.3.2.5	Plan and conduct site visits to verify compliance and operational performance.	Site Visit Coverage

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Protocols established / Protocols planned) × 100	%	Annual	100				
						(BOQs/BOMs validated / BOQs/BOMs prepared) × 100	%	Annual	100	100	100	100	100
						(Invoices verified / Invoices submitted) × 100	%	Annual	100	100	100	100	100
						(Risks with mitigation tracked / Risks identified) × 100	%	Annual	100	100	100	100	100
						(Risk indicators configured / Indicators planned) × 100	%	Annual	100	-	-	-	-
						(Audit programmes introduced / Programmes planned) × 100	%	Annual	100	100	100	100	100
						(Audits conducted / Total requirement) × 100	%	Annual	100	100	100	100	100
						(Site visits conducted / Site visits planned) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.3	**Promote a culture of integrity, transparency, and accountability while enhancing internal controls, compliance, and risk management to support sound and ethical decision-making.**				
5.3.3	Promote transparency, grievance handling, safety, and public accountability.	ICT Division	5.3.3.1	Implement an online public complaint management system.	Complaint Management System Implemented
		HRM Division	5.3.3.2	Develop a grievance policy including whistleblower protection mechanisms.	Grievance Policy Development
			5.3.3.3	Establish an independent grievance handling committee.	Grievance Committee Established
		Project Management Division	5.3.3.4	Develop and maintain a public-facing project progress portal.	Project Progress Portal Operational
		Legal Division	5.3.3.5	Ensure timely legal representation in court proceedings.	Timely Legal Representation Rate
		Security Unit	5.3.3.6	Conduct security risk assessments, upgrade surveillance systems, and conduct safety drills.	Security Risk Mitigation Coverage
		PPM Division	5.3.3.7	Establish and maintain tenant and customer feedback mechanisms.	Feedback Mechanisms Operational

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(System components implemented / Components planned) × 100	%	Annual	100				
						(Policy sections completed / Sections planned) × 100	%	Annual	100	-	-	-	-
						(Committee established / Committee required) × 100	%	Annual	100				
						(Portal features operational / Features planned) × 100	%	Annual	100	100	100	100	100
						(Cases represented on time / Total cases) × 100	%	Annual	100	100	100	100	100
						(Security activities completed / Activities planned) × 100	%	Annual	100	100	100	100	100
						(Feedback channels operational / Channels planned) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.4	**Ensure effective oversight, reporting, and quality assurance mechanisms to ensure clarity of roles, timely disclosures, and informed governance.**				
5.4.1	Strengthen governance reporting, disclosures, and institutional oversight.	Procurement Unit	5.4.1.1	Implement quarterly performance and compliance reporting to management.	Quarterly Reporting Compliance
		Internal Audit Division	5.4.1.3	Submit periodic reports to the Chairman, Audit Committee, Ministry, and National Audit Office, and serve as Convener to the Audit Committee.	Statutory Reports Submitted
			5.4.1.4	Coordinating the activities of the meeting of the Committee on Public Enterprises (COPE).	COPE Coordination Effectiveness
		Progress Monitoring Unit	5.4.1.6	Prepare reports for the Ministry, Presidential Secretariat, Central Bank and DPMM, Sustainable Dev. Council, PED, ORF	Statutory Reporting Coverage

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Quarterly reports submitted / Reports scheduled) × 100	%	Quarterly	100	100	100	100	100
						(Reports submitted / Reports required) × 100	%	Annual	100	100	100	100	100
						(COPE meetings coordinated / Meetings scheduled) × 100	%	Annual	100	100	100	100	100
						(Reports submitted / Reports requested) × 100	%	Annual	100	100	100	100	100

Action Plan

Goal 5: Esteem Institution

Ref	Strategies	Responsible Division	Ref	Action	KPI
5.4	**Ensure effective oversight, reporting, and quality assurance mechanisms to ensure clarity of roles, timely disclosures, and informed governance.**				
5.4.2	Enhance quality assurance, financial accuracy, and performance monitoring.	Environmental and Landscape Division	5.4.2.1	Develop and apply quality assurance mechanisms and client engagement protocols for maintenance operations.	QA & Client Engagement Mechanisms Applied
		PPM Division	5.4.2.3	Reconcile deferred lease accounts and write off unnecessary delayed payment charges.	Deferred Lease Reconciliation Rate
		Progress Monitoring Unit	5.4.2.5	Prepare Annual Action Plans and Annual Reports with all divisions.	Annual Plans & Reports Prepared
		Progress Monitoring Unit	5.4.2.6	Hold monthly review meetings and present consolidated progress to management.	Monthly Review Meetings Conducted
		Facility Management Divisions	5.4.2.7	Conduct regular satisfaction surveys to improve service quality.	Satisfaction Surveys Conducted

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Mechanisms applied / Mechanisms developed) × 100	%	Annual	100	100	100	100	100
						(Accounts reconciled / Accounts identified) × 100	%	Annual	100	100	100	100	100
						(Reports delivered on time / Reports requested) × 100	%	Annual	100	100	100	100	100
						(Meetings conducted / Meetings scheduled) × 100	%	Annual	100	100	100	100	100
						(Surveys conducted / Surveys planned) × 100	%	Annual	100	100	100	100	100

Remarks

Goal 5: Esteem Institution

No.	Remark
1	These policies may include the Social Safeguard Policy and the Gender Equity Policy. Such policies are expected to be endorsed by relevant professionals. (5.2.2.3)
2	i.e., Municipal/Urban Councils/Pradeshiya-Sabha (5.2.2.4)
3	Procurement Report, HRM Report, Consumable & Fixed Asset Schedules (5.4.1.2)

GOAL 06

Strategic Collaboration

Stakeholder engagement and strategic collaborations for integrated urban development

Action Plan

Goal 6 : Strategic Collaboration

Ref	Strategies	Responsible Division	Ref	Action	KPI
6.1	**Institutionalise inclusive stakeholder engagement and participatory planning mechanisms to ensure inclusive, sustainable, and contextually relevant urban development outcomes.**				
6.1.1	Gather Stakeholder Inputs for Inclusive Planning	Planning Zone I & II Offices	6.1.1.1	Conduct public engagement and stakeholder consultations.	Public engagement and Stakeholder Consultation Coverage per Development Plan
		Strategic Planning Division	6.1.1.2	Support organizing and facilitating required public engagement and stakeholder meetings throughout the planning process.	Public engagement and Stakeholder Consultation Coverage per Development Plan
6.1.2	Disseminate Information and Raise Awareness	Urban Research Centre	6.1.2.1	Conduct public awareness on UDA Development Plans, Regulations, and Procedures.	Public Awareness Coverage Rate
		Planning Zone I & II Offices	6.1.2.2	Participation and representation of UDA in meetings/engagements outside of the organization	UDA Representation in External Stakeholder Engagements
6.2	**Develop and strengthen strategic partnerships with national, regional, and local government agencies to ensure coordinated, integrated urban development outcomes.**				
6.2.1	Enhance coordination with local authorities through shared digital platforms and integrated data systems.	Planning Zone I & II Offices	6.2.1.1	Expand and enhance the online platforms functionalities to allow local authorities to provide approvals within the targeted time period for a smoother handling of building applications, survey plans, land subdivisions, renewals, and the issuance of Certificates of Conformity (COCs).	% of applications processed by local authority within targeted time period
		ICT Division	6.2.1.2	Replicate the online planning and building application system for adoption across other local authorities, enabling standardized digital service delivery nationwide.	Number of local authorities adopting the system
6.2.2	Strengthen Strategic Partnerships and Stakeholder Coordination	Environmental and Landscape Division	6.2.2.1	Coordinate with consultants, government agencies, and other organizations on environmental and landscape-related matters, ensuring alignment with national policies, technical standards, and stakeholder expectations.	% of environmental and landscape-related projects reviewed and coordinated with relevant stakeholders in compliance with national policies and technical standards

Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						(Number of Development Plans with completed public and stakeholder consultations/Total number of Development Plans initiated)×100	%	Annual	100	100	100	100	100
						(Number of Development Plans with completed public and stakeholder consultations/Total number of Development Plans initiated)×100	%	Annual	100	100	100	100	100
						(Awareness sessions conducted/ Sessions planned) × 100	%	Annual	100	100	100	100	100
						[External meetings attended by UDA members/ (External meetings requested / identified as relevant)]×100	%	Annual	100	100	100	100	100
						(Applications approved within th e target time by local authority/ Total applications received) ×100	%	Annual	100	-	-	-	-
						(Count of authorities onboarded / Total authorities) × 100	%	Annual	100	-	-	-	-
						No. of projects coordinated with stakeholders and meeting stand ards/Total projects requiring coo rdination×100	%	Annual	100	100	100	100	100

Action Plan

Goal 6 : Strategic Collaboration

Ref	Strategies	Responsible Division	Ref	Action	KPI
6.2	**Develop and strengthen strategic partnerships with national, regional, and local government agencies to ensure coordinated, integrated urban development outcomes.**				
6.2.2	Strengthen Strategic Partnerships and Stakeholder Coordination	Planning Zone I & II Offices/ Real Estate/Housing/Urban Development and Special Projects/GIS/ ICT Divisions	6.2.2.2	Establish MOUs/Agreements with state and private organizations to facilitate strategic partnerships and collaborative access to big data resources for research, innovation, and policy development.	No of MOUs/Agreements
		Legal Division	6.2.2.3	Preparing lease agreements, deeds of transfer, MOUs, consultancy agreements, and contracts.	No of MOUs/Agreements
		Finance Division	6.2.2.4	Facilitate engagement with external regulatory bodies (Treasury, Central Bank, DPE).	% of complete the task
6.3	**Promote knowledge sharing, research, and capacity-building through collaborative networks and leveraging partnerships to strengthen integrated urban development practices and access technical expertise and innovative solutions.**				
6.3.1	Strengthen Research, Development, and Innovation Support	Urban Research Centre	6.3.1.1	Provide continuous research, development, and innovation support for development plans, guide plans, implementing projects, and other planning-related tasks to the Planning Divisions and other relevant Divisions/ Units of the UDA.	Number of assignments completed
			6.3.1.2	Foster active collaborations with universities, professional institutes, local authorities, private sector entities, government organizations, and NGOs.	Diversity index of collaborators
6.3.2	Promote Technology-Driven Public Awareness and Compliance	Planning Zone I & II Offices	6.3.2.1	Support design and conduct innovative, accessible, and technology-driven public awareness sessions on the Planning and Development Regulations and the importance of compliance, in collaboration with professional institutions and relevant agencies, under the responsibility of the URC.	Participant reach

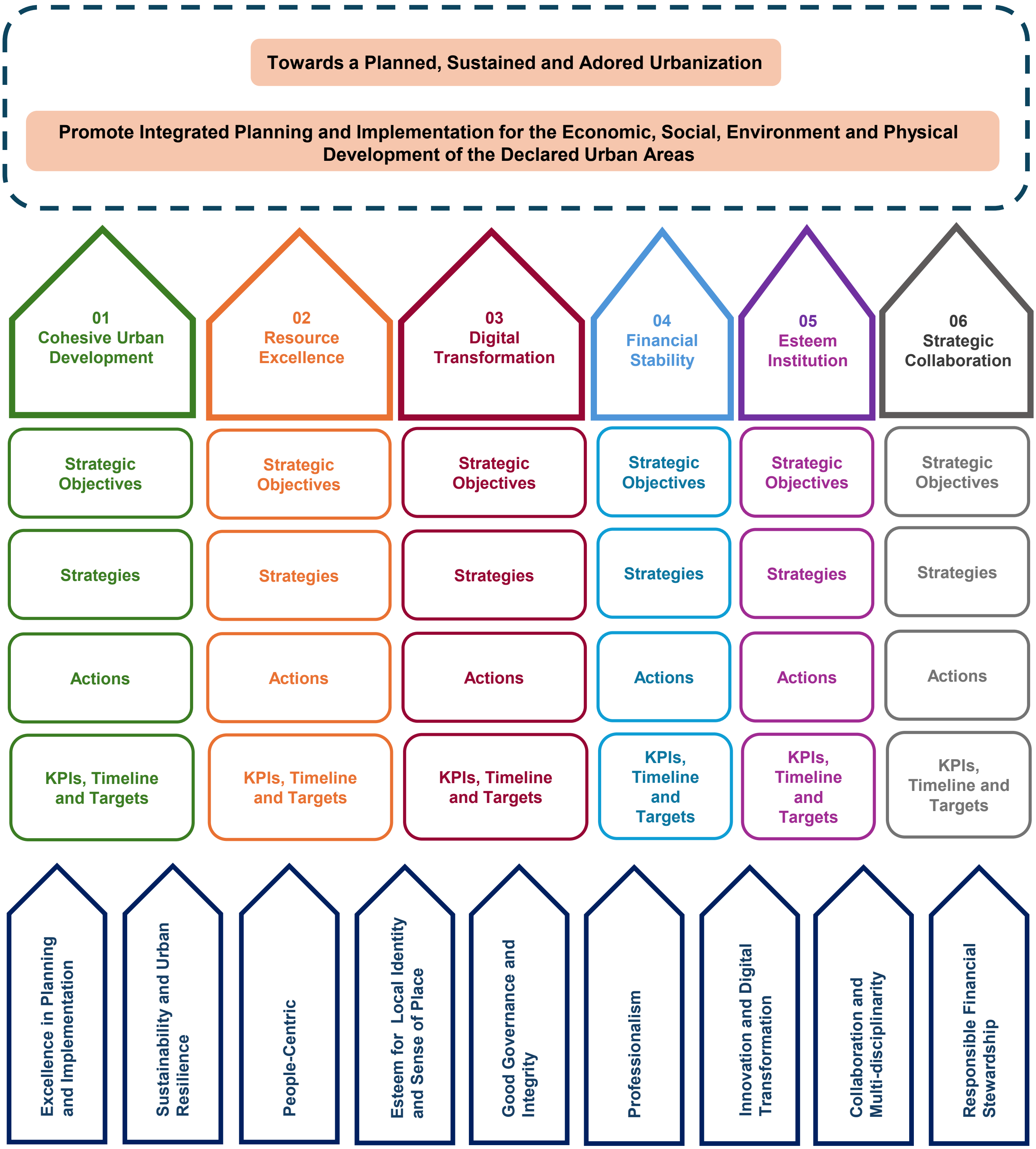
Action Plan

Estimated Cost (Rs. Millions)	Timeline					Formula	UOM	Frequency	Target				
	2026	2027	2028	2029	2030				2026	2027	2028	2029	2030
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Annual	100	100	100	100	100
						Completion Rate	%	Monthly	100	100	100	100	100
						Number of assignments completed per year	Number of Assignments	Annual	10	10	10	10	10
						(Distinct types of institutions engaged/ Total collaborations) ×100	%	Annual	100	100	100	100	100
						(Total participants/ Target participants)×100	%	Annual	100	100	100	100	100

ANNEXURES

Annexure 01

Corporate Plan Roadmap



Annexure 02

PESTEL Analysis

POLITICAL FACTORS

P1: International Monetary Fund (IMF) Programme and continuing reforms

Sri Lanka is implementing a 48-month IMF Extended Fund Facility (EFF) approved in March 2023 (SDR 2.286 billion / approx. USD 3 billion). The programme requires reforms in public financial management, state-owned enterprise governance, procurement transparency, and fiscal discipline. For state institutions such as UDA, this implies stricter budget controls, stronger performance reporting to the Ministry of Urban Development and Treasury, and reduced flexibility for ad-hoc project approvals.

In parallel, the IMF reform agenda includes strengthening fiscal autonomy of local authorities by 2027, with a policy direction towards reducing dependence on national budget transfers and increasing own source revenue generation. If local authorities become more financially independent and operationally empowered, there is a strong likelihood that they will seek greater control over planning approvals, enforcement functions, and local development control powers.

P2: Governance and Anti-Corruption Reforms under IMF Governance Diagnostic (2023–2028)

Sri Lanka is implementing IMF-supported Governance Diagnostic reforms, including the strengthened audit and procurement rules. This will directly affect institutions including UDA through tighter compliance requirements for land allocation, tendering, disposals of state land, and urban redevelopment contracts, increasing legal and reputational risks for non-compliance.

P3: Strengthening of inter-agency coordination under National Physical Planning and local government reforms

Alongside intensified natural disasters experiencing in 2025 and thereabouts, stronger alignment will be re-emphasized between UDA Development Plans, the National Physical Plan. For the UDA, this will have implications for unilateral planning and implementation powers and will require the establishment of structured coordination mechanisms with local authorities and other related agencies. The Cyclone ‘Ditwa’ disaster has strongly re-emphasised the critical need for such alignment, highlighting systemic gaps in spatial planning, disaster preparedness, and inter-agency coordination, and reinforcing the urgency for integrated, multi-level planning and implementation arrangements across national and local institutions.

Annexure 02

PESTEL Analysis

POLITICAL FACTORS

P4: Instability of strategies amid political volatility and policy realignment

In the dynamic political landscape within which the UDA operates, frequent changes in leadership and evolving policy directions present notable challenges to sustained institutional planning. It is common practice for newly elected governments to introduce their own set of priorities, often aligned with their electoral mandates, and to utilize government institutions to implement these agendas within their tenure. While this approach can bring fresh energy and focus to development efforts, it also tends to shift strategic direction frequently, sometimes at the expense of continuity.
This pattern can lead to the discontinuation of initiatives that were launched under previous administrations, even those with significant long-term potential. For instance, the strategic plan associated with the Ministry of Megapolis and Western Development was discontinued following its dissolution in 2019, illustrating how institutional momentum can be disrupted by political transitions. Such shifts create uncertainty across administrative levels, slow down implementation, and dilute the coherence of national development objectives.

Over time, this reliance on short-term political agendas as the primary source of strategic guidance could hinder the establishment of a stable, long-term vision. It encourages a governance model that is more reactive to electoral cycles than anchored in consistent developmental planning. As a result, institutional stewardship risks becoming a cycle of changing priorities, making it difficult to maintain continuity in projects that require sustained commitment across multiple administrations.

Source: Strategic Plan of UDA 2018-2022

P5: Governance overhauls and the erosion of investor sentiment

Projects are frequently delayed as government agencies and institutions undergo restructuring, overlap in responsibilities, or contest authority. Decision-making becomes unclear when multiple bodies hold conflicting mandates, leaving no definitive oversight. These disputes undermine institutional reliability and damage reputations. Investors observe the persistent delays and sudden governance changes as signs of instability, discouraging long-term commitments due to unpredictable returns. As confidence erodes, a disruptive cycle emerges where weak governance reduces investor participation, limits funding, slows economic growth, and further weakens governance structures.

Annexure 02

PESTEL Analysis

ECONOMIC FACTORS

E1: Improved Macro-economic conditions

As per the Annual Economic Review 2024 of Central Bank of Sri Lanka, the macroeconomic environment in Sri Lanka demonstrated clear signs of stabilization and recovery, with GDP expanding by around 5%, inflation falling sharply into negative territory, and external sector conditions improving following progress in debt restructuring. This emerging stability has relatively restored investor confidence, supported lower interest rates, and improved access to credit creating a more favourable climate for urban development, construction investments, and PPP-driven projects by 2025-2026. The deflationary environment and easing monetary conditions also reduce cost pressures on materials and financing, providing an opportunity for UDA to accelerate infrastructure, housing, and mixed-use development initiatives at lower capital and borrowing costs. However, despite these favourable trends, external vulnerabilities such as global commodity price volatility, dependence on external financing, and exposure to climate-related disruptions require UDA to adopt prudent, phased investment strategies and strengthen financial sustainability. Improved macroeconomic stability presents a strategic window for UDA to mobilise private investment, enhance PPP frameworks, and advance national urban development priorities, while remaining adaptable to potential economic shocks.

Source: Annual Economic Review 2024, CBSL

E2: IMF-Mandated Fiscal Consolidation and Expenditure Ceilings (2025–2030)

Under the IMF-EFF and the Government's Medium-Term Fiscal Framework (MTFF), Sri Lanka has committed to a primary surplus of at least 2.3% of GDP (2025–2030) and public expenditure ceilings. This limits Treasury funding for large-scale UDA projects and increases dependence on PPPs, land value capture, and phased project implementation.

Annexure 02

PESTEL Analysis

ECONOMIC FACTORS

E3: Key Sectors targeted for Economic Growth

Sri Lanka's economic planning continues to emphasise growth across several key sectors that are central to Gross Domestic Product and structural development. The services sector remains the largest contributor to the economy, accounting for about 57–60 % of GDP, with tourism, hospitality, finance, transport, and IT services as important sub-segments; tourism in particular has been prioritised for post-crisis recovery due to its potential for foreign exchange earnings, employment creation, and linkages with infrastructure development. The industry sector follows, contributing roughly 25–26 % of GDP, driven by manufacturing, construction, and related activities, which are critical for export growth and urban infrastructure expansion. Meanwhile, the agriculture sector contributes around 8 %, reflecting its continued role in rural livelihoods despite its declining share in overall GDP and structural transformation of the economy. Other strategic areas such as apparel and textile manufacturing, logistics and transport, and IT-enabled services also support export earnings and employment growth as part of broader economic diversification strategies. These sectors collectively create demand for housing, commercial spaces, tourism-related infrastructure, and urban services.

For the UDA, alignment with these sectoral growth drivers implies the need for urban planning that supports service-oriented economic hubs, mixed-use developments, enhanced connectivity to industrial zones, and placemaking that leverage tourism potential, thereby facilitating investment, employment, and sustainable city-region growth.

Source: National Accounts of Sri Lanka 2024, Ministry of Finance, Planning and Economic Development

Annexure 02

PESTEL Analysis

ECONOMIC FACTORS

E4: Real estate market cycles

Over the past five years, Sri Lanka's real estate market has moved through distinct phases of the property cycle. The period from 2019 to early 2020 reflected a relatively strong expansion, driven by urbanization, end of civil war and remittance inflows. However, from 2020 to 2022, the market entered a contraction phase as the COVID-19 pandemic and the economic crisis significantly reduced demand, elevated interest rates, created foreign exchange constraints, and escalated construction costs. By 2023 to 2025, the sector began to show signs of recovery, with stabilising macroeconomic indicators, improving sentiment, and a gradual return of developer and mortgage activity particularly in housing segments.

Looking ahead, the 2026–2030 period is most likely to reflect a transition into a steady expansion phase, supported by economic recovery, stabilising interest rates, and gradual GDP growth, which together are expected to sustain demand across residential, commercial, and mixed-use real estate markets. Infrastructure-led development, PPP frameworks, and transit-oriented development with proposed multi model centers across several cities will further contribute to market growth and investor interest.

For the UDA, this projected market expansion highlights the need to prepare investable development plans that proactively prepare land and infrastructure, facilitate PPPs, accelerate regulatory and approval processes. UDA needs to strategically position itself as a catalyst for investment rather than solely as an implementing agency. It also highlights the importance of market responsive planning, cost-efficient project structuring, and risk management to mitigate uncertainties such as climate shocks or macroeconomic instability, ensuring UDA can leverage favourable market conditions while maintaining resilience.

E5: Expansion of PPP Frameworks under National Policy on Public–Private Partnerships (2023, updated 2026)

Sri Lanka has prioritised PPPs for housing, transport-oriented development, and urban regeneration due to capital constraints. For UDA, this increases its role as project formulator, land assembler, and private investor facilitator, rather than a purely implementing agency.

Annexure 02

PESTEL Analysis

ECONOMIC FACTORS

E6: Challenges in the Condominium Sector

Sri Lanka's condominium sector is constrained by different legal and regulatory gaps which expose buyers to limited protection regarding construction quality, maintenance, and service delivery, while developers face uncertainties and delays in approvals. Further challenges include inadequate transparency in ownership records, unclear management responsibilities, and insufficient post-occupancy monitoring, which hinder sector growth and undermine resident trust. Strengthening legal frameworks, streamlining approval procedures, and enhancing governance mechanisms are essential for improving transparency, protecting stakeholders, and fostering sustainable development in the condominium sector.

Although the Condominium Management Authority (CMA) is the formal regulator of the condominium sector, the UDA plays a crucial planning and oversight role. It can ensure developments comply with zoning and land-use regulations, streamline approvals, integrate projects with urban infrastructure and services, and collaborate with CMA to support data sharing and monitoring. Through these actions, UDA helps promote orderly, sustainable, and well-governed condominium growth while complementing the regulatory functions of CMA.

E7: Rising Demand for Human Settlement and Climate-Related Displacement

Population pressure in the Colombo Metropolitan Region and other urban centres continues to drive demand for low-income, middle-income, and rental housing, requiring UDA to allocate more state land, support housing supply, and adjust zoning priorities towards high-density and mixed-use developments. Cyclone Ditwah and recurrent landslides occurred in 2025 in fragile central areas are compelling residents to relocate to safer locations, while displaced communities increase urgency for immediate resettlement on suitable state lands. These sudden shifts in housing needs and land demand can trigger unplanned human settlements and alter real estate market dynamics, highlighting the need for UDA to monitor trends, plan strategically, and ensure orderly urban development.

Annexure 02

PESTEL Analysis

SOCIAL FACTORS

S1 : Demographic trends

According to the 2024 Census of Population and Housing, Sri Lanka's total population was recorded at approximately 21.7–21.8 million, reflecting continued growth but at a slower pace compared to earlier decades, with the annual population growth rate declining to around 0.5 %. The demographic profile reveals important shifts that have implications for urban development and real estate demand: children under 15 years now represent about 20.7 % of the population, while those aged 65 and above have risen to about 12.6 %, indicating a rapidly ageing population which means the dependency ratios have increased. The working-age population (15–64) comprises roughly two-thirds of the total population, providing a substantial labour force but also highlighting the need for employment opportunities and housing suitable for this cohort. The gender composition shows a slightly higher proportion of females (about 51.7 %) than males (48.3 %), which can influence household formation patterns and social planning. The official urbanisation as per the administrative definition records moderate, with a significant share of the population still residing outside major urban centres, although actual urban growth pressures especially in the Western Province and key districts like Colombo and Gampaha persist and shape housing demand and infrastructure needs. These demographic trends signal a growing need for diversified housing solutions, age-friendly urban design, and strategic planning to support an ageing population while accommodating continued urban migration and workforce needs.

S2 : Growth of Informal Settlements in encroached state lands and wetland areas

Colombo and suburban areas continue to experience informal settlements on canal reservations, railway reservations and low-lying state lands. This creates direct operational pressure for UDA to manage resettlement, upgrading, and regularisation programmes with limited social and fiscal risk tolerance.

Annexure 02

PESTEL Analysis

SOCIAL FACTORS

S3 : Urbanisation in Sri Lanka

Sri Lanka formally records low levels of urbanisation under administrative classifications, with the 2011 and 2024 census data indicating that only a modest proportion of the population resides in officially defined urban areas. However, the actual urbanisation is far higher, as many rural areas have taken on urban characteristics in terms of lifestyle, economic activity, and infrastructure, creating a phenomenon of “unrecognised urbanisation.” Villages and peri-urban settlements increasingly display dense housing, commercial activity, and service demands typical of urban areas, even though they are not formally classified as urban areas. some recent surveys conducted by the National Physical Planning Department suggest an increase in urban type characteristics to approximately 44.6 %, this reflects broader definitions beyond administrative classification and has yet to be fully reconciled with official census definitions.

This discrepancy means that urban pressures extend beyond officially designated urban areas, requiring the UDA to expand its declaration of urban areas. The UDA must address service provision, infrastructure planning, and land-use management, while protecting fragile and environmentally sensitive areas by limiting development where conservation is needed. It should also integrate informal and emerging urban growth into broader urban development strategies, ensuring that urbanisation is sustainable, orderly, and balanced across both recognised and unrecognised urban areas.

S4 : Rising citizen expectations influenced by social media and civil society monitoring

Urban development decisions increasingly face real-time public scrutiny via media and civil platforms. This will demand the need for public disclosure, structured consultation processes, and grievance-handling mechanisms.

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PESTEL Analysis

SOCIAL FACTORS

S5 : Changing lifestyles and urban behaviour in the post-COVID "New Normal"

Urban lifestyles in Sri Lanka are rapidly evolving under the influence of the post-COVID "new normal," which includes hybrid work arrangements, flexible working hours, increased digital freelancing, and expanded participation in informal and gig-based economic activities. These shifts are transforming demand for office space, co-working hubs, mixed-use developments, last-mile logistics, neighbourhood commercial centres, and flexible housing typologies. Recreational and social behaviours are also changing, with greater emphasis on public parks, waterfronts, cycling/jogging tracks, cultural spaces, and wellness-oriented urban amenities as people seek safe, accessible, and health-conscious environments.

These new-normal behaviours have significant implications for urban planning and UDA's operations. Urban areas must be designed and managed to support flexible land-use patterns, resilient public spaces, and technology-enabled services, while urban development projects must incorporate smart city approaches, including digital infrastructure, data-driven planning, and responsive urban services that can adapt to shifting work, living, and leisure patterns. This evolving context also increases the need for participatory planning, stakeholder engagement, and adaptive regulatory frameworks that respond to rapidly changing social behaviours and expectations.

S6 : Implications of demographic shifts on economic affordability in Sri Lanka

Sri Lanka is witnessing *a notable demographic transition marked by a growing proportion of low-income households*, a trend accelerated by prolonged economic turbulence and socio-political stressors . The ability for discretionary spending declines, as more families fall below the affordability threshold, which puts downward pressure on consumer markets and exacerbates socioeconomic inequality. The growing low-income group has the potential to worsen economic vulnerability and alter the course of national development planning. This demographic shift has direct implications for the UDA, especially as it relates to inclusive urban planning, housing policy, and equitable infrastructure development.

"UNDP's Multidimensional Vulnerability Report", 2024, The United Nations Development Programme (undp.org/sites/g/files/zskgke326/files/2024-11/household_debt_brief.pdf)

"Household Survey on Impact of Economic Crisis", 2025, Department of Census and Statistics

Annexure 02
PESTEL Analysis

SOCIAL FACTORS

S7 : Socio-cultural dynamics and Procedural equity

Urban redevelopment initiatives have surfaced tensions around procedural equity, particularly in cases involving community resettlement. The *absence of robust public engagement mechanisms* has amplified perceptions of exclusion, weakening trust in institutional processes. As planning accelerates, the disconnect between top-down decision-making and lived community realities risks deepening social fragmentation and undermining the legitimacy of urban transformation.

S8 : Aging population

Sri Lanka's ageing population is growing rapidly due to declining birth rates and increased life expectancy, a trend common in many middle-income countries. According to the 2024 Census of Population and Housing, persons aged 65 and above now account for approximately 12.6% of the total population, while the share of children under 15 has fallen to around 20.7%, confirming a clear demographic shift towards an older age structure. This change has also contributed to a rising dependency ratio and signals the emergence of a more elderly dominated population profile in the coming decades. The demographic transition places pressure on planners to reallocate resources and adopt a more inclusive, age-sensitive development strategy that ensures cities remain liveable and supportive for all generations, with particular emphasis on healthcare access, mobility, housing suitability, and social infrastructure.

Annexure 02

PESTEL Analysis

TECNOLOGICAL FACTORS

T1 : Data driven physical planning and predictive urban intelligence

Planning standards and environmental overlays in contemporary urban planning tend to increasingly dependent on GIS-based planning systems, satellite imagery, land information systems, big data platforms, and smart city technologies. In parallel, global advances in urban modelling, digital twin technologies, geospatial analytics, and high-performance computing are enabling the simulation of urban growth, infrastructure demand, flood behaviour, traffic congestion, heat stress and disaster-risk scenarios. These technologies allow planning authorities to test alternative development and climate scenarios before implementation, supporting evidence-based decision-making under conditions of increasing uncertainty driven by climate change, extreme weather events and rapid urbanisation.

On this basis, UDA may require strengthening internal GIS and spatial analytics capacity, formal integration with the Survey Department's parcel fabric and cadastral systems, and the institutionalisation of fully digital workflows across development control, approvals, monitoring and enforcement. It also necessitates the gradual adoption of data-driven urban simulation platforms, improved interoperability with national hazard, climate and infrastructure databases, and sustained staff upskilling in predictive analytics, scenario planning, and risk-informed spatial planning. Furthermore, continuous innovation through research and development (R&D) will be critical to develop new urban analytics tools, smart planning solutions, and resilient infrastructure strategies. Robust data governance, cybersecurity, and system resilience frameworks will be essential to ensure reliability, integrity, and lawful use of spatial and planning data.

T2 : e-Government Development Programme and Digital Government Policy (2020–2030)

Sri Lanka's policy direction for public sector digital transformation requires government institutions to shift toward integrated online service delivery, interoperable data platforms, and automated approval systems. This transformation agenda, reinforced by the Digital Economy Blueprint and regulatory frameworks such as the Personal Data Protection Act, No. 9 of 2022, places increasing emphasis on secure data governance, transparency, and efficient public service delivery. For UDA, this necessitates the digitisation of planning approvals, zoning information systems, development permits, and spatial databases through streamlined and compliant digital workflows.

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PESTEL Analysis

TECNOLOGICAL FACTORS

T3 : The parcel-based Land Information System (LIS)

The Survey Act, No. 17 of 2002 establishes the legal framework for cadastral mapping and land administration in Sri Lanka, with the Survey Department maintaining a parcel-based Land Information System (LIS). This LIS has been actively promoted by the government and international agencies such as the World Bank and IMF to improve land administration, data accuracy, and interoperability across institutions. For the UDA, this presents potential benefits, including access to accurate land parcel data for urban planning, streamlined approvals, and better integration of infrastructure and services. At the same time, this necessitates UDA to digitise its existing manual land records and urban parcel data into an integrated spatial database and eventually integrate them with the LIS, ensuring coordinated, data-driven, and sustainable urban management.

T4 : Strengthening cybersecurity and data governance under Sri Lanka's National Digital Transformation Framework

In line with Sri Lanka's National Digital Economy Strategy 2030 and Digital Government Blueprint (post 2023), government agencies are required to strengthen cybersecurity, data protection, and digital service resilience. This strategy aims to leverage AI technologies to drive innovation and economic growth. For UDA, this has direct operational implications for urban land and property databases, GIS platforms, development planning records, and e-permitting systems, requiring the implementation of role-based access controls, secure data backup regimes, system redundancy, workflow management and formal cybersecurity governance structures to protect sensitive spatial and development information.

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PESTEL Analysis

TECNOLOGICAL FACTORS

T5 : Emerging Digital and AI-Driven Technologies

The adoption of advanced digital and AI-driven technologies in Sri Lanka's construction and urban planning sectors remains at an early stage, particularly in areas such as Building Information Modeling (BIM), drone analytics, 3D printing, and smart urban simulation. Among these, Digital Twin technology represents a transformative opportunity by enabling real-time virtual models of urban assets and infrastructure integrated with GIS, IoT, and AI analytics to support monitoring, scenario simulation, predictive planning, and data-driven decision-making. AI systems can further analyse demographic, mobility, land-use, and environmental data to optimise resource allocation, infrastructure planning, and service delivery. Strategic early adoption and integration of these technologies can modernise planning practices, enhance coordination and transparency, and significantly strengthen the efficiency, resilience, and sustainability of urban development in Sri Lanka.

T6 : Sustainable and green technology

The imperative for environmentally responsive urban development is gaining traction, with emerging technologies offering avenues for low-impact infrastructure and resource optimization. Innovations in renewable energy, waste processing and water management, present opportunities to embed sustainability into the urban fabric.

Annexure 02

PESTEL Analysis

ENVIRONMENTAL FACTORS

E1 : Climatic Risk - Escalating flood and landslide risks

Under Sri Lanka's national climate risk management framework and adaptation planning (e.g. National Adaptation Plan (NAP) 2016–2025, National Disaster Management Plan 2023-2030 etc), has identified flood and landslide prone zones, especially in the central highlands and wet-zone hill country. Recent intensified hazards particularly Cyclone 'Ditwa' (November 2025) have dramatically illustrated how cyclonic storms, extreme rainfall, and subsequent landslides and floods create compound disasters that affect both hill country and low lying urban/coastal areas. The impact of 'Ditwa', heavy rainfall over 300 mm in many parts of the country, widespread flooding, and multiple landslides in districts such as Kandy, Badulla, Nuwara Eliya and other highland areas confirms that the hazard profile for spatial planning must be broadened beyond traditional flood/coastal risk to include cyclone triggered rainfall, and cascading flood landslide events.

This will have significant implications for the UDA, requiring the preparation of disaster resilient development plans aligned with the National Physical Plan and other national spatial frameworks. UDA will be required to systematically integrate resilient infrastructure systems, into urban plans to safely manage high intensity rainfall events. In addition, stricter environmental safeguards and land use restrictions will need to be applied in disaster prone areas. The Authority will also need to integrated hazard mapping and spatial GIS databases that combine flood, landslide, cyclone-risk, and climate-vulnerability data to guide long-term urban planning, housing development, and infrastructure investment decisions.

E2 : Strengthened Environmental Impact Assessment (EIA) under the National Environmental Act (NEA) amendments

More projects now fall under mandatory Initial Environmental Examination (IEE) and EIA thresholds. This lengthens approval timelines and increases coordination with the Central Environmental Authority.

Annexure 02

PESTEL Analysis

ENVIRONMENTAL FACTORS

E3 : Global Shift Toward Climate Finance for Resilient Urban Development

The expanding focus on international climate finance through mechanisms such as the Green Climate Fund, the Adaptation Fund, and policy-based lending windows creates strong incentives for the UDA to integrate grey-green infrastructure, nature-based solutions, and resilience-oriented urban planning. The Central Bank of Sri Lanka (CBSL) has been actively promoting the development of a domestic sustainable finance ecosystem through its Sustainable Finance Roadmap (2019–2025) and subsequent capital market guidance. Access to climate finance is increasingly tied to regulatory reforms, disaster-risk-informed planning, and adherence to climate smart policies and building standards, enabling the UDA to secure funding for flood mitigation, coastal protection, urban heat management, and sustainable land-use initiatives.

This environmental trend aligns directly with Sri Lanka's vulnerability to climate change and offers a pathway for the UDA to mobilize external financing subject to CBSL-regulated disclosure, impact reporting, and governance standards while modernizing planning frameworks and reducing pressure on the national budget.

E4 : Global imperatives driving adoption of sustainability and circular economy in urban development

Growing *global pressure to adopt sustainability and circular economic principles* as fundamental design and governance paradigms, is influencing urban development more and more. Cities are being urged to shift from linear consumption models to regenerative systems, because of the convergence of global climate targets, resource scarcity, and environmental accountability. Reuse, recycling, and waste reduction are encouraged by circular economics, which incorporates material loops into the design of housing, infrastructure, and transportation. In the meantime, sustainability serves as the cornerstone for the movement toward resilient ecosystems, low carbon footprints, and just social outcomes. Multilateral agreements, ESG standards, and citizen activism reinforce these demands, establishing ecologically conscious cities as not only morally required but also as competitive global participants in a quickly changing urban environment.

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PESTEL Analysis

ENVIRONMENTAL FACTORS

E5 : Urban waste management

Urban areas continue to grapple with a persistent waste disposal crisis, with municipal solid waste generation increasing significantly. The Central Environmental Authority reports that the country produces over 7,000 metric tons of solid waste daily, with the Western Province accounting for nearly 60% of this total, much of which ends up in overburdened landfills or informal dumping sites.

While the Meethotamulla landfill collapse in 2017 was the most catastrophic incident, smaller-scale waste-related disruptions such as blocked drainage, spontaneous fires, and health hazards occur regularly, especially during monsoon seasons when unmanaged waste exacerbates flooding.

It is noteworthy that integration of technology such as; sensor-based monitoring for landfill capacity, GIS mapping to track illegal dumping, and automated sorting systems are now being piloted in selected municipalities.

"Improving Waste Management in Sri Lanka with Technology." Clean Tech. July 17, 2025.

Annexure 02

PESTEL Analysis

LEGAL FACTORS

L1 : Anticipated amendments to the Urban Development Authority law

Government policy discussions include modernising planning laws, digitising approvals, and strengthening enforcement powers.

L2 : Strengthened land acquisition and resettlement compliance requirements

The Land Acquisition (Amendment) Act, No. 9 of 1950 governs the compulsory acquisition of land for public purposes and is currently being amended to improve procedural efficiency, transparency, and safeguards for affected parties. These amendments have direct implications for the UDA, which frequently requires land for urban development projects, infrastructure provision, and public amenities. Accordingly, the UDA must ensure adherence to the revised legal provisions and strengthen coordination with relevant government agencies to facilitate timely and compliant land acquisition processes.

This provides an opportunity for UDA to proactively engage with the Ministry of Lands during the amendment process to communicate the practical challenges and gaps experienced under the existing Act, ensuring that the revised framework better reflects ground realities.

Furthermore, as projects increasingly require compliance with national land acquisition regulations and internationally aligned resettlement and compensation frameworks, the UDA will be required to enhance documentation processes, expand its responsibilities relating to public consultation, stakeholder engagement, and grievance redress mechanisms.

L3 : Increased judicial and audit scrutiny of development decisions

Supreme Court, Auditor General, and Parliamentary oversight of land allocations and urban redevelopment decisions have intensified. This will increase legal risk, documentation burden, and the need for defensible technical decision-making.

Annexure 02

PESTEL Analysis

LEGAL FACTORS

L4 : Complexities of informal settlement removals

The removal of illegal settlements in Sri Lanka is governed by a combination of legal statutes and policy frameworks, most notably the State Lands (Recovery of Possession) Act No. 7 of 1979 and the National Involuntary Resettlement Policy (NIRP). These instruments provide the UDA with the legal basis to reclaim state land and relocate unauthorized occupants, particularly in high-value urban zones like Colombo. However, enforcement is rarely straightforward. Eviction efforts often trigger legal challenges, community protests, and political scrutiny, especially when settlements have existed for decades and residents lack formal titles but possess deep social roots. For the UDA, this means that redevelopment projects involving informal settlements are not just technical exercises they become prolonged, multi-stakeholder negotiations that affect timelines, budgets, and public perception. The need to comply with procedural safeguards, conduct socioeconomic surveys, and manage resettlement logistics adds layers of complexity to urban planning, making land recovery one of the most politically sensitive aspects of the Authority's mandate.

L5 : Mandatory Disaster Management Planning Under the Disaster Management Act, No. 13 of 2005

The Sri Lanka Disaster Management Act, No. 13 of 2005 explicitly requires public sector bodies to prepare disaster management plans. Specifically, Section 10(1) of the Act states: "It shall be the duty of every Ministry, Government Department and public corporation to prepare a Disaster Management Plan with respect to such Ministry, Government Department, or public corporation, to counter any disaster or impending disaster, based on the National Disaster Management Plan and in accordance with such guidelines as may be specified by the Council." *Source: lankalaw.net*

The Act also requires submission of these institutional plans to the Disaster Management Centre (DMC) by a date determined by the Council and empowers the DMC to provide assistance in plan preparation and to forward plans for Council approval.

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SWOT Analysis

STRENGTHS

- Established with a strong Act
- Apex planning and development authority in Sri Lanka.
- Operates as a self-sustained entity.
- Availability of 70 gazzeted Development Plans covering 115 local authority areas.
- Decades of Institutional Experience in preparation of Development Plans and Projects
- Extensive asset base and land bank
- GIS Division with Spatial Data, with the potential to become a key contributor to the parcel-based LIS
- Drives modernization through digital transformation initiatives, including My Zone UDA and the One-Stop Process mobile and web applications.
- Island-wide network and decentralized offices
- Land vesting and asset monetization

WEAKNESSES

- Staffing shortage
- Unclear roles and workflows across divisions
- Limited staff training and awareness
- Inadequate cross-departmental collaboration and coordination
- Lack of Standard Operating Procedures
- Inconsistent criterion for the declaration of urban area
- Absence of Centralized Management Information System (MIS)
- Absence of an integrated Spatial Database
- Outdated technology and infrastructural limitations
- Lack of public engagement
- Reliance on conventional plan preparation processes and limited use of data-driven or evidence-based approaches, lacking linkage to economic planning and GDP.

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SWOT Analysis

WEAKNESSES

- Lack of monitoring and evaluation framework for development plans and regulations
- Limited revenue diversification and underutilization of assets
- Lack of financial lifecycle tracking for projects
- Weak strategic operational policies
- Weak accountability and post-project evaluation
- Inadequate financial due diligence
- Procurement inefficiencies
- Lack of Independent and Holistic Feasibility Assessments
- Fragmented development activities

Opportunities

- Growing urbanization trend
- National focus on infrastructure development
- Opportunity to Access Climate Finance and International Development Assistance for Sustainable Projects
- Government focus on well managed capital expenditure
- Enhanced collaboration opportunities with private sector, academia, and foreign investors
- Expansion into external consultancy services
- Monetizing spatial data
- Opportunity to leverage AI, urban simulation technologies, and smart planning tools to enhance evidence-based, efficient, and sustainable urban development.
- Acceleration of climate resilient urban policy reforms.
- Customer base and public engagement.

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Opportunities

- Availability of skilled graduates in Town Planning, Real Estate, Valuation, and other built environment disciplines, supporting workforce development and capacity building for urban development initiatives.
- Collaboration with local authorities and other organizations

THREATS

- Data protection risks
- Climatic Risks associated Vulnerabilities in Spatial Development
- Influence of politics and local authorities
- Potential Revenue Impact from IMF-Mandated Financial Independence of Local Authorities
- Financial constraints and economic vulnerability of the country
- Public resistance to development projects
- Sudden changes in national policy targets
- Lengthy land acquisition and vesting processes
- Unauthorized and uncontrolled developments
- Limited public and customer engagement
- Lack of coordination among different state agencies
- Conflicting regulatory frameworks
- Threat of Reduced Focus on Ongoing Projects Due to Urgent Post-Cyclone Needs
- Escalation of Supply Chain Disruptions and Labour Constraints

Annexure 03

SWOT Analysis

STRENGTHS

1. Established under a strong Act as the exclusive planning authority in Sri Lanka

The Urban Development Authority (UDA) derives its exclusive mandate from the Urban Development Authority Act No. 41 of 1978, which empowers it to regulate, control, and enhance urban development across Sri Lanka.

2. Apex Planning and Development Authority in Sri Lanka

As the **apex statutory authority for urban planning and development**, the **UDA** plays a **leading role in preparing development plans**, while also implementing projects, enforcing planning regulations, acquiring or vesting land, and guiding urban growth in line with national priorities.

3. Operates as a self-sustained entity

As a self-sustaining government entity, the UDA operates independently through its own revenue streams, including rent income, processing deeds and leases, land and property sales, fixed deposits and interest, and property management, without heavy reliance on state budgets. This financial autonomy enables agile decision-making, investment in innovative projects, and resilience against economic fluctuations. With robust owned funds and revenue generation capacity, the UDA can fund large-scale initiatives, maintain operational efficiency, and pursue long-term goals, solidifying its role as a financially stable pillar of national development.

4. Availability of 70 gazzeted Development Plans covering 115 local authority areas.

The Urban Development Authority (UDA) has demonstrated strong institutional capacity and regulatory authority through the gazetting of 70 Development Plans and the successful implementation of numerous development projects. This is further reinforced by the existence and enforcement of the Planning and Development Regulations of 1986 and 2021, which provide a robust statutory framework to regulate, guide, and control urban development across the country.

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SWOT Analysis

5.Decades of Institutional Experience Demonstrated Through Consistently Successful Development Plans and Projects

With decades of experience in Sri Lanka's urban planning and development sector, the UDA has built a strong institutional foundation backed by technical expertise and practical implementation capacity. This long-standing experience is reflected in the Authority's consistent success in preparing and executing development plans, enforcing planning regulations, and delivering large-scale public and private development projects across the country.

6. Extensive asset base and land bank

The UDA's vast portfolio of island-wide assets, including commercial lands, built-up properties, real estate, and a strategic land bank. These resources enable revenue through alienation to the private sector, funding for development projects, and strategic acquisitions or vesting of lands. This asset foundation supports national coverage, urban regeneration initiatives, and public-private partnerships, delivering a solid foundation for sustainable expansion and economic value creation.

7. GIS Division with Spatial Data, with the potential to become a key contributor to the parcel-based LIS

The UDA operates a dedicated GIS Division that manages a growing collection of spatial data, with significant potential to evolve into a key contributor to the parcel-based Land Information System (LIS). The Division maintains diverse spatial datasets and GIS tools that increasingly support evidence-based urban planning across UDA divisions. As integration with other agencies and platforms such as ArcGIS improves, the Division can consolidate critical geographic, land-use, and urban development data from across Sri Lanka, enhancing analytical capabilities, planning accuracy, and the effectiveness of land administration.

(Source: Planning Zone II meeting minutes).

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SWOT Analysis

8. Drives modernization through digital transformation initiatives, including My Zone UDA and the One-Stop Process mobile and web applications

The UDA has strengthened its service delivery through digital platforms that streamline planning approvals and improve public accessibility. The One Stop Process functions as a centralized facilitation system where developers can apply for and obtain necessary clearances from multiple line agencies through a single interface. Through this the UDA minimizes delays, enhances efficiency, and ensures greater transparency through clear guidelines and publicly accessible information.

Similarly, My Zone UDA provides an interactive, user-friendly digital map that allows citizens, investors, developers, and professionals to easily access zoning information, permissible land uses, height restrictions, and other planning regulations. This free, web-based tool eliminates the need to refer to lengthy gazettes or visit UDA offices, promoting smarter planning, informed decision-making, and improved urban governance.

9. Island-wide network and decentralized offices

Through its Head Office in Colombo and eight Provincial Offices, the UDA ensures national coverage and accessibility. Delegated powers at regional offices enable faster decision-making, improved service delivery, and a stronger local presence.

10. Land vesting and asset monetization

UDA’s legal power to vest and allocate government land, as well as its monopoly in renting office spaces, creates a significant opportunity, to expand revenue generation and attract investment into strategic urban projects.

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SWOT Analysis

WEAKNESSES

1. Staffing shortage, staffing imbalance and skill gaps

There are insufficient cadre provisions in several sections, leading to staffing shortages that impair operational efficiency and project delivery. A comprehensive staffing needs assessment has not been conducted recently, resulting in unidentified gaps in technical and support staff, an outdated structure, and inadequate hierarchy. The UDA faces a persistent lack of qualified professionals across divisions (e.g., MEP engineers, GIS experts, IT, HRM), leading to operational overload, inefficiencies, and an inability to manage division-specific tasks. The absence of permanent specialized roles limits the unit's capacity to handle complex requirements, contributing to reliance on ad-hoc arrangements. Despite an adequate overall headcount, the UDA has an overrepresentation of non-technical staff relative to technical personnel. Furthermore, trained and experienced staff have frequently left due to more attractive job opportunities, migration driven by the country's economic downturn, and perceived lower salary scales within the UDA. These factors have contributed to high staff turnover, worsening operational inefficiencies and reducing institutional capacity.

2. Unclear roles and workflows across divisions

The absence of a structured framework with clearly defined roles, responsibilities, and workflows between divisions, causes the overlap of duties, inefficiencies, and confusion in planning processes, thereby hindering effective collaboration.

3. Limited staff training and awareness

Staff lack regular training on tasks, best practices, tools, methodologies and digital systems and a lack of a continuous development program, leading to stagnant skillsets, limited adoption of modern planning practices, and reduced adaptability to emerging urban challenges.

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SWOT Analysis

4. Inadequate cross-departmental collaboration and coordination

There is inadequate collaboration and teamwork across UDA departments, contributing to siloed operations. For example, there is poor alignment between procurement planning and the UDA's corporate plan, action plan, and annual budget, exacerbated by the absence of a formal calendar for updates and reviews. This leads to insufficient inputs from stakeholders across UDA divisions and sub-offices, causing misaligned priorities, delays in project execution, and suboptimal resource allocation in urban infrastructure initiatives. Poor comminution leads to operational inefficiencies and delays, reduces data integrity, weak monitoring and accountability.

5. Lack of Standard Operating Procedures

The absence of Standard Operating Procedures (SOPs) and planning manuals/standards for development plan preparation, results in inconsistent methodologies, ad-hoc processes, and variable plan quality and reduces effective urban planning outcomes. Further, the absence of standardized formats for procurement needs / project management and technical specifications, results in inconsistent documentation, errors, and delays in processing requests. This inconsistency complicates evaluation, and approval processes and increases the risk of non-compliance with regulations. Further, lack of uniform data formats, standards, and metadata protocols, make integration and interoperability challenging, especially in relation to older version data.

6. Inconsistent criteria for urban area declarations

There is no criteria for declaring areas as urban leading to inconsistencies in which settlements are formally recognised as urban. This creates challenges for planning, resource allocation, and service delivery.

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7. Absence of Centralized Management Information System (MIS) and Systemic Data Fragmentation

Absence of an integrated Management Information System (MIS), resulting in fragmented and siloed data across divisions. Manual records, poor documentation practices, duplicated entries, and inconsistent use of identifiers hinder data migration and coordination. The lack of real-time data sharing leads to inefficiencies, delays, and errors in project initiation, while limiting accountability, transparency, and accurate audit trails. Siloed accounting and operational systems further contribute to reconciliation issues, inventory inaccuracies, and limited visibility over payments and property management ultimately weakening data-driven decision-making in urban planning.

8. Absence of an Integrated Spatial Database

Although the UDA maintains a GIS Division, spatial data across divisions and projects is not consolidated into a single, integrated database. This limits the ability to perform comprehensive analysis, coordinate planning efforts, and fully leverage spatial information for evidence-based urban development decisions.

9. Outdated technology and infrastructure limitations

The UDA's ability to modernize operations is hindered by outdated software, hardware limitations, and minimal digital transformation. The Financial Management Information System remains non-interoperable, the existing GIS tools are constrained by licensing and storage limitations, and the online payment facility for tenants is restricted to a limited group rather than being available to all tenants. Procurement lacks e-platforms; deed processing and enforcement still rely on manual files. Staff are not provided with official email accounts, and many lack access to suitable computers to meet operational needs, or even basic equipment such as printers, particularly in provincial offices. These deficiencies reduce operational efficiency, limit service delivery, and leave the organization vulnerable to errors and delays.

(Sources: Planning Zone I and Finance meeting minutes)

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SWOT Analysis

10. Lack of public engagement

The UDA currently has limited structured mechanisms to enhance public awareness and gather community input on urban development plans. This results in reduced stakeholder participation, lower levels of trust, and potential challenges in building broader support for development initiatives. Additionally, limited engagement with internal and external stakeholders, together with insufficient marketing and outreach efforts, affects overall buy-in, awareness, and the ability to attract investment.

11. Reliance on Conventional Plan Preparation Processes and Limited Use of Data-Driven or Evidence-Based Approaches, Lacking Linkage to Economic Planning and GDP

The UDA currently has limited structured mechanisms to enhance public awareness and gather community input on urban development plans. This results in reduced stakeholder participation, lower levels of trust, and potential challenges in building broader support for development initiatives. Additionally, limited engagement with internal and external stakeholders, together with insufficient marketing and outreach efforts, affects overall buy-in, awareness, and the ability to attract investment.

12. Lack of monitoring and evaluation framework for development plans and regulations

The UDA lacks a digital project management system to oversee the progress of development plans in real time. The absence of milestone tracking, automated reminders, and centralized documentation results in manual processes, delays, and poor oversight of project timelines. Furthermore, no dedicated monitoring and evaluation framework exists to assess the effectiveness of projects post-implementation. The absence of structured reporting templates and a dedicated Enforcement Officer tier weakens accountability and reduces the ability to make evidence-based adjustments to urban strategies.

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SWOT Analysis

13. Limited revenue diversification and underutilization of assets

The UDA faces significant limitations in revenue diversification, relying primarily on interest income from fixed deposits and short-term investments. Moreover, most sub-offices function as cost centers, with only a few generating a revenue. Despite owning valuable assets, such as buildings and lands, these remain underutilized for commercial development or strategic private partnerships that could enhance income. Outdated building usage charges, rental fees, and temporary rental policies unadjusted to current market rates, further constrain revenue potential, discouraging optimal asset use and diminishing financial sustainability.

(Source: Finance meeting minutes)

14. Lack of financial lifecycle tracking for projects

The UDA does not systematically track income and cost flows across project lifecycles, creating poor visibility into financial performance. This gap prevents timely adjustments, reduces transparency, and limits the ability to ensure project viability. Without integrated financial monitoring, decision-making remains uninformed, weakening the alignment of projects with both organizational objectives and long-term urban development goals.

15. Weak strategic operational policies

The UDA lacks policies to hand over high-maintenance responsibilities to external partners, resulting in operational burdens. There is no clear framework to balance social obligations with commercial viability, nor are there operational grants or regulatory mechanisms to fund non-revenue-generating statutory functions. Additionally, the failure to systematically identify revenue and expense sources at project initiation, hinders financial planning and sustainability.

16. Weak accountability and post-project evaluation

The UDA lacks an evaluation framework to assign responsibility for project performance to specific divisions, and divisions are not required to propose or document risk mitigation strategies. This gap weakens accountability, leaves risks unaddressed, and limits structured post-project evaluations, making it difficult to assess effectiveness or return on investment (ROI).

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SWOT Analysis

17. Inadequate financial due diligence and ROI analysis

Prior to project initiation, financial due diligence and ROI assessments conducted are insufficient, leading to the selection of projects with questionable feasibility or low commercial returns. In many cases, political priorities outweigh financial prudence, increasing the risk of sunk costs and diverting resources away from high-impact urban initiatives.

18. Procurement inefficiencies

The lack of annual procurement plans, results in reactive, last-minute purchasing, increasing costs and disrupting project timelines. This reactive approach reflects poor planning and coordination, undermining the UDA's ability to maintain low operational costs, while meeting service standards.

19. Lack of Independent and Holistic Feasibility Assessments

Feasibility studies are often prepared by the same entities responsible for project execution, which may limit the independence and rigor of the evaluation process. The absence of impartial, multi-dimensional assessments covering technical, environmental, social, economic, and operational feasibility can result in incomplete insights and misaligned project decisions. This may contribute to suboptimal project outcomes, inefficient resource allocation, and, in some cases, the initiation of projects with limited long-term value or strategic return.

20. Fragmented development activities

Development activities are not streamlined under a single umbrella, leading to a lack of clearly defined main scope. This results in incoherence, poor strategic alignment, and inefficiencies in managing urban projects, potentially causing overlaps or gaps in execution.

Annexure 03

SWOT Analysis

OPPORTUNITIES

1. Growing actual urbanization trend

While official statistics record relatively low urbanization in Sri Lanka, many areas classified as rural are increasingly exhibiting urban characteristics in terms of population density, lifestyle, and economic activity. This “unrecognised urbanization” presents the UDA with an opportunity to expand its planning scope, integrate informal growth into broader urban development strategies, and proactively guide infrastructure, services, and land-use management in emerging urban zones. By responding to these actual urbanization trends, the UDA can ensure sustainable, orderly, and resilient urban growth beyond formally declared urban areas.

2. National focus on infrastructure development

With the government prioritizing infrastructure as a national development driver, the UDA is well-positioned to align its projects with national priorities and secure policy backing for accelerated implementation. The broader push for economic expansion including improvements in transport networks, tourism-related infrastructure, and globally competitive urban districts creates an enabling environment for the UDA to advance strategic development initiatives across the country.

3. Opportunity to Access Climate Finance and International Development Assistance for Sustainable Projects

Emerging global development funds, as well as support from organizations such as the Asian Development Bank, World Bank, and bilateral donors, provide the UDA with opportunities to finance climate-resilient and sustainable urban development projects. This access enables the adoption of global best practices, integration of innovative technologies, and engagement of international expertise to strengthen planning, infrastructure, and urban resilience initiatives.

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4. Government focus on well managed capital expenditure

The Government's increasing emphasis on capital expenditure implemented with strong due diligence and accountability creates an opportunity for the UDA to position itself as a lead implementing agency for nationally significant projects. This focus encourages better planning discipline, transparent project appraisal, and prioritization of high-impact urban development initiatives. With stronger national oversight and investment appetite, the UDA can secure greater funding, accelerate key projects, and demonstrate higher standards of financial and operational governance.

5.Enhanced collaboration opportunities with private sector, academia, and foreign investors

Growing interest in public–private partnerships (PPPs) and foreign direct investment continues to create avenues for the UDA to mobilize resources, share risks, and scale up urban development projects through private-sector collaboration. The recent Cyclone 'Ditwah' recovery needs have further highlighted the importance of innovative engineering solutions, resilient design expertise, and research-driven planning expanding opportunities to partner with the private sector, academia, and technical experts. While these collaborations can significantly enhance project quality and investment potential, they also require structured governance mechanisms, clear accountability frameworks, and effective coordination to manage multi-stakeholder expectations and ensure long-term project success.

6. Expansion into external consultancy services

Providing consultancy for external projects, including sub-contracts, presents opportunities to generate new revenue streams. It allows the UDA to leverage its expertise, build partnerships, and increase visibility in the private sector for urban-related consultations.

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SWOT Analysis

7. Monetizing spatial data

The UDA can monetize its spatial data, by developing a centralized database and Public Data Portal, selling data access/subscriptions to private developers and researchers and other stakeholders. Revenue diversification aligns with this opportunity, to generate income by selling data access or subscriptions, capitalizing on UDA's unique position as Sri Lanka's apex urban planning authority with an island-wide spatial data repository. However, in accordance with the Personal Data Protection Act No. 9 of 2022 of Sri Lanka, all personal information needs to be handled with strict confidentiality and must not be divulged to the public without lawful basis or the data subject's explicit consent.

8. Opportunity to leverage AI, urban simulation technologies, and smart planning tools to enhance evidence-based, efficient, and sustainable urban development

Advancements in GIS, digital applications, and smart city solutions provide the UDA with significant opportunities to modernize its planning systems, enhance transparency, and deliver more citizen-friendly services. With the Government increasingly prioritizing digital transformation across public institutions, the UDA is well positioned to accelerate the integration of smart technologies into urban planning and service delivery.

9. Acceleration of climate resilient urban policy reforms

In the aftermath of Cyclone 'Ditwah', national policy reforms related to flood-resistant construction, resilient housing standards, coastal protection, and stormwater management are expected to intensify. Over the next five years, these evolving regulatory requirements may create uncertainty or require significant adjustments to existing development plans, zoning guidelines, and building approval processes. UDA must be prepared to adapt its internal systems, strengthen technical capacity, and revise planning frameworks to comply with new national standards while maintaining development momentum.

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SWOT Analysis

10. Customer base and public engagement

UDA has the opportunity to cater to a wide range of stakeholders, including citizens, private developers, investors and government agencies. This diverse customer base ensures sustained demand for its services and the potential for increased public engagement, can drive demand for UDA's services, improving project buy-in and revenue.

11. Availability of skilled graduates in Town Planning, Real Estate, Valuation, and other built environment disciplines, supporting workforce development and capacity building for urban development initiatives.

The growing pool of qualified graduates in Town Planning, Real Estate, Valuation, and related built environment fields provides the UDA with an opportunity to strengthen its technical workforce, enhance capacity for urban development initiatives, and implement innovative, evidence-based planning and development projects.

12. Collaboration with local authorities and other organizations

Interest from local authorities, statutory bodies, and private organizations to work with the UDA creates opportunities for joint projects, shared resources, and integrated urban planning.

Annexure 03

SWOT Analysis

THREATS

1. Data protection risks

The UDA faces a threat to data protection, due to employees using personal Gmail accounts and maintaining critical databases on individual laptops, without adequate security measures. This practice exposes sensitive urban planning and operational data (e.g., spatial data, financial records, and project details) to the risk of unauthorized access, data breaches and loss, due to inadequate backup or security protocols..

2. Climatic risks associated vulnerabilities in spatial development

Increasing climate-related hazards such as flooding, storm surges, landslides, and extreme weather events pose significant risks to sustainable urban development. These escalating vulnerabilities demand continuous adaptation in UDA's planning strategies to safeguard infrastructure, protect communities, and ensure long-term urban resilience.

3. Influence of politics and local authorities

Political influence, interference from local authorities, and the varying attitudes of some government officers can delay projects, compromise transparency, and obstruct smooth execution.

4. Potential revenue impact from imf-mandated financial independence of local authorities

The IMF programme requiring local authorities to achieve financial independence by 2027 may reduce reliance on UDA-managed regulatory fees and revenue streams. As local authorities assume greater regulatory and fiscal responsibilities, the UDA could face decreased income from approvals, permits, and planning-related charges, potentially affecting its budget and capacity to fund projects

Annexure 03

SWOT Analysis

5. Financial Constraints and Economic Vulnerability of the Country

Sri Lanka's ongoing economic challenges, including high debt levels, sudden shocks and inflationary pressures, may limit funding from the Treasury to the UDA. It was also demanding UDA to contribute to the consolidated fund more than what was committed before. Reduced financial support can challenge the authority's capacity to implement urban development projects, maintain infrastructure, and execute strategic plans, potentially slowing the delivery of key urban initiatives and services.

6. Public resistance to development projects

Social disagreements and public resistance to urban projects, such as relocations or land use changes, create delays and reduce social and economic impact. Further, public disagreements over land vesting and project execution create legal and operational hurdles, delaying development and increasing costs.

7. Sudden changes in national policy targets

Frequent and unpredictable changes in government policies at the state level, disrupts the UDA long-term urban planning and development goals and strategies. These sudden changes in national policy targets create misalignment with the UDA's defined action plans, leading to delays, resource reallocation and inefficiencies.

8. Lengthy land acquisition and vesting processes

Tedious procedures for land acquisition and vesting, delay projects implementation, increase costs and discourage investors

9. Unauthorized and uncontrolled developments

Illegal construction and uncontrolled developments threaten planned urban growth, create safety risks, and challenge the authority of the UDA's regulatory framework.

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SWOT Analysis

10. Limited public and customer engagement

Customer complaints and low public engagement, reduce support for UDA's plans, impacting project acceptance and revenue generation.

11. Lack of coordination among different state agencies

Inadequate coordination and support from other government bodies limit UDA's ability to implement plans and align with national priorities.

12. Conflicting regulatory frameworks

Overlapping or contradictory regulations between the UDA and other government institutions create confusion, delays, and inefficiencies in project implementation and enforcement. This lack of harmonization complicates coordination and limits UDA's authority in urban planning.

13. Threat of reduced focus on ongoing projects due to urgent post-cyclone needs

Post-cyclone recovery demands such as emergency housing and infrastructure repairs may divert staff, funds, and attention away from ongoing projects. This shift risks delays, backlogs, and reduced momentum in planned initiatives. Prolonged diversion can also affect stakeholder confidence and long-term development outcomes.

14. Escalation of supply chain disruptions and labour constraints

Cyclone 'Ditwah' has worsened shortages of materials, import delays, and price volatility, while also disrupting labour availability and logistics networks. These constraints slow construction progress and increase project costs. As a result, timelines extend and risks to UDA's development pipeline and investor confidence grow.

Annexure 04

List of Stakeholders

The following is a list of stakeholders recognized as important to UDA, presented in alphabetical order.

No	Stakeholder
1	Applicants/Bidders
2	Audit General's Department
3	Banks/Financial Institutions
4	Board of Investment, Sri Lanka
5	Business Community
6	Central Environmental Authority
7	Ceylon Electricity Board
8	Civil Aviation Authority
9	Coast Conservation & Coastal Resource Management Department
10	Community Leaders
11	Condominium Management Authority
12	Consulting Agencies
13	Contractors
14	Criminal Investigation Department
15	Defense Sectors
16	Department of Agrarian Development
17	Department of Archaeology
18	Department of Buildings
19	Department of Government Factories
20	Department of National Community Water Supply
21	Department of National Planning
22	Department of Wildlife Conservation
23	Development Assistance Agencies
24	Disaster Management Centre
25	District Coordinating Committee
26	Divisional Secretariates
27	Environmental Associations
28	General Public
29	Geological Survey and Mines bureau
30	Government
31	Government Valuation Department
32	Inland Revenue Department
33	Investors
34	Judiciary
35	Landowners
36	Lease Holders
37	Local Authorities

Annexure 04
List of Stakeholders

No	Stakeholder
38	Mahaweli Authority of Sri Lanka
39	Media
40	Ministry of Agriculture, Livestock, Land & Irrigation
50	Ministry of Education, Higher Education and Vocational Education
47	Ministry of Energy
48	Ministry of Environment
46	Ministry of Foreign Affairs, Foreign Employment and Tourism
49	Ministry of Health
44	Ministry of Housing, Construction & Water Supply
41	Ministry of Industry and Entrepreneurship Development
45	Ministry of Minister of Finance, Planning and Economic Development
42	Ministry of Ports and Civil Aviation
43	Ministry of Transport, Highways & Urban Development
51	National Building Research Organization
52	National Housing Development Authority
53	National Physical Planning Department
54	National Research Council of Sri Lanka
55	National Water Supply & Drainage Board
56	Non-Governmental Organizations
57	Professional Bodies
58	Property Developers
59	Provincial Councils
60	Public Utilities Commission of Sri Lanka
61	Railway Authority
62	Religious Groups
63	Research Organizations
64	Road Development Authority
65	Sri Lanka Engineering Council
66	Sri Lanka Institute of Development Administration
67	Sri Lanka Land Development Corporation
68	Sri Lanka Tourism Development Authority
69	Suppliers
70	Telecommunication Regulatory Commission of Sri Lanka
71	Telecommunication Service Providers
72	Tenants
73	Tourists
74	Trade Associations
75	Universities
76	Urban Settlement Development Authority

Annexure 05

Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
Structural Efficiency and Governance Framework	1.1	The effectiveness of urban development project implementation at the UDA has been affected by a lack of consistent long-term planning. Changes in administrative structures and shifts in leadership often lead to adjustments or delays in planned initiatives. As a result, strategic plans may be revised or paused during implementation, causing projects to progress in a fragmented manner and sometimes face resource constraints. This situation can reduce stakeholder engagement, weaken continuity within the institution, and slow the overall progress of urban development efforts. In the absence of a stable and continuous planning framework, multi-stage projects may lose alignment over time, affecting their efficiency, financial viability, and ability to respond to changing urban needs. Maintaining planning continuity is therefore important to support steady and sustainable urban development.
	1.2	UDA's planning activities are frequently influenced by immediate needs rather than being guided by a fully integrated long-term urban vision. As a result, some planning decisions tend to focus on short-term priorities, which can limit the organization's ability to guide development in a more consistent and forward-looking manner and may lead to initiatives that are less well coordinated over time.
	1.3	The absence of consistent criteria and mechanisms for declaring urban areas has, in some instances, resulted in the inclusion of areas with rural characteristics. This has led to broader planning boundaries, which may have contributed to delays in the planning process. *Source: Urban Development Authority* (2025/8/13). Initial meeting minute of Planning Zone II of UDA.
	1.4	Development planning continues to be a core function of the UDA. However, reviews indicate that some planned projects and development plans have experienced delays in reaching full completion. These delays are largely associated with challenges in mobilizing investment and coordinating implementation across divisions. As a result, certain initiatives take longer to progress from planning to execution, which may affect the timely realization of intended outcomes.

Annexure 05

Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
	1.5	Land allocation often lacks strategic foresight, resulting in fragmented urban growth patterns and eroding public trust in UDA's ability to guide sustainable development.
	1.6	Inadequate planning protocols and lack of accountability mechanisms have led to disconnected procurement activities and limited authority to implement the audit recommendations, undermining effective execution. *Source: Auditor General's Report – UDA (2020,2021)*
	1.7	Audit reports frequently highlighted concerns over transparency and procedural adherence in development projects and land allocations. Housing schemes and infrastructure initiatives were noted for cost overruns, unclear beneficiary targeting, and weak monitoring frameworks. The consequence is a growing perception of institutional opacity and uneven impact across urban sectors. Over time, this weakens stakeholder trust and impedes the Authority's ability to mobilize support for future interventions. *Source: Auditor General's Report – UDA (2020,2021)*
	1.8	Many initiatives struggle to attract funding due to poorly articulated value propositions, unclear revenue models, and weak feasibility assessments. As a result, UDA's current plans often do not meet the standards of bankable or investable projects, limiting their ability to attract private capital, concessional finance, or development partner funding. This financial bottleneck constrains UDA's capacity to scale successful initiatives and sustain long-term development objectives, perpetuating a cycle where strategic plans exist on paper but lack the commercial robustness required for real-world implementation.

Annexure 05

Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
	1.9	Findings reveal that feasibility studies are frequently conducted by the same entities responsible for executing the projects. This practice raises concerns regarding the independence and technical accuracy of the assessments, potentially compromising objectivity and leading to functional deficiencies in project design and implementation. The lack of separation between evaluation and execution, limits the credibility of feasibility outcomes and might result in suboptimal resource allocation and strategic misalignment. *Source: Urban Development Authority. (2025/8/12). Initial meeting minute of Finance Division of UDA.*
	1.10	Siloed operations within the UDA, hinder the seamless transition from planning to execution. The lack of cross-divisional collaboration and smooth transition delays project rollouts, reduces operational efficiency, and prevents the organization from leveraging internal synergies that could accelerate development outcomes.
	1.11	Poor record-keeping practices such as duplicated entries and inconsistent use of unique identifiers like land codes lead to fragmented datasets that results in lack of a unique source of identification, which hinder coordination across divisions. The absence of uniform data formats and metadata protocols complicates integration, especially with legacy systems.
	1.12	Fragmented data and poor coordination between divisions further undermine the potential for data-driven urban planning, making it difficult to initiate projects accurately and align them with broader development goals.
	1.13	The UDA faces significant challenges due to the absence of standardized operating procedures (SOPs) and planning manuals resulting in inconsistent methodologies, ad-hoc processes, and variable plan quality, ultimately reducing the effectiveness of urban planning outcomes. This also could lead to operational disruptions and loss of institutional knowledge, when key personnel exit without structured handover mechanisms.

Annexure 05

Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
Financial Management and Accounting	2.1	While the UDA has access to several potential revenue streams including land value capture, consultancy fees, and public-private partnerships, climate finance these avenues appear to have been underutilized. Recurrent audit observations have pointed to areas for improvement in financial management practices, suggesting that there might be untapped opportunities to enhance fiscal performance. Consequently, resource limitations have continued to constrain the Authority's operational reach and its ability to scale up investment in key development initiatives.
	2.2	The absence of robust cost control measures across divisions, leads financial inefficiencies persist across the UDA, with recurrent expenditure exceeding income by Rs. 50–100 million annually. High-maintenance assets, non-performing or underutilized properties, and a lack of strategies for disposal or redevelopment led to operational costs, straining the UDA's budget. *Source: Urban Development Authority. (2025/8/12). Initial meeting minute of Finance Division of UDA*
	2.3	The absence of a structured revenue strategy has contributed to limitations in financial traceability and reduced transparency regarding the Authority's income sources. This lack of strategic oversight leads to difficulties in tracking the origin, flow, and allocation of funds, making it challenging to produce accurate financial reports or conduct meaningful audits.
	2.4	Audit reports consistently noted weak internal controls in project accounting and asset management with limited reconciliation between physical assets and financial records. In consequence, financial reporting might lack credibility and resource misallocation risks might have remained unaddressed. In the long term, this would undermine institutional accountability and impair strategic budgeting for urban development initiatives
	2.5	The absence of robust financial due diligence prior to project initiation, has led to the selection of low-return or politically influenced projects, diverting resources from high-impact urban initiatives.

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Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
	2.6	The UDA lacks a structured policy or strategic framework to effectively balance its mandate for socially beneficial, non-revenue-generating interventions with the pursuit of commercially viable and financially sustainable development projects. Consequently, there is no systematic mechanism to evaluate, prioritise, and resource initiatives in a manner that aligns social impact objectives with long-term financial sustainability.
	2.7	Several completed projects (E.g. Housing Projects) incur maintenance costs that exceed their revenue potential, resulting in long-term operational burdens. This highlights a gap in financial planning and sustainability frameworks, where non-revenue-generating assets lack dedicated support mechanisms (such as grants, budget allocations or subsidies). *Source: Urban Development Authority. (2025/8/12). Initial meeting minute of Finance Division of UDA.*
Procurement and Contract Management	3.1	Systemic procedural lapses within UDA are evident in non-compliance with procurement guidelines and recurrent delays in project execution. Although irregularities in tendering, contract management, and fund utilization were repeatedly flagged in the Auditor General's reports, corrective measures remained insufficient. As a result, project timelines and quality standards were compromised. In the short term, this stalls service delivery; in the long term, it causes inefficiencies and exposes the Authority to reputational and legal risks. *Source: Head 123 – Ministry of Urban Development and Housing Audit Report (2022,2023)*
	3.2	Findings highlight systemic weaknesses in the planning and accountability processes. The absence of strict protocols to address inaccurate data from divisions at the UDA, has contributed to the development of unfeasible procurement plans. This issue is compounded by the lack of integration between procurement activities and broader corporate strategies, resulting in misaligned priorities and inefficient resource use. Furthermore, the absence of a mechanism to repurpose or restructure failed assignments, limits institutional learning and contributes to repeated inefficiencies. *Source: Urban Development Authority. (2025/8/6). Initial meeting minute of Procurement Unit of UDA.*

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Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
	3.3	The Procurement function at UDA remains partially decentralized, with individual divisions authorized to undertake procurements up to LKR 1 million. Here challenges have been identified in maintaining complete and accurate records of organization-wide procurement activities and leading to inconsistencies in the application of procurement policies and procedures.
Workforce Development and Talent Optimization	4.1	The absence of a realistic cadre planning process that reflects the UDA's actual staffing requirements has hindered the organization's ability to systematically address capacity gaps. Consequently, the current recruitment process faces challenges in responding to staffing needs in a timely and effective manner, which impacts overall operational efficiencies.
	4.2	The absence of clearly defined job descriptions has contributed to uncertainty in career progression and limited access to role-specific benefits. • Low Morale and Dissatisfaction: When employees are not fully aware of the full scope of their role or what it takes to advance, they might feel undervalued and frustrated, leading to a general decline in job satisfaction. • Skill-Benefit Mismatch: Without clear roles, specific skill requirements or high-value responsibilities might not be formally recognized, meaning employees might be performing complex tasks but not receiving the corresponding benefits tied to that level of work. • "Invisible" Work: Employees often take on tasks outside their presumed role, but because there is no formal description, this work remains "invisible" during performance reviews, making it hard to argue for promotions or raises. • Stalled Career Growth: Career progression becomes subjective and arbitrary. Employees don't have a clear roadmap showing the skills or experience needed to move from Role A to Role B, creating a bottleneck in their development. • Increased Turnover: High-performing individuals who feel their contributions are not recognized or who see no clear path forward will seek opportunities at organizations with more structure and transparency. • Role Duplication and Gaps: Without clear definitions, multiple employees might end up performing the same tasks, or, conversely, critical tasks might be missed entirely because everyone assumes someone else is responsible for them. This creates inefficiency and operational gaps.

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Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
	4.4	The current staffing composition reflects a large proportion of non-professional personnel (58%), while the number of professional staff (42%) remains limited. This imbalance places significant strain on the organization, as the responsibility for planning, decision making, and technical execution rests primarily with a small cadre of professionals. Without adequate professional capacity to guide and manage operations, the effectiveness of institutional performance is constrained, and the potential contributions of nonexecutive staff are not fully optimized. *Source: Urban Development Authority. (2025/8/18). Initial meeting minute of Human Resources and Administration Division of UDA*
	4.3	Limited access to job-specific training has left many employees underprepared to perform their roles effectively. This gap is further widened by a lack of transparency in how foreign learning opportunities are allocated, leading to perceptions of unequal access to professional development. Together, these issues contribute to reduced motivation, centralized decision-making, and weakened collaboration across the organization. • Increased reliance on head office personnel for decision-making. • Logistical barriers (e.g., travel, accommodation) hinder training participation in remote sites. • Weak interdepartmental collaboration due to unclear engagement protocols. • Poor task handovers between divisions due to limited understanding of processes. • Delays in execution and missed opportunities.
	4.4	Due to the lack of a formal and clear grievance redressal platform, employees lack a structured mechanism for raising concerns or resolving workplace issues. Consequently, petitioning is often used, a method that could be both inefficient and discouraging.
Technology Adoption and Digital Integration	5.1	The introduction of online approval systems and GIS-based planning tools marked a shift toward digital governance. However, UDA's adoption across departments and regions has remained uneven. Technical capacity gaps and resistance to procedural change have limited the effectiveness of these innovations. As a result, the intended gains in efficiency, traceability, and data-driven decision-making were identified to be diluted. In the short term, it was understood that this practice might have perpetuated delays and inconsistencies in project approvals; while in the long term, it might stall the transition to a modern, responsive urban planning. *Source: Urban Development Authority. (2025/8/15). Initial meeting minute of Planning Zone I Office of UDA.*

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Gap Analysis

Targeted Enhancement Area	Gap No	High-Level Gap
	5.2	Findings indicate that the lack of a centralized interoperable system continues to pose challenges for evidence-based planning. Limitations in data availability, accuracy, and reliability have made it difficult to generate timely insights, coordinate across divisions, and support strategic decision-making with confidence.
	5.3	The absence of integrated systems and limited technological capacity have led to fragmented operations, where departments operate in isolation without shared platforms or data flows. This disconnect hinders audit traceability, as records are scattered across multiple systems with no unified tracking mechanism. It also constrains broader adoption of service delivery options such as online payments, because the infrastructure needed to support seamless, end-to-end digital transactions is either missing or incompatible across units.
	5.4	Lack of systems to monitor the full lifecycle of project income and costs, limits financial visibility and impairs data-driven decision-making, making it difficult to assess viability or adjust strategies proactively.
	5.5	The absence of continuous project monitoring tools such as divisional dashboards has significantly undermined the institution's ability to track overall project progress, assess current status, and monitor remaining tasks and deadlines. This lack of visibility has contributed to reduced staff motivation and a growing tendency to prioritize individual recognition over collaborative achievement.
	5.6	The absence of official or dedicated email accounts provided by the UDA to its employees. This gap in infrastructure has led staff to rely on personal email accounts and private cloud platforms to store and share official documents. These personal platforms often lack the encryption standards, access controls, and audit trails mandated by national cybersecurity guidelines. As a result, the institution has experienced incidents of unauthorized access, accidental sharing, and third-party breaches. Without a centralized system for secure data storage and sharing, UDA risks losing visibility and control over its own information, compromising both operational integrity and data security. *Source: Urban Development Authority. (2025/8/18). Initial meeting minute of ITS Division of UDA.*

Annexure 05

Gap Analysis

Targeted Enhancement Area	Gap Index	High-Level Gap
	5.7	Device provisioning practices have not consistently aligned with the functional requirements of specific roles or job tasks, resulting in inefficiencies and suboptimal resource utilization. Furthermore, the allocation and availability of IT licenses and subscribed software are not routinely communicated to staff, leading to ambiguity regarding their intended use. This contributes to uncertainty around user access and raises concerns about the accountability and oversight of digital resource deployment.
	5.8	The use of unauthorized or pirated software significantly heightens cybersecurity threats, exposing systems to malware, data breaches, and operational failures. These unauthorized tools lack vendor support and expose systems to malware, data breaches, and operational failures. With no system in place to monitor, approve, or update software usage, the institution remains vulnerable. *Source: Urban Development Authority. (2025/8/18). Initial meeting minute of ITS Division of UDA.*
	5.9	The use of freelance-developed tools and open-source platforms without proper oversight or security protocols, poses a significant risk to data integrity and system reliability. In the absence of standardized vetting procedures, these platforms might introduce vulnerabilities that compromise institutional cybersecurity. *Source: Digital Government Policy by Information and Communication Technology Agency of Sri Lanka (2022)*
Monitoring, Evaluation and Stakeholder Engagement	6.1	Findings indicate that the organization does not consistently conduct post-impact evaluations, limiting its ability to assess the effectiveness and long-term outcomes of implemented initiatives. Together, these limitations hinder evidence-based learning, reduce accountability, and weaken the strategic alignment of future interventions.
	6.2	Channels for public input and participatory planning remained inadequate, with limited institutional mechanisms for citizen engagement. Consultations, where conducted, often lacked follow-through. This exclusionary approach failed to capture ground-level insights critical to inclusive design. The consequence is a persistent disconnect between planning authorities and urban communities, which in the long term, undermines civic trust and the sustainability of urban initiatives.

Annexure 05

Gap Analysis

Targeted Enhancement Area	Gap Index	High-Level Gap
	6.3	Fragmented institutional frameworks and overlapping responsibilities between agencies often slow project execution and create procedural ambiguities. These overlaps can result in conflicting mandates, duplicated approval processes, and delayed consensus. Without a strong coordination mechanism, critical decision-making and resource mobilization become prolonged, turning implementation into a complex administrative negotiation. This lack of interagency coherence not only delays outcomes but also increases costs and erodes stakeholder confidence. Strategic interventions to clarify roles and improve coordination are essential to minimize these systemic delays.

Annexure 06

Mapping Goals to SDGs

#	UDA Corporate Goal	Sustainable Development Goals	SDG Target	Analysis of Alignment
1	Cohesive Urban Development.	 	11.b	Implement integrated policies for resilience
			11.3	Inclusive and sustainable urbanization
			11.7	Universal access to green public spaces
			13.1	Strengthen resilience and adaptive capacity to climate hazards
2	Resource Excellence.		16.6	Develop effective, accountable, and transparent institutions
			16.7	Ensure responsive, inclusive, and representative decision-making
3	Digital Transformation.	 	9.c	Universal access to ICT
			11.a	Strengthen national and regional development planning
4	Financial Stability.		11.4	Protect cultural/natural heritage

Annexure 06

Mapping Goals to SDGs

#	UDA Corporate Goal	Sustainable Development Goals	SDG Target	Analysis of Alignment
5	Esteem Institution.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	16.5	Substantially reduce corruption
			16.6	Develop effective, accountable, and transparent institutions
			16.7	Ensure responsive, inclusive, and representative decision-making
6	Strategic Collaboration.	17 PARTNERSHIPS FOR THE GOALS	17.16	Enhance the Global Partnership for Sustainable Development
			17.17	Encourage and promote effective public, public-private, and civil society partnerships

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