



FINAL REPORT

Evaluation of the Peacebuilding Window of UN Sri Lanka SDG Fund

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Acronyms

CBO	Community Based organization
CSO	Civil Society Organization
IP	Implementing Partner
EWRM	Early Warning and Response Mechanisms
FGD	Focus Group Discussion
IDP	Internally Displaced Persons
KII	Key Informant Interview
PBW	Peacebuilding Window
PVE	Prevention of Violent Extremism
RCO	Resident Coordinator's Office
SDG	Sustainable Development Goals
ToC	Theory of Change
ToR	Terms of Reference
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
UNPBF	United Nations Peacebuilding Fund
UNRCO	United Nations Resident Coordinator's Office
UNSDCF	United Nations Sustainable Development Cooperation Framework
WB	World Bank

EXECUTIVE SUMMARY

This mid-term evaluation assesses the performance, relevance, and strategic value of the **Peacebuilding Window (PBW)** of the Sri Lanka SDG Fund, covering the implementation period from **2022 to 2024**. The evaluation is based on a comprehensive methodology combining **qualitative interviews, focus group discussions, and quantitative data collection** across the **Northern, Eastern, and Colombo regions**, with participation from UN agencies, donors, government actors, civil society organizations, Implementing Partners, local beneficiaries and a sample control group.

The evaluation was undertaken to:

1. Consolidate **lessons learned** from PBW-supported peacebuilding activities.
2. Assess the **relevance, effectiveness, coherence, efficiency, impact, sustainability**, and **gender and human rights integration** of PBW interventions.
3. Identify **strategic recommendations** and **emerging priority areas** for future programming.

The assessment also aligns with broader intervention objectives such as sustaining peace, enhancing resilience, and promoting evidence-based policymaking.

Key Findings

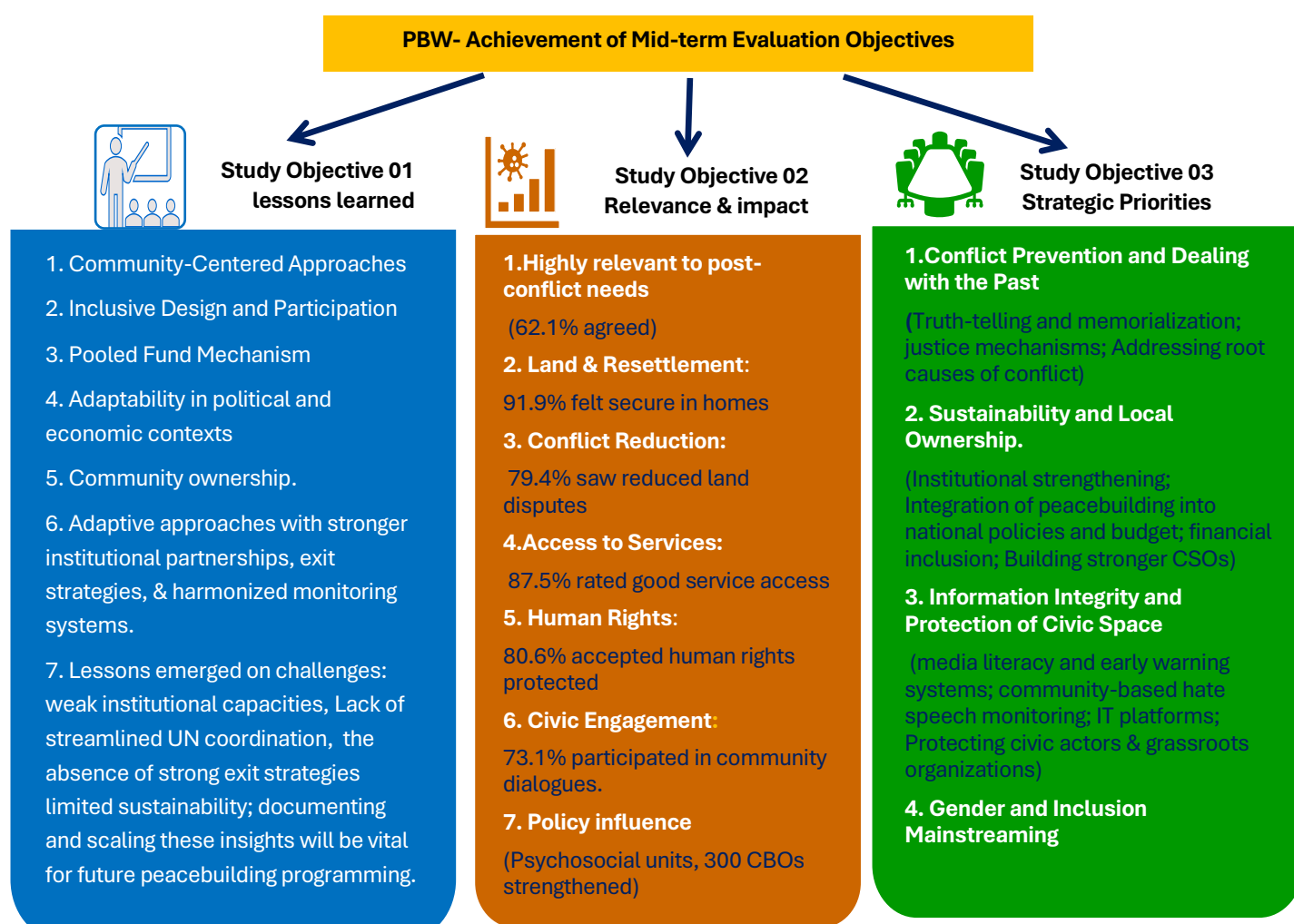


Figure 1 Achievement of Mid Term Evaluation Objectives

Key Impacts of the Peacebuilding Window UN Sri Lanka SDG Fund Project

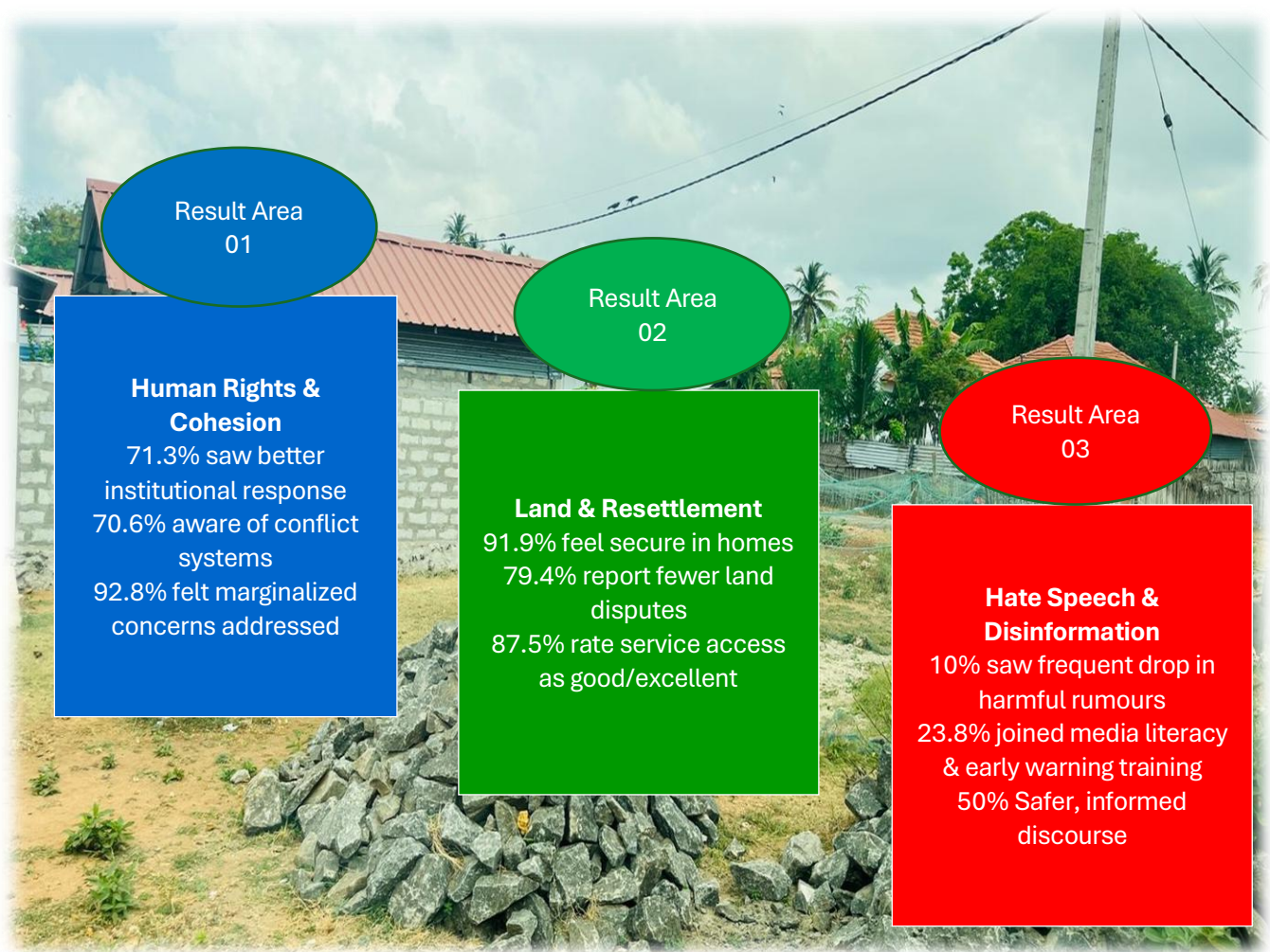


Figure 2 Key impact of the Peacebuilding Window

Achievement of Mid-term Evaluation Objectives

Study objective 01: Consolidate lessons learned through peacebuilding activities

The evaluation highlights several critical lessons. First, **community consultation and victim-centric approaches** have proven to be central in ensuring the relevance and inclusivity of PBW interventions. Measures such as childcare provision and disability support increased participation from marginalized groups, showing that small but intentional design adjustments can significantly enhance inclusivity. Second, **inclusive design and participation** are practical lessons for future programming, as removing barriers enables marginalized groups to actively shape outcomes. Third, the **pooled funding mechanism** emerged as a strong enabler, providing cover for politically sensitive work, reducing duplication, and supporting efficiency. Fourth, PBW's **adaptive programming** shifting focus in response to political changes, economic crises, or donor priorities illustrated the importance of flexibility in volatile contexts. Fifth, **community ownership** ensures that local communities are not only beneficiaries but also active participants in identifying priorities, shaping interventions, and sustaining outcomes. However, **lessons also emerged on challenges**: weak institutional partners, fragmented UN agency coordination, and the absence of strong exit strategies limited sustainability in some cases. Documenting and scaling such lessons will be key for shaping future peacebuilding programming.

Study Objective 02: Examine the relevance and impact of PBW

The evaluation confirms that PBW interventions were **highly relevant** to Sri Lanka's evolving post-conflict priorities, particularly in reconciliation, land reform, human rights, and social inclusion. Beneficiaries perceived tangible improvements in areas such as **land security** (91.9% felt secure in their homes), **reduced land disputes** (79.4% reported fewer tensions), and **better access to services** (87.5% rated service access good or excellent). Impacts extended to **institutional responsiveness**, with 71.3% of beneficiaries acknowledging improved government engagement, and **social cohesion**, with 92.8% affirming that marginalized concerns were addressed. Importantly, PBW also influenced systemic outcomes, such as contributing to national reconciliation policy frameworks and transferring psychosocial units and information systems to government ownership. Yet, uneven results across interventions revealed limitations: donor withdrawal constrained funding, some related projects achieved less than 25% of potential, and sustainability perceptions were low (only 23.8% believed benefits would continue post-external support). Overall, PBW's relevance is strong, but its long-term impact depends on deepening institutional reforms and strengthening sustainability mechanisms. The following presents a summary assessment of relevance, effectiveness, coherence, efficiency, impact, sustainability, and the integration of gender and human rights within PBW interventions.

- **Relevance:** The PBW is seen as highly relevant to Sri Lanka's peacebuilding priorities. It aligns well with **national goals on reconciliation, land reform, and inclusion**, and has adapted effectively to **political and economic changes**. More than 60% of stakeholders agree that PBW interventions are strongly relevant to their political, social, and cultural context, and another 28.9% rated them as moderately relevant. The programme has been especially inclusive, **giving priority to women, youth, people with disabilities, and other marginalized groups**. It has worked well in **addressing social challenges** such as hate speech and civic exclusion but has been **less effective in tackling deeper structural issues** like land disputes. Looking ahead, its continued relevance will depend on moving from response to prevention, with greater focus on truth-telling, memorialization, and addressing the root causes of conflict.
- **Coherence:** While the strategic design of PBW was logically **aligned with peacebuilding goals and frameworks** such as the UNSDCF and UNDP CPD, **coordination among implementing UN agencies** was often fragmented, with limited joint planning and results integration. The PBW further demonstrated strong internal and strategic coherence, with clear **alignment between objectives, interventions, and intended peacebuilding outcomes**. Survey data show that 86.4% of respondents reported good coordination, 77.8% indicated PBW complemented other programmes, and nearly 60% noted strong harmonization between UN agencies and government stakeholders. While early implementation showed uneven inter-agency coordination, PBW strengthened collaboration, minimized duplication, and strategically complemented other peacebuilding and development initiatives, reinforcing its relevance to Sri Lanka's post-conflict recovery.
- **Effectiveness:** The PBW produced tangible results, including land restitution for displaced families, livelihood support, vocational training, and the establishment of psychosocial units. It demonstrated notable effectiveness in advancing inclusive development, resilience, and reconciliation, with 75.4% of surveyed respondents rating interventions as *Effective* (49.4%) or *Very Effective* (26.0%). Quality delivery was also affirmed, with 77% confirming outputs were completed with good quality. Field-level adaptations such as childcare and transport support enhanced women's participation, while livelihood initiatives contributed to improved incomes, housing, and community trust-building. Despite funding and

coordination challenges, strong UN leadership and inter-agency collaboration positioned the PBW as a credible and catalytic mechanism for peacebuilding. Key enablers of effectiveness included the Pooled Fund mechanism, a consultative and multi-sectoral approach, capable leadership of the UN Resident Coordinator, and strengthened inter-agency coordination.

Political willingness significantly affected PBW outcomes in Sri Lanka. Frequent changes in government and shifting political priorities led to setbacks and delays, requiring continuous efforts to rebuild consensus. Despite these challenges, PBW projects-maintained resilience through strong design and adherence to the **“Do no harm”** principle.

- **Efficiency:** The PBW demonstrated an overall cost-effective and adaptive approach in a challenging post-conflict and economic crisis context. A strong majority of respondents (74.5%) agreed that resources were used efficiently, while 77.4% confirmed output was delivered on time. Pooled funding and collaborative initiatives, such as joint programming by ILO, UNFPA, and UNESCO, reinforced value-for-money and operational flexibility. However, systemic inefficiencies particularly related to high overhead costs, coordination delays, and weak monitoring frameworks limited optimal delivery. Strengthening ground-level capacities, unified M&E systems, and streamlined decision-making will be critical to sustaining efficiency gains.
- **Impact:** The PBW contributed measurably to peacebuilding and resilience in Sri Lanka, particularly in the Northern and Eastern Provinces, through livelihood recovery, land restitution, housing, and empowerment of marginalized groups. Survey data shows 90.2% of respondents recognized its contribution to peace and reconciliation, with 43.0% rating the impact as *Significant* and 47.2% as *Moderate*. Tangible gains included permanent housing, vocational training, and expansion of civil society platforms such as *Vridi*, which grew from 30 to 300 CSOs. Beyond material support, PBW fostered community trust, inclusion, and dignity, while also influencing systemic change by strengthening national reconciliation policy and transferring psychosocial services to government structures.

The PBW has made a tangible contribution to peacebuilding in Sri Lanka by **restoring trust, reducing tensions, and strengthening governance**. In the Northern and Eastern Provinces, 79.4% of land disputes were resolved and 91.9% of families reported secure tenure, directly addressing a key driver of conflict. Confidence in institutions improved significantly, with 91.3% of respondents trusting local institutions and 83.8% noting stronger inter-community relations. Civic space and inclusion were also expanded, with 83.7% of marginalized participants believing their voice influenced decisions, and women (91.9%), youth (90.6%), and persons with disabilities (88.8%) perceiving the process as inclusive. At the systemic level, 71.3% reported improved government responsiveness and 100% of relevant reconciliation policies were adopted nationally, embedding peacebuilding gains into governance frameworks.

*“PBW interventions **restored trust, reduced tensions, and strengthened governance** in post-conflict Sri Lanka with over 90% of beneficiaries reporting secure land, stronger institutions, and more inclusive community relations.”*

PBW interventions addressed politically sensitive issues, such as election and hate speech monitoring, that bilateral actors could not directly engage with. By fostering community healing and reducing social tensions, they created stability that supported Sri Lanka’s broader development efforts.

- Sustainability:** The PBW embedded sustainability through government co-signature, transfer of core interventions such as the Information Management System and psychosocial units, and partnerships with ministries, CSOs, and vocational institutions. Evidence of durability was observed, with the government allocating budget for IMS maintenance and psychosocial units continuing operations post-withdrawal of UN experts. However, sustainability perceptions among beneficiaries were mixed: only 23.8% believed benefits would continue without external support, while 46.4% said “No” and 24.3% were uncertain. Community readiness to maintain results was also low, with just 28.9% affirming local capacity. These findings highlight the need for stronger exit strategies, deeper community ownership, and enhanced transition planning to secure long-term impact.
- Gender Equality and Human Rights:** PBW mainstreamed gender and rights-based approaches through targeted support for women, youth, victims, and marginalized groups. Still, implementation and tracking were inconsistent across all interventions.



Study Objective 03: Potential Areas of Strategic Exercises

Based on the findings, three key strategic areas for future programming are evident:

1. Conflict Prevention and Dealing with the Past – Stakeholders stressed the need for an explicit conflict prevention stream, with greater focus on truth-telling, memorialization, and transitional justice. Shifting from reactive resettlement-focused programming to addressing root causes of conflict is essential for durable peace.

2. Sustainability and Local Ownership – Future efforts should prioritize institutional strengthening, exit strategies, and integration into government budgets. Expanding financial inclusion tools (grants, microcredit, revolving funds) and building capacity of CSOs, youth, and women’s groups will enhance resilience and reduce dependency on donor funding.

3. Information Integrity and Civic Space – With rising hate speech, misinformation, and shrinking civic space, expanding media literacy, digital monitoring mechanisms, and protection of civic actors should be prioritized. Partnerships with grassroots organizations and technology platforms could help sustain democratic dialogue and safeguard rights.

4. Gender and Inclusion Mainstreaming- Stakeholders emphasized stronger gender budgeting and rights-based monitoring. Future programs should embed gender and inclusion indicators in monitoring to ensure equitable benefits for women, youth, and persons with disabilities.

Together, these areas suggest that future programming should move beyond service delivery toward structural transformation in governance, justice, and social cohesion, while strengthening community-led peace-building mechanisms.

Achievement of PBW Result Areas

PBW Result Area 1 – Strengthening Capacity for Human Rights Protection and Social Cohesion

The PBW significantly enhanced both institutional capacity and community engagement in conflict prevention and peacebuilding. Beneficiaries reported greater institutional responsiveness (71.3% vs. 65.1% control) and higher awareness of available conflict-resolution systems (70.6% vs. 55.8%). Gender equality and inclusion of marginalized groups were strong features, with over 80% reporting women were fully or actively engaged in interventions and 92.8% confirming that concerns of displaced persons, youth, and persons with disabilities were addressed. Human rights were embedded through victim-centered approaches, civil society partnerships, and legal aid, leading to 80.6% of beneficiaries perceiving improved rights protection (67.4% control).

Social cohesion indicators also improved, as reflected in the data: 83.8% of beneficiaries reported either ‘very positive’ (54.4%) or ‘positive’ (29.4%) relationships with other ethnic, religious, and linguistic communities, compared to slightly lower ratings in the control group (58.1% very positive’ and 2.3% negative). Participation in community dialogues was markedly higher among beneficiaries (73.1%) than the control group (48.8%), with 71.3% of beneficiaries expressing satisfaction with their participation versus only 34.9% in the control group. Confidence in having a voice in decision-making also improved, with 38.1% of beneficiaries stating they ‘always’ felt heard compared to just 18.6% in the control group, while only 1.9% reported they were ‘never’ heard, against 9.3% in the control group.

PBW Result Area 2 – Reducing Land Conflicts and Supporting Resettlement.

PBW interventions have contributed to greater security, reduced land-related tensions, and improved living conditions for resettled communities in the Northern and Eastern Provinces. A large majority of beneficiaries (91.9%) felt secure in their current residence compared to 69.8% of the control group, and 79.4% observed reductions in land and housing disputes. Access to essential services such as water, electricity, and healthcare was rated Excellent or Good by 87.5% of beneficiaries versus 60.5% of the control group, underscoring the PBWs role in enhancing resettlement outcomes. These improvements reflect the success of conflict-sensitive programming, mediation support, and infrastructure investment, although expansion to non-beneficiary areas is recommended to address disparities in service access and perceived safety.

PBW Result Area 3 – Reducing Hate Speech and Disinformation

PBW interventions contributed to strengthening community resilience against hate speech, misinformation, and harmful rumors. Beneficiaries were more likely than the control group to report reductions in harmful rumors (10% vs. 4.7%), although “rarely” remained the most common response, underscoring ongoing risks. Notable progress was seen in media literacy and early warning training, where beneficiary participation (23.8%) more than doubled that of the control group (11.6%). However, mixed perceptions of safety in expressing views publicly and online highlight the need for continued engagement to safeguard freedom of expression.

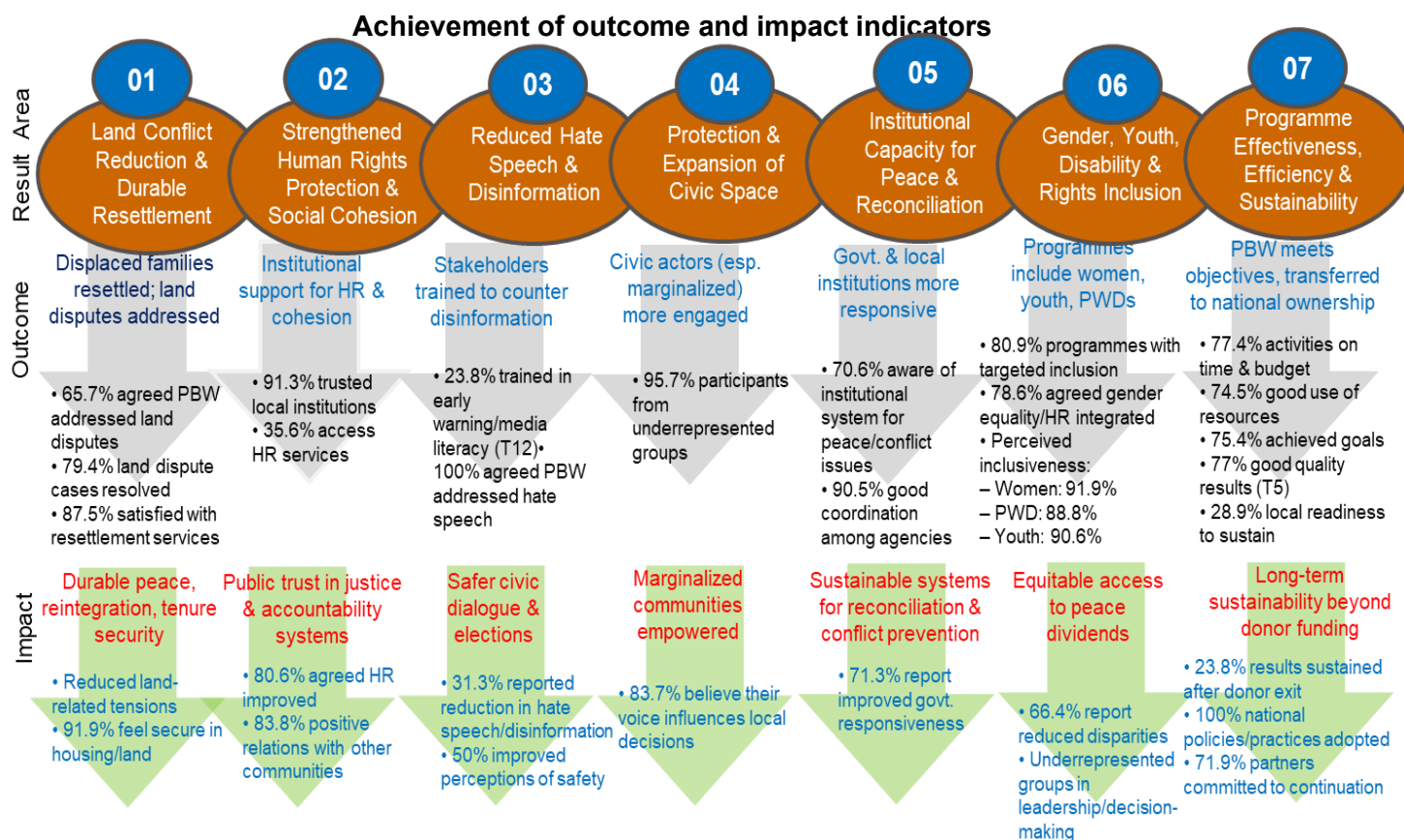


Figure 3 Achievement of outcome and impact indicators

Strategic Actionable Recommendations:

The evaluation highlights a phased approach to strengthening peacebuilding outcomes. At the **PBW level (immediate)**, priority should be given to improving monitoring and evaluation systems, embedding gender and rights-based approaches, and delivering tangible peace dividends through economic resilience. At the **systemic level (medium-term)**, efforts should focus on enhancing inter-agency coordination and institutionalizing bottom-up community ownership to ensure legitimacy and sustainability. Over the **long-term (strategic)**, PBW should leverage its positioning to shape national reconciliation frameworks and influence policy reform in transitional justice and peacebuilding, embedding lasting structures for durable peace.

Immediate Priorities (PBW-Level Fixes)

These address operational gaps and strengthen delivery in the short term. Outcomes of these actions will be stronger project delivery, inclusivity, and quick peace dividends to communities.

1. **Improve Monitoring and Evaluation Systems:** Enhance PBW's ability to capture peacebuilding outcomes by introducing digitalized, real-time tracking, harmonized indicators, and joint learning platforms. International best practice shows this is feasible: for instance, the UN Peacebuilding Fund in Liberia successfully applied digital dashboards to monitor trust-building and governance outcomes in real time. To strengthen M&E systems in Sri Lanka, PBW could: (i) develop a joint digital M&E platform with standardized peacebuilding indicators; (ii) build partner capacity in adaptive monitoring and data use; and (iii) pilot mobile-based beneficiary feedback mechanisms in the Northern and Eastern Provinces to ensure continuous community input.
2. **Apply Gender Budgeting and Rights-Based Monitoring:** Ensure gender equality and human rights are embedded as core standards across all PBW interventions, moving beyond safeguards to a systematic

practice. A relevant best practice comes from Nepal, where UN Women supported the integration of gender-responsive budgeting into local peace committees in the post-conflict context. To operationalize this in Sri Lanka, PBW could: (i) integrate gender budgeting templates into all financial planning processes; (ii) conduct a dedicated gender budgeting assessment to identify resource gaps; (iii) require all interventions and projects to report on gender and rights-based outcomes, not only participation numbers; and (iv) partner with the Ministry of Women to institutionalize gender budgeting within national reconciliation frameworks

Medium-Term Priorities (Systemic Measures)

These strengthen greater institutional coherence, legitimacy, institutional ownership of peacebuilding, and stronger linkages between communities and national priorities.

3. **Strengthen the existing Joint Results Framework and Harmonize Inter-Agency Coordination.** Move from fragmented project reporting to a unified framework that aligns with the UNSDCF and enables collective influence on national development and reconciliation policy. *Somalia's UN Multi-Partner Trust Fund* created a unified results framework for peace and state-building. Proposed actions are: (i) Strengthen the PBW Results Working Group across agencies, (ii) Align PBW indicators with UNSDCF and national SDG targets. (iii) Produce an annual “Joint Peacebuilding Results Report” for government and donors.
4. **Institutionalize Community-Centered Peacebuilding Mechanisms.** Transition from fragmented project-based reporting to a unified results framework that not only aligns with the UNSDCF but also enhances the collective UN contribution to national reconciliation and development priorities. International experience demonstrates the value of such alignment: in **Somalia**, the UN Multi-Partner Trust Fund established a unified results framework that improved coherence in peacebuilding and state-building; in **Colombia**, joint indicators across UN agencies strengthened collective accountability for peace dividends. Drawing on these lessons, PBW should: (i) strengthen the PBW Results Working Group across agencies to drive joint planning, monitoring, and learning; (ii) align PBW indicators with both UNSDCF commitments and national SDG targets to ensure policy relevance and sustainability; (iii) introduce digital dashboards for joint results tracking to improve transparency and real-time coordination; and (iv) publish an annual “**Joint Peacebuilding Results Report**” for government and donors to enhance visibility, accountability, and policy influence.

Long-Term Priorities (Strategic Levers)

These shift PBW -level interventions to systemic, policy-level influence: Systemic transformation through durable reconciliation, strengthened governance, and policy reform.

5. **Establish a Conflict Prevention and Reconciliation Stream.** Embed truth-telling, memorialization, and dealing with the past into a coherent national peace-building framework to ensure durable reconciliation that extends beyond donor project cycles. International experiences demonstrate the power of such approaches: **South Africa's Truth and Reconciliation Commission** institutionalized truth-telling as part of national healing, while **Sierra Leone** effectively combined memorialization with community-based reconciliation rituals. To build on these lessons in Sri Lanka, the PBW could (i) provide sustained funding for **community-led memorial and storytelling PBWs** in conflict-affected areas to preserve inclusive narratives of the past; and (ii) integrate **psychosocial support and trauma healing services** into reconciliation programming to address deep-rooted grievances and foster trust between communities.

6. **Leverage PBW's Positioning to Influence Policy Reform.** Use PBW's credibility and convening power to shape transitional justice and peacebuilding reforms, embedding reconciliation and coexistence within national policy and governance structures. Global experience shows this is possible: **Tunisia's transitional justice process** was strongly influenced by UNDP and civil society coalitions, while the **UN Peacebuilding Fund in Côte d'Ivoire** directly supported the design of national peace policy reforms. To maximize PBW's role in Sri Lanka, the following actions are proposed: (i) use PBW's convening power to facilitate inclusive and multi-stakeholder policy dialogues on transitional justice and reconciliation; (ii) produce **policy briefs and evidence-based knowledge products** from PBW outcomes to inform ongoing national reform debates; and (iii) support the Government to design and adopt a **long-term National Action Plan on Reconciliation and Peace**, ensuring it is linked to the UNSDCF and aligned with national SDG commitments.
7. **Strengthen Institutional and Human Capacity of Implementing Partners:** To improve PBW outcomes, it is essential to **enhance the institutional and human capacity** of ground-level implementing partners. Key actionable steps include:

Table 0-1 Long-Term Priorities (Strategic Levers) Key Actionable Steps

Actionable Steps	Requirement	Responsibility
Targeted Capacity-Building Programs: Provide specialized training in project management, data and information sharing with the PBW team, monitoring and evaluation, and technical skills tailored to the needs of local staff.	CBOs/ Implement agencies at ground level	PBW UN
Retention Strategies for Skilled Staff: Develop incentives and career development pathways to reduce high-level staff attrition due to labor migration.	CBOs/ Implement agencies (IA) at ground level	CBOs/ IAs
Knowledge Transfer Mechanisms: Pair experienced staff with newer recruits through mentorship and on-the-job coaching to ensure continuity of expertise.	CBOs/ IAs	CBOs/ IAs
Strengthening Organizational Systems: Support improvements in internal processes, governance, and decision-making frameworks to enhance operational efficiency.	CBOs/ IAs	PBW UN
Strengthening information management systems: Online structured information system will enhance implementations, monitoring and evaluation processes.	All levels	PBW UN
Periodic Capacity Assessments: Conduct regular evaluations of institutional strengths and gaps to tailor interventions and monitor progress over time.	CBOs/ IAs	PBW UN

Addressing both institutional weaknesses and human capital shortages will improve responsiveness, reduce operational delays, and enhance overall impact.

1.1. Peacebuilding Window Background

The Peacebuilding Window (PBW) of the United Nations (UN) Sri Lanka SDG Multi-Partner Trust Fund remains a critical initiative in addressing the country's long-standing socio-political and ethnic challenges in the aftermath of its three-decade armed conflict. Although the civil war formally ended in 2009, Sri Lanka continues to grapple with unresolved historical grievances, entrenched socio-economic inequalities, and persistent ethnic tensions. These structural issues have contributed to fragile peace, stalled reconciliation, and weakened institutional trust, thereby undermining the country's sustainable development trajectory (de Mel, 2020; Fonseka & Raheem, 2011).

The context in which PBW interventions have been implemented (2022–2024) has been marked by unprecedented political and economic turbulence. Sri Lanka experienced its worst economic crisis since independence, triggered by policy mismanagement, declining foreign reserves, the collapse of tourism during COVID-19, and compounded by global shocks. In April 2022, the country defaulted on its sovereign debt for the first time, inflation skyrocketed to nearly 70%, and the Sri Lankan rupee was among the worst-performing currencies globally (IMF, 2023). Widespread shortages of food, fuel, and medicine led to mass citizen mobilizations, epitomized by the *Aragalaya* protests of 2022, which demanded democratic reforms and systemic change (Uyangoda, 2022). Although 2023 and 2024 witnessed political transitions, debt restructuring negotiations, and stabilization efforts supported by the IMF, these developments largely prioritized macroeconomic recovery, leaving reconciliation and inclusive peacebuilding efforts deprioritized at the national policy level (World Bank, 2023).

It is within this fragile and shifting landscape that the Peacebuilding Window assumes particular significance. By focusing on conflict prevention, strengthening social cohesion, and fostering inclusive governance, PBW directly addresses the risk of renewed polarization and the marginalization of vulnerable groups. Its interventions complement the state's stabilization efforts by ensuring that political and economic recovery does not occur at the expense of social justice, human rights, and democratic inclusivity. Importantly, PBW aligns with Sri Lanka's commitments to the 2030 Agenda for Sustainable Development, particularly Goals 10 (Reduced Inequalities) and 16 (Peace, Justice, and Strong Institutions).

Sri Lanka faced one of its worst economic crises in history:



Sovereign Default (April 2022): First-ever in the country's history



Inflation: Peaked at nearly 70%



Currency: Became the worst-performing globally



Severe Shortages: Food, fuel, and medicines ran out nationwide



Citizens' Movement: The *Aragalaya* protests demanded reform and accountability



This mid-term evaluation (2022–2024) seeks to assess the effectiveness, relevance, coherence, efficiency, impact, and sustainability of PBW interventions in this context of crisis and transition. The evaluation will highlight PBW’s contributions to reducing inequalities, enhancing resilience, and fostering durable peace especially in the conflict-affected Northern and Eastern Provinces, where communities continue to bear the legacies of war and exclusion. Findings will inform the future strategic direction of the programme, ensuring its alignment with Sri Lanka’s evolving socio-political realities and reinforcing its role as a vital instrument for reconciliation and inclusive development.

1.2. Objectives of the Evaluation

Aligned with the PBW's core goals, this evaluation aims to:

1. Consolidate **lessons learned** through PBW interventions for ongoing and future programming.
2. Examine the **relevance and impact** of peacebuilding efforts under the PBW.
3. Identify **minimum of three strategic areas** within or outside the current scope for future programming.
4. Evaluate the PBW against the OECD/DAC criteria: **Relevance, Coherence, Effectiveness, Efficiency, Impact, Sustainability**, and cross-cutting themes of **Gender Equality and Human Rights**.

Conceptualization of the Mid-term evaluation

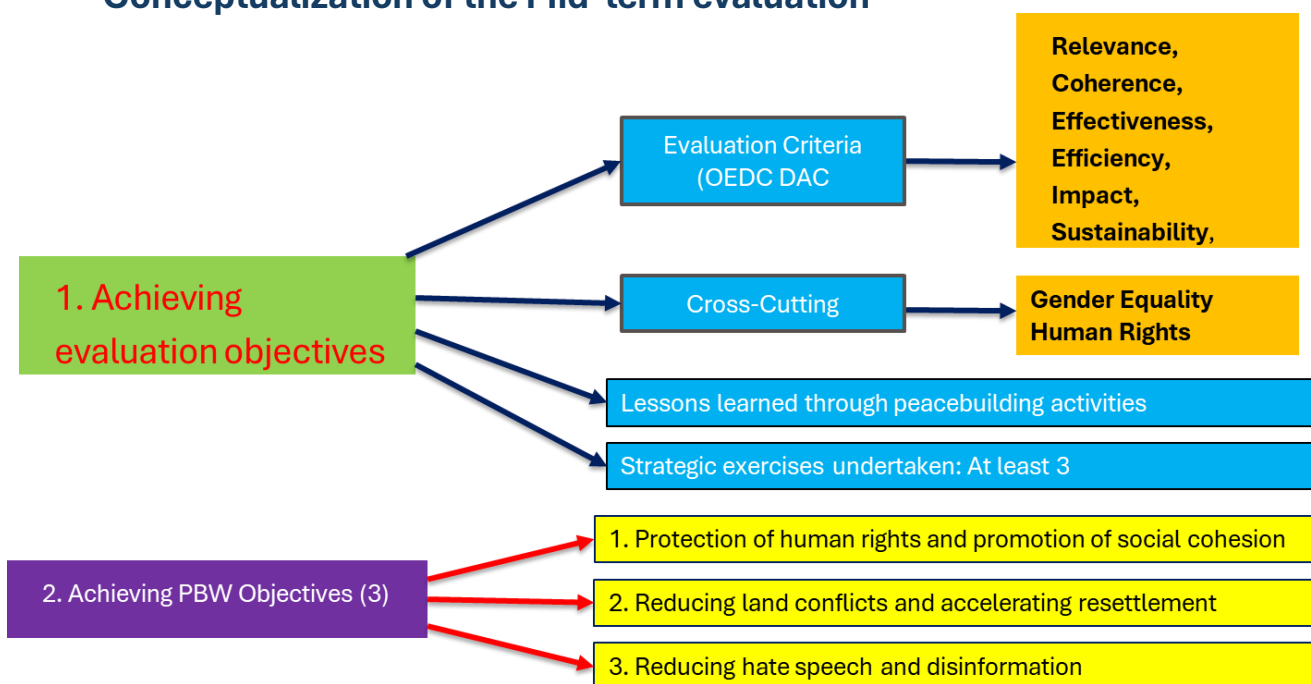


Figure 4 Conceptualization of the Mid-term evaluation

1.3. Methodology

This evaluation employs a **mixed-methods approach** to capture a comprehensive understanding of the subject matter by integrating both quantitative and qualitative data collection and analysis techniques.

1.3.1. Research Design

A convergent parallel mixed-methods design was utilized, enabling simultaneous collection and analysis of qualitative and quantitative data to triangulate findings and enhance the validity of the study outcomes.

1.3.2. Data Collection Methods

Key Informant Interviews (KIIs): A total of **70 informants** participated in KIIs and IDIs conducted as part of the evaluation. These included **29 KIIs with UN agencies** and donors (33 informants) and **9 KIIs and 6 IDIs** conducted at the field level (37 informants). All UN agencies engaged in the Peacebuilding Window participated in the process, except for WHO. In addition, KIIs were conducted with **four key donors**, providing valuable insights into strategic priorities and implementation dynamics.

Selection criteria: Informants were purposively selected to ensure representation of (i) agencies and donors directly involved in PBW planning, financing, and implementation, (ii) government counterparts at national and sub-national levels engaged in peacebuilding and reconciliation initiatives, (iii) civil society partners and community leaders in project locations, including women and youth representatives, and (iv) independent stakeholders such as researchers and practitioners with contextual knowledge. This purposive sampling allowed the evaluation to capture diverse perspectives from policy and funding priorities at the national level to operational challenges and impacts experienced in the field.

Reaching all targeted informants proved to be a challenging aspect of the data collection process. Some key informants were not available or unable to participate despite multiple follow-up attempts. Nevertheless, the team ensured broad and balanced representation, and the interviews that were conducted provided rich, relevant insights. All interviews were guided by semi-structured protocols, and data was collected ethically and consistently, with a strong focus on relevance, effectiveness, impact, and sustainability of the Peacebuilding Window's interventions.

Focus Group Discussions (FGDs): A total of **05 FGDs** were conducted across two provinces, involving **38 participants**. The approach for FGDs included CSOs, IPs, peacebuilders, one group of PBW beneficiaries, and one group of government officials. This adjustment ensured broader stakeholder coverage



and more contextually relevant insights. UNDP, UNOPS, IOM, and UNRCO provided flexibility and support, enabling the timely mobilization of participants as per the agreed schedule.

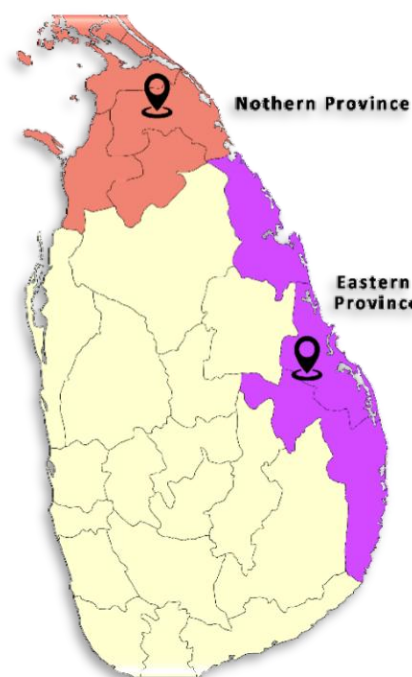
Structured Surveys: The survey was designed as a Knowledge, Attitudes, and Practices (KAP) study, aligned with the thematic priorities of the Peacebuilding Window, with a particular emphasis on resettlement-related interventions due to their strategic importance and funding scale. The survey instrument was tailored to the specific interventions, ensuring contextual relevance and clarity for respondents.

A sample of **274 respondents** was originally planned, inclusive of a control group, in line with the Peacebuilding Priority Paper (2024). However, due to field access constraints and availability of respondents, the survey was completed with **160** direct beneficiaries, **43** control group members, **5** UN agency PBW staff, **19** representatives from CSOs/IPs, and **8** local government officers.

The final survey tool was developed after approximately **75% of qualitative data collection** was completed, allowing insights from KIIs and FGDs to inform question design. This phased and participatory approach enhanced both the accuracy and relevance of the data collected. The quantitative component was used to measure prevalence, perceptions, and socio-economic variables directly related to the study objectives.

1.3.3. Geographical Coverage

The interventions evaluated under the Peacebuilding Window were implemented across the Northern and Eastern Provinces of Sri Lanka, covering all districts within these provinces. The sample for the survey was drawn to ensure representation from each district, capturing the diversity of geographic, ethnic, and contextual conditions relevant to the interventions.



1.3.4. Data Collection Tools

- **Quantitative:** The Kobo Toolbox platform was utilized for electronic data capture of survey responses, enabling efficient data management, real-time monitoring, and quality control. The tool supports offline data collection and is suited for challenging field environments.
- **Qualitative:** Audio recordings recorded with prior permissions and detailed notes from KIIs and FGDs were transcribed and subjected to **thematic analysis**. This process involved coding, categorization, and identification of emerging patterns and themes, facilitating an in-depth understanding of qualitative data.

1.3.5. Data Analysis

- Quantitative data from surveys are being analyzed using statistical software to generate descriptive and inferential statistics, enabling the identification of trends, correlations, and significant differences across groups.
- Qualitative data from interviews and discussions undergo rigorous thematic analysis, providing contextual richness and explanatory depth to complement quantitative findings.

1.3.6. Data Quality Assurance

To ensure data reliability and consistency, Quality Assurance (QA) measures were applied at each stage of the evaluation. This included protocols for data validation, error detection, and compliance with ethical and methodological standards through tools such as desk checks, code reviews, and data verification. Continuous monitoring, regular field updates, and clear communication with enumerators enabled timely identification of risks and supported adaptive responses during fieldwork.

1.3.7. Ethical Considerations

All sensitive data were handled in accordance with the United Nations Evaluation Group (UNEG) ethical guidelines. Informed consent protocols were followed, and all data were anonymized. Digital data were stored in encrypted, password-protected systems, and physical documents were securely destroyed after analysis. Access to raw data was restricted to the core evaluation team only.

1.3.8. Conflict-Sensitive Analysis

A new subsection addressed conflict-sensitive evaluation by integrating a contextual reading of political and social risks. Evaluation findings were interpreted with awareness of local and regional conflict histories. Triangulation techniques were applied to mitigate biases, particularly those rooted in political fear or social desirability, and to validate emerging findings.

1.4. Challenges and Limitations

- **Accessibility constraints:** Some conflict-affected and remote areas presented physical and some limited security barriers, limiting the ability to reach certain communities. This constrained the comprehensiveness of field-level engagement and required adjustments in sampling and prioritization of accessible locations.
- **Response biases, sensitivities and reliability:** Given the sensitive nature of some topics, there was a risk of social desirability or reluctance in responses. To address this, the team employed neutral, culturally sensitive engagement strategies, conducted pilot testing of questions, and adapted instruments to local contexts. Triangulation of data across KIIs, FGDs, and document reviews further enhanced reliability.
- **Field logistics and scheduling constraints:** Coordinating a large number of KIIs and Focus Group Discussions (FGDs) within the planned field schedule required flexibility and careful planning. Some planned FGDs had lower participation than anticipated, limiting group-level discussion in specific locations. In response, schedules were adapted, some KIIs were extended into more in-depth interviews, and buffer time was included to accommodate delays.
- **Ethical and methodological safeguards:** Facilitators trained in ethical, culturally sensitive interviewing practices were deployed. Sensitive questions were carefully framed, and multiple methods were used to ensure the credibility of findings.

Overall, while these constraints posed limitations to reach, representativeness, and participation, proactive mitigation measures including flexible scheduling, stakeholder facilitation, and triangulated methods ensured that the data collected remained robust, reliable, and sufficient to meet the objectives of the evaluation.

CHAPTER 2 : KEY FINDINGS

2.1. Relevance

The PWB remains **highly relevant** in addressing Sri Lanka's evolving post-conflict needs and priorities. While it has successfully aligned itself with key **national strategies**, particularly those related to **peacebuildingⁱ**, **reconciliationⁱⁱ**, **land reformⁱⁱⁱ**, and **social inclusion^{iv}**, it also responded to the changing **socio-political and economic context**. The sample survey data also indicates that the PBW was largely perceived as relevant to the local political, social, and cultural context, with nearly two-thirds expressing strong alignment.

Box 2.1: Literature of the PBW in related to Relevance

The existing literature further highlights the relevance of the PBW. Despite the formal end of the armed conflict in 2009, significant challenges persist in human rights, reconciliation, socio-economic recovery, and community safety, underscoring the need for continued peacebuilding efforts.

Human rights concerns continue to be a critical issue, as documented by the International Truth and Justice Project (2024), which reports ongoing cases of torture and sexual violence against ethnic Tamils well beyond the formal cessation of hostilities. This highlights the necessity for peacebuilding initiatives to focus on institutional reform and justice to prevent recurring violations.

Reconciliation efforts remain complex due to entrenched ethnic divisions and competing narratives of the conflict. As emphasized by Groundviews (2024), fostering social cohesion requires integrating educational reforms and community dialogue to promote critical thinking and address biases. Such approaches are crucial for healing fractured social relations and building mutual understanding.

Economic recovery also remains an integral component of peacebuilding. While reconstruction efforts have progressed, minority communities continue to experience socio-economic alienation (Modern Diplomacy, 2021). Programmes supporting micro-enterprise development have demonstrated potential in restoring livelihoods and strengthening inter-community ties, contributing to sustainable peace (War Prevention Initiative, 2021).

Additionally, landmine contamination remains a threat to community safety and economic activities in former conflict areas. The clearance efforts, critical for ensuring safety and enabling development, face risks due to funding shortfalls, as reported by AP News (2025). This situation calls for sustained support to fully realize demining targets and protect affected populations.

Finally, the involvement of external factors such as UN agencies and international donors has been pivotal in supporting Sri Lanka's peacebuilding process, providing technical assistance, resources, and facilitation of dialogue among stakeholders (Peace News, 2023). Their continued engagement is essential to address the multifaceted and evolving challenges in the post-conflict context.

In summary, these persistent and emerging challenges emphasize the continued importance and relevance of the PBW. The integration of justice, reconciliation, economic revitalization, community safety, and multi-stakeholder collaboration remains critical to achieving durable peace and stability in Sri Lanka.

Reference

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- AP News. (2025, February 2). *Sri Lanka's landmine clearance efforts at risk due to funding uncertainties*. <https://apnews.com/article/ce9a6506463fdd2701df38498ff7dac6>
- Peace News. (2023). *Sri Lanka's post-war peacebuilding and the role of external actors*. <https://peacenews.com/sri-lankas-post-war-peacebuilding-and-the-role-of-external-actors/>

(Table 2.1.) assesses stakeholders' perceptions of how well the activities and livelihood support is aligned with the political, social, and cultural context of the communities. Out of 235 respondents: A majority (62.1%) believed that the PBW was relevant either *fully* (24.7%) or *to a larger extent* (37.4%). An additional 28.9% stated that the activities were aligned *somewhat*, indicating moderate relevance. Only a small fraction felt the alignment was *to a smaller extent* (4.3%) or *not at all* (1.3%).

“The peacebuilding window interventions are doing the ‘right thing’ by aligning with government needs and priorities... everything the UN does in Sri Lanka supports the government and people.” –KII, UN Agency Representative

Strategic Flexibility and Responsiveness: A notable strength of the PBW has been its **strategic flexibility**, adapting to:

- **Shifting political leadership** and policy priorities,
- **Economic crises** that reshaped what was feasible, and
- **Donor interests**, particularly in “risky but critical” areas such as security sector reform, transitional justice, and accountability.

The political and economic conditions in the country during the project initiation and the implementation period were discussed by the participants. The following transcripts can be presented as evidence.

“The focus on politically sensitive but crucial areas like reconciliation, accountability, and security sector reform is directly responsive to donor advice and the perceived needs for riskier, pooled funding. The programmatic shifts have been driven by the quickly changing political context and the need to align with the new government's manifesto” –KII, UN Agency Representative

“The Peace Window has evolved from the GPP to a more “open” peace window, especially due to changes in political regime and events that created more space for open work by the UN. However, this evolution has also seen a shift away from a “deal with the past agenda” towards a policy that is perceived as “more massaging the government”. The Peace Window is now seen as “less brave” and “more consensual”, often avoiding sensitive but meaningful work. The space for UN agencies to shape and program interventions has been significantly reduced, with priorities being presented to them rather than being developed collaboratively. This has resulted in the fund not being “very representative of the type of actors and interventions.” –KII, UN Agency Representative

“The new government has been open about challenges and areas where they want UN support, and everything the UN does in Sri Lanka supports the government and people. The focus on politically sensitive but crucial areas like reconciliation, accountability, and security sector reform is directly responsive to donor advice and the perceived needs for riskier, pooled funding.”. –KII, UN Agency Representative

These show that the PBW interventions have significantly responded to the government's needs, policies, and priorities. Upon the new government's arrival, there was a mini restructuring to align with their manifesto, and a sectoral brief on sustaining peace and human rights was drafted to outline how the UN could support the government's policies. The government is “very much supportive” of the proposed work on land and reconciliation. Specific areas like downsizing and modernizing the armed forces, increasing participation in UN peacekeeping operations, and addressing land disputes are government-stated priorities that the UN aims to support. The consultative process, including meetings with governors and relevant ministries, ensures projects are aligned with government needs and obtain their agreement for co-signature.

This adaptability ensured the programme remained anchored in **national realities while retaining international legitimacy**.

“The goals and objectives have organically adapted to external realities, such as economic downturns and changes in government leadership, which influenced what could be realistically pursued.” – KII, Government Official

Relevance to Key Conflict Drivers: Evidence from stakeholders and beneficiaries (**Table 2.2**) shows that PBW’s relevance varied across different conflict drivers:

- **Land disputes:** Weakest performance, with only 6.3% reporting “fully addressed,” while one-third remained uncertain or felt efforts were limited indicating the need for stronger visibility and engagement.
- **Civic exclusion:** Moderate-to-strong relevance, with 46.9% believing it was addressed fully or to a larger extent, though a quarter still reported uncertainty or limited impact.
- **Hate speech:** Most positive results, with 50% saying “larger extent” and 43.8% “somewhat,” suggesting stronger resonance with community concerns.

This shows PBW was perceived as **more relevant to softer drivers of conflict (social cohesion, hate speech)** than to **structural drivers (land rights, restitution)**.

Community-Centered and Inclusive Approaches: PBW embedded a **victim-centric and inclusive lens** in both design and delivery:

- Prioritizing **marginalized groups** of families of the disappeared, single-headed households, and person with disabilities.
- Providing **practical enablers** such as childcare services to improve women’s participation.
- Using **participatory planning and grassroots consultations** to ensure cultural sensitivity and responsiveness to local needs.

(**Table 2.3**) demonstrates the extent to which the PBW interventions were inclusive of marginalized groups such as women, youth, and persons with disabilities. A significant majority of respondents (75.3%) indicated that these groups were *fully included*, suggesting a strong commitment to social inclusion and equity in project implementation. A further 20.4% noted *partial inclusion*, indicating that while efforts were made, some gaps may still exist in ensuring comprehensive engagement across all marginalized populations. Only a minimal proportion (2.1%) reported that such groups were *not included*, and an equal number had *no idea*, reflecting a relatively low level of dissatisfaction or uncertainty.

“Separate discussions were held with individuals from disability and marginalized groups to understand their needs...” – FGD Participant

Beneficiaries in the Northern and Eastern Provinces highlighted livelihoods, vocational training, and land restitution as particularly relevant for post-war recovery. For instance, the **VTA training programmes** in welding, carpentry, beautician work, and preschool teaching were described as practical and well-tailored to recovery needs.

Critical Feedback: While PBW was widely regarded as relevant, several stakeholders urged a **shift from response to prevention**, calling for a stronger **conflict prevention window**. Suggestions included embedding **truth-telling, memorialization, and addressing root causes of conflict**, to complement immediate livelihood and resettlement support.

“There should be a ‘conflict prevention window’ backed by a strong ‘dealing with the past’ agenda... heavy allocation to resettlement may divert resources from critical conflict drivers.” – Civil Society Representative

PBW's approach has been widely recognized for its **grassroots consultation mechanisms**, which ensured that **community voices** shaped project priorities.

“The peace window priorities and subsequent project designs were not determined arbitrarily but rather emerged from multiple rounds of discussions... ensuring that the priorities are defined from the grassroots level upwards.” – KII, UN Agency Representative

Beneficiaries in the Northern and Eastern Provinces noted the programme's strong focus on **livelihoods**, **land restitution**, and **vocational training** as especially relevant to their post-war recovery needs. The PBW interventions have actively engaged with resettlement communities through household visits, providing essential livelihood support.

“VTA conducted a range of courses, including welding, carpentry, beautician training, and preschool teaching (waiting for final assessment 24 beneficiaries also the beneficiaries for livelihood support underwent a two-day, face-to-face entrepreneurship skill development program (101 individuals). During this programme, we covered essential topics such as basic business knowledge, technical advice, gaining market access, understanding market competition, building vital networks, and strategies for business sustainability” FGD-Jaffna

“We’ve identified key areas for improvement within our district land rights, housing, and livelihood support.” – FGD Participant, Mullaitivu

Despite this relevance, some stakeholders advocated for the PBW to **recalibrate its focus from response to prevention**. Specifically, they stressed the need for an explicit **conflict prevention window**, with a stronger emphasis on **truth-telling**, **memorialization**, and addressing **root causes** of conflict beyond immediate needs.

“There should be a ‘conflict prevention window’ backed by a strong ‘dealing with the past’ agenda... heavy allocation to resettlement may divert resources from critical conflict drivers.” – Civil Society Representative

FGD participants from both CSOs and local authorities expressed satisfaction with the way PBW addressed real community needs. Particularly in Mullaitivu, land rights, livelihoods, and housing were prioritized, which empowered community members and strengthened capacity for peacebuilding.

“... we’ve identified key areas for improvement within our district—land rights, housing, and livelihood support.” FGD, Mullaitivu

The activities were carried out under interventions relevant to the **local context and touching cultural sensitivities**. For example, before implementation project activities, orientation and participatory planning ensured relevance. Local leadership and vulnerable group needs were considered.

“Before implementing the PBW, we organized orientation with all relevant organizations, leaders, and stakeholders...” FGD.

“Separate discussions were held with individuals from disability and marginalized groups to understand their needs...” FGD.

The relevance of PBW is further reinforced by literature on Sri Lanka’s post-conflict landscape (Box:2.1) Ongoing violations (ITJP, 2024) underscore the importance of institutional reform and justice (**Human rights**). Deep ethnic divides persist; scholars (Ground views, 2024) emphasize the need for education reforms and dialogue to heal fractured relations (**Reconciliation**). Minority communities remain socio-economically marginalized despite reconstruction (Modern Diplomacy, 2021). Micro-enterprise support has shown promise in strengthening inter-community ties (War Prevention Initiative, 2021) (**Economic recovery**). Landmine contamination continues to threaten communities and development opportunities, requiring sustained international support (AP News, 2025) (**Community safety**). International donors and UN agencies have played

a critical role in resource mobilization, dialogue facilitation, and sustaining reform momentum (Peace News, 2023) (**External engagement**).

Overall, the PBW has proven **highly relevant** in addressing Sri Lanka's post-conflict needs by aligning with national priorities, adapting to evolving contexts, and prioritizing inclusivity. Its **greatest strength lies** in flexibility, grassroots consultation, and responsiveness to sensitive issues such as hate speech and civic exclusion. However, **limitations in addressing structural conflict drivers like land disputes** and the absence of a **strong preventive focus** suggest areas where recalibration is needed.

The continued integration of **justice, reconciliation, economic revitalization, and community safety**, coupled with **multi-stakeholder collaboration**, remains critical for ensuring PBW's ongoing relevance to durable peace and stability in Sri Lanka.

1.2. Coherence

The PBW has demonstrated **strong thematic coherence** in its design and implementation across many interventions. The alignment between **PBW goals, activities, and expected results** was widely recognized by stakeholders, particularly in initiatives that focused on **livelihood recovery, land restitution, empowerment, and reintegration**.

“The PBW were all good. The ideas were good. We were supportive of the goals and understood how they would help prevent social conflict, aid community healing, and bridge divides. Government Official, KII

While not directly cited, the involvement of national bodies (VTA, Ocean University, IOM) and focus on inclusive reintegration suggests alignment with national and global peacebuilding and development frameworks.

The 'Peacebuilding Window' is highly relevant to and intrinsically complements other peacebuilding and development initiatives currently underway in our nation. The 'Peacebuilding Window' framework, at its core, refers to a period of heightened opportunity and receptiveness for peacebuilding interventions, often following significant political shifts or the cessation of hostilities. In Sri Lanka's post-conflict context, recognizing and leveraging these windows is paramount for sustainable progress. This implies alignment with national strategies that seek sustainable progress in the post-conflict context.

These logical connections were made more robust through the use of **priority papers, theories of change**, and alignment with strategic frameworks such as the **UN Sustainable Development Cooperation Framework (UNSDCF)** and **UNDP Country Programme Document (CPD)**. Moreover, PBW's layered focus on **trust-building**, rather than immediate reconciliation, was considered a pragmatic and phased strategy.

There was strong internal coherence between the objectives (livelihood recovery, empowerment, and reintegration), the interventions (training, business inputs, housing), and the intended peacebuilding outcomes. The mid-term review finds that the PBW's goals, activities, and expected results were clearly linked within a cohesive logical framework. Each activity directly contributed to the stated goals, ensuring accountability, effective monitoring, and maximizing the PBW's potential for success.

“The intervention's approach made logical sense... evolving in response to problems and prevailing contexts. For instance, during political resistance to transitional justice, the UN consciously focused on local and civil society engagement”. – KII, UN Agency Representative

Before the PBW was launched, coherence across implementing UN agencies was uneven. Some projects such as joint land restitution programmes showed strong integration and effective partnerships. However, other

interventions were weakened by poor coordination, duplication of efforts, and the absence of shared operational frameworks.

With the introduction of the PBW, **collaboration improved significantly**. The 'Peace Window' not only proved highly relevant but also complemented ongoing peacebuilding and development initiatives in Sri Lanka. Civil society organizations (CSOs), UN agencies, and government institutions worked together more effectively, ensuring complementarity and minimizing overlaps in service delivery.

"Agencies frequently did not communicate with each other... leading to duplication like hiring separate M&E staff for the same project." – KII, Development Partner

The survey data (**Table 2.4**) further indicates that 37.4% reported "a few" overlaps, and only 4.3% noted "many," a similar share (36.6%) reported **no overlaps**, suggesting **minimal duplication**. However, 21.7% had "no idea", implying a potential gap in information flow or coordination visibility.

"UN agencies are 'not engaged anymore' in a collaborative manner... there is a break between the operational and advocacy arms of the Peace Window." – KII, UN Agency Representative.

"The magnitude of needs in the North is immense, leaving "a lot of space" for various donors and organizations to intervene without duplication. For instance, while IOM conducts many resettlement and reintegration activities, the beneficiaries are often different people. It was noted that similar interventions targeting different communities create a "more catalytic" and "more visible" overall impact. " – KII, UN Agency Representative

This implementation approach undermined the potential for PBW to leverage its **multi-agency structure** as a collective force for peacebuilding.

Nevertheless, at the field level, **coherence** and **partnerships with CSOs** were cited as success factors. Mechanisms such as **divisional coordination meetings** and shared platforms between CSOs, UN agencies, and government actors helped prevent duplication and ensure complementary.

"Offer Ceylon, CFCD, and IOM jointly worked to complete resettlement and provide essential livelihood support." – FGD Participant, Jaffna

The Survey data (**Table 2.4**) further highlights that 86.4% believed there was good coordination, with an additional 90.5% agreeing or strongly agreeing. This reflects **strong inter-agency and stakeholder collaboration**. Nearly 60% felt there was **strong harmonization** between UN agencies and government stakeholders, and another 20.4% said this occurred "somewhat," supporting the idea that the PBW operated with institutional coherence. This point is further supported by findings from the KIIs, as follows:"

"Good coordination among agencies, this helps to position the UN with a "one voice" approach on certain issues, such as land. Different agencies working on a joint project on land issues are seen as extremely helpful, not just for the PBW itself but also for the message conveyed to the government and civil society. And the UN's capacity to connect with donors, civil society, and the government, and to align positions, is a helpful feature of the peacebuilding window."-KII, UN Agency Representative

Moreover, PBW's **strategic complementarity with other donor programmes** such as the World Bank's investment enabled it to fill critical gaps and pilot risk-sensitive initiatives that others might avoid.

"The PBW complements broader development work by doing the 'risk-related appetite things' that bilateral agencies might not undertake." – KII, Donor Representative

The survey data also (Table 4) shows that the PBW aligned with the other programmes in the area. A significant majority (75.3%) of respondents were aware of similar peace or reconciliation programmes in the area, indicating that PBW operated in a well-informed context. Importantly, 77.8% (combining "Fully" and "To some

extent") said PBW aligned or complemented those programmes, reflecting strategic coherence and complementarity.

"The Peacebuilding Window builds upon the foundation of previous initiatives like the Joint Programme (JPP), which served as a precursor for the pool funding concept with its multiple agencies and joint initiatives. It consciously evolved from the JPP, preserving its gains while adapting to new contexts. However, its relationship with other programs also involved strategic navigation; for instance, the UNDP's massive flagship judicial reform programme (JURE) influenced the decision to push governance and RTI conversations away from the Peacebuilding Window, as it was perceived as a duplication of efforts and agencies were conservative due to hostile government." -KII, UN Agency Representative

The PBW was responsive to the local context by addressing the needs of returnees, vulnerable groups, and conflict-affected communities through culturally appropriate interventions. Lessons and best practices were incorporated informally through CSO coordination and stakeholder engagement.

However, political willingness is critical for the success of interventions of this nature. Many KII and FGD participants echoed this concern, noting that certain project activities were delayed due to political considerations. As highlighted by UN Agency representatives and senior international officials in Sri Lanka during KIIs:

"Some projects, like the social dialogue, were delayed due to a lack of political will from the previous government- KII, UN Agency Representative

*"The UN is described as a **"good partner for the government"** with access and expertise beyond human rights. However, the official highlights a significant challenge, a **lack of political will from the Sri Lankan government** often hinders the success of interventions aimed at policy or legislative change, as seen with the drug legislation project. This indicates that while the UN might be working within the government's sphere, the government's actual priorities or willingness to act on certain issues might not always align with the peacebuilding interventions' goals for preventing violence or establishing peace." - KII, Donor Representative*

"... For instance, when the Rajapaksa regime was antagonistic towards transitional justice, the program underwent a "conscious decoupling" from central government mechanisms to focus on local and civil society engagement, making it a more workable device for the UN. When the economy bottomed out, priorities shifted from governance reform to a more resilience-oriented focus, as governance reform was impractical at that time. This adaptive and context-driven approach indicates a logical response to unfolding problems. -KII, UN Agency Representative

2.3 Effectiveness

The PBW has demonstrated **notable effectiveness** in delivering outcomes aligned with its peacebuilding objectives, especially in terms of **inclusive development, resilience-building, and reconciliation-supportive programming**. However, effectiveness varied across projects and locations, depending on the quality of design, coordination, and contextual challenges.

"Two UNDP-implemented interventions, specifically the EDRR resettlement project, were 'very well done with good results. The approach taken, focusing on engaging local communities, led to 'fantastic results'." - KII, UN Agency Representative

The survey results (**Table 2.5**) provide strong evidence that the **PBW** was largely effective in meeting its objectives and delivering quality output. A combined 75.4% of respondents rated the PBW as either "Effective" (49.4%) or "Very Effective" (26.0%) in facilitating the intended goals among stakeholders. Only a small fraction considered it "Ineffective" (1.3%) or "Very Ineffective" (2.1%).

In addition, the high percentage of respondents confirming quality outputs reflects well on the **implementation capacity** and **technical quality** of the activities delivered. A significant 77% confirmed that output and activities

were completed of good quality. 15.7% said outputs were only “Partially” completed with quality, and a very small share (1.7%) indicated the outputs lacked quality. Only 5.5% were unsure, reflecting a relatively high level of awareness of implementation quality.

PBW often adapted successfully to changing realities. For instance, where initial meetings saw low female participation, interventions responded by providing **childcare support** and **transport allowances**, increasing inclusion and representation.

“Recognizing low women's participation in early meetings, we adjusted by providing childcare services and allowances for participants with disabilities. This led to a noticeable increase in participation of women with children.” – KII, UN Agency Representative

Regarding livelihood support, beneficiaries in the FGDs reported improvements in economic status, livelihood stability, and housing conditions. Examples included increased income through business development and the completion of permanent housing."

“In Mallikaitheevu, a family finalized the construction of their home through the housing project.”

“A single woman in Jaffna now has 3-4 dairy cattle and earns a sustainable income.” FGD Participant-Jaffna

The PBW further has contributed to stronger relationships between community members, organizations or other stakeholders. The inclusive and consultative approach of the project promoted collaboration among community members, CSOs, and government actors, enhancing mutual trust.

“Community leaders, CSOs, and government actors worked jointly, which strengthened mutual trust and cooperation.” FGD Participant- Vavuniya

Mechanisms like coordination meetings and joint monitoring with stakeholders were reported, though detailed documentation processes were not elaborated. Progress meetings, divisional coordination meetings, and monitoring and evaluation are the strengths of this project. “In Batticaloa’ projects, participatory monitoring with community, CSO, and local authority involvement ensured transparency and follow-up even in high-risk contexts.

2.3.1. Challenges to Effectiveness and Mitigation Measures

Despite notable achievements, several challenges limited the effectiveness of certain interventions. These can be summarized as follows:

Key Challenges:

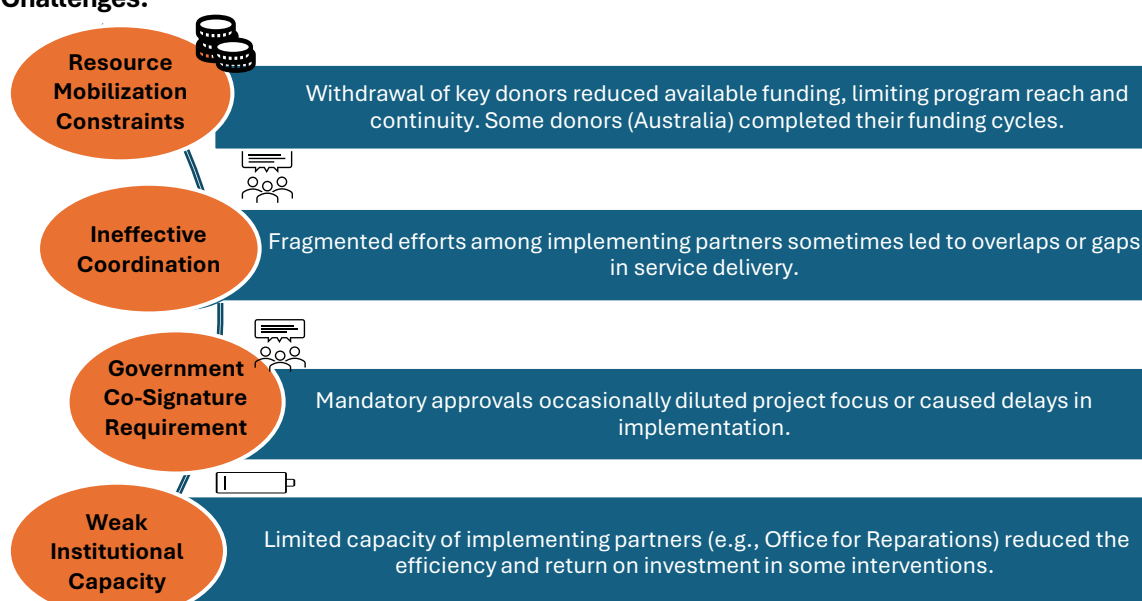


Figure 5 Key Challenges Effectiveness and Mitigation Measures

Political willingness has been a decisive factor influencing the outcomes of the PBW in Sri Lanka. A recurring challenge identified by stakeholders was the continuous change in government and shifting political contexts, with each new administration bringing different priorities for peace. This required repeated efforts to rebuild relationships and secure consensus, often resulting in setbacks and delays in implementation. As noted by UN representatives, peacebuilding efforts were further constrained by the varying personal beliefs of government officials, which created additional barriers to continuity. Nevertheless, despite these external challenges, PBW projects were designed with a strong foundation and adherence to the “do no harm” principle, ensuring that their core design remained resilient even in politically volatile environments. As pointed out by top UN officers at KIIs,

“That a significant challenge is the continuous change in government and the country's political context. This means that each new government might have different priorities for peace, requiring a constant effort to rebuild relationships and gain consensus, which often leads to setbacks and delays.” -KII, UN Officer

“Peacebuilding efforts in Sri Lanka have faced continuous challenges primarily from the country's changing political landscape and the varying personal beliefs of government officials. Despite these external difficulties, the projects themselves were designed to be strong and adhere to a 'no harm principle', meaning they didn't inherently have weaknesses.” -KII, UN Officer

Contextual and Operational Constraints:

- **Political Environment:** Hostile or sensitive political contexts shifted focus away from direct engagement with government institutions on certain issues.
- **Economic Pressures:** National economic downturns necessitated reprioritization of efforts and resources.
- **Bureaucratic and Institutional Hurdles:** Procedural delays, organizational inertia, and UN agencies' cautious approach to politically sensitive matters further constrained program impact.

Mitigation Approaches adopted:

- Diversifying funding sources and engaging new donors to reduce dependence on a few contributors.
- Strengthening inter-agency coordination mechanisms to avoid duplication and improve synergy.
- Enhancing capacity-building support for implementing partners to improve institutional effectiveness.
- Adopting flexible implementation strategies to navigate political sensitivities and bureaucratic challenges.

“The UN's cautious approach and aversion to reputational risk have limited its ability to pursue bolder, potentially more impactful interventions.” – KII, UN Agency Representative

Among them, the most significant weakness acknowledged by respondents across all levels was the **mobilization of resources**. Sustained funding is essential for PBW to operate effectively and implement projects. Several donors, such as the Government of Australia, completed their funding cycles, while others reduced or withdrew support to Sri Lanka in the recent past. Although international donor interest is gradually returning, particularly with the IMF-led economic reform process, funding constraints remain a key challenge.

As highlighted in a KII with relevant UN agencies:

“At the initial stage, funding restrictions, exacerbated by Sri Lanka's economic situation and a shift in the international funding environment, also posed a challenge. Poor inter-agency coordination was a consistent problem, leading to duplication of work and inefficiencies. – KII, UN Agency Representative

Despite these challenges, the PBW has demonstrated resilience, largely due to the strength and credibility of the UN Country Office in Sri Lanka. The leadership of the current Resident Coordinator (RC) has also been identified as a critical enabling factor. As noted in a KII with PBW staff:

*“A significant strength is the current Resident Coordinator, who is perceived as highly competent, with a strong understanding of the peacebuilding agenda and conflict prevention. His ability **to unlock funding** from the Peacebuilding Fund and mobilize diplomats and donors is a huge strength.” UN Agency Representative, KII*

The Fund’s ability to address multiple issues concurrently through the combined efforts of agencies such as UNDP, UNESCO, and ILO has been identified as another major strength. These agencies focus on areas such as hate speech, disinformation, and misinformation, ensuring interventions complement each other rather than stand in isolation. Strong inter-agency coordination further enhances the impact of the PBW. According to PBW staff:

*“**Good coordination among agencies** helps to position the UN with a ‘**one voice**’ approach on certain issues, such as land. Different agencies working on a joint project reinforce not only the project itself but also the collective message to the government and civil society. The UN’s ability to connect with donors, civil society, and the government, and to align positions, is a helpful feature of the PBW.” UN Agency Representative, KII*

The consultation process was also frequently cited as a challenge due to its highly time-consuming nature. Another difficulty lies in balancing the UN’s ideal approach with the requirement for government co-signature on projects. This often leads to compromises in project documentation to secure approval and funding. From the PBW’s perspective, there has also been insufficient attention to areas beyond the Northern and Eastern Provinces such as border regions or nationwide initiatives which is viewed as a critical gap.

“The fund often expects issues to relate to ‘ethnic issues or violence,’ ‘levels of violence,’ or ‘security forces reacting,’ even when such issues are not present. This creates challenges for the PBW, as we cannot criticize the government or pass judgment on state actions. The fund’s view of peace is largely framed around ‘reparation’ and ‘reconciliation’ within a post-conflict environment in the Northern and Eastern Provinces. In contrast, our activities focus more on ‘industrial peace,’ ‘conflict resolution,’ ‘dispute resolution,’ ‘dispute resolution,’ and ‘alternative dispute resolution (ADR)’ mechanisms in the workplace. This does not align with the UN’s general peace-building framework. As a result, reporting becomes difficult and inflexible, as we must continually link our work back to the peace themes expected by the fund—something that often feels like a struggle.” UN Agency Representative-KII

“Some projects, such as support to the Office for Reparations, raised questions about wasted money, leading to a decision not to reinvest until structural changes are made.” – Donor Representative, KII

Moreover, some projects struggled with **beneficiary selection**, resulting in mismatches and poor commitment, especially when local vocational institutions were not consulted.

“A significant number of chosen beneficiaries did not fully commit to the programme... staff from VTA or NAITA were not included in the selection process.” – Government Official, Jaffna

However, many other stakeholders viewed it differently. As highlighted in some FGDs with beneficiaries, the inclusive and consultative approach of the project promoted collaboration among community members, CSOs, and government actors, enhancing mutual trust.

“Community leaders, CSOs, and government actors worked jointly, which strengthened mutual trust and cooperation.” FGDs

Further, beneficiaries highlighted that institutions like VTA, Ocean University, and CSOs played key roles, setting a foundation for sustainable development.

2.3.2. Adoption of Peacebuilding Approaches

PBW interventions adopted a **trust-building** strategy rather than direct reconciliation. This phased, systemic approach prioritizing land rights, legal identity, and access to services was widely seen as realistic and effective under the current socio-political climate.

“Rather than talking about reconciliation as an immediate goal, the projects focused on creating a conducive environment for it through land, justice, and memory initiatives two UNDP-implemented interventions, specifically the EDRR resettlement project, were “very well done and good results”. The approach taken with the EDRR project, focusing on engaging local communities, led to “fantastic results”. The early warning project’s approach, which involved collecting data and monitoring risks nationally, was also considered important. Even a smaller project conducted with OHCHR, which applied a human rights-based lens to drug addiction response, produced a “very good report” with clear recommendations, indicating an effective analytical approach despite limited follow-up funding. – KII, UN Agency Representative

FGD participants also pointed to **visible improvements** in community resilience, dignity, and inclusion.

“We had been living in camps for years after returning from India. Because of the UN’s involvement, we now have a house, and we also received livelihood support, including fishing nets.” – FGD Participant, Palali

2.3.4. Key Strengths and Enablers

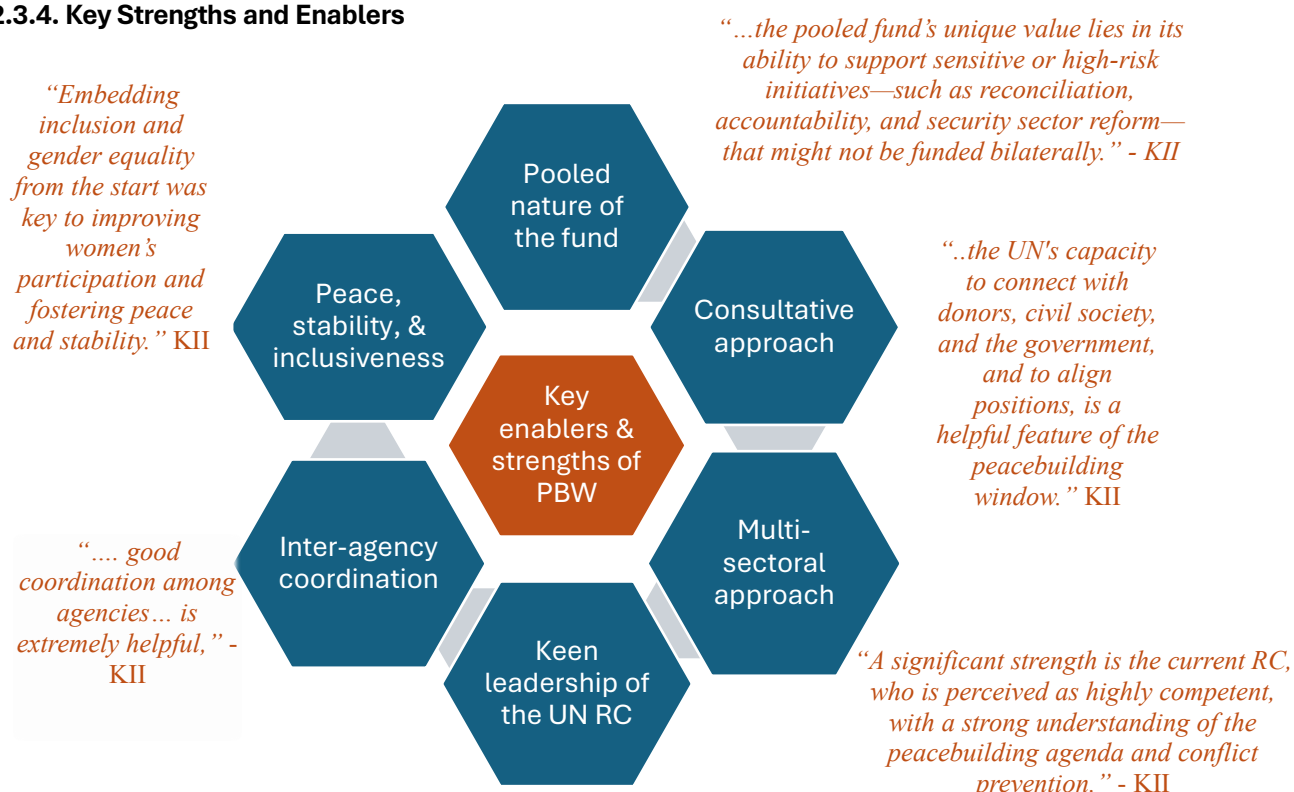


Figure 6 Key Strengthens and Enablers

The PBW in Sri Lanka demonstrates several notable strengths that enhance its effectiveness and credibility. A key strength is its capacity to support projects considered too risky for bilateral donors, as the **pooled nature of the fund** helps dilute individual donor risks while enabling focus on politically sensitive issues such as reconciliation, accountability, and security sector reform. The **consultative approach** adopted with government and civil society ensures that interventions remain aligned with national priorities, while the ability to collaborate with larger financial institutions such as the World Bank allows for scaling up and resource mobilization. Another major strength is the fund's **multi-sectoral approach**, enabling different UN agencies such as UNDP, UNESCO, and ILO to work in parallel on diverse but complementary priorities like countering hate speech, disinformation, and misinformation, thereby reinforcing the sustainability of results. The **leadership of the current Resident Coordinator** has also been identified as a significant asset, with one key informative noting:

“A significant strength is the current RC, who is perceived as highly competent, with a strong understanding of the peacebuilding agenda and conflict prevention. His ability to ‘unlock funding from the Peacebuilding Fund’ and mobilize diplomats and donors is a ‘huge strength’... He is also capable of facilitating ‘real conversations when they happen’” -KII, UN Agency Representative

Similarly, strong **inter-agency coordination** has been praised for promoting a unified UN voice, particularly on sensitive issues such as land, with one stakeholder emphasizing that

“... good coordination among agencies... is extremely helpful, not just for the PBW itself but also for the message conveyed to the government and civil society” -KII, UN Agency Representative

Collectively, these features position the PBW as a critical mechanism for advancing peace, stability, and inclusive development in Sri Lanka.

The culture of continuous consultation, grassroots engagement, and victim centrality is identified as crucial.

2.4 Efficiency

The PBW demonstrated an overall **cost-effective and adaptive approach** to delivering complex interventions in a post-conflict environment. The **pooled funding mechanism**, coupled with operational flexibility and agency responsiveness, enabled implementation of politically sensitive and high-impact initiatives. However, systemic inefficiencies particularly related to **coordination, human resource deployment, and monitoring** were also evident and required targeted attention.

2.4.1. Cost-Effectiveness and Resource Use

Stakeholders across implementing agencies and partner organizations affirmed that the PBW interventions were generally **delivered in a cost-effective manner**, with strong adherence to value-for-money principles.

“The PBW adheres to its own guidelines, ensuring ‘best value for money’ when undertaking interventions... the agencies are functioning well and doing programmes on the ground effectively.” – KII, UN Agency Representative

Field-level observations confirmed that resources were used wisely despite budgetary constraints, particularly during economic crises such as inflationary surges in 2022–2023. Local staff demonstrated agility in adapting procurement and delivery strategies without compromising quality.

“Prices of inputs doubled, some beneficiaries had to contribute their own funds to cover increased costs.” – CSO Representative, Jaffna FGD

Projects like the Social Dialogue initiative, which brought together ILO, UNFPA, and UNESCO under a shared implementation strategy, were cited as **examples of efficient, collaborative management**.

“Staff from three different agencies spoke and worked together as ‘one’, indicating highly efficient collaborative management.” – KII, UN PBW Staff,

The survey data from (Table 2.6) also provides compelling evidence that the **PBW** was implemented **efficiently**, with effective use of resources and timely completion of activities. A combined **74.5%** of respondents either “Agree” (48.1%) or “Strongly Agree” (26.4%) that the PBW made **good use of available resources**. Only **3.0%** (Disagree and Strongly Disagree) expressed concerns about inefficient use of resources. 17% were neutral, while 5.5% had no idea, possibly indicating limited access to internal budget or operational information among some respondents. Meanwhile, a significant 77.4% of respondents confirmed that PBW output was completed on time. 14.9% of the respondents said outputs were partially completed on time, while only 1.3% respondents said output was not completed on time. 6.4% were unsure, possibly due to limited involvement in operational timelines.

2.4.2. Challenges to Operational Efficiency

Despite these successes, key **barriers** to efficiency were reported:

- **Micromanagement and Operational Efficiency:** A recurring challenge identified through KIIs was **micromanagement by leadership**. Oversight from fund or agency leadership, when overly controlling, occasionally disrupted smooth project implementation. Staff often had limited autonomy to make timely decisions, which slowed responsiveness to field realities. This risk is amplified in multi-organization settings where multiple entities operate under the same hierarchical structure, potentially creating bottlenecks.
- **Ground-Level Capacities and Overhead Costs:** Capacity constraints at the operational level also emerged as a significant challenge. High overhead costs often driven by continuous hiring regardless of actual need combined with gaps in staff competency and micromanagement practices, further reduced the efficiency and impact of interventions.

“High overhead costs, often due to continuous hiring regardless of actual need, and issues with staff competency and micromanagement further affected the efficiency and efficacy of interventions.” – KII with UN Representative

On the other hand, other perspectives emphasized that purely financial figures demonstrated strong utilization rates, with tangible dividends from projects, and highlighted that the fund’s role in consolidating reporting and donor progress updates enhanced cost-effectiveness by streamlining administrative processes.

“Purely financial figures show that the utilization rates have been really good, with good dividends resulting from these projects. The fund also undertakes the burden of consolidating reporting and providing progress reports to donors, which contributes to cost-effectiveness by streamlining administrative processes.” – KII with UN Representative

- Delays in **project approvals, communication breakdowns**, and lack of clear lines of accountability affected timelines and outputs.

“Staff were sometimes hired to keep people employed rather than based on job competency for specific tasks... this impacted overall resource utilization.” – KII, Donor Representative

“There were implementation and communication delays that impacted overall delivery, even if not severely.” – KII, Implementing Partner

FGDs revealed additional inefficiencies when interventions failed to engage appropriate technical partners during **beneficiary selection**, leading to mismatched support and limited impact.

“Some selected beneficiaries were not fully committed, partly because vocational staff weren’t involved in the selection process.” – Government Staff, Jaffna

2.4.3. Monitoring and Oversight

While some projects incorporated **joint monitoring and coordination platforms**, several stakeholders noted weaknesses in **real-time tracking, documentation, and adaptive management** due to inconsistent or underdeveloped monitoring frameworks. The absence of a **unified M&E strategy** across agencies was seen as a missed opportunity for learning and course correction.

When inefficiencies or frictions arise, such as agencies putting up separate project boards, the [Fund?] secretariat actively intervenes to prompt internal conversations and enforces joint results reporting and monitoring, pushing for better coordinated management.” - KII, UN Agency Representative

2.5 Impact

The PBW has made a **measurable contribution to peacebuilding and resilience** in Sri Lanka’s post-conflict context, particularly in the **Northern and Eastern Provinces**. Its impact has been felt most visibly through **livelihood recovery, land restitution, institutional strengthening, and the empowerment of marginalized groups**. While some results were **tangible and immediate**, others reflected **longer-term shifts in community cohesion, trust-building, and civic engagement**. However, many of these results were described as "not necessarily tangible".

“Before this PBW, we felt left behind and unsafe. After getting support to rebuild our house and start a small shop, I feel respected and part of the community again.” FGD Participants -Jaffna

Overall, the survey data in (Table 2.7) illustrates a **strong positive perception** of the PBW's **impact on peacebuilding, trust, and reconciliation** among stakeholders and communities. A combined 90.2% of respondents felt the PBW contributed to peace and reconciliation, with 43.0% rating it as “Significant” and 47.2% as “Moderate”. Only 0.4% said "Not at all", and 6.8% said "A little", suggesting limited dissatisfaction. Just 2.6% had "No Idea", implying high engagement and awareness.

2.5.1. Progress Toward Programme Goals

PBW interventions helped address **structural drivers of conflict** and supported transitions toward social and economic stability. Noteworthy outcomes include:

- Support for **permanent housing**, vocational skills, and small business start-ups.
- Creation of **market linkages** for community-based enterprises, including export potential.
- Strengthened civil society networks e.g., the “Vridi” platform expanded from 30 to 300 CSOs.

“The Vridi platform grew from 30 to 300 civil society organizations, enhancing their capacity and reach.” – KII, UN Agency Representative

In FGDs, beneficiaries described **improvements in housing, income, and inclusion**, contributing to greater community stability and dignity.

“Tangible impacts include the establishment of successful small industries and the creation of market linkages, leading to export opportunities for products. The programme has also fostered community cohesiveness as an unintended positive outcome.”- KII, UN Agency Representative

PBW’s ability to **preserve civic space**, enable **rights-based advocacy**, and respond to **SGBV during crises** further enhanced its peacebuilding credibility.

“During the financial crisis, the UNOPS programme supported partners to provide lawyers and emergency shelters for victims of domestic violence.” – KII, UN Agency Representative

2.5.2. Empowerment and Local Peacebuilding

The impact of the PBW went beyond material gains. Its **victim-centric** approach, commitment to **multi-stakeholder consultation**, and support for **grassroots advocacy** have helped foster **local-level peacebuilding capacities**. PBW enabled individuals and communities to reclaim agencies in defining recovery and reconciliation pathways.

“The programme has empowered advocacy at both grassroots and UN system levels. A key impact is the ‘victim centrality’ of the entire process.” – Donor Representative, KII

By supporting inclusive participation, PBW contributed to shifting **social norms** especially regarding **gender roles** and **youth engagement** in peace efforts.

“More than 50% of the participants were women all actively participated, which was fantastic to see.” – Government Staff, Jaffna

2.5.3. Systemic and Policy Influence

At the institutional level, PBW interventions influenced **policy advocacy and system change**. Notable contributions include:

- Strengthening the **national policy on reconciliation and coexistence**
- Drafting a **sectoral brief on sustaining peace and human rights** to guide government engagement.
- Transferring **information systems and psychosocial units** to government departments, with budget commitments for continued operation.

2.5.4. Trust-building, reducing tensions, and strengthening governance systems

The PBW interventions made measurable contributions to peacebuilding in Sri Lanka through trust-building, reducing tensions, and strengthening governance systems. In the Northern and Eastern Provinces, land conflict resolution was a cornerstone outcome, with 79.4% of **disputes settled** and 91.9% of beneficiaries reporting **secure tenure**, reducing a key driver of conflict. **Trust in institutions** also improved, with 91.3% of respondents expressing **confidence in local institutions** and 83.8% noting better **relations across communities**, reflecting stronger human rights protection and social cohesion. The programme’s efforts to counter hate speech and disinformation further enhanced civic trust and safety, with 31.3% reporting a **reduction in hate speech** and 50% noting **improved perceptions of safety**. Equally, 83.7% of participants from marginalized groups believed their voices influenced local decisions, while the *Vridi* civil society platform expanded tenfold to 300 CSOs, deepening civic engagement and state–society dialogue.

Institutional reforms also took root, with 71.3% of respondents reporting **improved government responsiveness** and 100% of relevant policies being adopted into national frameworks, embedding reconciliation into governance structures. Inclusive programming played a pivotal role, with women (91.9%), youth (90.6%), and persons with disabilities (88.8%) perceiving the process as inclusive, and 66.4% acknowledging reduced disparities, thereby diffusing long-standing grievances. Taken together, these results highlight how PBW’s mix of livelihood recovery, civic empowerment, and policy influence delivered both tangible and systemic gains in post-conflict peacebuilding.

The impact of the PBW in Sri Lanka was shaped not only by local political dynamics but also by its ability to address sensitive issues that external actors could not directly engage with. As one stakeholder noted, PBW interventions enabled the UN to undertake politically delicate activities, such as election monitoring and hate speech monitoring, which would have been contentious if carried out by bilateral actors. By aligning closely with broader human rights objectives and tackling root causes of conflict, these

interventions contributed to reducing social tensions, fostering community healing, and bridging divides. This, in turn, helped create a more stable environment, enabling the country to focus on economic recovery and development without being constrained by historical grievances. As noted by a senior UN officer during a KII:

“The Peacebuilding Window interventions allowed the UN to do things that the US could not directly achieve due to political sensitivities, such as election monitoring or hate speech monitoring, which would become political issues if the US were visibly involved. The projects generally aligned with the US’s human rights goals and aimed to address underlying issues to prevent social conflict, promote community healing, and bridge societal divides. This created a stability that enabled the country to focus on economic success and development, effectively freeing up space for normal country development without historical baggage.” -KII, Donor Representative

2.6. Sustainability

The PBW has made deliberate efforts to ensure that **the results are durable and locally owned**, with particular attention to **institutional strengthening, capacity building, and policy alignment**. While several initiatives showed strong prospects for continuity, the **degree of sustainability varied** across interventions, influenced by the level of community engagement, government ownership, and institutional integration.

2.6.1. Sustainability Mechanisms and Practices

PBW demonstrated foresight by embedding sustainability into project design. Key mechanisms included:

- **Government co-signature requirements** for all projects, reinforcing shared responsibility.
- **Transfer of ownership** for core interventions such as the **Information Management System (IMS)** and **psychosocial units**.
- **Strategic partnerships** with national ministries, CSOs, and technical agencies like the VTA and Ocean University.

“We established a psychosocial unit at the Office for Reparations, trained two OFR staff members... the unit is ‘still running’ even after our experts withdrew.” – Implementing Partner, KII

“The IMS was successfully transferred to the government, which allocated funds in their 2025 budget for annual maintenance—a strong indicator of sustainability. ... the unit continues to operate effectively” – KII, UN Agency Representative

Efforts to work through **Divisional Secretariats and local CSOs**, as well as involving government actors in **beneficiary selection and follow-up monitoring**, helped cultivate a **culture of co-ownership**.

“Our economic development officers are continuously monitoring beneficiaries and providing technical support to enhance their businesses.” – KII, Government Official

2.6.2. Community-Level Sustainability

Beneficiaries and field stakeholders confirmed that the **skills, assets, and networks built through PBW** have strengthened community resilience and autonomy. This was especially evident in:

- **Livelihood support** (e.g., small business training, market access).
- **Vocational certification** and job placement.
- Empowered **CSO platforms** for continued advocacy and service delivery.

“Most beneficiaries have developed the capacity to maintain their livelihoods... even during COVID, the failure rate was low.” – KII, CSO Representative

“Participants believe sustainability is possible if current momentum continues.” – FGD participant-Batticaloa

However, sustainability was often conditional on the **continued availability of support systems**, such as follow-up training, access to finance, and market integration.

*“Beyond certification, it’s imperative to consider job opportunities to uplift living standards and foster peace.” –
FGD Participant, Mullaitivu*

The survey findings (**Table 2.8**) highlight **serious concerns about the sustainability** of PBW intervention outcomes once donor or external support is withdrawn. While the PBW has delivered clear effectiveness and impact, many beneficiaries and stakeholders remain doubtful about its long-term continuation. Only **23.8% of respondents** believed that the benefits would continue without external support, while **24.3% were uncertain (“Maybe”)**. A significant **46.4% stated “No,”** and **5.5% had no idea**, reflecting both skepticism and limited awareness of sustainability strategies.

The low perceived readiness of local actors to take over PBW outcomes underscores **gaps in capacity-building, local integration, or transition planning**. According to the survey data, only 28.9% believe their community or local government is ready to maintain results independently. In contrast, 38.7% said “No” and 32.3% were “Not sure.” (**Table 8**).

Respondents (**Table 8**) from UN agency staff, implementing partners, CBOs, and government officers, indicate that among implementing partners and institutional stakeholders, **71.9% confirmed** the existence of mechanisms to sustain the changes made.

However, beneficiaries feel that:

“Our collaboration with local institutions helped embed skills and resources within the community, but there is room to formalize these partnerships for greater sustainability.” FGD Participant Batticaloa

2.6.3. Constraints to Sustainability

Several constraints were also identified:

- **Uneven community ownership** in some projects due to top-down design or lack of early involvement.
- **Dependence on external funding** for activities such as legal support, SGBV response, and monitoring.
- **Centralized decision-making** in some UN agencies, which limit adaptive planning at the local level.
- Lack of a **comprehensive exit strategy** in some projects, risking loss of momentum after closure.

“Where a lead agency dictates terms and others are just ‘plus ones’, it doesn’t foster sufficient ownership or sustainability.” –KII, Implementing Partner

2.7. Achieving PBW Results

The PBW intends to achieve the following results. This section assesses what extent the PBW has achieved these results.

2.7.1. Strengthening the capacity of actors engaged in the protection of human rights and promotion of social cohesion; and

2.7.2. Reducing land conflicts and accelerating resettlement of displaced families in the Northern and Eastern Provinces;

2.7.3. Reducing hate speech and disinformation in the context of economic and political change, including elections

Key Impacts of the Peacebuilding Window (PBW) UN Sri Lanka SDG Fund



2.7.1. Strengthening the Capacity of Actors Engaged in the Protection of Human Rights and Promotion of Social Cohesion

2.7.1.1. Strengthening Institutional Capacity for Peace & Reconciliation

The findings in **(Table 2.9)** show that the UN PBW Fund has contributed to **enhancing institutional capacity and public awareness** in relation to peace and conflict prevention, with beneficiaries generally reporting more positive outcomes than the control group.

In terms of institutional responsiveness, 71.3% of beneficiaries believed that government institutions' ability to respond to requests or issues related to conflict prevention had improved in the past two years, compared to 65.1% in the control group. While the difference is modest, it suggests that PBW interventions may have supported better coordination, service delivery, or visibility of institutional actions in beneficiary areas.

Awareness of institutional systems to address conflict and peace-related issues was notably higher among beneficiaries. 70.6% reported being aware of such systems, compared to only 55.8% in the control group, and fewer beneficiaries (12.5%) reported having no awareness versus a significantly higher 30.2% in the control group. This gap indicates that PBW activities have been effective in **informing and connecting communities to relevant institutional mechanisms**, a critical step in ensuring early conflict resolution and promoting reconciliation.

Overall, the results suggest that the PBW has **strengthened both the perceived responsiveness of government institutions and community awareness of available institutional frameworks** for addressing conflict and peace issues key factors in building long-term trust and sustaining peace.

"The PBW strongly protects and supports vulnerable groups by maintaining "victim centrality" across all its programmes. It ensures engagement with "aggrieved persons, vulnerable populations, traditionally marginalized groups". - UN Agency Representative, KII

2.7.1.2. Marginalized groups, Gender Equality, Human Rights, and Social Cohesion

The PBW has made significant strides in **mainstreaming gender equality and human rights** throughout its programming. Across multiple interventions, these principles were **strategically integrated** into design, implementation, and monitoring, contributing to **inclusive peacebuilding, protection of vulnerable groups,**

and **participatory governance**. However, variations in consistency and depth were noted across agencies and projects.

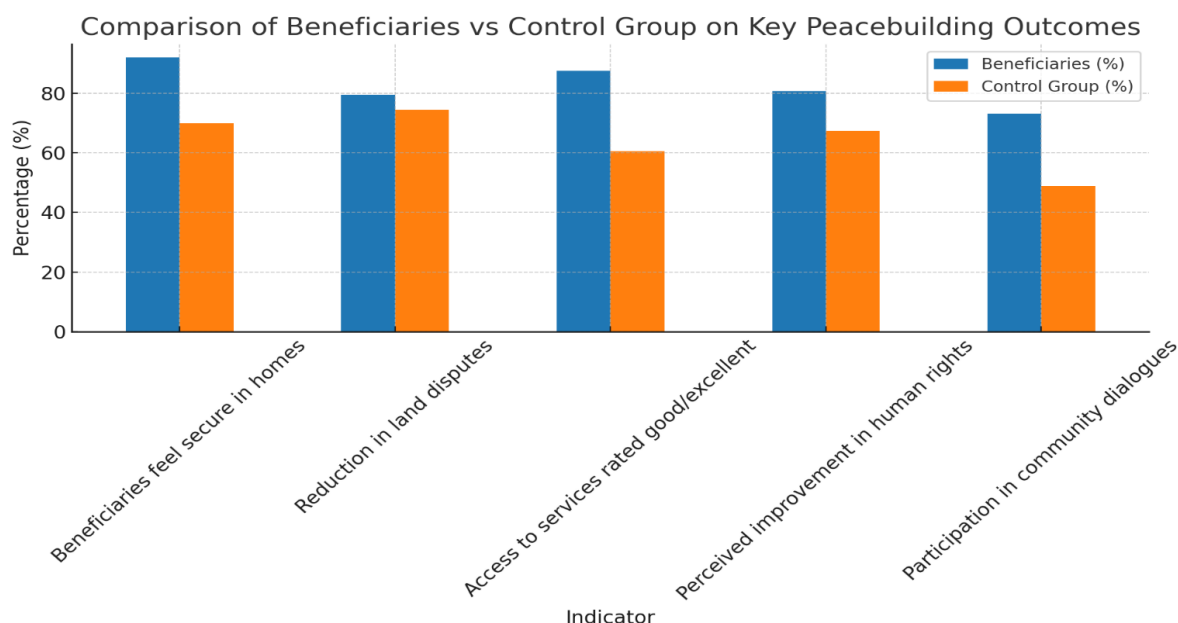


Figure 7 Comparison of Beneficiaries vs Control Group on Key peacebuilding Outcomes

Promotion of Inclusion and Equity: Gender, PWDs, and Youth:

PBW was widely recognized for prioritizing **gender-sensitive planning** and **targeted interventions** to address structural barriers faced by women and marginalized genders. Gender equality was operationalized through:

- Gender Action Plans developed from inception.
- Specific targeting of **female-headed households**, **widows**, and **women affected by conflict**.
- Practical measures such as **childcare support**, **accessible training venues**, and **consultation on women's needs**.

“The PBW interventions significantly promoted gender equality, aligning with UNDP’s corporate commitment as a ‘gender equality gold-sealed country’. Gender action plans and social and environmental screening ensured full participation of women. ... The PBW develops gender action plans from the outset to ensure the full participation of female heads of households.” – KII, UN Agency Representative

The results of the sample survey data (**Table 2.10**) reflect a commendable degree of gender inclusivity in PBW interventions, aligning with the UN’s broader mandates on gender equality. Fully included (44.7%) and actively included (36.2%) together account for over 80% (80.9%) of responses, indicating strong efforts by the PBW to ensure **women’s participation in both planning and execution** phases. A smaller group responded “Somewhat” (14.5%), suggesting room for deeper or more consistent engagement in some interventions. Very few respondents indicated “Not at all” (0.9%) or “No idea” (3.8%), reflecting a high level of awareness and visibility of women’s involvement.

In several FGDs, women reported meaningful involvement in **decision-making**, **economic empowerment**, and **skills development**. Training initiatives, especially those offered by the Vocational Training Authority and Ocean University, enabled women to pursue **non-traditional employment**, including mechanics and outboard motor operations.

“It’s commendable that women actively participated in all programmes... even in specialized courses like boat skipper training.” – Government Staff, Jaffna

“Because the project focused on women like me, I was able to join skills training and start earning. It feels good to be counted and supported.” FGD Participant-Jaffna

PBW’s inclusive design also led to increased participation of **person with disabilities** and **marginalized youth**, ensuring that peacebuilding was not only about gender, but about **intersectional equity**.

“In early sessions, we had low female participation. By offering childcare and transport support, we saw a noticeable increase, including among women with children and persons with disabilities.” – KII, Implementing partner,

The Sample data (**Table 2.10**) shows that the PBW has been largely successful in **targeting vulnerable populations**, consistent with peace-building goals of inclusion and equity. **92.8%** confirmed that the programme addressed the concerns of **marginalized groups** such as displaced persons and PWDs. Only a combined **7.3%** were unsure or disagreed.

(**Table 2.11**) assesses the PBW’s influence on **gender inclusion, disability equity, and youth participation** in peacebuilding efforts. The comparative data between **beneficiaries** and a **control group** highlights PBW’s effectiveness in promoting inclusive and equitable engagement.

Women's Inclusion in Peacebuilding:

On gender inclusion, a majority of beneficiaries (**91.9%**) either “strongly agreed” or “agreed” that women are equally included in peacebuilding activities in their area, slightly higher than the control group (**83.7%**). The absence of disagreement among beneficiaries suggests that PBW interventions have effectively addressed gender representation in community-level peacebuilding processes. This indicates that the PBW has **significantly advanced gender inclusion**, likely through intentional gender-responsive programming, leadership promotion, and inclusive dialogue spaces.

“This project (PBW interventions) has helped to gradually change how society views women’s participation in peacebuilding and development.” FGD Participant Batticaloa

Inclusion of Persons with Disabilities

For person with disabilities, the responses are also encouraging. **88.8% of beneficiaries** believed they had equal access to programme benefits and community participation, compared to **81.4%** in the control group. The slightly higher “strongly agree” rate among beneficiaries (28.8% vs. 18.6%) points to a tangible improvement in perceptions of disability inclusion as a result of PBW activities, though a small proportion still expressed neutrality, indicating room for further awareness and engagement.

Youth Participation in Peacebuilding

Youth inclusion received the highest positive ratings. An overwhelming **90.6% of beneficiaries** and 100% of the control group agreed that youth have sufficient opportunities to participate in peace-related programmes. While both groups expressed strong confidence in youth participation, the marginally lower rate among beneficiaries could reflect a more critical and experience-based assessment, given their closer involvement in such initiatives.

“By engaging women’s groups and youth in skills training, we saw the community slowly become more united. Income security gave them the confidence to resolve issues without waiting for external intervention.” FGD Participant, Jaffna

Overall, the data suggests that the PBW has **strengthened inclusive participation across gender, disability, and youth dimensions**, with especially notable gains in perceptions of women’s and PWDs’ involvement in

peacebuilding and community development. These outcomes highlight PBW's success in embedding equity principles within its peacebuilding interventions.

2.7.1.3. Human Rights Integration

PBW effectively incorporated **human rights-based approaches** into its programming through:

- **Victim-centric models** that placed affected populations at the heart of reparations and reconciliation efforts.
- Engagement with **CSOs** to build their capacity for rights-based advocacy and monitoring.
- Support for legal empowerment, including **access to identity documentation** and **legal aid for SGBV survivors**.

According to results of the survey data (Table 9), **gender equality and human rights were visibly embedded** in programming, but the neutral responses hint at possible variations in how these principles were translated into practice across different locations or interventions. A majority either “Agree” (57.4%) or “Strongly Agree” (20.9%), totaling 78.3% support for meaningful integration. A moderate segment was “Neutral” (15.7%), and only 6% were either unsure or strongly disagreed.

“The PBW has empowered advocacy both at the grassroots and through the UN system—a partnership approach that was historically less common.” –KII, Donor Representative

“The Vridi project strengthened CSOs, providing them with critical funding and protection... they became vital human rights watchdogs at the community level.” – KII, UN Official

While many initiatives supported **awareness and protection of rights**, these were sometimes framed implicitly rather than through formal human rights education. Still, inclusive processes, grievance redress mechanisms, and legal assistance collectively contributed to **increased awareness and trust** in democratic processes.

“...the project involved training civil society and fostering an “organic exercise of exchange” to strengthen their capacities to address human rights concerns and push back against problematic state policies, such as the “Yukthiya” approaches.”- KII, UN Agency Representative

*“The **Vridi** strengthened Civil Society Organizations (CSOs), which are often vital community-level mechanisms for human rights advocacy and support, by providing them with critical funding and protection.”- KII, UN Agency Representative*

“Although not explicitly structured as human rights education, the participatory nature of the interventions and focus on vulnerable communities helped raise consciousness around fairness, dignity, and equity.” – FGD Participant, Batticaloa

2.7.1.4. Human Rights and Justice

The data in (Table 2.12) suggests that the UN PBW has had a **positive impact on human rights awareness, access to justice, and perceptions of institutional fairness** among beneficiaries compared to the control group.

Access to Rights-Based Services

A higher proportion of beneficiaries (35.6%) reported accessing services such as legal aid or complaint mechanisms in the past two years, compared to 27.9% in the control group, indicating greater awareness and utilization of rights-claiming mechanisms.

Trust in Local Institutions

Trust in local institutions (courts, police, public administration) was generally high in both groups, but beneficiaries demonstrated a more balanced distribution of trust levels, with 25% expressing “a great deal” of trust compared to 30.2% in the control group. This suggests that PBW interventions may have contributed to more realistic yet still positive perceptions of institutional performance, indicating that the PBW has **effectively improved awareness and use of rights-based mechanisms** among the target population. This **trust gap** suggests the PBW contributed to **restoring confidence in local governance and justice systems** among beneficiaries.

Perception of Human Rights Improvement

80.6% of beneficiaries believed that human rights had improved in the last two years, significantly higher than the 67.4% in the control group. This difference underscores the PBW’s contribution to fostering a perception of progress in human rights protection and justice delivery. These results reinforce the PBW’s **positive influence on human rights awareness and advocacy** within beneficiary communities.

Overall, the PBW appears to have **enhanced rights awareness, increased service utilization, and fostered a stronger belief in human rights improvements** among targeted communities, even if trust in institutions still requires further strengthening.

2.7.1.5. Social Cohesion and Civic Engagement

The survey results (**Table 9**) show that PBW interventions are widely perceived as **contributing to social cohesion and equity**, though the “somewhat” response suggests partial success in some contexts or sectors. Continued efforts are needed to strengthen and sustain these outcomes. A substantial majority (66.4%) responded “Yes”, and 26.4% said “Somewhat”, indicating a perceived positive impact on reducing **inequality and discrimination**. Only 4.7% responded negatively, and 2.6% were unsure.

The results in (**Table 2.13**) show that the PBW has had a **strong positive impact on social cohesion, civic engagement, and inclusion in local decision-making** among beneficiaries compared to the control group.

Inter-Community Relationships (Ethnic, Religious, Linguistic)

Relationships with other communities (ethnic, religious, linguistic) were overwhelmingly positive among beneficiaries, with 54.4% reporting “very positive” relationships and 29.4% “positive,” and no respondents indicating a negative relationship. In contrast, the control group recorded lower “very positive” ratings (58.1%) and even a small proportion (2.3%) reporting negative relationships. This suggests that PBW activities have contributed to building trust and fostering harmony between diverse groups. Current programming on social dialogue aims to foster broader social cohesion at the local level.

Participation in Community Dialogues

Community participation was another area where PBW beneficiaries outperformed the control group. 73.1% of beneficiaries have participated in community meetings or dialogue forums in the past 12 months, compared to just 48.8% in the control group. Satisfaction levels with such participation were also much higher among beneficiaries (71.3% satisfied) versus the control group (34.9% satisfied), indicating that PBW interventions not only encouraged participation but also improved the quality and perceived value of civic engagement.

Perceived Voice in Decision-Making

When it comes to having a voice in local decision-making, beneficiaries were far more confident: 38.1% reported “always” feeling heard compared to just 18.6% in the control group, while only 1.9% of beneficiaries said they

were “never” heard versus 9.3% in the control group. This reflects the PBW’s role in **empowering communities to actively participate in governance processes**.

Overall, the data indicates that the PBW has **significantly strengthened inter-community relationships, increased participation in civic dialogue, improved satisfaction with engagement, and enhanced perceptions of being heard in local decision-making** all key pillars for sustainable peacebuilding and inclusive governance.

2.7.2. Reducing Land Conflicts and Accelerating Resettlement of Displaced Families in the Northern and Eastern Provinces

(Table 2.14) compares perceptions of security, land-related conflict reduction, and access to basic services between **PBW beneficiaries** and a **control group**.

Perceived Security: 91.9% of beneficiaries reported feeling very secure in their current residence, compared to only 69.8% in the control group. A higher proportion of the control group (**30.3%**) reported **insecurity or only partial security**, suggesting that the PBW has positively influenced feelings of safety among beneficiaries.

Reduction in Land/House Tensions

A significant 79.4% of beneficiaries reported a reduction in land and house-related community tensions, compared to 74.4% in the control group. Notably, the proportion of respondents who felt that tensions had not decreased was more than twice as high in the control group (20.9%) than among beneficiaries (9.4%). This suggests that the **PBW** has had a **positive impact** in mitigating land-related conflicts within beneficiary communities.

“Before we got this house and some support for our small business, we were moving from place to place. Now we feel safe and can think about our children’s future.” FGD Participant- Jaffna

Access to Basic Services

87.5% of beneficiaries rated their access to services such as water, electricity, healthcare as Excellent or Good, while only 60.5% of the control group did. Control group respondents were more likely to rate their access as Fair or Poor (39.6% compared to 12.5% of beneficiaries), indicating a clear disparity in service provision. These findings indicate that the has a positive impact on access to essential service.

The data clearly suggests that **PBW interventions have contributed positively** to increased **perceived security** in resettlement areas, reduction in **land-related conflicts**, and improved **access to essential services** (water, electricity, healthcare).

2.7.3. Reducing hate speech and disinformation in the context of economic and political change, including elections

Table 2.15 evaluates the impact of the PBW on reducing hate speech and disinformation, promoting safety in expressing views, and enhancing participation in media literacy and early warning initiatives. A comparison between **project beneficiaries** and a **control group** reveals meaningful differences in perceptions and experiences.

Reduction in Hate Speech and Harmful Rumors

In terms of perceptions of reduced hate speech or harmful rumors, beneficiaries reported more positive changes than the control group, with 10% observing such reductions “frequently” compared to only 4.7% of the control group. However, the largest share of beneficiaries (41.3%) said this happened only “rarely,” indicating that while progress has been made, hate speech reduction remains a continuing challenge. This indicates that

the PBW has played a **significant role in creating safer, more informed community discourse** among beneficiaries.

Safety in Expressing Views

Regarding freedom to express views publicly or online, responses were relatively similar between groups. About one-fifth of beneficiaries (20.6%) and slightly more in the control group (23.3%) felt they could “always” speak freely. However, the beneficiaries had a slightly lower proportion reporting “never” feeling safe (16.3% vs. 14% in the control group), suggesting that PBW interventions may have had some influence but that perceptions of safety remain mixed.

Participation in Media Literacy or Early Warning Training

A clearer difference emerges in participation in programmes or training related to early warning or media literacy: 23.8% of beneficiaries reported participating, compared to only 11.6% in the control group. This suggests that the PBW has **significantly expanded access to capacity-building opportunities** in combating hate speech and misinformation, a crucial step toward resilience in post-conflict settings.

CHAPTER 3 : RECOMMENDATIONS

The PBW stands as a **unique platform for transformative peacebuilding** in Sri Lanka, with the capacity to bridge institutional reform, community resilience, and inclusive development. The mid-term findings suggest that with **strategic refinement, enhanced collaboration, and deepened community ownership**, PBW can significantly contribute to **sustained peace and equitable progress** in the years ahead. Therefore, the Sri Lanka SDG Fund and its Peacebuilding Window should continue to uphold their overarching mandate of supporting sensitive, catalytic, and underfunded interventions that remain closely aligned with the priorities of the UNSDCF. In addition, the Fund could be further leveraged as a mechanism for providing seed financing to innovative initiatives, thereby enhancing their potential for sustainability, scalability, and long-term impact.

3.1. Coherence

- **Establish a joint results framework** with common indicators and unified reporting standards across agencies.
- Strengthen **technical coordination mechanisms** and introduce **cross-agency task forces** for joint planning, monitoring, and evaluation, chaired by UN. To enhance the effectiveness and coherence of interventions, it is recommended to strengthen technical coordination mechanisms across implementing partners.
- Promote **shared staffing and resource platforms** for multi-agency projects to avoid duplication and improve operational integration.
- Institutionalize **knowledge-sharing forums** among agencies and stakeholders to identify and replicate coherent practices.
- **Establish a centralized mapping of peacebuilding initiatives.** Create and regularly update a database of all ongoing peace and reconciliation programmes at national and local levels. Share this database with all implementing partners and stakeholders to reduce duplication and enhance complementarity.
- **Formalize government engagement at all levels.** Develop MOUs or coordination protocols with national and local government bodies to ensure PBW goals remain aligned with policy priorities throughout the project cycle.

Coherence – Actionable Recommendations

Table 3-1 Coherence – Actionable Recommendations

Priority	Recommendation	Responsibility	Application Level	Timeline
High	Establish a joint results framework with common indicators and unified reporting standards across agencies.	UN RCO/PBW with agency M&E units	National; cascaded to district-level programmes	At project inception; reviewed annually
High	Formalize government engagement through MOUs or coordination protocols with national ministries and local authorities to align PBW goals with policy frameworks.	UN RCO/PBW with UN legal/programme units	National and sub-national government bodies	At design; renewed annually
High	Develop and maintain a centralized mapping and live	UN RCO/PBW with UNDP data management	National platform; district-level inputs	Continuous; updated quarterly

Priority	Recommendation	Responsibility	Application Level	Timeline
	database of all peacebuilding and reconciliation initiatives.	team; local authorities to provide updates		
Medium-High	Strengthen technical coordination mechanisms and establish cross-agency task forces for joint planning, monitoring, and evaluation, chaired by UN.	UN agencies with government line ministries and implementing partners	National thematic working groups and district task forces	Quarterly coordination cycles
Medium	Promote shared staffing and pooled resource platforms for multi-agency projects to reduce duplication and improve efficiency.	Lead UN agencies; UNDP ops platform; CSOs as partners	Joint livelihood and reconciliation projects in overlapping districts	Pilots within 12 months
Medium	Institutionalize knowledge-sharing forums (bi-annual) among UN agencies, CSOs, and government stakeholders to document and replicate coherent practices.	UN RCO with ONUR and Ministry of National Policies	National and district levels	Bi-annual; integrated into learning

3.2. Effectiveness

- Encourage **flexibility in project implementation** to allow local teams to adapt activities in real-time to emerging needs. By enabling field teams to respond promptly, interventions can remain relevant, targeted, and effective for beneficiaries. Mechanisms such as delegated authority for minor adjustments and regular feedback loops between field and management teams can support this adaptive approach.
- Promote a **balanced risk posture** in project design, empowering teams to work on sensitive topics (e.g., memorialization, justice) with appropriate safeguards.

Table 3-2 Effectiveness– Actionable Recommendations

Recommendation Area	Specific Recommendation	Rationale / Notes	Suggested Action / Responsible Party
Adaptive Implementation	Encourage flexibility in project implementation to allow local teams to adapt activities in real-time to emerging needs	Local contexts and needs can shift quickly, particularly in conflict-affected or post-conflict settings. Flexible approaches enhance relevance and responsiveness.	PBW management teams should build adaptive mechanisms into work plans and allow delegated authority for field teams to make minor adjustments as needed.
Risk Management & Sensitive Topics	Promote a balanced risk posture in project design, enabling teams to work on sensitive topics (e.g., memorialization, justice) with appropriate safeguards	Engagement on sensitive topics is critical for peacebuilding but requires careful handling to prevent harm or backlash.	Develop risk assessment and mitigation protocols, provide staff training on sensitive engagement, and ensure ethical oversight in all activities.

3.3. Efficiency

Strengthening institutional capacities: Build the capacities of ground-level implementing partners to enhance project delivery. Many agencies currently face human capital constraints due to high levels of skilled labor migration, which limits operational effectiveness.

Optimize staffing policies: Review recruitment and staffing procedures to ensure personnel are selected based on project-specific competencies, technical expertise, and understanding of local contexts.

Unify monitoring and evaluation systems: Establish a harmonized M&E framework across PBW agencies, including shared indicators, standardized data collection tools, and periodic joint reviews to track progress and enhance accountability.

Enable rapid decision-making: Implement mechanisms for timely decision-making to reduce bureaucratic delays, mainly coming from the government side and support adaptive management at the field level.

Analyze partially completed outputs: Review the outputs for which 14.9% of respondents reported only partial completion, and assessed whether the underlying causes were external factors, resource constraints, or operational bottlenecks. Based on this analysis, implement corrective measures to address the identified gaps and enhance future efficiency.

Table 3-3 Efficiency– Actionable Recommendations

Recommendation Area	Specific Recommendation	Rationale / Notes	Suggested Action / Responsible Party
Operational Streamlining	Introduce shared service models and consolidated financial oversight tools.	Reduces administrative burden and improves coordination across implementing partners.	Implement shared service platforms and unified financial management systems.
Institutional Capacity Strengthening	Build capacities of ground-level implementing partners.	Agencies face human capital constraints due to skilled labor migration, limiting operational effectiveness.	Provide training, technical support, and knowledge-sharing initiatives for local partners.
Staffing Optimization	Review recruitment and staffing policies to ensure personnel match project-specific competencies and local context understanding.	Ensures effective deployment of human resources for PBW goals.	Revise recruitment guidelines and include context-based competency assessments.
Unified Monitoring & Evaluation	Establish a harmonized M&E framework with shared indicators, tools, and periodic joint reviews.	Facilitates accountability, data comparability, and coordinated progress tracking.	Develop standard M&E protocols and organize joint review sessions.
Rapid Decision-Making	Implement mechanisms to support timely field-level decisions.	Reduces bureaucratic delays and enhances adaptive management.	Establish fast-track approval processes and decision-making authorities for field teams.
Analysis of Partially Completed Outputs	Investigate the 14.9% output completed only partially on time.	Identifies causes of delays external, resource-related, or operational and informs corrective measures.	Conduct post-implementation review, document bottlenecks, and implement solutions to prevent recurrence.

3.3. Impact

Document and disseminate success stories: Invest in systematic documentation of successful interventions, particularly at the grassroots and community-led level. Share these stories widely through workshops, publications, digital platforms, and UN networks to amplify learning, replicate effective approaches, and influence policy and programming decisions. Establish a structured knowledge-sharing mechanism such as knowledge sharing conference including all stakeholders to ensure lessons are captured and accessible for future interventions.

Support emerging peacebuilding actors: Expand engagement with youth networks, women-led organizations, and other emerging local actors. Provide targeted capacity-building, mentorship, and small grants to enable these groups to lead initiatives, contribute innovative solutions, and strengthen community resilience. Develop inclusive participation frameworks to ensure their perspectives influence program design, implementation, and decision-making.

Table 3-4 Impact– Actionable Recommendations

Recommendation Area	Specific Recommendation	Rationale / Notes	Suggested Action / Responsible Party
Document and Disseminate Success Stories	Systematically document and share successful grassroots and community-led interventions.	Sharing success stories enhances learning, replicability, and policy influence.	Develop structured documentation processes; organize workshops, publications, and digital dissemination, establish knowledge-sharing platforms for UN agencies and partners.
Support Emerging Peacebuilding Actors	Expand engagement and support for youth networks, women-led organizations, and other local actors.	Emerging actors bring innovative solutions and strengthen community resilience, while promoting inclusive participation.	Provide capacity-building, mentorship, and small grants, establish inclusive participation frameworks, integrate their perspectives into program design and decision-making.

3.3. Sustainability

- **Integrate exit and sustainability strategies and prepare a road map:** This ensures that interventions continue to deliver impact after external support ends and that local actors are prepared to assume ongoing responsibilities.
- **Strengthen local financial mechanisms:** Scale up community-based financial tools, such as grants, revolving funds, and microcredit, to sustain economic activity. Support CBOs to actively engage in microfinance initiatives – which go beyond microcredit, fostering local ownership, resilience, and self-reliance.
- **Continue with shared leadership models:** Establish a formal mechanism for joint leadership between UN agencies, civil society organizations (CSOs), and local government bodies. This collaborative approach strengthens local systems, enhances coordination, and ensures the sustainability and continuity of peacebuilding efforts beyond the project lifecycle.

- **Establish a PBW sustainability framework:** Develop a comprehensive framework to track institutional uptake, integration into local budgets, and long-term monitoring responsibilities across sectors. This framework should include measurable indicators and reporting mechanisms to assess ongoing relevance and impact.
- **Provide targeted capacity-building:** Offer structured training, technical support, and mentorship to community leaders, local government officials, and CBOs. Equip them with the skills and knowledge needed to manage peacebuilding outcomes, sustain initiatives, and maintain community momentum over time.

Table 3-5 Sustainability – Actionable Recommendations

Recommendation Area	Specific Recommendation	Rationale / Notes	Suggested Action / Responsible Party
Exit and Sustainability Planning	Integrate exit and sustainability strategies and prepare a roadmap.	Ensures interventions continue to deliver impact after external support ends and prepares local actors to assume ongoing responsibilities.	Develop clear handover plans, set capacity benchmarks, and define timelines for transition; assign responsibilities to field teams and local partners.
Local Financial Mechanisms	Strengthen community-based financial tools such as grants, revolving funds, and microcredit; support CBOs to engage in broader microfinance initiatives.	Enhances local ownership, resilience, self-reliance, sustaining economic activity beyond project support.	Provide technical assistance, design local finance programs, and facilitate access to microfinance opportunities for CBOs.
Shared Leadership Models	Establish a formal mechanism for joint leadership between UN agencies, CSOs, and local government bodies.	Builds stronger local systems, enhances coordination, and ensures continuity of peacebuilding efforts.	Develop governance protocols, regular coordination meetings, and joint decision-making frameworks; monitor collaborative outcomes.
PBW Sustainability Framework	Develop a comprehensive framework to track institutional uptake, budget integration, and long-term monitoring responsibilities across sectors.	Facilitates accountability, continuous oversight, and assessment of the ongoing relevance and impact of interventions.	Define measurable indicators, establish reporting mechanisms, and conduct periodic evaluations across sectors.
Capacity-Building for Local Actors	Provide structured training, technical support, and mentorship to community leaders, local government officials, and CBOs.	Equips local actors with skills to manage peacebuilding outcomes, sustain initiatives, and maintain community momentum over time.	Design training modules, offer mentorship programs, and establish ongoing technical support channels for local actors.

3.4. Cross-Cutting Strategic Recommendations

Table 3-6 Cross-Cutting Strategic Recommendations

Strategic Area	Recommendations
Conflict Prevention	Establish a standalone conflict prevention stream focusing on early warning, memorialization, and truth-telling.
Community-Driven Planning	Institutionalize bottom-up consultations in priority setting and project design.
Inter-agency Coordination	Develop a joint results framework, enhance shared staffing models, and promote unified reporting across agencies.
Efficiency and Delivery	Streamline operational processes, improve project-level autonomy, and reduce administrative burdens.
Monitoring and Learning	Introduce real-time M&E systems with shared indicators, lessons-learned documentation, and adaptive planning loops.
Sustainability and Exit Strategy	Embed sustainability planning and government budget alignment in all projects; expand financial inclusion tools for beneficiaries.
Gender and Inclusion	Apply gender budgeting, integrate rights-based indicators, and ensure women and marginalized groups are represented in governance structures.
Policy Advocacy and Institutional Reform	Support the Government to design and adopt a long-term National Action Plan on Reconciliation and Peace , ensuring it is linked to the UNSDCF and aligned with national SDG commitments.

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ANNEXURES

Annexure A: Analysis and Outcome Tables

Table 0-1 Achievement of outcome and impact indicators

Outcome Area	Outcomes (Short-Medium Term)	Impacts (Long-Term, Strategic Change)	Key Outcome Indicators	Key Impact Indicators
1. Land Conflict Reduction & Durable Resettlement	Displaced families resettled; land disputes addressed (Northern & Eastern)	Durable peace, reintegration, tenure security	• 65.7% agreed PBW addressed land disputes (T2) • 79.4% land dispute cases resolved (T10) • 87.5% satisfied with resettlement services (T10)	• Reduced land-related tensions • 91.9% feel secure in housing/land (T10)
2. Strengthened Human Rights Protection & Social Cohesion	Institutional support for HR & cohesion	Public trust in justice & accountability systems	• 91.3% trusted local institutions (T11) • 35.6% access HR services (T11)	• 80.6% agreed HR improved (T11) • 83.8% positive relations with other communities (T13)
3. Reduced Hate Speech & Disinformation	Stakeholders trained to counter disinformation	Safer civic dialogue & elections	• 23.8% trained in early warning/media literacy (T12) • 100% agreed PBW addressed hate speech (T2)	• 31.3% reported reduction in hate speech/disinformation (T12) • 50% improved perceptions of safety (T12)
4. Protection & Expansion of Civic Space	Civic actors (esp. marginalized) more engaged	Marginalized communities empowered	• 95.7% participants from underrepresented groups (T3)	• 83.7% believe their voice influences local decisions (T13)
5. Institutional Capacity for Peace & Reconciliation	Govt. & local institutions more responsive	Sustainable systems for reconciliation & conflict prevention	• 70.6% aware of institutional system for peace/conflict issues (T15) • 90.5% good coordination among agencies (T4)	• 71.3% report improved govt. responsiveness (T15)
6. Gender, Youth, Disability & Rights Inclusion	Programmes include women, youth, PWDs	Equitable access to peace dividends	• 80.9% programmes with targeted inclusion (women) • 78.6% agreed gender equality/HR integrated (T9)	• 66.4% report reduced disparities (T9) • Underrepresented groups in leadership/decision-making

Outcome Area	Outcomes (Short–Medium Term)	Impacts (Long-Term, Strategic Change)	Key Outcome Indicators	Key Impact Indicators
			Perceived inclusiveness: Women: 91.9% PWD: 88.8% Youth: 90.6% (T14)	
7. Programme Effectiveness, Efficiency & Sustainability	PBW meets objectives, transferred to national ownership	Long-term sustainability beyond donor funding	77.4% activities on time & budget (T6) 74.5% good use of resources (T6) 75.4% achieved goals (T5) 77% good quality results (T5) 28.9% local readiness to sustain (T8)	23.8% results sustained after donor exit (T8) 100% national policies/practices adopted (T4) 71.9% partners committed to continuation (T8)

Table 1-1: List of KIIs Conducted with UN Agencies and Donor Representatives

No	No of KIIs	Key Informant	UN Agency
01	06	- Resident Coordinator - Peace and Development Advisor - Development Specialist Peace and Development Analyst - Sustainable Development Fund Manager - Peacebuilding Window Coordinator - Human rights Advisor	UNRCO
02	03	- Chief Migration Health Officer (Strategic Leadership) - Head of Social Cohesion and Reconciliation - Head of Protection unit	IOM
03	04	- Resident Representative - UN City Manager - Monitoring, Evaluation and Knowledge Management Specialist - Technical Specialist- Reconciliation and Peacebuilding	UNDP
04	01	- Head of Peacebuilding and Human Rights - Project Manager	British High Commission
05	01	National Program Coordinator	UNODC
06	01	Second Secretary	High Commission of Australia
07	01	- Technical Level Informant - Strategic leadership	ILO
08	01	Counsellor (Development) and Head of Cooperation	High Commission of Canada
09	01	Political officer	High commission of US
10	01	National Project officer	UNESCO
11		Program Manager	UNOPS

No	No of KIIs	Key Informant	UN Agency
12	01	Regional Coordinator	Human Rights Commission of Sri Lanka (HRCSL)- Regional Office in the North
13	02	1. Deputy Representative 2. Planning Officer 3. Education Officer 4. Child Protection Officer	UNICEF
14	01	1. Program Analyst 2. Partnership and Advocacy Analyst 3. Project Analyst	UNFPA

Table 1.2: Field level KIIs and FGDs

No.	Type	Location	No of Participants
KIIs			
1	Discussion with District Secretary, Jaffna	District Secretariat, Jaffna	01
2	Discussion with District Secretary, Kilinochchi	District Secretariat, Kilinochchi	01
3	Discussion with the Coordinator UNRCO	Jaffna – UN/IOM Compound	01
4	Discussion with Reparation officer	Jaffna – UN/IOM Compound	01
5	Discussion with individual staff member of a Vriddhi CSO who has benefited from the Vriddhi Capacity Building Programme.	RDF Office, Kurumankadu, Vavuniya	01
6	Discussion with the Coordinator from Northern Province UNOPS	Vavuniya	01
7	Discussion with District Secretary, Batticaloa	District Secretariat, Batticaloa	01
8	Discussion with Deputy Director Planning	District Secretariate Batticaloa	01
9	Discussion with the Coordinator UNDP	Reveira	01
FDG			
10	Discussion with CSO/Implementing Partners	Jaffna – UN/IOM Compound	06
11	Discussion with Beneficiaries -Palali Housing Scheme	Palali	05
12	Discussion with CSOs in Jaffna	Jaffna – UN/IOM Compound	10
13	Discussion with District Secretary, RO, DO, WDO etc. Mullaitivu	District Secretariat, Mullaitivu	05
14	Discussion with Peacebuilders	Batticaloa District Secretariate	12
IDI			
15	Discussion with District Psychosocial Coordinator and Drug control unit of District Secretariat and visit the upgraded counselling center at District Secretariat, Jaffna	District Secretariat, Jaffna	04
16	Discussion with MOH and Team	FRC Office, Mulliyawalai Mullaitivu	04
17	Discussion with HDO team (Vriddhi CSO)	HDO Office, Nelukulam, Vavuniya	03
18	Discussion with FRC team (Vriddhi CSO)	FRC Office, Vavuniya	06
19	Discussion with RDF Team (Vriddhi CSO)	RDF Office, Kurumankadu, Vavuniya	05
20	Discussion with OFFER Ceylon	Batticaloa	06

Table 2.1: Project Activities align with Political, Social and Cultural Context

		Count	%
11. Were project activities / livelihood supports suitably given the political, social, and cultural context?	Fully	58	24.7%
	To a larger extent	88	37.4%
	Somewhat	68	28.9%
	To a smaller extent	10	4.3%
	Not at all	3	1.3%
	No Idea	8	3.4%
	Total	235	100.0%

Source: Sample survey, 2025

Table 2.2: Relevance of the Project from Implementing Partners, UN Agency Staff and Government Officers' Point of View

		Count	%
To what extent do you think the Peacebuilding Window's activities addressed the key peace and conflict issues/ key conflict drivers (land disputes) in your area/ community?	Fully	2	6.3%
	To a larger extent	12	37.5%
	Somewhat	7	21.9%
	To a smaller extent	1	3.1%
	Not at all	2	6.3%
	No Idea	8	25.0%
	Total	32	100.0%
To what extent do you think the Peacebuilding Window's activities addressed the key peace and conflict issues/ key conflict drivers (civic exclusion) in your area/ community?	Fully	2	6.3%
	To a larger extent	13	40.6%
	Somewhat	8	25.0%
	Not at all	1	3.1%
	To a smaller extent	2	6.3%
	No Idea	6	18.8%
	Total	32	100.0%
To what extent do you think the Peacebuilding Window's activities addressed the key peace and conflict issues/ key conflict drivers (hate speech) in your area/ community?	Fully	2	6.3%
	To a larger extent	16	50.0%
	Somewhat	14	43.8%
	Total	32	100.0%

Source: Sample survey, 2025

Table 2.3: Project Relevance in Terms of Addressing Needs of Marginal Groups

		Count	%
Were women, youth, persons with disabilities meaningfully included in the interventions?	Fully included	177	75.3%
	No Idea	5	2.1%
	Not included	5	2.1%
	Partially included	48	20.4%
	Total	235	100.0%

Source: Sample survey, 2025

Table 2.4: Survey Results about Coherence of the Project

		Count	%
Were you aware of similar peace or reconciliation programs in the area?	No	32	13.6%
	No Idea	26	11.1%
	Yes	177	75.3%
	Total	235	100.0%
Did the Peacebuilding Window align with or complement those programs?	Fully	60	25.5%
	Not at all	2	0.9%
	Not sure	50	21.3%
	To some extent	123	52.3%
	Total	235	100.0%
Were there any overlaps or duplications with other programmes?	A few	88	37.4%
	Many	10	4.3%
	No	86	36.6%
	No Idea	51	21.7%
	Total	235	100.0%
Were the programme's goals being in line with national or local government priorities (e.g., reconciliation, housing)? (Survey conducted only with project staff, partners, and government officers)	Beneficiary (NR)	203	86.4%
	Yes	32	100%
	Total	32	100.0%
Do you think there was good coordination among agencies and stakeholders?	Agree	10	31.25%
	Disagree	1	3.13%
	Neutral	1	3.13%
	Strongly Agree	19	59.38%
	Strongly Disagree	1	3.13%
	Total	32	100.00%
Was there harmonization between UN agencies and government stakeholders in implementation?	Do not know	47	20.0%
	Somewhat	48	20.4%
	Yes, strongly	140	59.6%
	Total	235	100.0%

Source: Sample survey, 2025

Table 2.5: Effectiveness of the Project

		Count	%
How would you rate the programme's effectiveness in achieving its intended goals to facilitate the project stakeholders?	Effective	116	49.4%
	Ineffective	3	1.3%
	Neutral	44	18.7%
	No Idea	6	2.6%
	Very effective	61	26.0%

		Count	%
	Very ineffective	5	2.1%
	Total	235	100.0%
Were outputs (activities) completed with good quality?	Don't know	13	5.5%
	No	4	1.7%
	Partially	37	15.7%
	Yes	181	77.0%
	Total	235	100.0%

Source: Sample survey, 2025

Table 2.6: Efficiency of the Project

		Count	%
Do you think the project made good use of resources (time, staff, funds)?	Strongly Agree	62	26.4%
	Agree	113	48.1%
	Disagree	2	0.9%
	Neutral	40	17.0%
	Strongly Disagree	5	2.1%
	No Idea	13	5.5%
	Total	235	100.0%
Were outputs (activities) completed on time?	Don't know	15	6.4%
	No	3	1.3%
	Partially	35	14.9%
	Yes	182	77.4%
	Total	235	100.0%

Source: Sample survey, 2025

Table 2.7: Perception on the impact of the project PBW

		Count	%
Has the project contributed to peace, trust-building, or reconciliation in your area?	Significantly	101	43.0%
	Moderately	111	47.2%
	A little	16	6.8%
	No Idea	6	2.6%
	Not at all	1	0.4%
	Total	235	100.0%
Has the trust between communities or toward government institutions improved?	A little	49	20.9%
	No	3	1.3%
	No Idea	5	2.1%
	Yes, significantly	178	75.7%
	Total	235	100.0%

Source: Sample survey, 2025

Table 2.8 : Sustainability from Beneficiaries, and Other Stakeholders point of views

		Count	%
Are the benefits of the project likely to continue without external /donor support?	Maybe	57	24.3%
	No	109	46.4%
	No Idea	13	5.5%
	Yes	56	23.8%
	Total	235	100.0%
Is your community or local government ready to maintain the results without outside help?	No	91	38.7%
	Not sure	76	32.3%
	Yes	68	28.9%
	Total	235	100.0%
Are there any existing mechanisms to sustain the changes made? (Respondents are only implementing partners/CBOs, project staff, government officers & UN agency staff)	No	2	6.2%
	Not sure	7	21.9%
	Yes	23	71.9%
	Total	32	100.0%

Source: Sample survey, 2025

Table 2.9: Institutional Capacity for Peace & Reconciliation

		Beneficiary		Control Group	
		Count	%	Count	%
Do you believe that the government institutions respond for your requests/ issues related conflict preventions have been improved in the last 2 years?	No	16	10.0	4	9.3
	Yes	114	71.3	28	65.1
	Not sure	30	18.8	11	25.6
	Total	160	100.0	43	100.0
Do you aware of an institutional system to address in your issues related conflict and peace?	No	20	12.5	13	30.2
	Yes	113	70.6	24	55.8
	Not sure	27	16.9	6	14.0
	Total	160	100.0	43	100.0

Source: Sample survey, 2025

Table 2.10: Marginalized groups, Gender Equality and Human Rights

		Count	%
30. Did the programme include women in decision-making or implementation?	Actively	85	36.2%
	Fully	105	44.7%
	No Idea	9	3.8%
	Not at all	2	0.9%
	Somewhat	34	14.5%
	Total	235	100.0%
31. Did the programme address concerns of marginalized groups (e.g. displaced persons, persons with disabilities)?	No	6	2.6%
	Not sure	11	4.7%
	Yes	218	92.8%
	Total	235	100.0%

		Count	%
32. Were gender equality and human rights meaningfully integrated into project activities?	Agree	135	57.4%
	Neutral	37	15.7%
	No Idea	10	4.3%
	Strongly Agree	49	20.9%
	Strongly Disagree	4	1.7%
	Total	235	100.0%
33. Do you feel the interventions helped reduce inequalities or discrimination in your area?	No	11	4.7%
	No Idea	6	2.6%
	Somewhat	62	26.4%
	Yes	156	66.4%
	Total	235	100.0%

Source: Sample survey, 2025

Table2.11: Impact of PBW on Inclusion and Equity

		Beneficiary		Control Group	
		Count	%	Count	%
15. Do you believe that women are included equally in peacebuilding efforts in your area?	Strongly agree	49	30.6	11	25.6
	Agree	98	61.3	25	58.1
	Neutral	13	8.1	6	14.0
	Disagree	0	.0	1	2.3
	Total	160	100.0	43	100.0
16. Do persons with disabilities have equal access to programme benefits and community participation?	Strongly agree	46	28.8	8	18.6
	Agree	96	60.0	27	62.8
	Neutral	16	10.0	7	16.3
	Disagree	1	.6	1	2.3
	Strongly disagree	1	.6	0	.0
	Total	160	100.0	43	100.0
17. Do you believe youth have sufficient opportunities to participate in peace-related programmes?	Not sure	12	7.5	0	.0
	No	3	1.9	0	.0
	Yes	145	90.6	43	100.0
	Total	160	100.0	43	100.0

Source: Sample survey, 2025

Table 2.12: Impact of the project: Human Rights & Justice

		Beneficiary		Control Group	
		Count	%	Count	%
Have you or someone you know accessed any services to help people claim their rights (legal aid, complaint mechanisms, etc.) in the last 2 years?	No	81	50.6	26	60.5
	Yes	57	35.6	12	27.9
	No Idea	22	13.8	5	11.6
	Total	160	100.0	43	100.0

To what extent do you trust local institutions (courts, police, public administration) to treat people fairly?	A great deal	40	25.0	13	30.2
	Somewhat	106	66.3	30	69.8
	Very little	14	8.8	0	.0
	Total	160	100.0	43	100.0
Do you think that human right has been improved in the last 2 years?	No	2	1.3	4	9.3
	Yes	129	80.6	29	67.4
	No Idea	29	18.1	10	23.3
	Total	160	100.0	43	100.0

Source: Sample survey, 2025

Table 2.13: Social Cohesion & Civic Engagement

		5. Involvement in project:			
		Beneficiary		Control Group	
		Count	%	Count	%
11. How would you describe your relationship with other communities (ethnic, religious, linguistic) in your area?	Negative	0	.0	1	2.3
	Neutral	26	16.3	7	16.3
	Positive	47	29.4	10	23.3
	Very positive	87	54.4	25	58.1
	Total	160	100.0	43	100.0
12. Have you participated in community meetings or dialogue forums in the last 12 months?	No	33	20.6	21	48.8
	No Idea	10	6.3	1	2.3
	Yes	117	73.1	21	48.8
	Total	160	100.0	43	100.0
13. Are you satisfied with your participated in community meetings or dialogue forums in the last 12 months?	No	30	18.8	23	53.5
	No Idea	16	10.0	5	11.6
	Yes	114	71.3	15	34.9
	Total	160	100.0	43	100.0
14. Do you feel your voice is heard in local decision-making?	No Idea	4	2.5	0	.0
	Never	3	1.9	4	9.3
	Rarely	19	11.9	14	32.6
	Sometimes	73	45.6	17	39.5
	Always	61	38.1	8	18.6
	Total	160	100.0	43	100.0

Source: Sample survey, 2025

Table 2.14: Access to Services, Land Conflict, and Resettlement Support

		Beneficiary		Control Group	
		Count	%	Count	%
Do you feel secure/ safe in your current place of residence?	Not secure	1	.6	2	4.7
	Somewhat secure	12	7.5	11	25.6

		Beneficiary		Control Group	
		Count	%	Count	%
	Yes, very secure	147	91.9	30	69.8
	Total	160	100.0	43	100.0
Do you think that in houses/land-related community tensions have been reduced in last 2 years	No	15	9.4	9	20.9
	Yes	127	79.4	32	74.4
	No Idea	18	11.3	2	4.7
	Total	160	100.0	43	100.0
How would you rate your current access to basic services (water, electricity, healthcare)?	Excellent	65	40.6	7	16.3
	Good	75	46.9	19	44.2
	Fair	16	10.0	11	25.6
	Poor	4	2.5	6	14.0
	Total	160	100.0	43	100.0

Source: Sample survey, 2025

Table 2.15: Hate Speech, Disinformation & Safety

		Beneficiary		Control Group	
		Count	%	Count	%
In the past year, have you noticed that hate speech or harmful rumors online or in your community have been reduced?	Frequently	16	10.0	2	4.7
	Occasionally	34	21.3	18	41.9
	Rarely	66	41.3	14	32.6
	Never	26	16.3	9	20.9
	No Idea	18	11.3	0	.0
	Total	160	100.0	43	100.0
Do you feel safe expressing your views publicly or online?	Always	33	20.6	10	23.3
	Sometimes	47	29.4	13	30.2
	Rarely	28	17.5	7	16.3
	Never	26	16.3	6	14.0
	No Idea	26	16.3	7	16.3
	Total	160	100.0	43	100.0
Have you participated in any programmes or training related to early warning or media literacy related hate speech?	No	94	58.8	36	83.7
	No Idea	28	17.5	2	4.7
	Yes	38	23.8	5	11.6
	Total	160	100.0	43	100.0

Source: Sample survey, 2025

Annexure B: Data Collection Tools

PEACEBUILDING WINDOW OF UN SRI LANKA KII GUIDELINES FOR MID EVALUATION

Introduction to the Interview:

The RCO/UN Sri Lanka SDG Multi-Partner Trust Fund has commissioned Multi Tech Solutions (Pvt) to conduct a Mid Project Evaluation of Peacebuilding Window Interventions and this session is conducted to obtain your feedback as part of the evaluation. Please share your honest feedback on the project and your experiences. All information shared will remain confidential and be used only for the evaluation.

As per the TOR, this exercise will help improve the hitherto undertaken efforts and enable us to consolidate the successes together. The stories and information gathered from these interviews will be used for a number of purposes including:

- Assess the progress made towards achieving goals and impact based on the interventions design and strategy.
- Evaluate the interventions as Peacebuilding Window level.
- Access the partnership and coordination built with communities and stakeholders.
- To inform future RCO/UN Sri Lanka SDG Multi-Partner Trust Fund programming.
- Identify potential gaps and area-specific opportunities for interventions planning and improvement.

Consent Form (Ethical Consideration)

- I have read (someone explained to me) understand the questionnaire and have been given adequate time to consider it.
- I was given the opportunity to ask questions about the interview and the questions were answered to my satisfaction.
- I understand that my participation in the Study is voluntary.
- I understand that taking part in the Study will involve me being interviewed.
- I understand that my details such as name and employer contacts will not be revealed to people outside the PBW and the study.
- I understand that my words may be quoted, but keep my name anonymized when the report is submitted for publications
- I understand that I can withdraw from the Study at any time and I will not be questioned about why I no longer be in the Study.
- I understand that if I withdraw from the Study my data will not be used.

CONTACT DETAILS:

(If the respondent wishes to remain anonymous, do not record their name or contact details - just write job title or category – i.e., service provider, user, official, or some similar description.)

Name of the Respondent:: Date of Interview: --- /--- / 2025.

Designation:..... Name of Represent organization: Gender: Male..... Female

.....District:

Domain: (Tick against the appropriate category)

Domain #1: Government officials (National/Local)

Domain #2: UN staff from participating agencies

Domain #3: Implementing partners (NGO's, civil society organizations)

Domain #4: Community leaders and representatives from conflict affected areas

Domain #5: Development partners (Donors, International organizations)

The Peacebuilding Window of the United Nations (UN) Sri Lanka SDG Multi-Partner Trust Fund is a critical initiative to address the deep-rooted socio-political and ethnic challenges facing Sri Lanka in the aftermath of its prolonged civil conflict. The PBW addresses multi-faceted issues by focusing on conflict prevention, strengthening social cohesion, and fostering inclusive governance. It aligns with Sri Lanka's commitments to the 2030 Agenda for Sustainable Development, emphasizing human rights, governance, and social inclusion.

Section A - General Information

- a) Please tell us about the changes that have brought about during the implementation period, as the end result in achieving the overall objective/s of the intervention?
- b) Give an account on a kind of story that best illustrates the most significant change that you have experienced as a result of your involvement in the intervention? *(In terms its significance for the intervention / for the country?)*
- c) In your opinion, what are the strengths of the Peace window interventions?
- d) What are the key weaknesses of the interventions you have observed?
- e) What percentage of target population is addressed through project interventions?

Section B - Relevance

- f) Is 'Peace window interventions doing the 'right' thing as an initiative in addressing the overall goal and the highlighted specific objectives?
- g) How accurate has the interventions addressed the theory of change perspectives?
- h) To what extent has the Peace window interventions responded to the Government's needs, policies and priorities in preventing the escalation of violence/ establish peace among communities.
- i) Do you think the interventions are aligned with the expectations of the local community or government?
- j) Were the Peace window intervention's components appropriate for the Strengthened nonviolent conflict resolution and trust through multi-stakeholder engagement?

Section C - Coherence

- a) From your perspective, were the project's and activity's goals and expected results clearly linked and consistent?
- b) Did the intervention's approach make logical sense based on the problems it aimed to address?
- c) Were the different parts of the project well-coordinated and mutually reinforcing?
- d) What mechanisms, strategies, or partnerships have been developed to ensure local ownership of the peacebuilding interventions, and how do these mechanisms contribute to the program's long-term success?
- e) How effectively does Peace window relate and complement with other similar programmes in Sri Lanka?

Section D - Effectiveness

- f) To what extent have Peace window interventions contributed to achieving its inclusive outcomes under each outcome indicator?
- g) How effectively the intervention approaches being adopted in the peacebuilding field?
- h) Were there any challenges in how the interventions were carried out that affected its success?
- i) What factors/key drivers support or hinder the achievement of Peace Window' outcomes?
- j) Were there any unintended outcomes, if yes please explain; do you think that the program effectively

delivers these outcomes? If yes, explain, and if not, why?

Section E - Efficiency

- a) Has 'Peace Window' interventions delivered in a cost-effective manner, relative to alternative delivery mechanisms?
- b) Were there any delays, and if so, what caused them and how were they handled?
- c) What is your judgement on how efficient the project staff managed the planned activities?
- d) In your opinion, has 'Peace Window' interventions managed efficiently, as its overall outcome?

Section F - Impact

- a) What progress has been made towards achieving the program's targets as its overall impact?
- b) To what extent has 'Peace Window' effectively contributed to build peace in the local context?
- c) Can you share detailed examples of tangible changes or improvements that have occurred within the target population as a direct result of the program's activities?
- d) Section G - Sustainability
- e) Does 'Peace Window' program approach support sustainability aspects?
- f) If yes, what strategic actions have been developed in the program to address sustainability?
- g) Has the program contributed to the development of policies, strategies, or advocacy efforts that support sustainability?
- h) Do you believe that the relevant parties can continue the activities after the interventions are pulled out? If yes:
- i) Do they have enough capacity (awareness, money, man/skill, power and other capacities)?
- j) If it is possible to continue the initiated activities, what should the plan be?
- k) If it is not possible to continue, what would be the additional requirements that would require?

Section H - Gender Equality and Human Rights

- l) To what extent did the project promote gender equality in its goals and activities?
- m) Were there any barriers that limited women's or marginalized genders' participation? How were these addressed?
- n) How did the project protect or support vulnerable groups whose rights were at risk?
- o) Did the project help strengthen community or institutional mechanisms to uphold human rights?

Thank You for the Participation!

PEACEBUILDING WINDOW OF UN SRI LANKA KII GUIDELINES FOR MID EVALUATION

Domain #1: Government officials (national/local)

Introduction to the Interview:

The RCO/UN Sri Lanka SDG Multi-Partner Trust Fund has commissioned Multi Tech Solutions (Pvt) to conduct a Mid Project Evaluation of Peacebuilding Window, and this session is conducted to obtain your feedback as part of the Evaluation. Please share your honest feedback on the project and your experiences. All information shared will remain confidential and be used only for the Evaluation.

As per the TOR, this exercise will help improve the hitherto undertaken efforts and enable us to consolidate the successes together. The stories and information gathered from these interviews will be used for a number of purposes including:

- Assess the progress made towards achieving the goal and impact based on the project design and strategy
- Evaluate the Peacebuilding Window level
- Access the partnership and coordination built with communities and local stakeholders
- To inform future RCO/UN Sri Lanka SDG Multi-Partner Trust Fund programming
- Identify potential gaps and area-specific opportunities for project planning and improvement.

Consent Form (Ethical Consideration)

- *I have read (someone explained to me) understand the questionnaire and have been given adequate time to consider it.*
- *I was given the opportunity to ask questions about the interview and the questions were answered to my satisfaction.*
- *I understand that my participation in the Study is voluntary.*
- *I understand that taking part in the Study will involve me being interviewed.*
- *I understand that my details such as name and employer contacts will not be revealed to people outside the PBW and the study.*
- *I understand that my words may be quoted, but keep my name anonymized when the report is submitted for publication.*
- *I understand that I can withdraw from the Study at any time and I will not be questioned about why I no longer be in the Study.*
- *I understand that if I withdraw from the Study my data will not be used.*

CONTACT DETAILS:

(If the respondent wishes to remain anonymous, do not record their name or contact details - just write job title or category – i.e., service provider, user, official, or some similar description.)

Name of the Respondent:: Date of Interview: --- /--- / 2025. Designation:.....

Name of Represent organization: Gender: Male Female District:

Peacebuilding Window of UN Sri Lanka

The Peacebuilding Window of the United Nations (UN) Sri Lanka SDG Multi-Partner Trust Fund is a critical initiative to address the deep-rooted socio-political and ethnic challenges facing Sri Lanka in the aftermath of its prolonged civil conflict. The PBW addresses multi-faceted issues by focusing on conflict prevention, strengthening social cohesion, and fostering inclusive governance. It aligns with Sri Lanka's commitments to the 2030 Agenda for Sustainable Development, emphasizing human rights, governance, and social inclusion.

Section A - General Information

- a) Please tell us about the changes that have brought about during the project period, as the end result in achieving the overall project objective.
- b) Give an account on the kind of story that best illustrates the most significant change that you have experienced as a result of your involvement in the project? *(In terms its significance for the project / for the country?)*
- c) What are the key weaknesses of the project you have observed?

Section B - Relevance

- d) Is the project 'Peace Window' doing the 'right' thing as a Project in addressing the overall goal and the highlighted specific objectives?
- e) To what extent has the 'Peace Window' Project responded to the Government's needs, policies and priorities in preventing the escalation of violence?
- f) Do you think the project goals aligned with the expectations of the local community or government?

Section C - Coherence

- g) From your perspective, were the project's goals, activities, and expected results clearly linked and consistent?
- h) Were the different parts of the project well-coordinated and mutually reinforcing?
- i) What mechanisms, strategies, or partnerships have been developed to ensure local ownership of the peacebuilding interventions, and how do these mechanisms contribute to the program's long-term success?
- j) How effectively does 'Peace window' relate and complement with other similar projects in Sri Lanka?

Section D - Effectiveness

- k) What factors/key drivers support or hinder the achievement of 'Peace Window' outcomes?
- l) Were there any the unintended outcomes, if yes please explain; do you think that the project effectively delivers these outcomes? If yes, explain, and if not, why?

Section E - Efficiency

- m) Has 'Peace Window' delivered in a cost-effective manner, relative to an alternative delivery mechanism?
- n) Were there any delays, and if so, what caused them and how were they handled?
- o) In your opinion, has 'Peace Window' implementation managed efficiently, as its overall outcome?

Section F - Impact

- p) To what extent has 'Peace Window' effectively contributed to build peace in the local context?
- q) Can you share detailed examples of tangible changes or improvements that have occurred within the target population as a direct result of the program's activities?

Section G - Sustainability

- r) If yes, what strategic actions have been developed in the project to address sustainability
- s) Do you believe that the relevant parties can continue the project activities after the project interventions are pulled out? If yes:
- Do they have enough capacity (money, manpower and other capacities)?
 - If it is possible to continue the initiated activities, what should the plan be?
 - If it is not possible to continue, what would be the additional requirements that would require?

Section H - Gender Equality and Human Rights

- t) To what extent did the project promote gender equality in its goals and activities?
- u) Were there any barriers that limited women's or marginalized genders' participation? How were these addressed?
- v) How did the project protect or support vulnerable groups whose rights were at risk?
- w) Did the project help strengthen community or institutional mechanisms to uphold human rights?

PEACEBUILDING WINDOW OF UN SRI LANKA KII GUIDELINES FOR MID EVALUATION

Domain #3: Implementing partners (NGO's, civil society organizations)

Introduction to the Interview:

The RCO/UN Sri Lanka SDG Multi-Partner Trust Fund has commissioned Multi Tech Solutions (Pvt) to conduct a Mid Project Evaluation of Peacebuilding Window project and this session is conducted to obtain your feedback as part of the Evaluation. Please share your honest feedback on the project and your experiences. All information shared will remain confidential and be used only for the Evaluation.

As per the TOR, this exercise will help improve the hitherto undertaken efforts and enable us to consolidate the successes together. The stories and information gathered from these interviews will be used for a number of purposes including:

- Assess the progress made towards achieving project goal and impact based on the project design and strategy
- Evaluate the project as Peacebuilding Window level
- Access the partnership and coordination built with communities and local stakeholders
- To inform future RCO/UN Sri Lanka SDG Multi-Partner Trust Fund programming
- Identify potential gaps and area-specific opportunities for project planning and improvement.

Consent Form (Ethical Consideration)

I have read (someone explained to me) understand the questionnaire and have been given adequate time to consider it.

I was given the opportunity to ask questions about the interview and the questions were answered to my satisfaction.

I understand that my participation in the Study is voluntary.

I understand that taking part in the Study will involve me being interviewed.

I understand that my details such as name and employer contacts will not be revealed to people outside the PBW and the study.

I understand that my words may be quoted, but keep my name anonymized when the report is submitted for publication.

I understand that I can withdraw from the Study at any time and I will not be questioned about why I no longer be in the Study.

I understand that if I withdraw from the Study my data will not be used.

CONTACT DETAILS:

(If the respondent wishes to remain anonymous, do not record their name or contact details - just write job title or category – i.e., service provider, user, official, or some similar description.)

Name of the Respondent:: Date of Interview: --- /--- / 2025.

Designation:..... Name of Represent organization: Gender: Male Female

.....District:

Peacebuilding Window of UN Sri Lanka

The Peacebuilding Window of the United Nations (UN) Sri Lanka SDG Multi-Partner Trust Fund is a critical initiative to address the deep-rooted socio-political and ethnic challenges facing Sri Lanka in the aftermath of its prolonged civil conflict. The PBW addresses multi-faceted issues by focusing on conflict prevention, strengthening social cohesion, and fostering inclusive governance. It aligns with Sri Lanka's commitments to the 2030 Agenda for Sustainable Development, emphasizing human rights, governance, and social inclusion.

Section A - General Information

- a) Please tell us about the changes that have been brought about during the project period, as the end result in achieving the overall project objective?
- b) Give an account on the kind of story that best illustrates the most significant change that you have experienced as a result of your involvement in the project? *(In terms its significance for the project / for the country?)*
- c) What are the key weaknesses of the project you have observed?
- d) What percentage of target population is addressed through project interventions?

Section B - Relevance

- a) Is the project 'Peace Window' doing the 'right' thing as a Project in addressing the overall goal and the highlighted specific objectives?
- b) How accurate has the 'Peace Window' Project addressed the theory of change perspectives?
- c) To what extent has the 'Peace Window' Project responded to the Government's needs, policies and priorities in preventing the escalation of violence?

Section C - Coherence

- a) From your perspective, were the project's goals, activities, and expected results clearly linked and consistent?
- b) Did the project's approach make logical sense based on the problems it aimed at addressing?
- c) Were the different parts of the project well-coordinated and mutually reinforcing?
- d) What mechanisms, strategies, or partnerships have been developed to ensure local ownership of the peacebuilding interventions, and how do these mechanisms contribute to the program's long-term success?

Section D - Effectiveness

- e) To what extent has 'Peace Window' contributed to achieving its inclusive end-of-project outcomes under each outcome indicator?
- f) How effectively are project approaches being adopted in the conflict management field?
- g) What factors/key drivers support or hinder the achievement of 'Peace Window' outcomes?
- h) Were there any the unintended outcomes, if yes please explain; do you think that the project effectively delivers these outcomes? If yes, explain, and if not, why?

Section E - Efficiency

- i) Were there any delays, and if so, what caused them and how were they handled?
- j) In your opinion, has 'Peace Window' implementation managed efficiently, as its overall outcome?

Section F - Impact

- k) To what extent has 'Peace Window' effectively contributed to build peace in the local context?
- l) Can you share detailed examples of tangible changes or improvements that have occurred within the target population as a direct result of the program's activities?

Section G - Sustainability

- a) If yes, what strategic actions have developed in the project to address sustainability?
- b) Has the program contributed to the development of policies, strategies, or advocacy efforts that support the sustainability?
- c) Do you believe that the relevant parties can continue the project activities after the project interventions are pulled out? If yes:
- d) Do they have enough capacity (money, man power and other capacities)?
- e) If it is possible to continue the initiated activities, what should be the plan?
- f) If it is not possible to continue, what would be the additional requirements that would require?

Section H - Gender Equality and Human Rights

- g) Were there any barriers that limited women's or marginalized genders' participation? How were these addressed?
- h) How did the project protect or support vulnerable groups whose rights were at risk?

Thank You for the Participation!

PEACEBUILDING WINDOW OF UN SRI LANKA FGD GUIDELINES FOR MID EVALUATION

Introduction to the Interview:

The RCO/UN Sri Lanka SDG Multi-Partner Trust Fund has commissioned Multi Tech Solutions (Pvt) to conduct a Mid Project Evaluation of Peacebuilding Window Interventions and this session is conducted to obtain your feedback as part of the evaluation. Please share your honest feedback on the project and your experiences. All information shared will remain confidential and be used only for the evaluation.

As per the TOR, this exercise will help improve the hitherto undertaken efforts and enable us to consolidate the successes together. The stories and information gathered from these interviews will be used for a number of purposes including:

- Assess the progress made towards achieving goals and impact based on the interventions design and strategy.
- Evaluate the interventions as Peacebuilding Window level.
- Access the partnership and coordination built with communities and stakeholders.
- To inform future RCO/UN Sri Lanka SDG Multi-Partner Trust Fund programming.
- Identify potential gaps and area-specific opportunities for interventions planning and improvement.

Consent Form (Ethical Consideration)

- ☐ I have read (someone explained to me) understand the questionnaire and have been given adequate time to consider it.
- ☐ I was given the opportunity to ask questions about the interview and the questions were answered to my satisfaction.
- ☐ I understand that my participation in the Study is voluntary.
- ☐ I understand that taking part in the Study will involve me being interviewed.
- ☐ I understand that my details such as name and employer contacts will not be revealed to people outside the PBW and the study.
- ☐ I understand that my words may be quoted, but keep my name anonymized when the report is submitted for publication.
- ☐ I understand that I can withdraw from the Study at any time and I will not be questioned about why I no longer be in the Study.

CONTACT DETAILS:

Date of Interview: --- / --- / 2025. District: Position:

Domain: (Tick against the appropriate category)

Domain #1: Project beneficiaries (men, women, youth, marginalized groups)

Domain #2: Program staff from implementing partners

Domain #3: Community leaders and local authorities

Peacebuilding Window of UN Sri Lanka

The Peacebuilding Window of the United Nations (UN) Sri Lanka SDG Multi-Partner Trust Fund is a critical initiative to address the deep-rooted socio-political and ethnic challenges facing Sri Lanka in the aftermath of its prolonged civil conflict. The project addresses multi-faceted issues by focusing on conflict prevention, strengthening social cohesion, and fostering inclusive governance. It aligns with Sri Lanka's commitments to the 2030 Agenda for Sustainable Development, emphasizing human rights, governance, and social inclusion.

Criteria 01: Relevance

- a) Do you think the Peace window interventions addressed the real need of implementing sustainable peace in the local context?
- b) Do you believe the interventions and the activities under focused on the needs which you really want to achieved and it empowered your community and build their capacity for peacebuilding?
- c) Were the activities carried out under the interventions relevant to your local context and touching cultural sensitivities?
- d) What is your opinion on the needs of women, men, youth, and people with disabilities? Did these interventions cover their needs successfully?

Criteria 02: Coherence

- a) Do you think the goals, activities, and expected outcomes of Peace window interventions logically aligned?
- b) Does this initiative align with national peacebuilding strategies and international frameworks and standers?
- c) How clearly did you understand the information disseminated by the main implementing body? Did you feel confused about the interventions and your hands-on experience?
- d) Is it coordinated with other peacebuilding or development initiatives in the region to avoid duplication or conflicting approaches?
- e) Is the project responsive to the local context, including cultural, political, and social dynamics?
- f) Does it take into account lessons learned or best practices from similar peacebuilding efforts?

Criteria 03: Effectiveness

- a) Can you provide specific examples of tangible changes to prove that the interventions have reached its objectives?
- b) Has the project contributed to stronger relationships between community members, organizations or other stakeholders?
- c) What measures were taken to ensure the sustainability of peacebuilding efforts post-interventions?
- d) What monitoring and evaluation mechanisms were in place to track the intervention's progress and impact?
- e) How were lessons learned from the interventions documented and shared with relevant stakeholders?

Criteria 04: Efficiency

- a) Were the financial, human, and technical resources of the interventions sufficient to meet its objectives?
- b) Can you describe how resources under the interventions (e.g., materials, staff and support) were used to address the objectives?
- c) Do you think that the resources were used in a way that maximized the overall impact or they were
- d) underused, overused, or wasted?
- e) Were the project activities and benefits delivered at the right time to meet the community's needs?
- f) Did any delays or challenges occur during the intervention's implementation? If so, how did they affect the overall outcomes?

Criteria 05: Impact

- a) Do vulnerable groups and affected communities perceive a meaningful improvement and attention in peace, security, or inclusion due to the interventions?
- b) Did it lead to more resilient institutions or communities better able to manage conflict peacefully?
- c) Did it focus on the satisfaction on their basic needs; proper settlement in their lives?
- d) Have marginalized or vulnerable groups experienced lasting benefits from the interventions?
- e) Did it influence broader social norms related to peace, justice, or inclusion?

Criteria 06: Sustainability

- a) Do you believe the benefits of the Peace window intervention will continue after it ends?
- b) How prepared is the community to take ownership of these changes without external support?
- c) Were local organizations, leaders, or government agencies involved in ways that would help sustain the project's benefits?

Criteria 07: Gender Equality and Human Rights

Section 1: Gender Equality

How were women and marginalized genders involved in the interventions and decision-making processes?
What specific challenges did women face during the interventions? How were these challenges addressed?
What improvements would you suggest to making the interventions more inclusive for all genders?

Section 2: Human Rights

Do the interventions explicitly incorporate human rights principles?
Does the interventions contribute to the protection of vulnerable groups from human rights violations
Have the interventions increased awareness and understanding of human rights among communities and stakeholders?
Does it build the capacity of local actors to monitor and advocate for human rights?
Overall Observation:

.....
.....

Thank You for the Participation.

Survey Questionnaire: Evaluation of the Peacebuilding Window

Part I: Common to everyone

Research Assistant code:

Section A: Respondent Profile

Name (Optional):

Gender: ☐ Male ☐ Female ☐ Other ☐ Prefer not to say

Age Group: ☐ Below 18 ☐ 18–30 ☐ 31–45 ☐ 46–60 ☐ Above 60

District: District: ☐ Jaffna ☐ Mullaitivu ☐ Batticaloa ☐ Trincomalee ☐ Vavuniya ☐ Other:

Involvement

project: ☐ Beneficiary ☐ Implementing Partner/CSOs ☐ control group ☐ Government Officials

Affiliation:

Project (Displaced families, youth, women, persons with disabilities, affected communities)	Beneficiaries	1	After complete Part I, move to Part II A
Control Group		2	After complete Part I, move to Part II A
Implementing Partners & Civil Society Organizations (CSOs) (NGOs, community-based organizations, facilitators)		3	After complete Part I, move to Part II B
Government & Local Authority Stakeholders (District/Divisional Secretaries, institutional partners, policy actors)		4	After complete Part I, move to Part II C
UN Agency Staff, Technical Experts, project staff (not top-level officers) (UNDP, UNFPA, IOM, UNOPS, OHCHR, etc.)		5	Only Part I

Section B: Relevance-Skip

- To what extent do you think the Peacebuilding Window's activities addressed the key peace and conflict issues/ key conflict drivers (land disputes) in your area/ community?
☐ Not at all ☐ To a small extent ☐ Somewhat ☐ To a large extent ☐ Fully ☐ No idea
- To what extent do you think the Peacebuilding Window's activities addressed the key peace and conflict issues/ key conflict drivers (civic exclusion) in your area/ community?
☐ Not at all ☐ To a small extent ☐ Somewhat ☐ To a large extent ☐ Fully ☐ No idea
- To what extent do you think the Peacebuilding Window's activities addressed the key peace and conflict issues/ key conflict drivers (hate speech) in your area/ community?
☐ Not at all ☐ To a small extent ☐ Somewhat ☐ To a large extent ☐ Fully ☐ No idea
- Were the interventions aligned with local/district needs and realities?
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ No idea
- Were project activities -Livelihood Supports suitable given the political, social, and cultural context?
☐ Yes ☐ Somewhat ☐ No ☐ Not sure
- Were women, youth, persons with disabilities meaningfully included in the interventions?
☐ Fully included ☐ Partially included ☐ Not included ☐ No idea

Section C: Coherence

- Were you aware of similar peace or reconciliation programs in the area?
☐ Yes ☐ No ☐ No idea
- Did the Peacebuilding Window align with or complement those programs?
☐ Not at all ☐ To some extent ☐ Fully ☐ Not sure

3. Were there overlaps or duplications with other programmes?
☐ No ☐ A few ☐ Many ☐ Not idea
4. Were the programme's goals in line with national or local government priorities (e.g., reconciliation, housing)?
☐ Yes ☐ No ☐ Not sure
5. Do you think there was good coordination among agencies and stakeholders?
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ Not idea
6. Was there harmonization between UN agencies and government stakeholders in implementation?
☐ Yes, strongly ☐ Somewhat ☐ Not at all ☐ Do not know

Section D: Effectiveness

1. How would you rate the programme's effectiveness in achieving its intended goals to facilitate Project Stakeholders?
☐ Very ineffective ☐ Ineffective ☐ Neutral ☐ Effective ☐ Very effective ☐ No idea
2. Were outputs (activities) completed on time and with good quality?
☐ Yes ☐ No ☐ Partially ☐ Don't know

Section E: Efficiency

1. Do you think the project made good use of resources (time, staff, funds)?
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ No idea
2. Were outputs (activities) completed on time?
3. ☐ Yes ☐ No ☐ Partially ☐ Don't know
4. Section F: Impact
5. What long-term changes (positive or negative) have you observed as a result of the interventions?

6. Has the project contributed to peace, trust-building, or reconciliation in your area?
☐ Not at all ☐ A little ☐ Moderately ☐ Significantly ☐ No idea
7. Has the trust between communities or toward government institutions improved?
☐ Yes, significantly ☐ A little ☐ No ☐ No idea
8. Are there any unintended outcomes (positive or negative) you have observed?
 skip.....

Section G: Sustainability

1. Are the benefits of the project likely to continue without external /donor support?
☐ Yes ☐ No ☐ Maybe ☐ No idea
2. Is your community or local government ready to maintain the results without outside help?skip
☐ Yes ☐ No ☐ Not sure
3. Are there any existing mechanisms to sustain the changes made?
☐ Yes ☐ No ☐ Not sure skip

Section H: Gender Equality, Human Rights, and Inclusion

1. Did the programme include women in decision-making or implementation?
☐ Not at all ☐ Somewhat ☐ Actively ☐ Fully ☐ No idea
2. Did the programme address concerns of marginalized groups (e.g. displaced persons, persons with disabilities)?
☐ Yes ☐ No ☐ Not sure
3. Were gender equality and human rights meaningfully integrated into project activities?
☐ Strongly Disagree ☐ Disagree ☐ Neutral ☐ Agree ☐ Strongly Agree ☐ No idea
4. Do you feel the interventions helped reduce inequalities or discrimination in your area?
☐ Yes ☐ No ☐ Somewhat ☐ No idea

Section I: Lessons Learned & Future Needs

1. Would you participate in similar peacebuilding programmes in the future?
☐ Yes ☐ Maybe ☐ No ☐ Not sure
2. Which factors most helped programme success? (tick all that apply)
3. ☐ Local partnerships ☐ UN technical support ☐ Community engagement ☐ Flexible implementation ☐ Inter-agency coordination ☐ Decentralized planning ☐ Other: _____
4. Would you recommend any changes to improve such programmes (tick all that apply)?
☐ Better targeting ☐ More timely support ☐ Greater inclusion of women/youth ☐ Better coordination
☐ More follow-up ☐ Not sure
5. Would you recommend scaling these interventions to other conflict-affected areas?
☐ Yes ☐ Maybe ☐ No ☐ No idea

Section J: Open Feedback

1. What were the biggest strengths of the project activities?
2. What were the main challenges or gaps you observed?
3. What recommendations would you suggest for improving future programming?

Part II

Project Beneficiaries (Displaced families, youth, women, persons with disabilities, affected communities)	1
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Section A

1. Do you belong to any of these groups? ☐ Youth ☐ Woman ☐ Female-headed household
☐ Person with Disability ☐ Displaced/returned family ☐ Non of the above multiple option

Section B: Access to Services, land conflict, and Resettlement Support

2. Do you feel secure/ safe in your current place of residence?
☐ Yes, very secure ☐ Somewhat secure ☐ Not secure
3. Do you think that in houses/land-related community tensions have been reduced last 2 years
☐ Yes ☐ No ☐ No idea
4. How would you rate your current access to basic services (water, electricity, healthcare)?
☐ Excellent ☐ Good ☐ Fair ☐ Poor

Section C: Human Rights & Justice

5. Have you or someone you know accessed any services to help people claim their rights (legal aid, complaint mechanisms, etc.) in the last 2 years?
☐ Yes ☐ No ☐ No idea
6. To what extent do you trust local institutions (courts, police, public administration) to treat people fairly?
☐ A great deal ☐ Somewhat ☐ Very little ☐ Not at all
7. DO you think that human right has been improved in the last 2 years
☐ Yes ☐ No ☐ No idea

Section D: Hate Speech, Disinformation & Safety

1. In the past year, have you noticed that hate speech or harmful rumours online or in your community have been reduced?
☐ Frequently ☐ Occasionally ☐ Rarely ☐ Never ☐ No idea
2. Do you feel safe expressing your views publicly or online?
☐ Always ☐ Sometimes ☐ Rarely ☐ Never ☐ No idea

3. Have you participated in any programmes or training related to early warning or media literacy related hate speech?
☐ Yes ☐ No ☐ No idea

Section E: Social Cohesion & Civic Engagement

1. How would you describe your relationship with other communities (ethnic, religious, linguistic) in your area?
☐ Very positive ☐ Positive ☐ Neutral ☐ Negative ☐ Very negative
2. Have you participated in community meetings or dialogue forums in the last 12 months?
☐ Yes ☐ No ☐ No idea
3. Are you satisfied with your participated in community meetings or dialogue forums in the last 12 months?
☐ Yes ☐ No ☐ No idea
4. Do you feel your voice is heard in local decision-making?
☐ Always ☐ Sometimes ☐ Rarely ☐ Never ☐ No idea

Section F: Inclusion and Equity

1. Do you believe that women are included equally in peacebuilding efforts in your area?
☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
2. Do persons with disabilities have equal access to programme benefits and community participation?
☐ Strongly agree ☐ Agree ☐ Neutral ☐ Disagree ☐ Strongly disagree
3. Do you believe youth have sufficient opportunities to participate in peace-related programmes?
☐ Yes ☐ No ☐ Not sure

H. Institutional Capacity for Peace & Reconciliation

1. Do you believe that the government institutions respond for your requests/ issues related conflict preventions have been improved in the last 2 years?
☐ Yes ☐ No ☐ Not sure
2. Do you aware of an institutional system to address in your issues related conflict and peace?
3. ☐ Yes ☐ No ☐ Not sure

Part II B:

Implementing Partners & Civil Society Organizations (CSOs) (NGOs, community-based organizations, facilitators)	2
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Which thematic areas has your organization been involved in? (Tick all that apply)

- ☐ Resettlement & Land Issues
☐ Reconciliation & Reparations
☐ Human Rights Promotion
☐ Civic Engagement
☐ Hate Speech & Disinformation
☐ Legal Reform
☐ Early Warning & Response
☐ Gender and Inclusion
☐ Others (specify).....

Section B. Inclusive Political Dialogue and Reconciliation

1.1a	Can you state the Number of multi-stakeholder peace dialogues facilitated (national level)? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
1.1b	Can you state the Number of multi-stakeholder peace dialogues facilitated (provincial level) ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
1.1c	Can you state the Number of multi-stakeholder peace dialogues facilitated (district level) ?	

	☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
1.3	Can you state the Number of reconciliation initiatives implemented through CSOs? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	

Section C. Conflict Prevention and Early Warning

2.1a	Can you state the Number of local-level Early Warning and Response Mechanisms (EWRM) established or strengthened? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
2.1b	Can you state the Number of persons trained in early warning or media literacy? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
2.2	Can you state the Number of incidents addressed through EWRMs before escalation ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
2.3	Can you state the Frequency of conflict-risk assessments or tension monitoring reports shared with national stakeholders ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	

Section D. Social Cohesion and Community Resilience

3.2	Can you state the Number of joint community development projects across ethnic/religious lines? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
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Section E. Transitional Justice and Human Rights

4.1	Can you state the Number of public dialogues or consultations on truth, justice, or reparations ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
4.3	Can you state the Number of awareness campaigns on human rights and transitional justice ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	

Section F. Gender and Youth in Peacebuilding

5.1	Can you state the % of peacebuilding activities with meaningful participation of women and youth? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
5.2	Can you state the Number of women/youth-led peace initiatives supported ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
5.3	Can you state the Number of gender-sensitive peace and conflict assessments conducted ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	

Section G. Institutional Strengthening and Governance

6.1	Can you state the Number of local governance institutions trained on conflict sensitivity and inclusive service delivery (CBOs/IPs) ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
6.2	Can you state the Number of civil society organizations with increased capacity in peacebuilding? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
6.3	Can you state the Number of policy recommendations adopted at national/provincial level based on peacebuilding evidence ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	

Section H. Communications and Public Perception

7.2	Can you state the Number of media outputs promoting peace (TV, radio, digital content) ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	
7.3	Can you state the Number of journalists trained on conflict-sensitive reporting ? ☐ Yes ☐ No ☐ if yes please indicate..... ☐ if no please specify	

What areas do you think that project must further engage to improve peace and address conflict

Government & Local Authority Stakeholders (District/Divisional Secretaries, institutional partners, policy actors)	3
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1. Your role/function in relation to peacebuilding programmes:
☐ Planning ☐ Implementation ☐ Monitoring ☐ Coordination ☐ Oversight ☐ Other
2. What thematic areas did your institution engage with under this programme?
☐ Land/resettlement ☐ Human rights/legal reform ☐ Civic engagement ☐ Early warning/disinformation ☐ Reparations ☐ Reconciliation ☐ Gender/social inclusion ☐ Other
3. The project support our institutional capacity building
4. ☐ yes ☐ No ☐ No idea
5. Number of our staff trained by the project: Women, Men ☐ Not Sure
6. Has the programme contributed to improving institutional performance in reconciliation, human rights, or service delivery?
☐ Significantly ☐ Moderately ☐ Minimally ☐ Not at all
7. Was technical/logistical support from UN agencies timely and sufficient?
☐ Always ☐ Usually ☐ Occasionally ☐ Rarely
8. Is there budget or policy space for continuing the outcomes post-project?
☐ Yes ☐ Possibly ☐ No
9. What areas do you think that project must further engage to improve peace and address conflict

ⁱ Refers to long-term efforts aimed at addressing the root causes of conflict and preventing its recurrence. It includes strengthening institutions, fostering dialogue, promoting justice, and supporting socio-economic development to build sustainable peace.

See: United Nations (1992). *An Agenda for Peace: Preventive Diplomacy, Peacemaking and Peace-keeping*. A/47/277-S/24111.

ⁱⁱ The process of restoring trust and relationships between divided communities after conflict. It involves acknowledgement of past harms, truth-seeking, justice, and promoting mutual understanding to heal divisions and foster social cohesion.

See: Lederach, J. P. (1997). *Building Peace: Sustainable Reconciliation in Divided Societies*. Washington, DC: United States Institute of Peace Press.

ⁱⁱⁱ Policy and practical measures designed to improve land ownership, access, and use—often involving redistribution or restitution. In post-conflict contexts, it is critical for resolving disputes, supporting displaced populations, and ensuring equitable development.
 See: Deininger, K. (2003). *Land Policies for Growth and Poverty Reduction*. World Bank and Oxford University Press.

^{iv} Ensuring that all individuals, especially marginalized and disadvantaged groups, can participate fully in social, economic, and political life. It emphasizes equal rights, opportunities, and access to resources regardless of gender, ethnicity, disability, or social status.
 See: United Nations (2016). *Leaving No One Behind: The Imperative of Inclusive Development*. Report on the World Social Situation 2016. New York: UN.