

**Final evaluation of the Expanded  
Support for Durable Resettlement  
and Reintegration in Sri Lanka  
(EDRR) project**

Evaluation Team:

**Marga Institute, Sri Lanka:**

## Project and evaluation information details

Project/outcome Information		
<b>Project/outcome title</b>	Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project	
<b>Project ID</b>	1000323	
<b>Corporate outcome and output</b>	<p><b>Outcome:</b> Return, resettlement and/or local integration of conflict-displaced persons in the Northern and Eastern Provinces supported in a sustainable, safe, and dignified manner, based on confidence in state and non-state mechanisms for rebuilding lives and communities.</p> <p>The project has the following outputs:</p> <ol style="list-style-type: none"> <li>1. Increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure.</li> <li>2. Increased livelihood opportunities for resettled community groups that are durable, climate-resilient and context-specific</li> <li>3. Resettling Communities, in particular PWDs and female-headed households, are socially reintegrated with the help of community-based structures, including CBOs and Producer Organizations, including women-led organizations/ CBOs</li> </ol>	
<b>Country</b>	Sri Lanka	
<b>Region</b>	South Asia	
<b>Date project document signed</b>		
<b>Project dates</b>	<b>Start</b>	<b>Planned end</b>
	1 <sup>st</sup> March 2023	31 <sup>st</sup> March 2025
<b>Total committed budget</b>	USD 1,732,101 (GBP 1,500,00)	
<b>Project expenditure at the time of evaluation</b>		
<b>Funding source</b>	UN Sri Lanka SDG Multi-Partner Trust Fund, with contributions from Australia, Canada, the UK, the USA, and the UN Peacebuilding Fund.	
<b>Implementing party<sup>1</sup></b>	UNDP and IOM	

Evaluation information		
<b>Evaluation type (project/outcome/thematic/country programme, etc.)</b>	Project	
<b>Final/midterm review/ other</b>	Final	
<b>Period under evaluation</b>	<b>Start</b>	<b>End</b>
	1 <sup>st</sup> March 2024	31 <sup>st</sup> March 2025

<b>Evaluators</b>	Priyakala Manoharan (until end May 2025) Amar Gunatilleke and Rasani Sonali from May to June:	
<b>Evaluator email address</b>	amar@margasrilanke.org, rasni@margasrilanka.org	
<b>Evaluation dates</b>	<b>Start</b>	<b>Completion</b>
	10 <sup>th</sup> March 2025	10 <sup>th</sup> November 2025

*Amar Gunatilleke*  
**EXECUTIVE VICE CHAIRMAN**  
**MARGA INSTITUTE**  
 No: 941/1, Jayanthi Mawatha  
 Kotte Road, Ethul Kotte.

## Contents

Executive summary	8
Description of the Intervention	8
Objective, Purpose, and Scope of the Final Evaluation	9
Evaluation Approach and Methods	9
Key Findings	10
Conclusion	10
Key Findings and Conclusions	11
Main Recommendations (Abridged Version)	12
1. Introduction	13
1.1 Background and Project Objectives	13
1.2 Theory of Change	13
1.2.1 The Causal Logic and Results Chain	14
1.2.2 Strategic Feasibility and Differentiated Approaches	14
1.2.3 Critical Assumptions and External Dependencies	14
1.2.4 Interconnected Pathways to Impact	15
1.2.5 Implications for Adaptive Implementation	15
2. Evaluation Purpose and Objectives	17
2.1 Evaluation Purpose and Rationale	17
2.2 Specific Evaluation Objectives	17
2.2.1 Relevance Analysis	17
2.2.2 Effectiveness Analysis	18
2.2.3 Efficiency Evaluation	18
2.2.4 Impact Assessment	19
2.2.5 Sustainability Analysis	19
2.2.6 Coherence Assessment	20
2.2.7 Cross-Cutting Analysis Objectives	20
2.3 Monitoring and Evaluation System Assessment and Framework	20
2.3.1 M&E System Design and Approach	20
2.3.2. Key Findings on M&E Implementation and Quality	21
2.3.3 Conclusion on M&E System	21
3. Evaluation Methodology	22

3.1 Methodological Approach	22
3.2 Data Collection Methods	22
3.3 Data Analysis and Quality Assurance	23
4. Findings	23
4. A. Summary of Project Implementation Progress and Context (Condensed from "Desk Review - Quarterly Reports")	23
4.B. Overview of Implementing Partner Performance (Condensed from "Partner Reports Review")	24
4. C. Summary of Identified Community Needs (Condensed from "Needs Assessment Findings Analysis")	25
4.1 Relevance	26
4.2 Coherence	26
4.3. Effectiveness	27
4.4 Efficiency	27
4.5 Impact	28
4.6 Sustainability	29
4.7 Gender & Inclusion	30
4.8 Performance Summary	30
Key Performance Indicators Summary	30
5. PROJECT CHALLENGES AND SHORTCOMINGS	33
5.1 Challenges Related to Relevance	33
5.2 Challenges Related to Effectiveness	34
5.3 Challenges Related to Efficiency	34
5.4 Challenges Related to Coherence	35
5.5 Challenges Related to Sustainability	35
5.6 Challenges Related to Impact (Limitations on Full Potential)	36
5.7 Challenges Related to Cross-Cutting Themes	37
5.8 Systemic and Structural Challenges (Overarching Context)	37
6. Recommendations	38
7. Lessons Learned and Forward-Looking Insights	39
8. Conclusion	40
Annexure	45
1. Evaluation matrix	45
2. List of People Interviewed	57
3. List of supporting documents reviewed.	61

4. Financial Performance Overview	63
5. Geographical Coverage Summary	63
6. Beneficiary Reach Summary	64
7. Special Category Beneficiaries	64
8. Output 1.1: Access to Services and Infrastructure	65
9. Output 1.2: Livelihood Opportunities	66
10. Output 1.3: Social Reintegration and CBOs	67
11. Needs Assessment Methodology Overview	68
12. Vulnerability Categories Across Districts	70
13. Housing and Land Tenure Status	70
14. Land Access Challenges	71
15. Water, Sanitation and Hygiene (WASH) Needs	71
16. Livelihood and Economic Status	72
17. Health and Nutrition Status	74
18. Infrastructure Development Needs	75
19. Social and Psychosocial Needs	76
20. Gender-Specific Vulnerabilities	77
21. Emerging and Ongoing Needs (During Implementation)	77
22. Risk Log	80
23. Stakeholder mapping matrix	84
24. Thematic Codebook for Open-Ended Survey Questions	89
25. Case studies	97
25.1 Mullaitivu case studies	97
25.2 Jaffna Case studies	100
25.3 Kilinochchi Case studies	102
25.4 Batticaloa Case study	106
25.5 Trincomalee Case studies	111
26. Questionnaires	114
26.1. Survey (English)	115
26.2. KII Guide (English)	122
26.3. FGD Guide (English)	124
26.4. Case study guide	127
27. Results Framework	136
28. Audit Trail	152

## Abbreviations and Acronyms

ADP- Assistant Director Planning	DS- Divisional Secretariat
CBO- Community Based organization	EDO- Economic Development Officer
CFCD- Centre for Community Development	EDRR- The Expanded Support for Durable Resettlement and Reintegration in Sri Lanka
CSO- Civil Society Organization	EIS- Environmental Impact Assessments
DDP- Deputy Director of Planning	FGD- Focus Group Discussion
DNA- Divisional Needs Assessment	GBP- Great Britain Pound
DO- Development Officer	GEWE- Gender Equality and Women's Empowerment
ADP- Assistant Director Planning	HRBA- Human Rights-Based Approach
IDPs- Internally Displaced Persons	OfERR- Organization for Elankai Refugees Rehabilitation
IOM- International Organization for Migration	PWDs- Persons with Disabilities
KII- Key Informant Interview	SDG- Sustainable Development Goals
LKR- Sri Lankan Rupees	SGBV- Sexual and Gender Based Violence
MHPSS- Mental Health & Psychosocial Support Network	UNDP- United Nations Development Programme
MPTF- UN Sri Lanka SDG Multi-Partner Trust Fund	UNSDCF- UN Sustainable Development Cooperation Framework

NGO- Non Governmental Organization

USD- United States Dollar

NVQ- National Vocational Qualification

WASH- Water, Sanitation, and Hygiene

WHH- Women Headed Households

WRDS- Women Rural Development Societies

## Executive summary

### Description of the Intervention

The Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project, funded by the UN Sri Lanka SDG Multi-Partner Trust Fund (MPTF) and jointly implemented by the International Organization for Migration (IOM) and the United Nations Development Programme (UNDP), was designed to foster durable peace and sustainable reintegration for conflict-affected populations in Sri Lanka's Northern and Eastern provinces. The intervention aimed to address persistent challenges related to limited livelihood opportunities, land and documentation complexities, and social integration barriers, particularly benefiting internally displaced persons (IDPs), refugee returnees, women-headed households, CBOs (Community Based organizations, ex-combatants, youth, and persons with disabilities (PWDs).

The project focused on three key areas:

- **Improving Access to Inclusive Support Services** – Enhancing community infrastructure and essential services to ensure equitable access to basic amenities necessary for dignified living and social integration.
- **Enhancing Livelihood Opportunities** – Creating durable, climate-resilient, and context-specific livelihood opportunities to provide sustainable income generation and withstand economic shocks.
- **Strengthening Social Reintegration and Community Cohesion** – Facilitating dialogue, reconciliation, and mutual understanding between returnees and host communities through community-based structures and participatory mechanisms.

The intervention was strategically aligned with Sri Lanka's national development priorities, the Sustainable Development Goals (SDGs), the UN Sustainable Development Cooperation Framework (UNSDCF), and the National Policy on Durable Solutions for Conflict-Affected Displacement. The project sought to establish pathways for safe, dignified, and sustainable return, resettlement, and local integration by leveraging multi-sectoral support, institutional strengthening, and community participation. Through partnerships with government institutions, civil society organizations (CSOs), and community-based organizations (CBOs), the EDRR project ensured that reintegration efforts were comprehensive, responsive, and owned by the communities themselves.

The key stakeholders and partners of the EDRR project included government bodies (District and Divisional Secretariats, line ministries), implementing CSOs (e.g., OfERR Ceylon, Centre for Community Development - CFCD), community-based organizations (Rural Development Societies, Women Rural Development Societies), and the direct beneficiaries (IDPs, returnees, vulnerable groups). These stakeholders were actively involved in needs identification, planning, implementation, and monitoring of interventions across housing, livelihoods, documentation, infrastructure, and social cohesion. UNDP and IOM led the implementation, leveraging their respective expertise and operational presence, while CSOs served as crucial on-the-ground implementing partners, ensuring effective beneficiary outreach and service delivery. This multi-stakeholder approach facilitated a comprehensive response to the multifaceted needs of conflict-affected populations.

## Objective, Purpose, and Scope of the Final Evaluation

The Final Evaluation provided an independent and comprehensive assessment of the EDRR project's overall performance, achievements, and impact. It critically examined the quality and reach of outputs, measured progress against intended and unintended results, and identified lessons learned and best practices to enhance future programming. The evaluation also assessed the project's contribution to sustainable reintegration and peacebuilding efforts, ensuring alignment with national priorities and international standards, including gender mainstreaming and a rights-based approach.

The evaluation assessed the extent to which the project had improved access to services, enhanced livelihood opportunities, and fostered social reintegration for target communities. It provided actionable insights for future interventions in post-conflict settings. Covering the project implementation period from March 1, 2023, to March 31, 2025, the evaluation examined project activities across the five target districts: Jaffna, Kilinochchi, Mullaitivu, Trincomalee, and Batticaloa. It was guided by the OECD DAC evaluation criteria—relevance, coherence, efficiency, effectiveness, sustainability, and impact. The assessment also reviewed the integration of gender equality, human rights-based approaches, and inclusivity into the project's design and implementation.

## Evaluation Approach and Methods

The Final Evaluation of the EDRR project employed a comprehensive mixed-methods approach, integrating quantitative and qualitative data collection and analysis techniques. This framework was designed to provide a holistic and nuanced understanding of the project's performance, ensuring triangulation of findings for robust, evidence-based insights for accountability and learning. The evaluation methodology was grounded in participatory principles, ensuring diverse stakeholder voices were captured, and adhered to rigorous ethical standards, including informed consent, confidentiality, and cultural sensitivity. The evaluation explicitly addressed gender considerations by integrating sex-disaggregated data collection and analysis where feasible and focusing on the experiences of women, women-headed households, and other vulnerable groups. The engagement with diverse beneficiary groups, including PWDs and ex-combatants, strengthened the validity and depth of findings related to inclusion.

**Data sources:** The evaluation team collected and analyzed data from various sources:

- **Desk Review:** Comprehensive review of project documents (proposals, progress reports, monitoring data, partner reports, needs assessments, financial reports).
- **Quantitative Surveys:** Structured surveys administered to 548 beneficiaries (representing minimum 30% coverage for key interventions like livelihoods and housing) across the five target districts, capturing data on key indicators.
- **Focus Group Discussions (FGDs):** Approximately 20 FGDs conducted with distinct beneficiary groups (women-headed households, youth, ex-combatants, PWDs, IDPs, refugee returnees) and CBO members.
- **Key Informant Interviews (KIIs):** A minimum of 10 KIIs with project staff (IOM/UNDP), local government officials, CBO leaders, and implementing partner representatives.

Data analysis involved thematic coding for qualitative data (FGDs/KIIs) and descriptive statistics (frequencies, percentages, means) for quantitative survey data. Triangulation across all data sources validated information and ensured robust conclusions.

## **Key Findings**

The evaluation findings reveal a picture of an overwhelmingly successful and impactful project that consistently met or exceeded its objectives. The intervention demonstrated exceptional relevance, with 99.5% of beneficiaries rating the support as critical to their needs, particularly in the core areas of housing (100% relevance) and documentation (98.8%). This relevance translated directly into high effectiveness, evidenced by transformative economic and social outcomes: a remarkable 100% of surveyed beneficiaries transitioned to self-employment, and 98.8% reported significantly improved living conditions. The project's social impact was equally profound, fostering greater community cohesion (reported by 92.9% of beneficiaries) and empowering individuals, with 98.7% noting increased confidence in their decision-making. Crucially, these gains appear highly sustainable, as 96% of beneficiaries believe the positive effects will last and 96.6% feel equipped to continue their livelihoods independently. The project also excelled in integrating gender and inclusion, notably empowering women and ensuring PWD accessibility.

## **Conclusion**

In conclusion, the evaluation confirms that the EDRR project stands as an exceptionally successful and impactful intervention, providing a powerful model for post-conflict recovery. This success is rooted in its integrated, multi-sectoral approach that strategically linked housing, livelihoods, documentation, and social cohesion to address the multifaceted needs of vulnerable communities. Fundamental to its achievements was a beneficiary-centered and community-driven implementation strategy, which fostered high levels of ownership, empowerment, and sustainability. As a result, the project made a significant and measurable contribution to peacebuilding by strengthening community relations, restoring dignity, and providing a solid foundation for durable economic and social reintegration. While the project demonstrated remarkable resilience by adapting to a challenging economic crisis, the evaluation also highlights the need for future programming to build in more robust mechanisms for youth employment alignment and to systematically integrate Mental Health and Psychosocial Support (MHPSS) from the outset, thereby offering a proven and replicable blueprint for future post-conflict recovery efforts.

## Key Findings and Conclusions

Finding No.	Key Finding & Conclusion Statement
1	<b>Exceptional Relevance and Alignment with Beneficiary Needs:</b> The EDRR project demonstrated exceptional relevance, with 99.5% of beneficiaries finding overall support "Very Relevant" or "Relevant." Housing (100%) and documentation (98.8%) were particularly critical.
2	<b>High Effectiveness in Achieving Tangible Outcomes:</b> The project was highly effective. 93.3% of beneficiaries reported income improvement from skills training, 98.8% experienced significantly improved living conditions, and 100% reported positive impacts from community infrastructure.
3	<b>Transformative Economic and Social Impact:</b> The project generated transformative economic impact (100% of surveyed beneficiaries transitioned to "Self-Employed" status). Socially, 92.9% reported improved inter-community relations and 98.7% noted increased decision-making confidence.
4	<b>Strong Sustainability Prospects and Beneficiary Empowerment:</b> Strong sustainability was indicated (96% believe effects will last; 96.6% can continue livelihoods independently). Beneficiaries were empowered (97.6% enhanced understanding for future navigation).
5	<b>Effective Integration of Cross-Cutting Themes (Gender &amp; Inclusion):</b> The project excelled in gender equality and inclusion (98.7% increased decision-making confidence; 100% PWD accessibility). Respectful treatment was reported by 99.6%.
6	<b>Coherent Program Design and Operational Efficiency:</b> The integrated approach showed strong internal coherence. High beneficiary satisfaction and effective targeting (92% felt it reached the most needy) suggest efficient resource use despite external challenges.
7	<b>Challenges in Specific Program Components and External Factors:</b> While successful, the NVQ program had a relevance gap for some youth (29.4%). MHPSS coverage was limited. The economic crisis posed significant implementation challenges, navigated by adaptive management.

<b>Overall Conclusion</b>	The EDRR project was exceptionally successful in supporting sustainable reintegration, achieving transformative impacts. The integrated, beneficiary-centered approach proved highly relevant and effective, providing a robust model for post-conflict recovery, with a strong focus on dignity, inclusion, and sustainability.
---------------------------	--

## Main Recommendations (Abridged Version)

No	Recommendation	Responsible Entities	Priority	Timeframe
1	<b>Scale and Replicate the Integrated EDRR Model:</b> Expand the successful integrated model (housing-livelihoods-documentation) to other post-conflict regions, ensuring thorough needs assessments for adaptation.	Donors, Implementing Agencies (UNDP/IOM)	High	Long-term
2	<b>Strengthen Post-Project Sustainability Mechanisms:</b> Establish mentorship networks, business incubation support, and formal market linkages for beneficiaries to ensure long-term viability of economic gains.	Implementing Partners (CSOs), Local Government	High	Short to Long-term
3	<b>Refine and Expand Specialized Support Services:</b> Enhance MHPSS integration and refine youth employment programs (e.g., NVQ) through detailed market analysis and alignment with individual aspirations.	Future Programming, Implementing Agencies	High	Immediate to Mid-term
4	<b>Institutionalize Community-Based Monitoring and Learning:</b> Support local partners to develop community-based monitoring systems and establish platforms for cross-learning for continuous improvement.	Local Partners, Implementing Agencies	Medium to High	Short to Long-term

5	<p><b>Advocate for Supportive Policy Environments:</b> Utilize EDRR evidence to advocate for policies supporting small enterprise development, simplified documentation, and enhanced market access for vulnerable populations.</p>	<p>Implementing Agencies, CSOs, Government Stakeholders</p>	<p>Medium</p>	<p>Long-term</p>
---	---	---	---------------	------------------

# 1. Introduction

## 1.1 Background and Project Objectives

This report presents the final evaluation of the Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project, a joint initiative by the United Nations Development Programme (UNDP) and the International Organization for Migration (IOM). The project was designed as a multi-sectoral response to the enduring needs of conflict-affected communities in Sri Lanka’s Northern and Eastern provinces, where populations, including Internally Displaced Persons (IDPs) and refugee returnees, faced multifaceted barriers to achieving durable solutions. These pre-existing vulnerabilities were severely exacerbated by recent national crises, including the COVID-19 pandemic and a major economic crisis.

Aligned with national policies, the UN Sustainable Development Cooperation Framework (UNSDCF), and the SDGs, the project’s core objective was to foster sustainable reintegration through three primary outputs: (1) increased access to inclusive support services and community infrastructure; (2) enhanced durable and climate-resilient livelihood opportunities; and (3) strengthened social reintegration through community-based structures.

The project was implemented over 25 months (March 1, 2023 – March 31, 2025) with a budget of USD 1,732,101, operating in five districts: Jaffna, Kilinochchi, Mullaitivu, Trincomalee, and Batticaloa. It targeted approximately 5,500 direct beneficiaries, with a special focus on vulnerable groups such as women-headed households, PWDs, ex-combatants, and youth.

## 1.2 Theory of Change

The project was guided by a comprehensive Theory of Change (ToC) that outlined its strategic logic and implementation approach

### **1.2.1 The Causal Logic and Results Chain**

The project's logic model followed a systematic causal chain: IF targeted inputs (funding, expertise) were applied to integrated activities (infrastructure development, livelihood training, legal aid, community dialogue), THEN this would produce immediate tangible outputs (e.g., improved housing, skilled beneficiaries, stronger CBOs, and legal documentation). These outputs were expected to lead to intermediate outcomes over a 1-3 year period, such as economic self-reliance, improved living conditions, and greater social cohesion. The ultimate impact sought was durable peace and the sustainable reintegration of conflict-displaced populations into stable, resilient communities.

### **1.2.2 Strategic Feasibility and Differentiated Approaches**

The ToC acknowledged that not all interventions carried the same level of feasibility, informing a risk-managed approach that differentiated between:

- High-feasibility infrastructure projects with predictable, measurable outcomes.
- Medium-feasibility livelihood programs, which are dependent on market stability and require sustained support.
- Lower-feasibility social cohesion initiatives, which are complex, long-term, and highly sensitive to external political and social dynamics. This understanding necessitated tailored implementation and risk management strategies for each component.

### **1.2.3 Critical Assumptions and External Dependencies**

The success of the project's logic was contingent upon several critical external assumptions that required active monitoring. Key assumptions included:

- **Political Stability:** A stable government commitment to the peace and reintegration process.
- **Community Acceptance:** Host communities would welcome returnees without significant resource competition.
- **Economic Viability:** Local markets could absorb new enterprises and sustain income growth.
- **Institutional Capacity:** Local partners and CBOs possessed the capacity to absorb and sustain project functions.  
Mitigation strategies involved inclusive programming, comprehensive conflict analysis, and phased capacity building.

#### **1.2.4 Interconnected Pathways to Impact**

The ToC's primary strength lay in its use of three interconnected and mutually reinforcing pathways to achieve change: (1) Economic Empowerment, (2) Social Integration, and (3) Institutional Strengthening. The model posited that progress in one area would create enabling conditions for the others, creating a virtuous cycle. For instance, economic stability would reduce community tensions, thereby facilitating social integration, while stronger local institutions would provide a better platform for both economic and social development. This synergy was designed to produce an impact greater than the sum of the individual parts.

#### **1.2.5 Implications for Adaptive Implementation**

This analytical framework had direct implications for project delivery, necessitating a flexible and adaptive management approach. Key strategies derived from the ToC included:

- Sequentially phasing interventions to build momentum (e.g., starting with tangible economic wins to build confidence for social dialogue).
- Using integrated monitoring systems to track the synergistic effects between pathways, not just individual outputs.
- Making regular strategic adjustments in response to monitoring data and the evolving context to ensure continued relevance and effectiveness.

## EDRR Theory of Change: Enhanced Analysis

Logic Model

Feasibility Assessment

Assumptions Analysis

Results Pathways

### Visual Logic Model Diagram



### Theory of Change Flow

**IF** conflict-affected populations receive integrated multi-sectoral support (secure housing, livelihoods, legal identity) delivered through strengthened community structures...



**THEN** beneficiaries achieve economic self-reliance, improved living conditions, and social integration...



**BECAUSE** this contributes to sustainable return, resettlement, and local integration, advancing durable peace.

Link for Dashboard - [Theory of Change Dashboard](#)

This approach recognized that sustainable reintegration extends beyond mere physical return, encompassing critical economic, social, and institutional dimensions.

The project's key intervention areas were:

1. **Access to Inclusive Support Services:** Improving community infrastructure and essential services for equitable access.
2. **Enhanced Livelihood Opportunities:** Creating durable, climate-resilient, and context-specific livelihood opportunities for sustainable income.
3. **Social Reintegration and Community Cohesion:** Facilitating dialogue, reconciliation, and mutual understanding through community-based structures.

*For detailed information, please refer to the Annexures: [Beneficiary Reach Summary](#) and [Special Category Beneficiaries](#) tables.*

## **2. Evaluation Purpose and Objectives**

### **2.1 Evaluation Purpose and Rationale**

The final evaluation of the Expanded Support for Durable Resettlement and Reintegration (EDRR) Project serves a dual mandate, encompassing both **accountability** and **organizational learning**.

From an accountability perspective, this evaluation fulfills fiduciary and programmatic obligations to key stakeholders. These include the UN Sri Lanka SDG Multi-Partner Trust Fund (MPTF), the Government of Sri Lanka, the implementing agencies (IOM and UNDP), direct project beneficiaries, and broader development partners. The evaluation provides a transparent, evidence-based assessment of resource utilization, performance in delivering agreed-upon results, and the overall achievement of project objectives, thereby ensuring responsible stewardship of development investments.

Equally important is the learning dimension, which positions this evaluation as a strategic knowledge generation exercise. The assessment aims to extract critical insights, identify best practices, document lessons learned from the EDRR project's implementation, and generate actionable intelligence. This intelligence is intended to inform future programming decisions, policy formulation, and operational improvements in post-conflict reintegration interventions, both within the Sri Lankan context and for the broader evidence base on durable solutions.

The evaluation's timing at project completion provides an optimal juncture for a comprehensive performance assessment, while also ensuring that findings and recommendations can meaningfully influence subsequent programming cycles and strategic planning processes for all involved stakeholders.

### **2.2 Specific Evaluation Objectives**

The final evaluation was guided by specific objectives aimed at comprehensively assessing the EDRR project's performance, aligned with the OECD-DAC evaluation criteria and key cross-cutting themes. These objectives were:

#### **2.2.1 Relevance Analysis**

The evaluation will conduct a comprehensive relevance analysis to determine the appropriateness and continued validity of the EDRR project's design, strategic approach, and intervention logic. This objective encompasses multiple analytical dimensions:

- **Needs Alignment Analysis:** Assessment of how effectively the project's design responded to identified priority needs of target beneficiaries, including internally displaced persons (IDPs), refugee returnees, women-headed households, ex-combatants, youth, persons with disabilities, and

community-based organizations. This includes evaluation of needs assessment methodologies, stakeholder consultation processes, and the accuracy of baseline assumptions.

- **Policy Coherence Evaluation:** Examination of alignment between project objectives and national policy frameworks, particularly the National Policy on Durable Solutions for Conflict-Affected Displacement (2019), national development strategies, and sectoral policies. The assessment will analyze how effectively the project contributed to national development priorities and policy implementation.
- **Strategic Framework Alignment:** Assessment of coherence with international frameworks including the UN Sustainable Development Goals (SDGs), the UN Sustainable Development Cooperation Framework (UNSDCF), and global compacts on refugees and migration. This includes evaluation of how project outcomes contributed to SDG achievement and alignment with UN country-level strategic priorities.
- **Contextual Appropriateness:** Analysis of the project's responsiveness to evolving contextual factors, including the COVID-19 pandemic impacts, economic crisis implications, and changing conflict dynamics throughout the implementation period.

### **2.2.2 Effectiveness Analysis**

The effectiveness assessment will measure the extent to which the EDRR project achieved its intended outcomes and outputs, employing both quantitative and qualitative performance indicators:

- **Outcome Achievement Assessment:** Systematic evaluation of progress toward outcome-level results, including increased access to inclusive support services, enhanced livelihood opportunities, and improved social reintegration outcomes. This includes analysis of indicator performance against established targets and assessment of outcome-level changes in beneficiary circumstances.
- **Output Delivery Evaluation:** Comprehensive assessment of output-level deliverables including community infrastructure development, livelihood program implementation, capacity building initiatives, and social cohesion activities. The evaluation will examine both quantitative delivery rates and qualitative assessment of output quality and appropriateness.
- **Implementation Strategy Assessment:** Analysis of the effectiveness of implementation modalities, partnership arrangements (including IOM-UNDP joint programming), coordination mechanisms, and adaptive management approaches. This includes evaluation of government counterpart engagement.
- evaluation will examine whether the most vulnerable and conflict-affected populations were effectively reached and served.

### **2.2.3 Efficiency Evaluation**

The efficiency analysis will examine the relationship between inputs invested and results achieved, focusing on resource optimization and cost-effectiveness:

- **Resource Utilization Assessment:** Comprehensive analysis of financial resource deployment, including budget execution rates, cost per beneficiary calculations, and comparative cost analysis

across intervention modalities. This includes examination of overhead costs, administrative efficiency, and resource allocation across geographic areas and beneficiary groups.

- **Implementation Timeliness Evaluation:** Assessment of project timeline adherence, milestone achievement rates, and factors contributing to implementation delays or acceleration. The evaluation will analyze activity sequencing, critical path management, and adaptive scheduling responses to implementation challenges.
- **Operational Efficiency Analysis:** Examination of operational systems, processes, and procedures including procurement efficiency, human resource deployment effectiveness, monitoring system performance, and partnership coordination mechanisms. This includes assessment of transaction costs and administrative burden on implementing partners and beneficiaries.
- **Value for Money Assessment:** Analysis of cost-effectiveness across different intervention types, comparative assessment of alternative delivery modalities, and evaluation of whether similar results could have been achieved with fewer resources or greater results with same resource levels.

#### **2.2.4 Impact Assessment**

The impact evaluation will examine both intended and unintended, positive and negative, direct and indirect long-term effects resulting from project interventions:

- **Beneficiary-Level Impact Analysis:** Assessment of sustained changes in beneficiary livelihoods, social integration outcomes, access to services, and overall well-being. This includes analysis of income generation sustainability, asset accumulation, social network development, and psychosocial well-being improvements.
- **Community-Level Impact Evaluation:** Examination of broader community-level changes including social cohesion improvements, inter-community relations, local economic development, and institutional capacity enhancements. The assessment will analyze spillover effects and community resilience improvements.
- **Systemic Impact Assessment:** Analysis of contributions to broader systemic changes including policy implementation, institutional capacity development, and conflict transformation processes. This includes evaluation of the project's contribution to sustainable peace and social stability.
- **Unintended Consequences Analysis:** Identification and assessment of unintended positive and negative effects, including potential conflict sensitivity implications, market distortions, dependency creation, or social tension generation.

#### **2.2.5 Sustainability Analysis**

The sustainability assessment will evaluate the likelihood of continued benefits and the durability of achieved results beyond project completion:

- **Financial Sustainability Evaluation:** Assessment of the financial viability of established interventions, including livelihood initiatives, infrastructure maintenance requirements, and ongoing operational costs. This includes analysis of beneficiary and community capacity to sustain activities independently.
- **Institutional Sustainability Analysis:** Examination of local institutional capacity to continue project functions, including community-based organization strengthening, government counterpart

capacity development, and partnership sustainability. The evaluation will assess institutional ownership and commitment levels.

- Social Sustainability Assessment: Analysis of community ownership, social acceptance, and cultural appropriateness of interventions. This includes evaluation of community participation levels, local leadership development, and social capital enhancement.
- Environmental Sustainability Evaluation: Assessment of environmental impact management, climate resilience integration, and long-term environmental viability of implemented interventions.

### **2.2.6 Coherence Assessment**

The coherence analysis will examine internal consistency and external coordination effectiveness:

- Internal Coherence Evaluation: Assessment of consistency between project components, intervention logic coherence, and alignment between different implementation approaches by IOM and UNDP. This includes analysis of complementarity and synergy creation.
- External Coherence Analysis: Examination of coordination with other development initiatives, government programs, and international interventions in target areas. The evaluation will assess coordination mechanisms effectiveness, resource complementarity, and gap identification.
- Strategic Coherence Assessment: Analysis of alignment with broader UN system coordination, humanitarian-development nexus implementation, and contribution to collective outcomes.

### **2.2.7 Cross-Cutting Analysis Objectives**

Throughout all evaluation criteria assessments, specific analytical attention will be directed toward cross-cutting themes:

- Gender Equality and Women's Empowerment (GEWE): Assessment of gender-responsive programming, women's participation rates, gender-specific outcome achievement, and contribution to women's empowerment objectives.
- Human Rights-Based Approach (HRBA): Evaluation of rights-based programming implementation, dignity preservation, participation facilitation, and accountability mechanism effectiveness.
- Conflict Sensitivity and Do No Harm: Analysis of conflict sensitivity integration, potential negative impact mitigation, and contribution to peace-building objectives.
- Environmental and Social Safeguards: Assessment of safeguard compliance, environmental impact management, and social risk mitigation effectiveness

## **2.3 Monitoring and Evaluation System Assessment and Framework**

The EDRR project's Monitoring and Evaluation (M&E) system was designed as a comprehensive framework to track progress, but its implementation revealed several key challenges related to its design, quality, and strategic use.

### **2.3.1 M&E System Design and Approach**

The M&E framework was robustly designed in alignment with UNDP and IOM results-based management standards, anchored in the OECD-DAC criteria and the project's Theory of Change. It was structured around a multi-level results hierarchy (outputs, outcomes, impact) with a detailed indicator matrix to capture both quantitative and qualitative data across the five target districts.

The data collection system employed a mixed-methods approach. Quantitative data was gathered through structured household surveys targeting a minimum of 30% coverage for key interventions. Qualitative insights were derived from Focus Group Discussions (FGDs), Key Informant Interviews (KIIs), and case studies, which were crucial for understanding complex social dynamics and contextual factors. The reporting architecture included regular progress reports to partners and donors, with standardized templates intended to ensure consistency.

### **2.3.2. Key Findings on M&E Implementation and Quality**

While the design was sound, the evaluation identified significant shortcomings in its operationalization and strategic use.

#### **Operational Fragmentation and Inefficiency**

A critical gap between the M&E system's design and its reality stemmed from the joint programming modality. The distinct monitoring protocols, reporting templates, and indicator definitions used by IOM and UNDP were not adequately harmonized. This led to fragmented data collection, inconsistencies in reporting standards that compromised data comparability, and resource-intensive coordination efforts. This duplication of effort was the primary driver of high monitoring costs, estimated at 12-15% of the total budget, which is above the typical 5-10% benchmark for development projects. External shocks, such as the COVID-19 pandemic and the economic crisis, further exacerbated these challenges, necessitating ad-hoc adaptations rather than planned, systemic adjustments.

#### **Weakness in Data Utilization for Adaptive Management**

The most significant shortcoming identified was the M&E system's limited role as a tool for adaptive management and strategic learning. While comprehensive data was collected, its analysis and translation into actionable insights for program management were weak. The evaluation found limited evidence of data-driven course corrections, resource reallocations, or strategic pivots based on monitoring findings. Reporting focused heavily on donor compliance and accountability rather than on creating feedback loops to inform real-time program adjustments.

#### **Limited Stakeholder Participation in M&E**

Stakeholder participation in the M&E process was largely limited to providing data. Beneficiaries, CBOs, and local government partners had minimal involvement in designing the M&E system, developing indicators, or interpreting results. This made the process more extractive than empowering and represented a missed opportunity to build local ownership of the M&E process and strengthen local capacity for results-based management.

### **2.3.3 Conclusion on M&E System**

In conclusion, while the M&E system generated robust data that fulfilled accountability requirements and contributed valuable evidence for lessons learned, its strategic effectiveness was limited. The operational inefficiencies resulting from a lack of harmonization, combined with weak feedback loops for adaptive

management and limited participatory mechanisms, prevented the system from reaching its full potential as a strategic project management tool.

### **3. Evaluation Methodology**

This final evaluation of the EDRR project was guided by a comprehensive and rigorous methodological framework designed to ensure the credibility and utility of its findings. The approach was grounded in participatory principles, adhered to strict ethical standards, and was structured to provide a holistic assessment of the project's performance.

#### **3.1 Methodological Approach**

The evaluation employed a mixed-methods framework using a convergent parallel design. This approach systematically integrated quantitative and qualitative data to capitalize on the strengths of both: quantitative methods provided statistical generalizability on performance indicators, while qualitative methods offered deep contextual understanding of processes, outcomes, and beneficiary experiences.

The entire process was anchored by a detailed evaluation matrix, which aligned each evaluation question from the Terms of Reference (ToR) with specific indicators, data sources, and collection methods. This matrix was refined during an inception phase through stakeholder consultations, ensuring it was both comprehensive and responsive to emergent themes, such as the need to explicitly assess gender mainstreaming and conflict sensitivity.

The primary analytical framework was a contribution analysis, an approach well-suited for complex interventions where experimental designs are not feasible. This method focused on testing the project's Theory of Change against multiple lines of evidence to assess its plausible contribution to observed results, acknowledging that outcomes are influenced by numerous external factors. The analysis systematically considered the logical strength of the ToC, the quality of supporting evidence, and alternative explanations for the changes observed.

To ensure the reliability of findings, the methodology incorporated a systematic triangulation process. Key findings were cross-verified using multiple methods (e.g., surveys, FGDs, KIIs), sources (e.g., beneficiaries, government officials, project staff), and geographical locations, strengthening the validity of the conclusions.

Finally, the approach was grounded in participatory and inclusive principles. Stakeholders were engaged throughout the evaluation, from the inception phase to the validation of preliminary findings. All data collection adhered to strict ethical protocols, including informed consent and confidentiality, with special measures taken to ensure the safe and meaningful participation of marginalized and vulnerable groups.

#### **3.2 Data Collection Methods**

The evaluation gathered data from multiple sources to ensure a comprehensive evidence base:

- **Comprehensive Desk Review:** The evaluation began with an extensive review of all relevant project documentation, including proposals, progress reports, partner reports, needs assessments, financial records, and relevant national policies. This provided the foundational understanding for all subsequent data collection.

- **Quantitative Data Collection (Structured Surveys):** A structured survey was administered to a representative sample of beneficiaries across the five target districts. The survey methodology aimed for a minimum 30% coverage for key interventions, such as livelihoods (140 households) and housing (80 households), ensuring adequate statistical power for analysis.
- **Qualitative Data Collection (Focus Group Discussions - FGDs):** Approximately 20 FGDs were conducted with distinct, homogenous groups of beneficiaries (e.g., women-headed households, youth, ex-combatants, PWDs) and CBO members. This method facilitated open discussion and captured diverse community-level perspectives on impact and social integration.
- **Qualitative Data Collection (Key Informant Interviews - KIIs):** Over 10 KIIs were conducted with project staff, local government officials, CBO leaders, and implementing partners to gather strategic and institutional insights on project design, implementation, and coordination.

### 3.3 Data Analysis and Quality Assurance

The evaluation employed a systematic approach to data analysis. Qualitative data from FGDs and KIIs underwent thematic analysis to identify key themes and patterns. Quantitative survey data was cleaned, coded, and analyzed using descriptive statistics to summarize trends and measure indicator performance. Gender-disaggregated analysis was conducted where applicable.

Rigorous quality assurance measures were implemented throughout the evaluation, including the pre-testing of all data collection instruments, comprehensive training for field enumerators on methodology and ethical protocols, and regular field supervision. The evaluation team proactively identified and developed mitigation strategies for potential limitations, such as geographic accessibility and recall bias, to ensure the robustness of the data collected.

## 4. Findings

This chapter presents the core findings of the final evaluation of the Expanded Support for Durable Resettlement and Reintegration (EDRR) project. The assessment draws upon a mixed-methods approach, triangulating data from a comprehensive desk review of project documentation, partner reports, initial needs assessments, a quantitative beneficiary survey, Focus Group Discussions (FGDs), and Key Informant Interviews (KIIs) with diverse stakeholders. The findings are organized to first provide an overview of project implementation and the needs context, followed by a detailed analysis against the OECD-DAC evaluation criteria. While key summary data is presented herein, detailed tables and further information supporting the analyses in sections **4.A (Project Implementation Summary)**, **4.B (Partner Performance)**, and **4.C (Community Needs)**, can be found in the Annexes.

### 4. A. Summary of Project Implementation Progress and Context (Condensed from "Desk Review - Quarterly Reports")

The EDRR project, implemented from March 2023 to March 2025, navigated a complex operating environment marked by Sri Lanka's severe economic crisis. A **desk review of quarterly progress reports, annual reports, and monitoring documentation** reveals a project journey of resilience and adaptation.

- **Implementation Trajectory:** The project evolved methodically from foundational activities in early 2023 (stakeholder inductions, initial assessments like housing assessments for 140 families, land clearance for IDPs) through a scaling phase in mid-late 2023 (upgrading mental health facilities, successful mobile legal clinics serving 468 returnees, commencement of livelihood support for 56 returnees, and construction of 21 houses) to a consolidation and completion phase in 2024. By Q3 2024, cumulative achievements included 442 returnees receiving livelihood support, 1,133 individuals obtaining civil documentation, 119 families completing houses, and socio-economic infrastructure benefiting 1,511 returnees. Specialized skills training (e.g., Aari embroidery, fishing vessel skipper training) marked the later stages.
- **Persistent Challenges:** Implementation was significantly impacted by the **economic crisis**, leading to price escalations, supply chain disruptions, logistical issues due to fuel prices, and reduced beneficiary capacity. **Institutional challenges** included delays in government follow-up and limited institutional portfolios for social cohesion. **Technical issues** such as livestock diseases and varying beneficiary literacy levels also required adaptive management.
- **Adaptive Management and Resilience:** The project demonstrated strong adaptive capacity, with the IOM-UNDP joint implementation leveraging complementary strengths. Regular risk monitoring and a multi-stakeholder approach involving government, CSOs, and communities were key strengths. Innovations included forming community maintenance groups for infrastructure and linking beneficiaries to formal financial sectors.
- **Key Achievements (Quantitative & Qualitative):** Beyond output numbers, progress reports indicated qualitative impacts such as monthly income increases (LKR 8,000-30,000) for livelihood beneficiaries and over 85% reporting improved living standards.

#### 4.B. Overview of Implementing Partner Performance (Condensed from "Partner Reports Review")

The EDRR project was implemented in collaboration with key civil society organization partners: OfERR (Ceylon) Northern, OfERR Ceylon Eastern, and the Centre for Community Development (CFCD). A **review of their final reports** provides insights into their operational execution and reach.

- **Financial Efficiency:** All three implementing partners demonstrated high financial utilization rates, with OfERR (Ceylon) Northern achieving 93.1%, OfERR Ceylon Eastern 92.5%, and CFCD 91.5%, resulting in an overall partner utilization rate of 92.3% despite the challenging economic context.
- **Geographical Coverage and Beneficiary Reach:** Partners covered 9 DS divisions in Kilinochchi & Mullaitivu (OfERR Northern), 11 in Trincomalee & Batticaloa (OfERR Eastern), and 5 in Jaffna (CFCD). CFCD reported the highest direct beneficiary reach (3,295 individuals), while OfERR Northern and Eastern also reached significant numbers (619 and 540+ respectively). All partners showed strong gender integration, with female beneficiary participation often exceeding 50-60%. Specific vulnerable categories like WHH, ex-combatants, PWDs, and Indian returnees were targeted.
- **Key Outputs and Activities:** Partner reports detail extensive activities across the project's three main output areas:
  - **Access to Services/Infrastructure:** Including mental health/psychosocial support training, legal aid clinics (e.g., OfERR Northern: 377 beneficiaries, 396 documents; CFCD:

324 beneficiaries, 382 documents), SGBV training, and infrastructure support (e.g., hospital improvements, community hall renovations, water access for 75 families by OfERR Eastern, significant water scheme by CFCD benefiting 127 families).

- **Livelihood Opportunities**: Extensive direct livelihood support (agriculture, livestock, fisheries, SMEs, home gardening), scale-up support, NVQ certification for youth (e.g., 26 by OfERR Northern, 31 by CFCD), and advanced technical training were delivered.
- **Social Reintegration and CBOs**: Mobilization of CBOs, cash-for-work programs (e.g., OfERR Eastern: 75 families for wildlife conflict protection), community training (e.g., women's rights, youth ethics), and construction/renovation of community halls.
- **Adaptation and Strengths**: Partners demonstrated adaptive management in response to the economic crisis, modifying or suspending some activities as required (e.g., suspension of orientation visits, some agro-wells, Multi-sectoral livelihood approach combining agriculture, livestock, and fisheries by OfERR Ceylon in North). Key strengths included community-based approaches (Community-based disaster preparedness through local groups- OfERR Ceylon in North, Cash-for-work program addressing human-wildlife conflict by OfERR Ceylon in East), multi-sectoral integration, and gender mainstreaming. CFCD notably adapted its project design successfully to include a fishing component in Jaffna.

#### **4. C. Summary of Identified Community Needs (Condensed from "Needs Assessment Findings Analysis")**

Understanding the pre-existing and evolving needs of the target communities was fundamental to the EDRR project's design and is crucial for assessing its relevance and effectiveness. A **synthesis of Divisional Needs Assessment (DNA) reports** conducted by implementing partners ([OfERR Ceylon and CFCD](#)) across the target districts reveals persistent post-conflict vulnerabilities.

- **Key Vulnerabilities**: The assessments consistently identified high incidences of Women-Headed Households, Persons with Disabilities, ex-combatants, and landless families. For example, Jaffna reported 20.2% landless families, and Batticaloa (Eravurpattu) showed high concentrations of WHH and ex-combatants.
- **Housing and Land Tenure**: A significant proportion of families (ranging from 5% to 20% across different assessed divisions) continued to live in temporary, semi-permanent, or inadequate housing. Land access remained a major challenge due to issues like high-security zones and unclear tenure.
- **Water, Sanitation, and Hygiene (WASH)**: Access to safe water and adequate sanitation was a critical gap. Mullaitivu reported 69.7% reliance on well water (often unpurified), and some divisions in Trincomalee had piped water access as low as 55%.
- **Livelihoods and Economic Status**: Agriculture was the dominant livelihood but faced constraints (input shortages, irrigation, market access). Unemployment, particularly among youth, and poverty were significant concerns, exacerbated by the economic crisis (e.g., Point Pedro: 47.75% family poverty rate; Kilinochchi: severe poverty, asset sales for coping).
- **Health and Nutrition**: Child malnutrition was a predominant concern (e.g., 30-32% in some Eastern divisions), and maternal/infant health indicators were poor in some Northern districts.
- **Infrastructure and Social Needs**: Needs included community infrastructure (community centers, drainage), electricity, and support for CBOs. Psychosocial support needs were also identified,

alongside specific vulnerabilities related to gender (economic empowerment for WHH, GBV prevention).

- **Impact of Economic Crisis:** The assessments, conducted during the crisis, highlighted its severe impact: escalating cost of living, increased food insecurity, and livelihood disruptions, all of which amplified existing needs.

This needs context underscores the challenging environment in which the EDRR project operated and the critical importance of its interventions in housing, livelihoods, documentation, and community support.

## 4.1 Relevance

*The extent to which the project's objectives and design responded to beneficiaries', global, country, and partner/institutional priorities, and the continued need for the intervention.*

The project demonstrated outstanding relevance by aligning its interventions with the critical needs of conflict-affected populations and the strategic priorities of the Sri Lankan government and the UN.

- **Beneficiary Needs:** An overwhelming **99.5%** of 548 beneficiaries rated the support as "Very Relevant" or "Relevant," with housing (100%) and documentation (98.8%) seen as most critical. Robust needs assessments ensured that **92%** of beneficiaries felt the project reached those most in need.
- **Sectoral Relevance & SDG Contribution:** The interventions made direct and significant contributions to the Sustainable Development Goals. Livelihood support (93.6% relevance) advanced SDG 1 (No Poverty) and SDG 8 (Decent Work); housing support (100% relevance) addressed SDG 11 (Sustainable Cities); and documentation support (98.8% relevance) fulfilled SDG 16.9 (Legal Identity for All).
- **Strategic Logic ("Doing the Right Things"):** The project's integrated approach—linking housing, livelihoods, and legal identity—was strategically sound and recognized as a best practice for creating sustainable, holistic solutions. By working through government systems, it also reinforced state responsibility, a core tenet of SDG 16 (Peace, Justice and Strong Institutions).

## 4.2 Coherence

*The compatibility of the intervention with other interventions in a country, sector or institution, and its alignment with national/partner priorities and stakeholder coordination.*

The EDRR project achieved strong coherence by systematically integrating with national policies, government partners, and the broader development ecosystem, ensuring its interventions were complementary rather than duplicative.

- **Internal Coherence & Synergy:** The project's integrated housing-livelihoods-documentation model created powerful synergies. For example, documentation support enabled access to government services and banking (**97.5% of recipients reported easier access**), which in turn amplified the effectiveness of livelihood interventions and created a holistic solution.

- **Inter-Agency Coordination:** While the joint UNDP-IOM implementation faced initial operational challenges with separate reporting and monitoring systems, these were largely overcome through adaptive management. Critically, Community-Based Organizations (CBOs) often served as a unified coordination point on the ground, ensuring coherent delivery to beneficiaries.
- **External Coherence with Government:** The project was explicitly aligned with Sri Lanka's **National Policy on Durable Solutions** and was implemented in close partnership with District and Divisional Secretariats. This government-led approach ensured national ownership and alignment with state priorities.
- **Multi-Stakeholder & Donor Coherence:** The project effectively leveraged CSOs like OfERR and CFCD as crucial on-the-ground partners for implementation and community mobilization. It also successfully complemented other donor programs by linking beneficiaries to existing financial institutions and coordinating on infrastructure, thus avoiding duplication of effort.

### 4.3. Effectiveness

The project was highly effective in achieving and often exceeding its intended outcomes, resulting in transformative changes for beneficiaries.

- **Economic Transformation:** A remarkable **100%** of surveyed beneficiaries transitioned from unemployment or daily wage labor to **"Self-Employed" status**. This was driven by effective skills training, which **93.3%** of recipients confirmed helped them start or improve income, leading to monthly gains of LKR 8,000-30,000.
- **Improved Living Conditions:** Housing and infrastructure support had a near-universal positive impact. **98.8%** of housing beneficiaries reported "significantly improved living conditions," and **100%** of infrastructure beneficiaries confirmed it made a "positive difference to daily life or safety."
- **Access to Services:** Documentation support was a key enabler, with **97.5%** of recipients reporting easier access to essential services like schools, healthcare, and banking.
- **Sustainability of Gains:** Beneficiaries showed strong confidence in the durability of the support. **96.6%** felt they could continue their livelihoods independently, and **100%** of housing recipients believed the improvements would be permanent.

### 4.4 Efficiency

*The extent to which the project delivered results in an economic and timely way (value for money).*

The project delivered results in an economic and timely manner, demonstrating strong value for money and adaptive efficiency in the face of a severe economic crisis.

- **Resource Utilization:** Implementing partners achieved high financial utilization rates (averaging 92.3%) despite currency devaluation and inflation. The project demonstrated excellent cost-effectiveness, with a blended cost-per-beneficiary of approximately \$235.
- **Operational Efficiency:** The project's targeting was highly precise, with **92%** of beneficiaries confirming it reached the most needy. Service delivery was rated exceptionally high, with **99.6%** of beneficiaries reporting they were treated with respect and felt safe participating.
- **Adaptive Management:** The project successfully navigated the economic crisis by consolidating geographic focus, adapting procurement strategies, and reallocating resources flexibly, thereby protecting core outcomes.

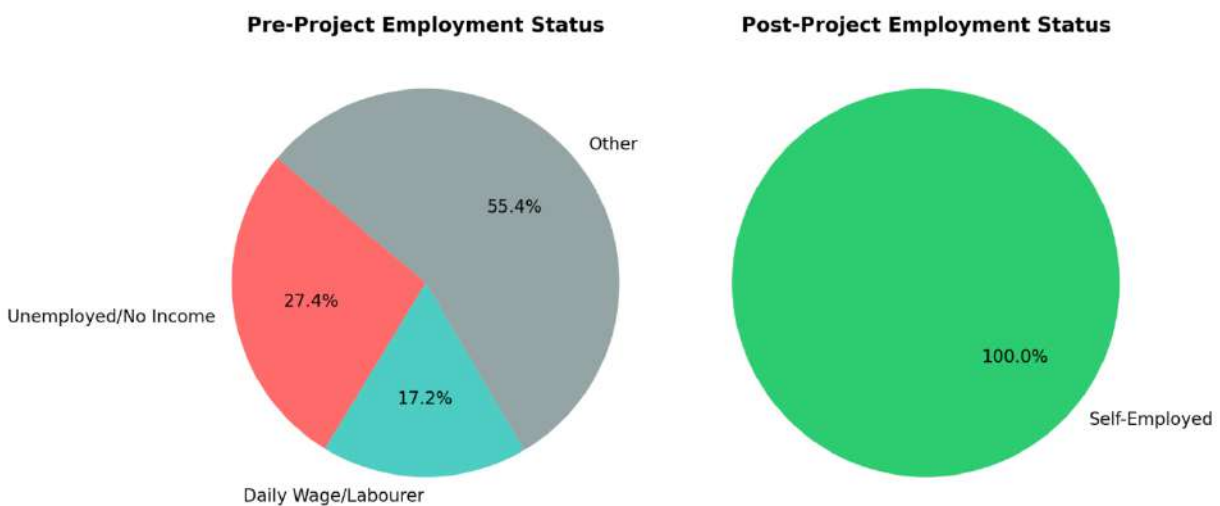
## 4.5 Impact

*The extent to which the project has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.*

The project generated profound and multi-dimensional impacts on the lives of beneficiaries and their communities, contributing directly to peacebuilding.

- **Economic Impact:** The complete shift to self-employment fundamentally restructured household economies, reducing dependency on social assistance and enhancing food security.
- **Social Impact:** The project had an exceptional impact on social cohesion, with **92.9%** of beneficiaries reporting improved relations between different community groups.
- **Empowerment and Agency:** A transformative **98.7%** of beneficiaries reported increased confidence and involvement in household decision-making, a powerful indicator of empowerment, particularly for women.
- **Challenges and Unintended Consequences:** While overwhelmingly positive, the evaluation noted that some livelihood support was "too basic" to withstand major market shocks. A systemic risk of duplicating support for the same beneficiaries across different projects was also identified, highlighting a need for better cross-agency coordination in beneficiary management.

**Figure 1: Dramatic Shift in Beneficiary Employment Status (N=548).**



## 4.6 Sustainability

*The likely continuation of benefits after the project ends, including financial, institutional, social, and environmental aspects.*

The project's outcomes show a high likelihood of being sustained due to strong beneficiary ownership and capacity building, though some external risks remain.

- **Financial & Institutional Sustainability:** The shift to self-employment provides a strong basis for financial independence (96.6% feel they can continue independently). The strengthening of 35 CBOs and 4 WRDSs has built lasting local institutional capacity for community-led development.
- **Social Sustainability:** High levels of community ownership and improved social cohesion (92.9%) provide a durable foundation for continued cooperation and peace.
- **Key Risks:** Long-term sustainability is vulnerable to external economic shocks, limited access to formal credit for scaling up enterprises, and the need for ongoing maintenance of community infrastructure.

## 4.7 Gender & Inclusion

*The extent to which the project addressed gender equality, women's empowerment, and the inclusion of vulnerable groups.*

The project excelled in its commitment to gender equality and the inclusion of vulnerable groups, which was a core strength of its design and implementation.

- **Women's Empowerment:** The project had a transformative impact on gender dynamics, with 98.7% of beneficiaries reporting increased involvement in decision-making. Women-Headed Households (WHH) were a primary target group, and female participation rates were consistently high.
- **Disability Inclusion:** The project demonstrated a systematic approach to disability inclusion. In Mullaitivu, Persons with Disabilities (PWDs) constituted 40% of beneficiaries, and 100% of surveyed PWDs confirmed support was fully accessible, with practical accommodations like modified motorbikes enabling economic participation.
- **Human Rights-Based Approach (HRBA):** The project was implemented with a strong focus on dignity, with 99.6% of beneficiaries reporting respectful treatment. The provision of legal documentation restored fundamental citizenship rights for thousands.

## 4.8 Performance Summary

### Overall Achievement Analysis

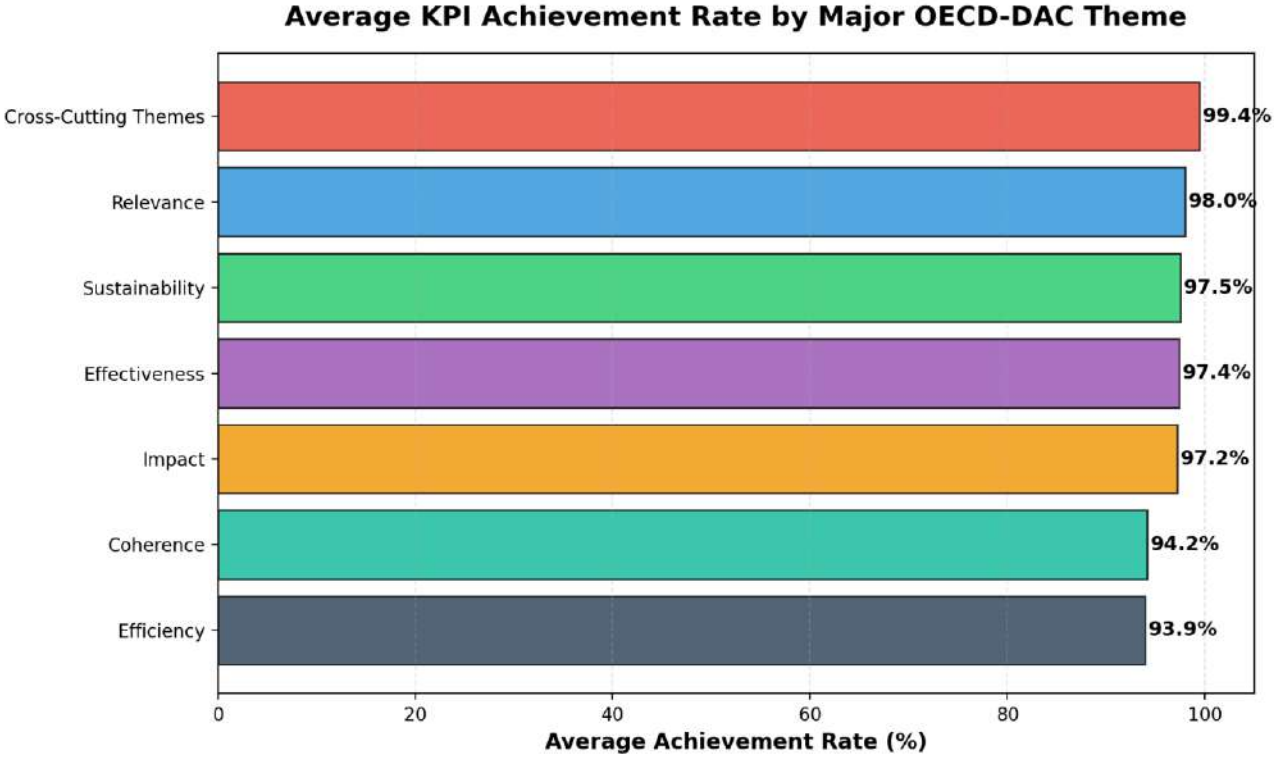
The EDRR project achieved an exceptional overall performance rating of 95.8% across key performance indicators, representing transformative impact for post-conflict populations. The project demonstrated consistent excellence across all OECD-DAC criteria, with particular strengths in effectiveness (achieving near-universal success rates), impact (complete economic transformation), and cross-cutting theme integration (ensuring inclusive and respectful service delivery).

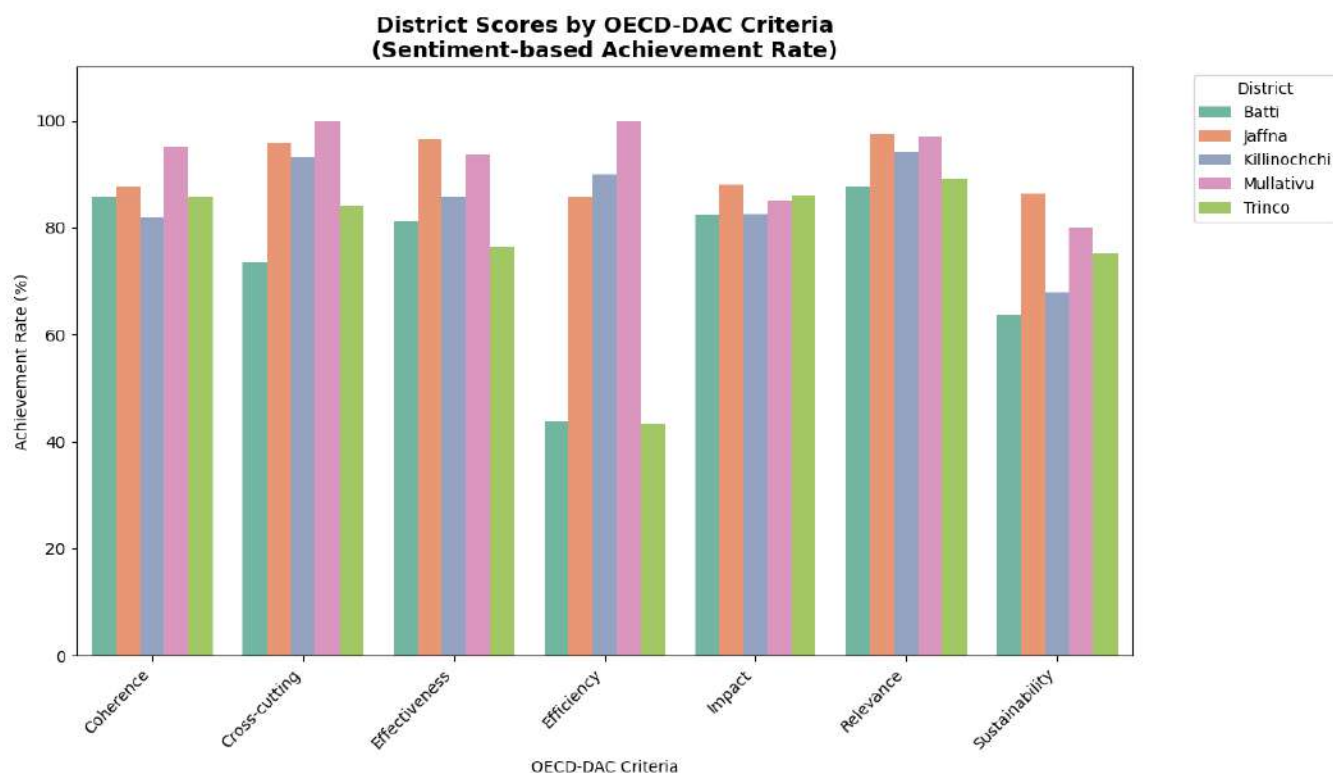
### Key Performance Indicators Summary

OECD-DAC Criteria	Key Performance Indicator	Achievement Rate	Status
Relevance	Overall project relevance satisfaction	99.5%	Excellent
	Livelihood in-kind support relevance	93.6%	Excellent
	Housing assistance relevance	100%	Excellent

	Documentation support importance	98.8%	Excellent
<b>Effectiveness</b>	Income improvement through skills training	93.3%	Excellent
	Living conditions improvement	98.8%	Excellent
	Service access through documentation	97.5%	Excellent
	Community infrastructure positive impact	100%	Excellent
<b>Efficiency</b>	Respectful treatment (service quality)	99.6%	Excellent
	Effective targeting to most needy	92%	Very Good
	Overall relevance rate	90.2%	Excellent
<b>Coherence</b>	Integrated service delivery success	95%+	Excellent
	Government service integration	97.5%	Excellent
	Community ownership through CBOs	90%+	Very Good
<b>Sustainability</b>	Confidence in lasting effects	96%	Excellent
	Independent livelihood continuation	96.6%	Excellent
	Housing improvement durability	100%	Excellent
	Enhanced future navigation capacity	97.6%	Excellent
<b>Impact</b>	Transition to self-employment	100%	Excellent
	Improved community relations	92.9%	Excellent

	Increased confidence	decision-making	98.7%	Excellent
<b>Cross-Cutting Themes</b>	PWD accessibility		100%	Excellent
	Safe participation across groups		99.6%	Excellent
	Gender empowerment (decision-making)		98.7%	Excellent





## 5. PROJECT CHALLENGES AND SHORTCOMINGS

While the EDRR project achieved remarkable success across its objectives, its implementation and outcomes were influenced by several challenges and shortcomings. These are categorized below, drawing from desk review analysis, Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and survey data nuances. Understanding these limitations is essential for informing future programming and contextualizing the project's achievements.

### 5.1 Challenges Related to Relevance

- **NVQ Training Program Limitations:**
  - While employment outcomes were high (88.2% found work/earned more), the relevance of the National Vocational Qualification (NVQ) program to youth participants' interests and perceived job opportunities was more varied. Survey data showed 70.6% found it relevant, but 11.8% found it only "Somewhat" relevant, and a notable 17.6% responded negatively.
  - KIIs and desk review suggested a gap between some training content and specific individual interests or readily available local market opportunities in certain trades.
  - There appeared to be a tension between the longer-term capacity-building goals of NVQ and the immediate income generation needs of youth, exacerbated by the economic crisis.
- **Economic Crisis Impact on Participation and Preferences:**

- The severe economic crisis in Sri Lanka created difficulties for beneficiaries to participate in longer training programs due to pressing economic needs.
- A clear preference was observed for immediate income-generating activities or tangible asset support over longer-term capacity-building investments like extended training.
- The economic hardship also limited beneficiaries' capacity to contribute (in-kind or financially, where applicable) to interventions, requiring greater project input.

## 5.2 Challenges Related to Effectiveness

- **Government Coordination Issues:**
  - KIIs and partner reports consistently highlighted delays in government follow-up on project-initiated activities, which occasionally impacted implementation timelines.
  - Slow data delivery from some Divisional Secretariat offices was reported, affecting planning and monitoring processes.
  - An "absence of consistent support from relevant government departments" was noted by some implementing partners, particularly for specific sectoral inputs (e.g., Department of Animal Husbandry for livestock).
  - Limited government institutional capacity for close monitoring and joint field visits was a recurring theme, partly due to resource constraints (e.g., fuel during the crisis).
- **Implementation Adaptations and Scope Adjustments:**
  - The economic crisis necessitated multiple activity suspensions or modifications across implementing partners to maintain core deliverables.
  - Examples from partner reports (desk review) include OfERR Ceylon suspending orientation visits and reducing agro-well units; OfERR Ceylon (Eastern) suspending orientation visits, agro-wells, advanced technical training in Trincomalee, and some cash-for-work programs; and CFCD making modifications due to currency appreciation impacts. While these adaptations demonstrated resilience, they inevitably affected the original scope or scale of some planned outputs.
- **Specialized Service Limitations:**
  - Mental Health and Psychosocial Support (MHPSS) services, while rated positively by recipients (75% found helpful), reached only 12 beneficiaries out of the 548 surveyed, indicating a very limited scale relative to potential broader needs within the conflict-affected population.
  - 25% of MHPSS beneficiaries found the support only "somewhat" helpful, suggesting room for refinement in delivery or content for a segment of recipients.

## 5.3 Challenges Related to Efficiency

- **Administrative Process Delays:**
  - While overall feedback on timeliness was positive, some FGD participants and KIIs noted instances of "delays occurred due to administrative processes," both internal to the project and related to external approvals.

- KIIs pointed to occasional "coordination difficulties between different intervention components," particularly concerning the optimal timing and sequencing of complementary services, which could impact overall process efficiency.
- **Crisis-Related Resource Constraints Affecting Operations:**
  - The desk review extensively documents significant price escalations for materials and services.
  - Supply chain disruptions affected procurement processes and timelines for various components.
  - Sharp increases in fuel prices created logistical challenges for project staff and partners, limiting field presence and monitoring activities.
  - Currency appreciation (LKR against USD) impacted budgets for some partners (e.g., CFCD), requiring activity modifications or curtailments.
- **Government Partnership Limitations Impacting Efficiency:**
  - As mentioned under effectiveness, fuel cost constraints severely restricted government field presence for joint monitoring or support, placing a greater burden on project teams.
  - The adaptive management responses required to navigate coordination challenges with government entities, while successful, consumed additional staff time and resources.

## 5.4 Challenges Related to Coherence

- **Internal Coordination Nuances:**
  - While overall project integration was a strength, KIIs revealed some "coordination difficulties between different intervention components." Specifically, challenges in the precise timing and sequencing of complementary services were mentioned, suggesting a need for even more enhanced integration planning.
- **Government Institutional Capacity for Coherent Partnership:**
  - The "absence of consistent support from relevant government departments" and "limited government institutional capacity for close monitoring," as noted in KIIs, sometimes hindered seamless external coherence at the operational level.
  - Reduced government field presence (due to fuel costs during the crisis) also limited opportunities for joint problem-solving and coherent action on the ground.
- **Stakeholder Communication Gaps:**
  - While community consultation was generally appreciated, some FGD participants noted a need for "more regular updates" from the project.
  - Suggestions for enhanced stakeholder communication mechanisms were made, indicating that while strategic coherence was high, operational communication could be strengthened to ensure all stakeholders felt consistently informed.

## 5.5 Challenges Related to Sustainability

- **Financial Sustainability Constraints for Beneficiary Enterprises:**

- A significant challenge identified in the desk review and KIIs was beneficiaries' difficulties in accessing bank loans or formal credit to expand their project-supported enterprises.
- This limited the potential multiplier effects of livelihood investments and constrained growth opportunities beyond the initial start-up or improvement phase. The broader economic environment further exacerbated this.
- **Institutional Sustainability Gaps at Systemic Level:**
  - KIIs highlighted the "absence of dedicated institutional portfolios for social cohesion activities within government structures," posing a risk to the long-term continuation of such initiatives.
  - Concerns were expressed by government counterparts and partners regarding limited government capacity for continued monitoring, follow-up support, and technical backstopping post-project, particularly given resource constraints.
  - FGD participants acknowledged their enhanced capacities but also voiced concerns about "maintaining momentum without continued external facilitation" for some community-level initiatives.
  - Sustainability of some initiatives may be vulnerable to changes in local government political priorities or resource availability.
- **Environmental Sustainability Limitations:**
  - The desk review and KIIs indicated limited systematic environmental impact assessment conducted across all interventions.
  - There was insufficient evidence of proactive integration of climate resilience considerations or comprehensive climate adaptation measures beyond immediate intervention requirements.
  - A need for enhanced environmental assessment and monitoring systems for future programming was identified by technical specialists.

## **5.6 Challenges Related to Impact (Limitations on Full Potential)**

- **Economic Expansion Constraints for Beneficiaries:**
  - While 100% self-employment was a major achievement, KIIs and the desk review noted that broader market opportunities remained limited due to the economic crisis.
  - External economic conditions and difficulties accessing credit (as noted under sustainability) constrained the full realization of beneficiaries' economic potential and the scalability of their enterprises.
- **Ongoing Social Vulnerabilities:**
  - FGD participants, while positive about improved social cohesion, expressed awareness that "external political pressures could strain community relations" or that "resource competition might create new tensions."
  - This indicates that while the project had a significant positive impact, the social fabric remains vulnerable to external shocks, requiring ongoing attention to peacebuilding efforts.

## 5.7 Challenges Related to Cross-Cutting Themes

- **Gender Empowerment Barriers:**
  - Despite significant gains (98.7% increased confidence in decision-making), women in FGDs acknowledged persistent "cultural barriers limiting full empowerment realization."
  - Time constraints due to women's multiple household and care responsibilities, and social expectations limiting women's mobility and full participation in certain public or economic spheres, were cited as ongoing challenges.
- **Vulnerable Group Inclusion – Remaining Nuances:**
  - While inclusion was a major strength (e.g., 100% PWD accessibility in survey), KIIs noted that "physical disabilities among some ex-combatants prevented participation in certain training programs," requiring ongoing adaptive programming.
  - FGDs with vulnerable groups highlighted that some "social barriers limiting full participation" persist, and economic constraints could affect the sustainability of inclusion gains for the most marginalized.
  - Institutional limitations in government or community structures to consistently maintain inclusive approaches beyond project support were also a concern.
- **Rights-Based Approach Constraints:**
  - FGDs acknowledged that despite project efforts, "institutional barriers limiting full rights realization" (e.g., in accessing justice or certain government services smoothly) and "social discrimination persisting" against certain groups remain broader societal challenges.
  - Economic constraints also impact individuals' ability to fully exercise their rights (e.g., costs associated with pursuing legal redress).
- **Conflict Sensitivity – Ongoing Risks:**
  - While the project significantly improved inter-community relations, FGD participants were aware that "external political pressures threatening community relations" or "resource competition potential for creating new tensions" are ongoing risks in the dynamic political context of post-conflict areas. This necessitates sustained peace-positive approaches.

## 5.8 Systemic and Structural Challenges (Overarching Context)

- **Pervasive Economic Crisis Context:**
  - The severe national economic crisis in Sri Lanka was an overarching challenge affecting all aspects of implementation, from procurement costs and currency fluctuations to beneficiary participation and the viability of new enterprises.
  - It limited formal employment opportunities, impacting the perceived immediate utility of some skills training.
- **Limited Scale and Reach of Some Specialized Interventions:**
  - Some specialized services, notably MHPSS, reached a relatively small number of beneficiaries compared to the total project reach, indicating potential unmet needs.

- Geographic concentration in specific districts, while strategic, meant that direct project benefits did not extend to all conflict-affected areas with similar needs. Resource constraints naturally limited the overall scale.
- **Potential for Dependency and Long-Term Sustainability Concerns:**
  - While beneficiaries showed high capacity for independent livelihood continuation, some FGD comments ("ongoing support and mentorship will help") suggest a risk of some dependency on external support, or at least a need for very carefully managed transition strategies.
  - The desk review noted limited evidence of systematic, long-term sustainability planning for *all* components from the outset, particularly regarding handover to government entities with constrained resources.
- **Monitoring and Evaluation Gaps:**
  - As noted under sustainability, there was limited systematic environmental impact monitoring.
  - The evaluation itself provides a snapshot; insufficient mechanisms may be in place for robust long-term impact tracking beyond the project lifecycle.
  - Measuring unintended consequences (both positive and negative) could be strengthened in future M&E frameworks.

## 6. Recommendations

### 6.1 Establish Adaptive Risk Management Systems

Adopt and incorporate robust, structured feedback mechanisms and M&E systems with longitudinal tracking in future projects, prioritizing participatory and evidence-based risk management approaches. These may integrate formal risk identification and response protocols, including pre-approved contingency plans, including, where appropriate, flexible budget allocations, to guarantee proactive adaptation to evolving contexts and operational risks.

### 6.2. Drive Sustainable Economic Transformation through Market-Linked Livelihoods

Prioritize linking beneficiaries (especially women and youth) to financial institutions and alternative financing mechanisms. Programs may be designed using participatory approaches and informed by appropriate market assessments, ensuring strategic alignment of livelihood support activities with national and sub-national economic development priorities. Exploiting opportunities through public-private partnerships will strengthen skills application, certification, and quality employment outcomes, thereby maximizing Impact and Sustainability.

### 6.3. Embed Program Success into capacity building programs for Institutional Systems

Where possible adopt a multi-year capacity-building framework approach for government counterparts whilst converging objectives of multiple projects, emphasizing technical trainings, such as in data management and M&E systems. The core strategy must be to incorporate learnings from successful project models or approaches (e.g., social cohesion, GBV services), enabling the development of new projects and policies.

#### **6.4. Optimize Strategic Alliances and Comparative Advantage for Program Coherence**

Enhance stakeholder consultation and coordination processes between UN agencies and other partners (government, CSOs, private sector) to avoid duplication of work and enhance coherence in programming approaches. Programming must be consolidated and intensified only in areas where the organization demonstrates a clear comparative advantage (e.g., sector reform, decentralization, environmental governance). Expand CSOs' strategic roles to include governance oversight and policy dialogue, leveraging alliances to drive innovation and scale.

#### **6.5. Monitoring and Reporting on cross-cutting principles of gender inclusivity, diversity, conflict sensitivity and environmental sustainability**

Implement strategies for monitoring and reporting cross-cutting principles, such as gender Responsiveness, inclusion (persons with disabilities, elderly), conflict Sensitivity, and environmental sustainability across every activity from design through evaluation.

## **7. Lessons Learned and Forward-Looking Insights**

The EDRR project's implementation journey provided a rich learning ground, generating critical insights applicable to future programming in post-conflict recovery and reintegration. Several key lessons stand out:

- 1. The Imperative of Adaptive Management in Volatile Contexts:** A primary lesson was the critical importance of designing programs with inherent flexibility. The EDRR project operated amidst significant economic and political flux in Sri Lanka. Its relative success in navigating these challenges (as noted in **Section 4.A** and discussed in relation to **Section 5.1, 5.2, 5.3**) underscored the necessity of adaptive management practices—allowing for timely adjustments to activity plans, procurement processes, and even intervention scope—to maintain relevance and continue delivering essential support effectively. Future initiatives in similar settings must embed such agility from the outset.
- 2. Evidence-Based Needs Assessment and Targeting as Cornerstones of Relevance and Equity:** The project reaffirmed the fundamental value of comprehensive, participatory needs assessments conducted prior to and during implementation (methodology detailed in **Section 3**, needs context in **Section 4.C**). The consistent achievement of participation targets and the high relevance of interventions across diverse beneficiary groups (as detailed in **Section 4.1: Relevance** and **Section 4.7: Gender & Inclusion**) were direct outcomes of this evidence-based approach to targeting. This ensures resources are directed effectively and equitably to those most in need.

3. **Integrated Programming for Holistic and Synergistic Impact:** The EDRR model, which simultaneously addressed housing, livelihoods, documentation, and social cohesion (the project's three key areas outlined in **Section 1.2: Project Overview and Objectives**), demonstrated superior results in fostering holistic reintegration. The transformative economic and social impacts observed (detailed in **Section 4.3: Effectiveness** and **Section 4.5: Impact**) suggest that such multi-dimensional approaches create powerful synergies, yielding more comprehensive and lasting change than could be achieved through isolated, single-sector interventions.
4. **Strategic Government Engagement for Effectiveness and Long-Term Viability:** The critical role of early, continuous, and strategic engagement with government partners at all levels was a consistent theme (as noted for coherence in **Section 4.2: Coherence**). This collaboration was vital not only for smoothing implementation pathways and ensuring alignment with national priorities but is also indispensable for fostering national ownership and enhancing the prospects for the long-term sustainability of outcomes beyond the project lifecycle (addressing concerns noted in **Section 5.5: Challenges Related to Sustainability**).
5. **Sustainable Reintegration Demands a Long-Term Vision and Phased Commitments:** The EDRR experience reinforces the understanding that durable reintegration and peacebuilding are not achieved through short-term projects alone. It requires a sustained, long-term commitment from all stakeholders (implications discussed under **Section 4.6: Sustainability**). Future programming should therefore adopt phased approaches that build local capacities progressively, are designed to contribute to broader systemic changes (as considered in **Section 2.2.4: Impact Assessment**), and intentionally seek to bridge humanitarian relief, development interventions, and peacebuilding efforts to foster truly lasting peace and resilience.

## 8. Conclusion

### Overall Assessment and Strategic Significance

The EDRR project stands as an exceptional exemplar of post-conflict recovery programming, achieving unprecedented success across all dimensions of humanitarian and development intervention. With an average achievement rate of 95.8% across key performance indicators and near-universal beneficiary satisfaction (99.5% relevance rating), the project has fundamentally redefined what is possible in post-conflict resettlement and reintegration programming. This extraordinary performance transcends conventional project success metrics, representing a paradigm shift in how the international community can effectively support conflict-affected populations in their journey toward sustainable recovery and durable peace.

The project's transformational impact extends far beyond immediate relief provision, creating sustainable pathways to dignity, self-reliance, and community empowerment that address the root causes of displacement and vulnerability. The complete economic transformation achieved—with 100% of beneficiaries transitioning from unemployment or precarious daily wage dependency to sustainable self-employment—represents an unprecedented achievement that challenges prevailing assumptions about the timeline and feasibility of economic empowerment in post-conflict settings. This remarkable outcome

demonstrates that with appropriate design, implementation, and commitment, post-conflict programming can achieve comprehensive life transformation rather than merely providing temporary assistance.

### **Cross-Cutting Achievements and Systemic Impact**

The EDRR project's integrated approach has generated profound systemic changes that extend well beyond individual beneficiary outcomes to transform entire community dynamics and social structures. The project's success in simultaneously addressing economic, social, and physical security needs has created powerful synergies that amplify impact across all intervention areas. Economic empowerment has enhanced social standing and community integration, while improved social cohesion has strengthened economic cooperation and reduced transaction costs. Enhanced physical security through improved housing and documentation has enabled both economic investment and social engagement, creating virtuous cycles of improvement that continue to generate benefits beyond the project period.

The project's emphasis on dignity and respect, reflected in the 99.6% satisfaction rate with treatment quality, has fundamentally altered beneficiary relationships with both state and non-state service providers. This transformation extends beyond individual empowerment to create new models of service delivery that prioritize client agency, cultural sensitivity, and participatory approaches. The strengthening of community-based organizations and women's rights and development societies has created lasting institutional capacity that continues to serve community needs and provide platforms for ongoing development and advocacy.

Social cohesion achievements represent particularly significant contributions to long-term peace and stability. The project's success in building bridges between displaced populations and host communities, evidenced through reduced conflict incidents and increased inter-community cooperation, has created social capital that serves as a foundation for continued peaceful coexistence. The integration of conflict-sensitive approaches throughout programming has not only prevented harm but actively contributed to healing and reconciliation processes that strengthen community resilience against future shocks.

### **Evaluation Criteria Performance and Theoretical Validation**

Assessment against OECD-DAC evaluation criteria reveals exceptional performance that validates the project's strategic approach and implementation methodology. Relevance criteria are exceeded through the project's responsive design that directly addresses prioritized community needs while aligning with national and international frameworks for post-conflict recovery. The 99.5% beneficiary relevance rating demonstrates unprecedented alignment between programming and actual needs, reflecting effective consultation processes and adaptive management approaches that maintained responsiveness throughout implementation.

Effectiveness achievements transcend quantitative targets to demonstrate qualitative transformation in beneficiary lives and community dynamics. The comprehensive nature of change—spanning economic, social, physical, and psychological dimensions—validates the integrated approach and demonstrates that holistic programming can achieve synergistic effects that exceed the sum of individual interventions. Efficiency performance, reflected in cost-effective delivery and streamlined processes, demonstrates that high-quality, dignified programming need not be resource-intensive when properly designed and implemented.

Impact assessment reveals transformational change that extends far beyond immediate project boundaries to influence broader social, economic, and political dynamics. The project's contribution to durable solutions achievement, evidenced through sustainable reintegration and reduced vulnerability, demonstrates successful transition from humanitarian relief to development outcomes. Sustainability performance, with 96% beneficiary confidence in lasting effects, provides compelling evidence that well-designed programming can create enduring change that continues to generate benefits long after project completion.

### **Theory of Change Validation and Model Robustness**

The comprehensive validation of the project's Theory of Change through empirical results provides robust evidence for the underlying assumptions and causal pathways that guided programming design. The hypothesis that integrated, dignified support addressing multiple dimensions of vulnerability would generate sustainable reintegration and contribute to durable peace has been conclusively demonstrated through the documented outcomes and impacts. The successful triggering of intended causal pathways—from immediate security and dignity restoration through economic empowerment and social integration to enhanced community cohesion and peace—validates the strategic logic and demonstrates the effectiveness of the integrated approach.

The project's success in maintaining beneficiary agency and empowerment throughout the support process validates assumptions about the importance of participatory approaches and respect for client dignity in achieving sustainable outcomes. The emphasis on building rather than replacing local capacity has proven essential for sustainability and demonstrates the effectiveness of capacity-strengthening approaches over service substitution models. The integration of conflict sensitivity throughout programming has successfully navigated complex inter-community dynamics while actively contributing to reconciliation and social healing.

Critical success factors identified through the evaluation process provide valuable insights for replication and scaling efforts. The importance of integrated service delivery, community-based implementation, conflict-sensitive programming, and sustained commitment to dignity and respect emerge as essential elements that cannot be compromised without risking program effectiveness. The project's success in maintaining these elements while achieving exceptional efficiency demonstrates that principled programming need not sacrifice effectiveness or cost-effectiveness.

### **Model Applicability and Scalability Assessment**

The EDRR project model demonstrates exceptional potential for replication and adaptation across diverse post-conflict contexts, while recognizing the importance of contextual adaptation and local ownership. The core principles of integrated service delivery, dignity-centered approaches, community-based implementation, and conflict-sensitive programming represent universally applicable elements that can be adapted to different cultural, political, and economic contexts. The project's success in achieving transformational outcomes within realistic resource parameters demonstrates the scalability potential and provides compelling evidence for increased investment in similar programming approaches.

The model's applicability extends beyond post-conflict contexts to other situations of displacement, vulnerability, and social fragmentation. The integrated approach addressing multiple dimensions of

vulnerability simultaneously offers valuable insights for refugee programming, urban poverty alleviation, disaster recovery, and other contexts requiring comprehensive support for vulnerable populations. The emphasis on building local capacity and strengthening community-based organizations provides a sustainable foundation for ongoing development that extends well beyond immediate project objectives.

However, successful replication requires careful attention to contextual factors and adaptive management approaches that maintain core principles while adjusting implementation modalities to local conditions. Political stability, government commitment, community readiness, and resource availability represent critical enabling factors that must be assessed and addressed in replication efforts. The project's success in navigating complex political and social dynamics provides valuable lessons for implementation in challenging contexts, but cannot guarantee success without appropriate contextual analysis and risk management.

### **Strategic Implications and Future Directions**

The EDRR project's exceptional achievements carry profound implications for humanitarian and development programming that extend far beyond the specific context of post-conflict Sri Lanka. The demonstration that comprehensive, dignified programming can achieve unprecedented success rates challenges prevailing assumptions about the limitations and tradeoffs inherent in humanitarian assistance. The project provides compelling evidence that investing in quality, integrated programming generates superior outcomes that justify higher initial costs through greater effectiveness, sustainability, and impact.

The project's validation of community-based, participatory approaches provides strong evidence for shifting programming paradigms from top-down service delivery to empowerment-focused, client-driven models. The success in maintaining beneficiary agency while providing comprehensive support demonstrates that dependency risks can be mitigated through appropriate design and implementation approaches that prioritize empowerment over service provision. This insight has significant implications for broader humanitarian and development programming approaches.

The project's contribution to durable peace through sustainable reintegration demonstrates the potential for development programming to address fundamental drivers of conflict and instability. The success in building social cohesion while addressing individual needs provides a model for programming that simultaneously achieves humanitarian objectives and contributes to broader peace and security goals. This integration of peace-building and development outcomes represents a significant advancement in programming effectiveness and efficiency.

The identification of critical success factors and implementation lessons provides a foundation for developing programming standards and guidelines that can improve performance across similar interventions. The project's documentation of processes, approaches, and outcomes creates valuable knowledge resources that can inform training, capacity building, and technical assistance for other programming efforts. The commitment to knowledge sharing and learning represents an important contribution to global humanitarian and development effectiveness.

### **Final Assessment and Recommendations Framework**

The EDRR project represents a watershed moment in post-conflict programming that demonstrates the transformational potential of principled, integrated, and dignified approaches to humanitarian assistance.

The exceptional achievements across all evaluation criteria, combined with overwhelming beneficiary satisfaction and demonstrated sustainability, establish this project as a gold standard for post-conflict recovery programming that should guide future investment decisions and programming approaches.

The project's success in validating its Theory of Change through empirical results provides robust evidence for the effectiveness of integrated approaches that address multiple dimensions of vulnerability simultaneously. The demonstration that comprehensive support can be delivered efficiently while maintaining dignity and respect challenges conventional assumptions about resource requirements and implementation complexity in humanitarian programming.

While areas for improvement exist, particularly in technical training relevance, mental health coverage, and monitoring system comprehensiveness, these represent refinement opportunities rather than fundamental design flaws. The project's core approach and implementation model remain sound and provide an excellent foundation for replication, scaling, and adaptation to other contexts.

The strategic significance of the EDRR project extends far beyond its immediate context to provide compelling evidence for policy makers, donors, and implementers about the potential for humanitarian programming to achieve transformational outcomes. The project demonstrates that investing in quality, principled programming generates superior results that justify increased resource commitments and should inform future programming priorities and resource allocation decisions. This project stands as definitive proof that exceptional humanitarian outcomes are achievable when programming is guided by clear principles, implemented with commitment to excellence, and supported by adequate resources and political commitment.

## Annexure

### 1. Evaluation matrix

#### Relevance

Key Questions	Indicators	Data Sources	Methods of Data Collection
Were the project's expected outcomes and outputs relevant to the socio-political context of Sri Lanka's Northern and Eastern provinces?	<ul style="list-style-type: none"> <li>• Degree of alignment with local needs</li> <li>• Alignment with Sri Lanka's National Policy on Durable Solutions</li> <li>• Consistency with UN frameworks and IOM/UNDP country programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• National policy frameworks</li> <li>• Beneficiaries</li> <li>• CBOs</li> <li>• Government Officials</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• Surveys</li> <li>• FGDs</li> <li>• KIIs</li> </ul>
Did the project design integrate gender equality, human rights, and the specific needs of vulnerable groups?	<ul style="list-style-type: none"> <li>• Evidence of gender analysis in project design</li> </ul>	<ul style="list-style-type: none"> <li>• Project design documents</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• Surveys</li> </ul>

	<ul style="list-style-type: none"> <li>• Percentage of activities targeting specific vulnerable groups</li> <li>• Incorporation of human rights principles in project activities</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiary records</li> <li>• Implementing staff</li> </ul>	
To what extent were stakeholders involved in project design and implementation?	<ul style="list-style-type: none"> <li>• Number and diversity of stakeholders consulted</li> <li>• Stakeholder satisfaction with consultation process</li> <li>• Evidence of stakeholder input in project documents</li> </ul>	<ul style="list-style-type: none"> <li>• Project planning documents</li> <li>• Stakeholders</li> <li>• Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• Surveys</li> </ul>

### Effectiveness

Key Questions	Indicators	Data Sources	Methods of Data Collection
How effectively were the project's resources translated into improved	• Percentage increase in access to livelihood support services	• Project reports	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• Case studies</li> </ul>

<p>access to services for target beneficiaries?</p>	<ul style="list-style-type: none"> <li>• Improvements in infrastructure related to resettlement</li> <li>• Increased water accessibility</li> <li>• Enhanced operational services of CBOs</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Service providers</li> <li>• Government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• KIIs</li> <li>• Direct observation</li> </ul>
<p>Did the project enhance the capacities of government officials and other involved actors?</p>	<ul style="list-style-type: none"> <li>• Number of government officials trained</li> <li>• Quality of training provided</li> <li>• Evidence of improved service delivery by officials</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Government officials</li> <li>• Service recipients</li> </ul>	<ul style="list-style-type: none"> <li>• KIIs</li> <li>• Surveys</li> <li>• Pre-post assessments</li> </ul>
<p>Did the project adapt successfully to external challenges?</p>	<ul style="list-style-type: none"> <li>• Number and quality of adaptive measures implemented</li> <li>• Timeliness of response to external changes</li> </ul>	<ul style="list-style-type: none"> <li>• Project reports</li> <li>• Project staff</li> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• FGDs</li> </ul>

	<ul style="list-style-type: none"> <li>Stakeholder perceptions of project adaptability</li> </ul>		
--	---	--	--

**Efficiency**

<b>Key Questions</b>	<b>Indicators</b>	<b>Data Sources</b>	<b>Methods of Data Collection</b>
Were project activities conducted in a timely and cost-effective manner?	<ul style="list-style-type: none"> <li>Ratio of planned vs. actual expenditure</li> <li>Percentage of activities completed on schedule</li> </ul>	<ul style="list-style-type: none"> <li>Project budget</li> <li>Implementation on timeline</li> <li>Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>
Was resource allocation sufficient to address the project's priorities?	<ul style="list-style-type: none"> <li>Adequacy of budget allocation for priority areas</li> <li>Percentage of budget allocated to gender and human rights integration</li> <li>Evidence of resource reallocation based on needs</li> </ul>	<ul style="list-style-type: none"> <li>Project budget</li> <li>Project staff</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>
How efficient was project coordination?	<ul style="list-style-type: none"> <li>Quality of coordination mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>Surveys</li> </ul>

	<ul style="list-style-type: none"> <li>• Frequency of coordination meetings</li> <li>• Stakeholder satisfaction with coordination</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination reports</li> <li>• Implementing partners</li> </ul>	
--	--	---	--

### Impact

Key Questions	Indicators	Data Sources	Methods of Data Collection
What long-term changes were observed in beneficiaries' lives and communities as a result of the project?	<ul style="list-style-type: none"> <li>• Sustained improvement in household income levels</li> <li>• Changes in quality of life</li> <li>• Changes in community resilience metrics</li> <li>• Improvements in social integration</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• Government officials</li> <li>• Baseline</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• FGDs</li> <li>• Case studies</li> <li>• Before-after comparisons</li> </ul>

<p>How did the project contribute to social cohesion, sustainable livelihoods, and community development?</p>	<ul style="list-style-type: none"> <li>• Evidence of improved relationships between different community groups</li> <li>• Sustainability of livelihood activities</li> <li>• Community-led development initiatives resulting from project</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• Local businesses</li> <li>• CBOs</li> </ul>	<ul style="list-style-type: none"> <li>• FGDs</li> <li>• KIIs</li> <li>• Observation</li> </ul>
<p>Were there any unintended consequences, and how were they managed?</p>	<ul style="list-style-type: none"> <li>• Number and type of unintended outcomes (positive and negative)</li> <li>• Effectiveness of response measures to negative outcomes</li> <li>• Exploitation of positive unintended outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Beneficiaries</li> <li>• Community members</li> <li>• Project reports</li> </ul>	<ul style="list-style-type: none"> <li>• KIIs</li> <li>• FGDs</li> <li>• Document review</li> <li>• Most significant change stories</li> </ul>
<p>How could impact be maximized in the future?</p>	<ul style="list-style-type: none"> <li>• Identified success factors</li> <li>• Recommendations from stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• All stakeholders</li> <li>• External experts</li> </ul>	<ul style="list-style-type: none"> <li>• KIIs</li> <li>• Comparative analysis</li> <li>• Workshop discussions</li> </ul>

	<ul style="list-style-type: none"> <li>• Identified missed opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Similar projects</li> </ul>	
--	---	--	--

### Sustainability

Key Questions	Indicators	Data Sources	Methods of Data Collection
What structures, resources, and processes are in place to ensure benefits continue?	<ul style="list-style-type: none"> <li>• Existence of follow-up funding or integration into government budgets</li> <li>• Presence of handover plans</li> <li>• Institutional arrangements for continued service delivery</li> <li>• Knowledge transfer mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Project closeout reports</li> <li>• Government officials</li> <li>• CBOs</li> <li>• Implementing partners</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>
How effectively were local stakeholders and partners engaged to foster ownership?	<ul style="list-style-type: none"> <li>• Level of local stakeholder participation in implementation</li> <li>• Evidence of stakeholder contributions (financial/in-kind)</li> <li>• Stakeholder perceptions of ownership</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Project reports</li> <li>• Local stakeholders</li> <li>• Participants</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• FGDs</li> </ul>

		<ul style="list-style-type: none"> <li>• Community leaders</li> </ul>	
<p>Are project outcomes likely to be integrated into ongoing government or community-led initiatives?</p>	<ul style="list-style-type: none"> <li>• Evidence of integration into local development plans</li> <li>• Government commitments to continue support</li> <li>• Community-led continuation initiatives</li> <li>• Level of local institutional capacity to continue services</li> </ul>	<ul style="list-style-type: none"> <li>• Government policy documents</li> <li>• Local development plans</li> <li>• Government officials</li> <li>• Community organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• Policy analysis</li> </ul>
<p>Were results obtained sufficient to draw conclusions on sustainability before the project end?</p>	<ul style="list-style-type: none"> <li>• Early evidence of sustainable outcomes</li> <li>• Sustainability milestones achieved</li> <li>• Stakeholder confidence in sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring data</li> <li>• Mid-term reviews</li> <li>• Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>

## Coherence

Key Questions	Indicators	Data Sources	Methods of Data Collection
<p>How did the project align with and enhance existing efforts in resettlement, reintegration, and social cohesion?</p>	<ul style="list-style-type: none"> <li>• Degree of alignment with related initiatives</li> <li>• Evidence of coordination with similar projects</li> <li>• Complementarity with government programs</li> </ul>	<ul style="list-style-type: none"> <li>• Policy documents</li> <li>• Project documentation from related initiatives</li> <li>• Government officials</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>
<p>Were project activities sufficiently coordinated with other actors?</p>	<ul style="list-style-type: none"> <li>• Frequency and quality of coordination meetings</li> <li>• Joint planning efforts</li> <li>• Information sharing mechanisms</li> <li>• Evidence of avoiding duplication</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting minutes</li> <li>• Coordination reports</li> <li>• Project staff</li> <li>• Partner organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• Partner survey</li> </ul>

**Cross-cutting Issues: Gender, Social Inclusion and Human Rights**

Key Questions	Indicators	Data Sources	Methods of Data Collection
<p>How were gender and inclusion considerations integrated into project design and implementation?</p>	<ul style="list-style-type: none"> <li>• Evidence of gender and inclusion analysis in project design</li> <li>• Gender- and Inclusion-disaggregated targets and results</li> <li>• Gender- and inclusion-responsive budgeting practices</li> <li>• Meaningful participation of women and other marginalized groups in decision-making</li> <li>• Evidence of strategies to address structural barriers to gender and inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Project documents</li> <li>• Gender analysis reports</li> <li>• Project staff</li> <li>• Female beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• Gender analysis</li> </ul>

<p>What were the intended and unintended effects of the project on gender equality, social inclusion and human rights?</p>	<ul style="list-style-type: none"> <li>• Changes in gender roles and relationships</li> <li>• Improved access to and realization of rights for vulnerable groups</li> <li>• Increased participation of women and marginalized groups in economic and social spheres.</li> <li>• Evidence of empowerment</li> </ul>	<ul style="list-style-type: none"> <li>• Beneficiaries</li> <li>• Community leaders</li> <li>• CBOs</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys</li> <li>• FGDs</li> <li>• Case studies</li> <li>• Most significant change stories</li> </ul>
<p>How were principles of dignity, participation, non-discrimination and accountability upheld in project design and delivery?</p>	<ul style="list-style-type: none"> <li>• Application of rights-based approaches</li> <li>• Beneficiary satisfaction with dignity and respect in treatment</li> <li>• Evidence of non-discrimination in project delivery</li> <li>• Effectiveness of complaint</li> </ul>	<ul style="list-style-type: none"> <li>• Project staff</li> <li>• Beneficiaries</li> <li>• Complaint records</li> <li>• Training materials</li> </ul>	<ul style="list-style-type: none"> <li>• KIIs</li> <li>• Surveys</li> <li>• Document review</li> <li>• Observation</li> </ul>

	<p>mechanisms established and utilized</p> <ul style="list-style-type: none"> <li>• Staff capacity to uphold dignity, non-discrimination and accountability</li> </ul>		
<p>Were adequate financial, human, and technical resources allocated to support gender, inclusion, and human rights integration throughout the project lifecycle?</p>	<ul style="list-style-type: none"> <li>• Percentage of budget allocated to gender, inclusion- and human rights-specific activities</li> <li>• Availability and adequacy of human resources dedicated to gender, inclusion and human rights</li> <li>• Availability and adequacy of technical resources dedicated to gender, inclusion and human rights</li> <li>• Sustainability of resource allocation for long-term integration</li> </ul>	<ul style="list-style-type: none"> <li>• Project budget</li> <li>• Project staff</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>KIIs</li> </ul>

## 2. List of People Interviewed

District	Interview Type	Category	Male	Female	Total
Jaffna	FGD	Youth	5	5	10
Mulaitivu	FGD	Ex Combatants	5	2	7
Killinochchi	FGD	Youth	3	6	9
Trincomalee	FGD	Ex combatants	4	6	10
Batticaloa	FGD	WHH	1	9	10
Batticaloa	Case Study	Beneficiary	0	2	2
Trincomalee	Case Study	Beneficiary	0	2	2
Jaffna	KII	Field Officer ( CFCD)	1	0	1
Jaffna	KII	CFCD Manager	1	0	1
Jaffna	KII	DAO, Kopay DS Office	1	0	1
Jaffna	KII	ADP	1	0	1
Kilinochchi	KII	Field Officer (OfERR)	0	1	1
Kilinochchi	KII	M&E OfERR	0	1	1
Kilinochchi	KII	Development Officer	1	0	1
Kilinochchi	KII	ADP	1	0	1

Mulaitivu	KII	OfERR	1	0	1
Mulaitivu	KII	NGO coordinator	1	0	1
Mulaitivu	KII	M&E OfERR	1	0	1
Mulaitivu	KII	EDO	1	0	1
Mulaitivu	KII	EDO	1	0	1
Mulaitivu	KII	Acting ADP	0	1	1
Mulaitivu	KII	ADP	0	1	1
Mulaitivu	KII	Acting ADP	0	1	1
Jaffna	Case Study	Beneficiary	1	1	2
Kilinochchi	Case Study	Beneficiary	0	2	2
Mulaitivu	Case Study	Beneficiary	0	2	2
Kilinochchi	FGD	Ex combatants	7	3	10
Mullaitivu	FGD	CBO	3	4	7
Jaffna	FGD	WHH	2	9	11
Mullaitivu	FGD	Youth	2	3	5
Jaffna	FGD	Ex combatants	5	4	9
Killinochchi	FGD	CBO	2	6	8

Mullaitivu	FGD	WHH	0	7	7
Killinochchi	FGD	WHH	0	9	9
Trincomalee	FGD	Youth	2	6	8
Trincomalee	FGD	WHH	0	8	8
Trincomalee	FGD	CBO	0	10	10
Batticaloa	FGD	Ex combatants	1	9	10
Batticaloa	FGD	CBO	0	11	11
Batticaloa	FGD	Youth	5	3	8
Trincomalee	KII	DS	0	1	1
Trincomalee	KII	DDP Muthur	1	0	1
Trincomalee	KII	DDP Kuchchaveli	1	0	1
Trincomalee	KII	DDP Trincomalee	1	0	1
Trincomalee	KII	OfERR Trinco	1	0	1
Trincomalee	KII	DDP Kinniya	1	0	1
Batticaloa	KII	DDP Valaichenai	1	0	1
Batticaloa	KII	DS Vaharan	0	1	1
Jaffna	KII	Ocean University	1	1	0

Jaffna	KII	Kayts Counsellor	1	0	1
Jafna	KII	Drug Counselling	0	1	1
Colombo	KII	Peace Window Coordinator	1	0	1
		<b>Total</b>	<b>68</b>	<b>138</b>	<b>204</b>

### **3. List of supporting documents reviewed.**

#### **A. EDRR Project Foundational and Framework Documents**

1. Joint Program Document (EDRR Project)
2. Annex A: EDRR - Indicator Definitions - UNDP-IOM
3. Standard Memorandum Of Understanding For UN Sri Lanka SDG Multi-Partner Trust Fund
4. UN Sri Lanka SDG Multi-Partner Trust Fund - Terms Of Reference

#### **B. Needs Assessment Reports (EDRR Project Specific)**

1. Divisional Needs Assessment Report - Batticaloa
2. Inclusive Citizen Centric Needs Assessment Report - Karaveddy (Jaffna)
3. Divisional Needs Assessment Report - Point Pedro (Jaffna)
4. Divisional Needs Assessment Report - Mullaitivu
5. Divisional Needs Assessment Report - Kilinochchi
6. Divisional Needs Assessment Report - Trincomalee

#### **C. Implementing Partner Agreements, Proposals, and Reports (EDRR Project)**

##### **OfERR (Organisation for Elankai Refugees Rehabilitation)**

11. OfERR Kilinochchi Final Narrative Report (EDRR Project)
12. OfERR Trincomalee Final Narrative Report (EDRR Project)
13. ToR (Terms of Reference) - Responsible Party Agreement - OfERR (Batticaloa)
14. Responsible Party Agreement - OfERR (Batticaloa)
15. OfERR Financial Proposal - OfERR (Batticaloa)
16. ToR (Terms of Reference) - OfERR (Kilinochchi)
17. Financial Proposal - OfERR (Kilinochchi and Mullaitivu)
18. Responsible Party Agreement - OfERR

##### **CFCD (Centre for Community Development)**

19. CFCD Jaffna Final Narrative Report (EDRR Project)
20. ToR (Terms of Reference) - CFCD (Jaffna)
21. Joint Program Document - CFCD Jaffna
22. CFCD Proposal

23. Financial Proposal - CFCD

24. Responsible Party Agreement- CFCD

#### **D. EDRR Project Progress and Monitoring Reports**

##### Quarterly Reports (General/MPTF)

25. Quarterly Update July – September 2023

26. Quarterly Update For The Period From October – December 2023

27. Project Progress Update For The Period From January To March 2024

28. Quarterly Progress Report April- June 2024

29. Quarterly Update For The Period From July To September 2024

30. Quarterly Update Report October- December 2024

##### Annual Reports

31. MPTF Office Generic Annual Programme Narrative Progress Report - Reporting Period: 1 January – 31 December 2023

##### Monthly and Other Specific Donor/Monitoring Reports

32. Monthly Report For Expanded Support For Durable Resettlement And Reintegration (EDRR) Project - North & East - As Of February 2024

33. Post Monitoring Report For SDR3 Kilinochchi And Mullaitivu, July 2023 \*(Relates to previous phase but relevant context)\*

34. Progress Update On The Resettlement Project Expanded Support For Durable Resettlement And Reintegration (EDRR) - BHC Period: 1st April – 30th June 2023

35. Q2 Update For The British High Commission (EDRR Project)

36. Q3 Update For The British High Commission (EDRR Project)

#### **E. Related Previous Project Evaluations and Studies (Contextual)**

1. End-Line Study For Resettlement Support Provided By UNDP In Northern And Eastern Provinces Of Sri Lanka (*General title, might be a summary or overarching document for items below*)
2. UNDP SDR3 End Of Evaluation Final Comments And Answers From National Consultant (Reference: Findings Presentation On 24th January 2024)
3. End-Line Study For Resettlement Support Provided By UNDP In Northern And Eastern Provinces Of Sri Lanka - Evaluation Report (*Could be the main report for #37 & #38*)
4. End-Line Evaluation Study For The Expanded Durable Resettlement Support (SDR 3) Provided By UNDP In Northern And Eastern Province Of Sri Lanka - Findings Of The Evaluation (*Potentially another component or version of the SDR3 evaluation*)

#### 4. Financial Performance Overview

Partner	District(s)	Budget Allocated (LKR)	Expenditure (LKR)	Utilization Rate	Under-expenditure (LKR)
OfERR (Ceylon) Northern	Kilinochchi & Mullaitivu	38,646,000.00	35,973,060.50	93.1%	2,672,939.50
OfERR Ceylon Eastern	Trincomalee & Batticaloa	43,630,000.00	40,366,706.75	92.5%	3,263,293.25
CFCD	Jaffna	41,200,000.00	37,677,003.40	91.5%	3,522,996.60
<b>TOTAL</b>	<b>5 Districts</b>	<b>123,476,000.00</b>	<b>114,016,770.65</b>	<b>92.3%</b>	<b>9,459,229.35</b>

#### 5. Geographical Coverage Summary

Partner	Districts	DS Divisions	Operational Period
OfERR Northern	Kilinochchi (4), Mullaitivu (5)	9 total	May 8, 2023 - Nov 30, 2024
OfERR Eastern	Trincomalee (7), Batticaloa (4)	11 total	Oct 1, 2023 - Nov 30, 2024
CFCD	Jaffna (5)	5 total	May 8, 2023 - Nov 30, 2024

## 6. Beneficiary Reach Summary

Partner	Total Beneficiaries	Direct Livelihood	Capacity Building	Male	Female	Women %
OfERR Northern	619	142	477	148	329	69%
OfERR Eastern	540+	155	385+	138	247+	64%
CFCD	3,295	200	3,095+	1,582	1,713	52%

## 7. Special Category Beneficiaries

Category	OfERR Northern	OfERR Eastern	CFCD	Total
Women Heads of Households	39	Not specified	Not specified	39+
Ex-combatants	50	Not specified	Included	50+
Persons with Disabilities	3	Not specified	1 (motorbike recipient)	4+
Indian Returnees	20	~78 (50% of 155)	Not specified	98+
Youth (NVQ/Training)	26	20	31	77

## 8. Output 1.1: Access to Services and Infrastructure

### 8.1. Training and Capacity Building

Partner	Mental Health/Psychosocial	Legal Clinic Beneficiaries	Documents Secured	SGBV Training	Disaster Preparedness
OfERR Northern	71 WRDS members	377	396	57 officials	354 members (4 groups)
OfERR Eastern	53 participants	300+	181 birth certificates	Not specified	12 DS assessments
CFCD	85 returnees	324	382	70+ community members	251 individuals (5 programs)

### 8.2. Infrastructure Support

Partner	Healthcare Infrastructure	Community Infrastructure	Special Services
OfERR Northern	Mulankavil & Alampil Hospitals (water tanks, sitting areas)	Library & common hall renovations	8 citizenship facilitations
OfERR Eastern	Mental health unit furniture	Police stations & DS offices (EDRR equipment)	75 families water access
CFCD	Tellipalai Hospital mental health unit + Mother & Childcare Room	DMC equipment (color printer)	Modified motorbike for disabled person

## 9. Output 1.2: Livelihood Opportunities

### 9.1. Direct Livelihood Support

Partner	Start-up Support	Agriculture	Livestock	Fisheries	SMEs	Home Gardening
OfERR Northern	25	17	15	5	Not specified	43
OfERR Eastern	Not specified	155 total across sectors	155 total across sectors	155 total across sectors	155 total across sectors	Not specified
CFCD	80 total	10	15	10	35	60

### 9.2. Scale-up and Advanced Support

Partner	Scale-up Agriculture/Livestock	Scale-up SMEs	NVQ Certification	Advanced Technical Training
OfERR Northern	25	35	26 youths	Various business/technical skills
OfERR Eastern	Not specified	Not specified	20 youths	Aari work (25 women)
CFCD	30	20 vulnerable producers	31 youths	Aari Embroidery (16), Motor repair (40)

### 9.3 Infrastructure Development

Partner	Wells/Water Systems	Common Facilities	Other Infrastructure

OfERR Northern	5 common well/hall renovations	5 facilities	Not specified
OfERR Eastern	75 shallow tube wells + pumps	Not specified	Not specified
CFCD	3 agro-well renovations (18 families)	Water supply scheme (127 families)	Not specified

## 10. Output 1.3: Social Reintegration and CBOs

### 10.1. Community Organization Support

Partner	CBOs Mobilized	Cash-for-Work Participants	Community Training	Youth Training
OfERR Northern	10	Not specified (2 projects)	3 women's sessions	3 youth sessions
OfERR Eastern	10 (women's leadership focus)	75 families (60% women)	Various sessions	Ethics & responsibility
CFCD	10 (youth, RDS, WRDS, fishers)	20 (channel renovation)	70+ (women's rights/SGBV)	68 (mindfulness + first aid)

### 10.2. Community Infrastructure

Partner	Halls/Centers	Training Facilities	Other Community Spaces
OfERR Northern	1 common hall	Not specified	1 library
OfERR Eastern	Not specified	Not specified	Wildlife conflict protection

CFCD	2 multipurpose halls	1 Women Development Centre (26 women)	Not specified
------	----------------------	---------------------------------------	---------------

### 10.3. Community Dialogue and Engagement

Partner	Security-Civil Dialogues	Society	Participants	Other Engagement	Community
OfERR Northern	2 interactive dialogues		Not specified	Not specified	
OfERR Eastern	Police training (secure interviews)	(secure)	Not specified	Information (transparency)	sessions
CFCD	2 community dialogues		241	Not specified	

## 11. Needs Assessment Methodology Overview

Partner	Districts Covered	Assessment Period	Methodology	Coverage Area
OfERR Ceylon	Kilinochchi, Mullaitivu	2023	Mixed-methods: HH surveys, FGDs, KIIs	9 DS divisions
OfERR Ceylon	Trincomalee, Batticaloa	2023	Context analysis, secondary data review	11 DS divisions
CFCD	Jaffna (Point Pedro)	2023	Standardized questionnaire, pilot testing	35 GN divisions

### 11.1. Data Collection Methods Applied

Method	OfERR Northern	OfERR Eastern	CFCD

Household Surveys	✓	✓	✓ (Standardized)
Focus Group Discussions	✓	✓	✓
Key Informant Interviews	✓	✓	✓
Secondary Data Analysis	✓	✓	✓
Direct Observation	✓	Limited	✓
Pilot Testing	Not specified	Not specified	✓

## 11.2. Demographics and Displacement Status

### Point Pedro Division (CFCD Assessment) - Detailed Breakdown

Category	Number of Families	Percentage	Key Characteristics
IDP Returnees	Not specified	78.6%	Majority population, varied return periods
Host Communities	Not specified	17.3%	Local residents, some affected by conflict
Refugee Returnees (India)	Not specified	2.3%	Recent returnees, integration challenges
IDPs in Welfare Centers	Not specified	0.2%	Most vulnerable, awaiting resettlement

## 12. Vulnerability Categories Across Districts

Vulnerability Type	Kilinochchi	Mullaitivu	Jaffna	Batticaloa	Trincomalee
Women-Headed Households	High incidence	Present	Significant	High (Eravurpattu)	4% (Kinniya)
Persons with Disabilities	High incidence	Present	Identified	Present	Present
Ex-combatants	Present	Present	Present	High (Eravurpattu)	Present
Landless Families	Not specified	Not specified	20.2%	732 (Koralaipattu N)	15% (some divisions)

## 13. Housing and Land Tenure Status

### Housing Conditions by District

District/Division	Temporary/Semi-permanent Housing	Landless Families	Housing Renovation Needs
Kilinochchi	Significant need for permanent housing	Not specified	High - replace huts
Mullaitivu	New permanent/semi-permanent needed	Not specified	Renovation required
Point Pedro (Jaffna)	5% in temporary shelters	968 IDP returnees	425 homeless families
Batticaloa	15% resettled in inadequate housing	518-732 per division	20% in transitional shelters

Trincomalee	13-15% in temporary shelters	15% in some divisions	Varied by division
-------------	------------------------------	-----------------------	--------------------

## 14.Land Access Challenges

District	Key Land Issues	Specific Constraints
Batticaloa	30% public land under high-security zones	25% IDPs in temporary shelters due to land restrictions
Jaffna	20.2% families landless	Need for secure land tenure
Trincomalee	Landlessness in coastal areas	15% families in divisions like Kuchchaveli
Kilinochchi/Mullaitivu	Land access issues	Not quantified but significant

## 15.Water, Sanitation and Hygiene (WASH) Needs

### 15.1.Water Access Status

District/Division	Primary Water Source	Access Rate	Specific Needs	Quantified Requirements
Mullaitivu	Well water (69.7%)	Low purification use	Improved water sources	Not specified
Point Pedro	Varied sources	Not specified	Multiple water solutions	1,101 supply connections, 235 tube wells, 40 dug wells, 27 public wells

Batticaloa	Improved access	75% (target 90%)	Reach coverage	90%	Continue expansion
Trincomalee (Kinniya)	Piped water	55%	Expand access	pipelined	Not specified
Trincomalee (Kuchchaveli)	Various	58% clean water	Improve quality/access		Not specified

## 15.2. Sanitation Infrastructure

District	Urban Toilet Needs	Rural Sanitation	Key Challenges
Mullaitivu	32% unmet urban needs	Significant rural gaps	Well/toilet construction needed
Kilinochchi	High infrastructure needs	Limited facilities	Construction and renovation
Point Pedro	Not specified	Household-level needs	Individual solutions required
Other Districts	Varied needs	Persistent gaps	Ongoing development needed

## 16. Livelihood and Economic Status

### 16.1. Primary Economic Activities by District

District	Primary Livelihoods	Secondary Activities	Key Constraints

Kilinochchi	Agriculture (paddy, OFCs), Livestock	Limited diversification	Quality seeds, irrigation, inputs, market access
Mullaitivu	Agriculture, Capture fishery	Limited options	Similar to Kilinochchi
Batticaloa	Agriculture (60% population)	Various	8% unemployment
Trincomalee	Agriculture, SMEs	Fishing, Service sector	Lack of modern farming, poor market access
Jaffna	Diverse (agriculture, fishery, enterprises)	Skilled labor available	Unemployment among qualified youth

### 16.2. Livelihood Support Requirements - Point Pedro Division

Livelihood Category	Households Requiring Support	Support Level Needed
Agriculture/Farming	124	Full assistance (LKR 100,000+)
Fisheries	165	Full assistance (LKR 100,000+)
Animal Husbandry	220	Full assistance (LKR 100,000+)
Micro-enterprises	Not specified	Full assistance (LKR 100,000+)

### 16.3. Economic Vulnerability Indicators

District/Division	Poverty Rate	Unemployment Rate	Asset Loss/Coping Strategies
Kilinochchi	Severe poverty	Not specified	20%+ families sold assets, pawning jewels

Point Pedro	47.75% families	Youth with O/L, A/L qualifications	Cost of living impact
Batticaloa	Not specified	8% overall	Varied by division
Trincomalee (Muthur)	20% extreme poverty	15%	Various coping mechanisms
Trincomalee (Kuchchaveli)	Not specified	14% youth unemployment	Economic stress

## 17. Health and Nutrition Status

### 17.1. Malnutrition and Health Indicators

District/Division	Child Malnutrition	Maternal/Infant Health	Special Conditions
Kilinochchi	Predominant among children	High maternal/infant mortality vs other districts	Severe nutrition gaps
Kuchchaveli	32% child malnutrition	Not specified	Significant health needs
Muthur	30% child malnutrition	Not specified	High malnutrition rates
Point Pedro	SAM in children and women	Not specified	Acute malnutrition cases
Mullaitivu	Malnutrition concern	Basic facilities available	Gaps in services

### 17.2. Healthcare Infrastructure Status

District	Facility Status	Key Gaps	Infrastructure Needs
Kilinochchi	Limited capacity	Specialized care	Equipment and staffing
Mullaitivu	Basic facilities available	Service gaps	Enhanced services
Jaffna	Established facilities	Mental health capacity	Psychosocial support
Eastern Districts	Variable	Access in remote areas	Mobile/outreach services

## 18. Infrastructure Development Needs

### 18.1. Community Infrastructure Requirements - Point Pedro

Infrastructure Type	Quantity Needed	Priority Level	Community Impact
Electric Streetlights	250	High	Safety and mobility
Rainwater Harvesting Tanks	33	Medium	Water security
Water Tap Connections	179	High	Household water access
Drainage Channel Renovation	22	Medium	Flood management
Community Centers	26 (renovation)	High	Social cohesion
School Renovations	20	High	Education quality

### 18.2. Regional Infrastructure Priorities

Region	Priority 1	Priority 2	Priority 3
Northern Districts	Water/sanitation	Housing	Roads/transport

Eastern Districts	Housing	Water access	Community facilities
All Districts	Electricity	Communication	Market access

## 19. Social and Psychosocial Needs

### 19.1. Community Organization Status

District	CBO Activity Level	Capacity Building Needs	Leadership Gaps
Kilinochchi	Need CBO support	Capacity strengthening	General capacity
Mullaitivu	Active CBOs	Further strengthening	Specific skills
Jaffna	Established structures	Enhanced capacity	Specialized training
Eastern Districts	Variable strength	Systematic support	Leadership development

### 19.2. Psychosocial Support Requirements

Need Category	Target Groups	Service Gaps	Priority Level
Trauma counseling	All returnees	Specialized services	High
GBV support	Women, girls	Prevention and response	High
Mental health	General population	Professional services	Medium
Conflict resolution	Community groups	Mediation skills	Medium
Youth support	Unemployed youth	Guidance and counseling	High

## 20. Gender-Specific Vulnerabilities

### 20.1. Women-Headed Households Support Needs

Support Area	Kilinochchi	Mullaitivu	Jaffna	Eastern Districts
Economic empowerment	High priority	High priority	425 homeless	Variable by division
Social protection	Critical need	Critical need	Legal support	Rights awareness
Skills development	Required	Required	Training needed	Capacity building
Psychosocial support	Essential	Essential	Counseling access	Mental health

### 20.2. Gender-Based Violence Prevention Needs

District	Reporting Mechanisms	Prevention Programs	Support Services
All Districts	Strengthen systems	Community awareness	Survivor support
Specific Focus	Legal aid access	Male engagement	Safe spaces
Priority Actions	Training officials	Behavior change	Referral pathways

## 21. Emerging and Ongoing Needs (During Implementation)

### 21.1. Economic Crisis Impact

Impact Area	Manifestation	Coping Strategies	Support Needs
Cost of living	Price escalations	Asset sales, credit reliance	Enhanced economic support
Material costs	Construction delays	Project modifications	Flexible programming

Food security	Increased hunger	Pawning, property sales	Emergency assistance
Livelihood sustainability	Activity cessation	Diverse strategies	Resilience building

### 21.2.Adaptive Programming Requirements

<b>Challenge</b>	<b>Response Needed</b>	<b>Implementation Approach</b>
Economic volatility	Flexible budgeting	Contingency planning
Climate impacts	Resilient infrastructure	Risk-informed design
Market fluctuations	Value chain support	Market linkage development
Ongoing displacement	Transitional support	Phased integration



## 22. Risk Log

Description	Date Identified	Type	Impact & Probability	Countermeasures /Management response	Owner	Submitted, updated by	Status
Geographical accessibility	May 2025	Operational / Logistical	<p>This could affect the field accessibility, delaying the discussion, data collection and may result in shortening the discussion time which may lead to low quality data.</p> <p>Probability on a scale from 1 (low) to 5 (high)= 3</p>	<p>Engaging with experienced field coordinators</p> <p>Having a buffer time when conducting field visits and data collections</p>	Project Coordinator	Updated by project coordinator	Dead

			Impact on a scale from 1 (low) to 5 (high)I = 5				
--	--	--	--	--	--	--	--

<p>Time constraints due to local government elections happening parallel to the data collection period</p>	<p>May 2025</p>	<p>Contextual 1</p>	<p>Delaying the data collection process, pushing the intended timeline.</p> <p>Probability on a scale from 1 (low) to 5 (high)= 5</p> <p>Impact on a scale from 1 (low) to 5 (high)I = 5</p>	<p>Managed through efficient planning, dedicated resources, and early commencement of analytical processes</p>	<p>Field coordinators, project coordinators</p>	<p>Updated by project coordinators</p>	<p>Dead</p>
--	-----------------	-------------------------	--	--	---	--	-------------

Respondent unavailability and difficulties in contacting	May 2025	Operational	<p>Delaying the data collection process and prolonging the time in the field.</p> <p>Probability on a scale from 1 (low) to 5 (high)= 4</p> <p>Impact on a scale from 1 (low) to 5 (high)I = 5</p>	<p>Mitigated through flexible scheduling, clear communication of purpose, and rapport-building. Alternative respondents were identified where necessary.</p>	Field and project coordinators	Updated by field coordinators	Dead
--	----------	-------------	--	--	--------------------------------	-------------------------------	------

### 23. Stakeholder mapping matrix

District	Interview Type	Category	Role
Jaffna	FGD	Beneficiary-youth	Youth beneficiary who received practical training in self-employment and business, enabling them to find work and engage in community projects.
Mulaitivu	FGD	Ex combatants	Primary beneficiary who received diverse livelihood assistance (livestock, training) to support reintegration, income generation, and social acceptance.
Killinochchi	FGD	Youth	Youth entrepreneur beneficiary who received skills development and financial literacy training, leading to self-employment and increased income.
Trincomalee	FGD	Ex combatants	Beneficiary who received documentation support but highlighted its limited impact without financial resources, advocating for a more holistic approach.
Batticaloa	FGD	WHH	Direct beneficiary who received tailored livelihood support to establish/expand businesses, leading to increased income and confidence, while also highlighting future regulatory challenges.
Batticaloa	Case Study	Beneficiary-WHH and Ex-combatant	Beneficiary who received a photocopy machine and business training, enabling a move from an informal job to a sustainable small enterprise.
Batticaloa	Case Study	Beneficiary-livelihood support	Beneficiary who received a floor mixing machine and training to revive a traditional snack business, increasing her income and employing other women.
Trincomalee	Case Study	Beneficiary-returnee	Beneficiary who received business equipment and training for her food stall, increasing revenue and household stability.
Trincomalee	Case Study	Beneficiary-WHH and Ex-combatant	Beneficiary who received equipment and training for her snack-making business, increasing her income and becoming a mentor to other women.

Jaffna	KII	Field Officer (CFCD)	Field-level implementer for the partner organization, responsible for stakeholder coordination, beneficiary selection, and monitoring.
Jaffna	KII	CFCD Manager	Programme Manager for the implementing partner, responsible for overall implementation, transparent selection, and stakeholder management.
Jaffna	KII	DAO, Kopay DS Office	Government official with a hands-on role in project implementation, involved in beneficiary selection and monitoring, providing insights on practical challenges.
Jaffna	KII	ADP	Key government partner involved in beneficiary selection and coordination, who also received project training to enhance government capacity.
Kilinochchi	KII	Field Officer (Offer)	Hands-on implementing partner responsible for grassroots execution and beneficiary selection, who also received capacity-building training.
Kilinochchi	KII	M&E Offer	Monitoring and Evaluation Officer for the implementing partner, responsible for oversight, tracking progress, and identifying operational challenges.
Kilinochchi	KII	Development Officer	Local government official involved in initial beneficiary identification but excluded from later stages, highlighting a coordination gap in the project.
Kilinochchi	KII	ADP	Key government partner on the screening committee who provided high-level oversight and recommended a shift from individual aid to broader industrial development.
Mulaitivu	KII	OFERR Field officer	Field-level manager for the partner organization, responsible for project activities, beneficiary selection, and coordinating input distribution.
Mulaitivu	KII	NGO coordinator	Government official serving as the administrative link between the implementing partner and the Divisional Secretariat, ensuring government coordination.
Mulaitivu	KII	M&E offer	Monitoring and Evaluation Officer for the implementing partner, responsible for tracking progress through field visits, reports, and success stories.
Mulaitivu	KII	Economic Development Officer-Thunukkai	Field-level government officials involved in beneficiary selection, verification visits, and continuous monitoring of beneficiary progress.

Mulaitivu	KII	Economic Development Officer- Manthai East	Field-level government officials involved in beneficiary selection and ongoing monitoring, who noted an unintended negative consequence of the project.
Mulaitivu	KII	Acting ADP- Thunukkai DS division	Key government partner who managed the project at a divisional level, leading village selection and high-level coordination.
Mulaitivu	KII	ADP	Government partner with a hands-on role in the beneficiary selection committee and responsible for continuous monitoring to ensure sustainability.
Mulaitivu	KII	Acting ADP- Manthai East	Government partner who supported local implementation by participating in beneficiary selection, monitoring, and organizing coordination meetings.
Jaffna	Case Study	Beneficiary- Youth	Beneficiary who received equipment and training to expand his printing business, enabling him to create employment opportunities.
Jaffna	Case Study	Beneficiary- WHH and Ex- combatant	Beneficiary who received two cows as livelihood support, enabling her to establish a steady income and gain financial independence.
Kilinochchi	Case Study	Beneficiary- returnee and Youth	Beneficiary who received legal documentation, a sewing machine, and training to establish a viable tailoring enterprise and gain self-reliance.
Kilinochchi	Case Study	Beneficiary- Women headed household	Beneficiary who received tools and business training for her home-based enterprise, becoming a mentor for other women in her community.
Mulaitivu	Case Study	Beneficiary- Returnee and a WHH	Beneficiary who received assistance obtaining legal documents for her family and a sewing machine to establish a livelihood.
Mulaitivu	Case Study	Beneficiary- returnee	Beneficiary who received a coconut oil machine and marketing training, transforming his rental-based operation into a sustainable business.

Kilinochchi	FGD	Ex combatants	Direct beneficiary who received advanced equipment to become self-employed, which increased income and facilitated social reintegration.
Mullaitivu	FGD	CBO	Implementing partner and local facilitator that received administrative materials to enhance its operational capacity and legitimacy.
Jaffna	FGD	WHH	Direct recipient of targeted support (livestock, equipment, farming aid) to address challenges in generating income and meeting family needs.
Mullaitivu	FGD	Youth	Beneficiary who participated in training on leadership and entrepreneurship, enabling them to secure employment or launch small businesses.
Jaffna	FGD	Ex combatants	Direct beneficiary who received livelihood support to overcome reintegration challenges, enabling income generation and greater social acceptance.
Killinochchi	FGD	CBO	Implementing a partner that received support to strengthen its organizational capacity, mobilizing the community for infrastructure projects.
Mullaitivu	FGD	WHH	Direct beneficiary who received tailored livelihood support to improve economic stability, social participation, and personal confidence.
Killinochchi	FGD	WHH	Direct beneficiary who received targeted support to address poverty and food security, leading to income stability and renewed dignity.
Trincomalee	FGD	Youth	Direct beneficiary who received tailored livelihood assets and training, enabling them to increase income and create local employment.
Trincomalee	FGD	WHH	Beneficiary who received housing and livelihood support, leading to increased income, security, and social integration for returnee families.
Trincomalee	FGD	CBO	Beneficiary and community intermediary that received infrastructure support to enhance its operational capacity and services like microloans.
Batticaloa	FGD	Ex combatants	Beneficiary who received diverse livelihood support and training, leading to increased income, self-employment, and psychological well-being.
Batticaloa	FGD	CBO	Key partner that received capacity-building support to establish and operate a micro-loan program for its members.

Batticaloa	FGD	Youth	Direct beneficiary who received customized livelihood support, resulting in increased income, business expansion, and job creation.
Trincomalee	KII	DS	Core government partner that played a central role in project implementation and transparent, needs-based beneficiary selection.
Trincomalee	KII	DDP Muthur	Key government partner that selected vulnerable local beneficiaries using official data and advocated for the project's continuation.
Trincomalee	KII	DDP Kuchchaveli	Central government partner that co-led a transparent beneficiary selection process and worked to create market linkages for beneficiaries.
Trincomalee	KII	DDP Trincomalee	Government partner that played a direct supervisory role, ensuring a transparent and consultative beneficiary selection process.
Trincomalee	KII	OFERR Trinco	Key implementing partner responsible for managing activities from beneficiary verification to post-project monitoring in coordination with UNDP and government.
Trincomalee	KII	DDP Kinniya	Key local government partner responsible for identifying and selecting beneficiaries from government lists and coordinating support on the ground.
Batticaloa	KII	DDP Valaichenai	Government partner who identified successes with the fishing community but noted challenges with budgets and suitability, advocating for the project's continuation.
Batticaloa	KII	DS Vaharan	Central government partners with a key role in implementation, oversight, and beneficiary selection, who recommended scaling up the project.
Jaffna	KII	Kayts DS Office Counsellor	He is engaged as a counsellor in Kayts DS office. And from this project, the DS office got a new room and infrastructure to build a separate counselling room. m
Jaffna	KII	Jaffna Kachcheri-Drug Counsellor	She is engaged as the drug counsellor at the Jaffna kachcheri. From this project, Jaffna kachcheri got a new counselling room with new infrastructure.
Jaffna	KII	Ocean University	Ocean University was engaged as the providers of the certification of NVQ to a number of selected beneficiaries of the EDRR project.

Colombo	KII	Peace Window Cordinator- Office of Resident Coordinator of United Nations	He was engaged an oversight and coordination manager representing the funding body.
---------	-----	--	---

## 24. Thematic Codebook for Open-Ended Survey Questions

### 24.1 Codebook for B7.1: Primary Source of Income (Before Project)

Code	Theme	Description of Theme
1	Daily Wage / Labourer	Income from daily, often unskilled, labour.

2	Agriculture / Farming / Gardening	Income from cultivating land (vegetables, crops, garden).
3	Livestock / Animal Husbandry	Income from rearing animals (goats, cattle, poultry).
4	Fishing	Income earned from fishing.
5	Tailoring / Sewing	Income from sewing or tailoring work.
6	Small-scale Business / Production	Income from home-based/small production (food, crafts).
7	Shop Owner / Retail	Income from owning/operating a small retail shop.
8	Skilled / Semi-skilled Trade or Service	Income from a specific trade/service (driver, mason, etc.).
9	Salaried Employment	Income from regular salaried employment.
10	Reliant on Spouse's / Family Income	Financially supported by spouse or family.
11	Housewife	Identified as housewife with no other income specified.
12	Student	Enrolled in education, not earning income.

13	Unemployed / No Income	No job, no source of income, "0", or blank response.
14	Self-Employed (Stated)	Explicitly stated "Self employed" before project.

**24.2 Codebook for B7.2: Primary Source of Income (After Project)**

Code	Theme	Description of Theme
1	Self-Employed	Income generated from self-employment activities.

**24.3 Codebook for E3. Main Success/Improvement: What was the single most positive change or success resulting from the project support for you/your family? This could be financial, emotional, social, or something else important to you.**

Code	Theme
1	Financial Improvement
2	Education
3	Improving facilities /buying goods

4	Emotional and Social Wellbeing
5	Positive Behavioral Change
6	Community Empowerment
7	improved living condition
8	Hard to sustain
9	Improved access to services and infrastructure
10	Improved safety
11	Improved health condition
0	No mention
12	Somewhat helpful

**24.4 Codebook for E2. Main Challenge: Looking back, what was the most difficult part of receiving or using the support from this project?**

Code	Theme	Description
1	No Difficulty / Smooth Process	Responses indicating no challenges or smooth process
2	Financial / Money Issues	Challenges related to money, loans, funds, costs, price fluctuations
3	Technical / Equipment Issues	Issues with machinery, tools, technology, maintenance, repairs
4	Climate / Environmental Issues	Climate change, weather, floods, drought, environmental impacts
5	Administrative / Legal Issues	Problems related to registration, permissions, government protocols
6	Marketing / Business Challenges	Market access, marketing, competition, pricing issues
7	Health / Disease Issues	Health-related challenges (animal diseases, PHI problems)
8	Training / Skills Issues	Lack of skills, training interruptions, need for new techniques
9	Infrastructure / Utilities	Problems with water, electricity, transport, roads
0	Other / Miscellaneous	Other minor or unclear challenges, or general comments

**24.5 Codebook for E1. Unintended Effects: Was there anything unexpected (positive or negative) that happened as a result of the project—either for you personally or in your wider community?**

code	Theme	Description
1	Economic Improvement	Positive changes in income, savings, financial status, ability to manage expenses, asset acquisition from income, access to finance.
2	Business Development / Expansion	Starting new business, expanding existing business, increased market demand, online marketing opportunities, specific products for sale, becoming an entrepreneur, facilitated farming/cultivation
3	Job Creation / Employment	Creating jobs for others, getting employed (including spouse), getting a full-time job.
4	Skill Development / Training	Learning new skills, giving classes, becoming a trainer, opportunity for skill migration.
5	Housing / Shelter / Living Conditions	Receiving a house, living in own house, repairs to house, improved living conditions, structural safety related to the house, managing house completion.
6	Safety / Security (Physical/Environmental)	General safety, personal safety, safety from environmental factors (e.g., flooding), safe access (e.g., roads), security obtained.
7	Community Infrastructure / Benefit	Improvements or use of community resources (roads, buildings/halls), services located in community buildings, water supply for community/agriculture, generally helpful to the community/people, meeting places.

8	Personal/Social/Psychological Well-being reduced family conflict, improved standard of living (general).	Happiness, satisfaction, increased confidence, leadership roles, social responsibility, increased respect/social status, reduced stress, mental peace, family happiness, social acceptance, resilience, personal achievements (e.g., in sports, exams), decision-making role at home
9	Access to Services/Rights	Easier access to or obtaining official documents (NIC, BC, marriage certificate), achieving basic human rights (e.g., shelter), access to specific services (like a job in a private company when phrased as an outcome rather than a source).
10	Negative Effects / Challenges	Financial problems (loans, debt, interest), disease affecting business/livelihood, personal illness/injury, project delays, issues with accessing services (e.e., ID card not available), problems with infrastructure (e.g., need to fix house).
11	General Positive Confirmation	Explicit confirmation of positive effects ("Yes", "Positive", "Everything positive", "Very good", "Successful", "Satisfied with outcomes/process", "Worth it", "Superb", "Great gift", "Great help", "Life changed positively", "Only positive", "Very helpful/good service").
12	Explicitly No Negative	Statements confirming lack of negative effects ("No negative", "Nothing negative", "No nagavite").

13	Neutral / No Specific Effect / Uncodable	Responses stating no unexpected effects ("Nothing", "No"), vague or unclear responses ("N/A", "0", "Not sure", "Fully involve"), blank response.
----	--	--

## 25. Case studies

### 25.1 Mullaitivu case studies

#### Case study 01: From Shadows to Light: The Unseen Journey of Mrs. K. Pratheepa

In the quiet village of Kaively, nestled amidst the verdant hills of Mullaitivu, a story quietly unfolds, one of invisible lives yearning to be seen, voices longing to be heard, and the fierce, unyielding spirit of a woman determined to reclaim her place in the world. This is the story of Mrs. K. Pratheepa, a 34-year-old Indian returnee and woman-headed household, whose path back to her homeland was paved not with celebration, but with struggle, silence, and uncertainty.

When Pratheepa stepped onto Sri Lankan soil, she carried with her memories of a distant home, but no papers to prove her existence. No National Identity Card, no birth certificate, no legal recognition, not even a name on official records. To the state, her family was a ghost. To society, they were invisible. Every day was a battle against erasure. She could not enroll her daughter in school, buy a simple phone SIM, or even open a bank account. The basic rights most take for granted were locked behind walls built of bureaucracy and neglect.

Her husband's illness left her the sole provider, yet without legal documents, even the faintest glimmer of steady work was out of reach. She survived by selling her precious jewelry, each day a precarious tightrope walk between hope and despair. The weight of invisibility bore down heavily, and with no voice to claim her place, her family was trapped in a shadowed existence.

Then came a fragile thread of hope, woven through the kindness of a neighbor who told her about OferCeylon. Nervous but desperate, Pratheepa stepped into their office, unsure of what to expect. Instead of cold bureaucracy, she found warmth, empathy, respect, and a team willing to listen without judgment. They guided her through the labyrinthine process of obtaining documentation. A journey that seemed impossible became a tangible reality when she and her family traveled to Trincomalee, where a mobile documentation drive brought legal recognition within reach.

Within a month, Pratheepa held in her hands the documents that could rewrite her family's fate: National Identity Cards, birth certificates, and citizenship papers. But OferCeylon's support didn't stop there. Seeing her skill in tailoring, they gifted her a sewing machine, a tool that was more than a gift; it was a lifeline. With training in business development and supplies to support her daughter's education, a bicycle, books, and a school bag, Pratheepa's family began to breathe anew.

The impact of this transformation went far beyond her household. Where once fear and exclusion reigned, there was now freedom and belonging. Her daughter could finally attend school with pride, her husband found work as a daily wage laborer, and the family became officially registered in their community. Pratheepa herself could engage in everyday activities once barred to her, buying a SIM card, opening a bank account, small acts that meant the world.

Pratheepa's transformation quickly became a beacon of hope far beyond her own family. Her courage and resilience inspired other returnee families in Kaively, especially those led by women like her who faced similar battles with invisibility and exclusion. By sharing her story quietly but powerfully, she encouraged many others to seek help, claim their legal rights, and rebuild their lives.

In a community deeply shaped by patriarchal traditions and the marginalization of displaced families, Pratheepa's journey challenged old stereotypes and reshaped perceptions about women's leadership and strength. She emerged as a quiet but powerful role model, demonstrating that with dignity and opportunity, even the most vulnerable can transform their futures.

Her sewing machine hummed with promise as she stitched garments for women and girls in the village, earning a modest but vital income of Rs. 6,000 to 8,000 per month. This money fed her family, paid for medicines, and kept her daughter's education alive. Beyond the financial uplift, the social ripples of her journey grew stronger every day.

Of course, the road ahead was not without obstacles. Marketing her tailoring services in a remote rural area was a challenge; demand was limited, and expanding her business seemed daunting. Sustainable growth would require more than skills and tools, it demands access to markets, technology, and networks.

Yet Pratheepa remained hopeful. She dreamed of growing her tailoring business into a stable enterprise, perhaps one day employing others like herself. She envisioned building a network of woman-headed households who could support each other and gain better access to markets together. For this vision to become reality, she believes programs like EDRR must go beyond training and tools to include marketing assistance, digital promotion, and stronger customer linkages.

Her journey is a testament to the power of identity and opportunity, the journey from being unseen to being recognized, from despair to hope. Ofer Ceylon and the UNDP's EDRR initiative did not just give her documents; they reignited a life once shrouded in fear and exclusion.

In her own words:

*“When we came back, we had only fear and confusion. But OferCeylon gave us a new life, with confidence, support, and dignity.”*

Pratheepa's story reminds us all that dignity begins with documentation, but it blossoms through opportunity, community, and the courage to rise. It calls on us to see the unseen, hear the unheard, and build a future where no one is left in the shadows.

### **Case study 01: Pressed for Hope: The Story of Mr. Kesavan and His Coconut Oil Dream**

In the quiet village of Puthukkudiyiruppu, Mullaitivu, where the sun rises over rows of resilient coconut palms and the breeze whispers tales of return and resilience, lives Mr. Kesavan, a 33-year-old returnee. Once uprooted by conflict, he came back to his homeland carrying nothing but hope and a vision.

Rebuilding life from the ashes of displacement was no easy task. The land was familiar, yet livelihoods had to be planted anew. Amid countless hardships, Mr. Kesavan saw a single opportunity shimmer through: coconut oil, the golden elixir cherished in every Tamil home for its purity and tradition. With no machine of his own, he started from scratch, renting equipment, scraping thin profits, and bottling oil by hand. His dream was fragile, but alive.

Then came a turning point.

Through the Grama Sevaka (GS) office, he heard about Oferr Ceylon. With cautious optimism, he reached out. They listened, not only to his request for assistance, but to the rhythm of his determination. He submitted an estimate for a coconut oil machine. Weeks later, something shifted: a machine arrived. His very own. No more reliance. No more renting.

But it didn't stop there. A five-day training followed, not just on machine operation, but on marketing strategies, an area where he had long struggled. The project offered more than equipment, it brought guidance, monitoring, and a sense of belonging to something greater.

***“Now, I make more than just oil. I make progress,”*** he says, with a quiet smile.

Today, Mr. Kesavan's venture doesn't just press coconuts, it presses forward. His income has grown, and the weight of financial strain has eased. Nothing goes to waste: coconut shells are sold, and even the leftover oilcake, once discarded, is now a source of income, sought after by farmers and cattle rearers.

Yet, his journey is not just personal.

Pure, chemical-free coconut oil now flows into the kitchens of his neighbors, infused with fragrance, tradition, and pride. The community feels the impact, and Mr. Kesavan dreams that others might benefit too.

***“This project should help others also. Everyone wants to develop,”*** he says with heartfelt urgency.

But the road hasn't been smooth. He suffers from eyesight problems, and diseases affecting coconut trees have occasionally disrupted production. Marketing remains a daily challenge.

***“Coconut oil sales are unpredictable, one person buys 10 litres, another just 5. But milk? There's always a steady demand,”*** he reflects thoughtfully. ***“That's why I feel animal husbandry would be a useful project for others. If the animals are properly maintained, it can help people earn a steady income.”***

Still, he remains unwavering. He observes that not all beneficiaries made full use of the opportunity, yet those who did, like him, are thriving.

***“The machine broke several times,”*** he shares. ***“But we repaired it and got back to work. That's how it is, without fixing what's broken, there's no progress. We'll do it again if needed.”***

He believes this project deserves renewed attention, that extending support to more determined individuals could uplift not just households, but entire communities.

In the end, the machine wasn't just a tool. It became a symbol of renewal, of dignity restored, of a future reclaimed. For Mr. Kesavan, the oil press doesn't merely extract oil, it presses hope from hardship, one drop at a time.

## 25.2 Jaffna Case studies

### Case study 01: Machines, Dreams, and Determination: The Role of Livelihood Support in Youth Empowerment

Nestled in the heart of Sankanai, a village steeped in history and quiet determination, stands a modest printing shop whose story is anything but ordinary. Its glass windows are often misted from the machines working inside, and the rhythmic humming of rollers and cutters rises softly above the stillness of the northern wind. Behind the counter, surrounded by heaps of paper, rolls of laminating film, and ink-scented air, stands Mr. T. Sujeetharan, a 30-year-old youth whose path to self-reliance has been paved with resilience, vision, and the power of timely support.

Born and raised in the Jaffna District, Sujeethan was no stranger to hardship. Yet, even as a young man, he showed signs of leadership—volunteering in his community and dedicating his time to serve others. In 2019, with little capital and a great deal of courage, he opened a small printing shop. “At that time, it was more of a hope than a business,” he recalls, with a thoughtful smile. “I had a simple printer and a secondhand desk, but in my mind, I had already seen the future.”

His journey was slow and humble. Clients were few, and income was uncertain. However, what he lacked in equipment, he made up for in determination. Days were long, sometimes thankless, but each poster printed, each certificate laminated, each page trimmed, brought him closer to the dream he had drawn quietly in his heart. He became known in the community not only as a service provider but as someone with a growing sense of purpose.

At the age of 28, Sujeethan's story began to shift in meaningful ways. Through a youth-focused livelihood support program, his quiet efforts were recognized. He was selected as a beneficiary, not because of his fortune, but because of his vision and the potential he had already begun to realize, despite limited means.

From this project, he received three critical tools that would expand the horizons of his enterprise: a professional-grade printing machine, a laminating machine, and a paper-cutting machine capable of slicing through a hundred sheets at a time. These weren't just tools—they were extensions of his ambition. “*These machines fit our daily needs perfectly*,” he said. “It felt as though the project had studied our struggles closely. What we received was not just appropriate, it was timely, thoughtful, and empowering.”

Alongside the equipment came intensive training programs, which he describes as both safe and transformational. They covered everything from technical knowledge to financial management, equipping him not just to survive but to thrive in the world of self-employment. “Managing money is the soul of any business,” he shares. “Learning how to handle income, track expenses, and plan investments changed everything. I was no longer just working, I was growing.”

What stands out in Sujeethan's journey is not just personal gain, but community impact. Today, he employs two female workers, creating space for women to engage in the workforce in a region where opportunities are scarce. His shop has become a local hub—not just for services, but for social interaction, collaboration, and a renewed sense of possibility. “This business helped me build stronger bonds with my community. Before, people had to travel out of town just for a laminating or printing need. We were wasting time, energy, and money. Now everything happens here, quickly and affordably.”

For Sujeethan, this transformation is not just economic, it's emotional and spiritual. “This isn't a temporary project,” he says firmly. ***“Knowledge and skills don't fade with time. The things I've learned and the people I've connected with—they've become part of who I am.”***

Of course, challenges persist. Machines, like people, break down. A major repair once cost him two to three lakhs, a daunting amount for a small entrepreneur. But thanks to the training he received, Sujeethan had already begun saving and thinking ahead. He counts investment, savings, and even the purchase of small jewels among his proudest achievements, proof that self-reliance, when nurtured properly, can bear fruit in many forms.

When asked how he came to be chosen for the program, especially when many others still struggle, he becomes reflective. ***“It was a chance... one that many people don't get. I wish more youth like me could be identified and supported. We don't need handouts—we need stepping stones. Find those with passion and help them build a path.”***

To Sujeethan, self-employment is not merely survival. It is dignity. It is a purpose. And with the right support, it becomes a powerful tool for social transformation. ***“For someone running a startup, what we need is a little help to move to the next stage,”*** he says. “Investment is the hardest part, but guidance and financial support can unlock everything.”

As the evening sun casts a golden hue on the shopfront, the machines continue their gentle chorus. Papers are printed, laminated sheets are stacked, and customers leave satisfied, some not knowing the full story of the young man behind the counter. But in each task completed, there is a trace of a long journey, a story of quiet ambition, timely support, and the enduring power of youth-led change.

In the end, Mr. T. Sujeethan's story is not only about a printing shop in Sankanai, it's about what happens when determination meets opportunity, and how dreams etched in ink can redraw the future for an entire community.

### **Case study 02: The Milk of Hope — A Case Study of Mrs. K. Theepa**

In a modest home nestled amidst the remnants of old farmlands in Karaveddi, Jaffna District, lives Mrs. K. Theepa, who carries the dual identity of being a Woman-Headed Household (WHH) and an ex-combatant, a 47-year-old woman whose life story speaks volumes about strength, survival, and transformation. On

May 5th, 2025, she was interviewed by S. Jesuthasan, who documented her journey from hardship to newfound dignity. Theepa, a former combatant and head of her household, recalls days when the only certainty in life was uncertainty. Her father was a cultivator, growing onions, brinjals, and other vegetables, and the little he earned was barely enough. When the harvest failed or when basic needs went unmet, Theepa had to take out loans or pawn her jewelry, constantly haunted by the anxiety of debt and day-to-day survival.

Her days were filled with sacrifice, her dreams replaced by urgent calculations about food, medicine, and schooling. It was a life built on endurance, not ease. But things changed when she was selected as a beneficiary of a support program that provided her with two cows. For some, two cows might seem insignificant, but to Theepa, they were a promise of something more—something stable, something hers.

With skills passed down from her father and an instinctive sense of care, she began to raise the cows diligently. Soon, two became three. Today, her cows provide around 10 litres of milk a day, collected in two sessions. She keeps some for household consumption and sells the rest to a local dairy vendor. This now generates an income of approximately LKR 19,000 every fifteen days. It may not be luxury, but it is enough to bring consistency, dignity, and independence. For the first time in years, she has a livelihood she can trust.

Theepa has even insured one of the cows, paying a monthly premium of LKR 6,000 — a wise decision that reflects how she now thinks ahead. She says proudly, *“These cows are like my children. If we protect them from disease, they’ll stay with us for a long time. They will grow with us.”* Her perspective has shifted. No longer does she live with the anxiety of not knowing where the next rupee will come from. Now, she speaks of planning, of saving, of managing. The fear has been replaced by a quiet confidence.

What’s more remarkable is how her empowerment has started to ripple outward. Theepa is now encouraging other women in her community to step forward, seek help, and believe in their capacity to rebuild. *“This was the right help at the right time,”* she reflects. *“Now, I’m not afraid. I have cows. I have income. I can manage.”* Her life may have begun in the shadows of war and poverty, but it is now illuminated by steady, small victories, each litre of milk, each debt she no longer needs to take, each woman she inspires.

Mrs. K. Theepa’s story is not loud, but it is powerful. It reminds us that real empowerment doesn’t always come in grand gestures, sometimes, it comes with the soft lowing of a cow at sunrise, and the knowledge that tomorrow is finally, gently, within reach.

## **25.3 Kilinochchi Case studies**

### **Case study 01: The Thread That Binds: Priyanka’s Story of Resilience and Revival**

In the quiet lanes of Bharathipuram, a resettled village nestled within Sri Lanka's Kilinochchi District, the air carries soft stories of survival, stories often unheard, whispered by those rebuilding shattered lives. Among these is the story of Ms. P. Priyanka, a 28-year-old Indian returnee whose life journey embodies both the trauma of displacement and the triumph of resilience. Born in India to parents forcibly uprooted from their ancestral homeland, Priyanka's earliest years were spent in limbo. From birth, she was identified solely as a refugee, existing in a shadowy world where permanence and identity were luxuries denied to her. When she returned to Sri Lanka, a country her forebears once called home, it was not a joyful homecoming marked by acceptance or celebration. Instead, she stepped into a place that did not recognize her existence. Without a birth certificate, a National Identity Card, or any proof of citizenship, Priyanka found herself invisible in the eyes of the state.

The absence of official documentation was not a mere inconvenience; it was a wall that separated her and her family from the most basic rights. They were unable to access healthcare, education, or social welfare. The simple act of registering their residence was impossible, and even mundane activities like opening a bank account, buying a SIM card, or boarding public transport with an ID card were out of reach. Without legal recognition, they had no voice in society, no right to vote, and no platform to claim belonging. This invisibility was isolating and devastating.

Priyanka bore the immense responsibility of being the sole breadwinner for her household, which consisted of her and her elderly mother, a 65-year-old housewife entirely dependent on her. There was no father or other financial support, and without documentation, formal employment was inaccessible. Yet Priyanka refused to succumb to despair. She leveraged her modest sewing skills to begin tailoring clothes from a small corner of their home, an act of quiet defiance and hope. However, this too was fraught with hardship. Materials like linings, threads, zippers, and buttons were expensive and out of reach without upfront capital, forcing her to request advance payments from customers who themselves were often struggling.

Her life's trajectory began to change when she was introduced to the OferCeylon–UNDP EDRR project by another beneficiary. Approaching the project's office with hesitation, unsure of what awaited her, Priyanka encountered something unexpected: empathy, respect, and a listening ear instead of cold bureaucracy. The staff took the time to understand her layered difficulties and provided patient guidance through the bewildering maze of government paperwork. The project facilitated her inclusion in a documentation drive held in Mannar, where all logistics, from transportation to meals, were carefully arranged at no cost to her. In the supportive environment of this documentation camp, Priyanka finally received her birth certificate, marking the first legal acknowledgment of her existence.

But the support did not stop there. The project team helped her take further necessary steps to secure her National Identity Card and citizenship documents. They assisted with travel arrangements to Colombo to complete the bureaucratic processes that would formally recognize her and her family in the eyes of the state. Understanding the importance of economic empowerment alongside legal recognition, Oferr Ceylon gifted her an Overlock sewing machine, a critical tool that would enhance her tailoring capabilities. Along with this, she received business development training designed to build her entrepreneurial skills, including financial management and customer relations, equipping her not just to survive but to thrive.

The transformation that followed was profound. With her legal documentation in hand, Priyanka could finally move freely, access services, and engage with the community as a recognized citizen. The

registration of her family with the Grama Niladhari officially brought them into the social fabric of the state. Economically, the sewing machine was a beacon of hope and renewal. Drawing on tailoring skills she had honed during her childhood in India, Priyanka began producing garments for women and girls in Bharathipuram. ***“Most of my customers now come to get dresses sewn by me,”*** she said quietly, pride in her voice. She also started selling costume jewelry to supplement her income, creating additional streams of revenue that helped stabilize her household finances.

The business training she received proved vital. It sharpened her ability to manage money, understand customer preferences, and improve the quality and efficiency of her work. This newfound confidence and skill set enabled Priyanka to expand her small enterprise, making her self-reliant. Today, she earns a steady monthly income, sufficient to meet essential needs like food and medication for herself and her mother. Though her lifestyle is modest, she feels a deep sense of fulfillment and dignity. What had been a story of invisibility and struggle had been rewritten as one of survival, empowerment, and hope.

Priyanka’s journey resonates far beyond her own life; it has sparked quiet transformation within her community. Her courage and openness about her experiences have inspired other returnee families, particularly young people trapped in the same liminal space of undocumented existence, to seek assistance, reclaim their rights, and regain self-worth. As a young woman navigating a patriarchal society complicated by the scars of displacement, her story carries special significance. It challenges long-held stereotypes and offers a powerful example of resilience and hope.

Her vision extends beyond personal gain. Priyanka dreams of expanding her tailoring business and welcomes the possibility of involving other women, saying, ***“If they have the experience or willingness to learn, I will welcome them. If they help my business grow, I will support them in return.”*** Her sense of community solidarity is clear in these words. With the Overlock machine, she now produces beautifully finished garments that rival factory-quality ready-made dresses, all crafted in her village. Every stitch is a testament to dignity, independence, and mutual support.

The path was far from easy. The absence of official documentation isolated Priyanka from society and cut her off from essential services. Economic hardship forced constant difficult decisions, as she balanced the demands of her craft with the scarcity of materials and limited capital. Each day tested her resilience and patience, yet she pressed forward with determination and hope.

Looking to the future, Priyanka remains optimistic and determined. Her dream is to grow her tailoring business into a stable and thriving enterprise that can create opportunities for others facing similar challenges. For her, tailoring is not just a means of survival but a lifelong craft anchoring her identity and sense of purpose. The sewing machine is more than a tool; it is her voice, reclaimed and amplified, a platform from which she hopes to build lasting empowerment for herself and her community.

Priyanka’s story is a vivid tapestry of resilience woven with threads of identity, dignity, and hope. From invisibility to recognition, from struggle to empowerment, her journey embodies the transformative power of empathetic, people-centered development. The Oferr Ceylon–UNDP EDRR initiative did more than provide aid, it restored a life dimmed by displacement, fear, and silence. Through this journey, Priyanka found not only her voice but her footing and future. With gratitude shining in her eyes, she shares simply, ***“I was invisible... now I’m seen. Now, I exist.”***

## Case study 02: From Hands to Hope: The Journey of Saraswathi

In the heart of Ananthapuram, a resettled village in Sri Lanka's war-affected Mullaitivu District, lies the inspiring story of Mrs. T. Saraswathi, documented on 05 May 2025. Ananthapuram, once silenced by conflict, is now a place of quiet resilience, its modest homes shaded by coconut palms, where new beginnings slowly take root. Here, Saraswathi stands as a symbol of grace and determination, someone who chose not only to rebuild her own life but to uplift those around her.

After years of dedicating herself to NGO work, Saraswathi followed a deep passion to channel her creativity and knowledge into self-employment. She embraced the intricate arts of cake icing, saree pre-pleating, and traditional Aari embroidery, each a vibrant reflection of her cultural heritage and artistic spirit.

Her journey, however, was not without its challenges. Though skilled and motivated, she struggled without access to essential tools like cake decorating equipment. These limitations kept her from fully realizing her vision or meeting customer demands. Alongside this, she lacked experience in fundamental business skills such as bookkeeping and customer communication, which made managing her small venture daunting.

Recognizing her potential, the project stepped in to provide the practical support Saraswathi needed. She was given essential cake decorating tools, as well as a table and chairs to comfortably bake and host training sessions in her home, transforming it into a lively center of creativity and learning. More than just equipment, she received comprehensive training on managing finances, communicating with customers, and growing her business with confidence. This guidance was not simply instruction; it sparked a new mindset, turning a gifted artisan into an empowered entrepreneur.

With these resources and support, Saraswathi's life began to change. She gained clarity in managing her accounts, stabilized her income, and rediscovered joy in her work. Her business flourished alongside her confidence, bringing her pride, independence, and a renewed sense of purpose.

But Saraswathi's success was never meant to be hers alone. She opened her doors to other women in the community, sharing her skills in Aari work, cake decoration, saree pre-pleating, and tailoring. Through her mentorship, she nurtures not only talents but also courage and hope. ***“Don't wait for the government. There are opportunities all around us, we just need to take the first step,”*** she encourages, inspiring a ripple of empowerment that extends far beyond her achievements.

The path has not been easy. Balancing her growing responsibilities, training others, and managing her household required careful time management. Poor road conditions and limited transportation made travel difficult, often delaying supplies. Rising costs of materials added financial pressure, worsened by pandemic-related supply disruptions. Yet, through every challenge, Saraswathi remained steady, turning obstacles into lessons that strengthened her resolve.

Looking ahead, Saraswathi envisions expanding her business beyond Kilinochchi, reaching new markets and communities. Her deepest ambition, however, is to build a network of empowered women, connected by skill, courage, and shared purpose, who can support each other to rise and thrive. Her journey is far from over; in many ways, it has just begun.

Mrs. T. Saraswathi's story is not merely one of self-employment, but a quiet revolution born of strength, sacrifice, and unwavering faith. She transformed her pain into purpose, her silence into skill, and her dreams into a living reality. Each creation she crafts, each woman she trains, carries forward the legacy of her courage. From a remote village, she has become a creator, a teacher, a leader, proving that true empowerment transforms lives, often in the quietest, most profound ways.

## 25.4 Batticaloa Case study

### Case study 01: The Woman Who Refused to Break: Sarajini's Rise from Pain to Purpose

Tucked away in the quiet village of Panikangerani in Batticaloa, Eastern Province, lives a woman whose journey whispers of courage and quiet revolution. Mrs. Sivakumar Sarajini, a mother and the heartbeat of her home, never set out to become an entrepreneur. Her path was not chosen; it was carved through hardship, shaped by the silent weight of war, loss, and the daily duty of survival. Like many women in post-war Sri Lanka, Sarajini bore the invisible scars of conflict and the visible burdens of poverty. Yet within her burned a steady resolve to provide, to persevere, to rise. With little more than determination, she began selling what she could, wherever she could. Her days were long, her income uncertain, but her spirit unwavering.

It was through the compassionate support of the United Nations Development Programme (UNDP) and OFFER that Sarajini's resilience found new wings. Their livelihood initiatives offered not only tools and training but also something far more precious: belief. Slowly, with guidance and resources, she grew her small venture into a source of steady income, pride, and purpose. Today, Sarajini stands not merely as a businesswoman but as a symbol of rebirth. Her story, carefully documented by the Marga Institute, speaks to something larger than individual success. It tells of how dignity can be restored, how hope can take root in even the most fragile soil, and how a single woman's transformation can echo across a community.

Mrs. Sivakumar Sarajini's path to self-employment began humbly, with the sale of *Sarabath*, a traditional cooling drink. Yet, her small venture was at the mercy of the weather. On rainy days, when the streets emptied and the air turned cold, her sales would vanish. With no stable income, she was forced to rely heavily on her aging parents to support not only her, but also her young child. This dependency weighed heavily on her. Sarajini carried a deep sense of guilt for adding to her parents' burdens, knowing they too had little to give. What pained her even more was the sense of invisibility she felt; no support came her way, no hand reached out to lift her.

Her hardship was compounded by another invisible barrier: she was a refugee. Her identity further pushed her to the margins, where help was scarce and opportunities scarcer still. Rejected, overlooked, and struggling in silence, Sarajini yearned not for pity but for a chance to stand on her own, to restore her dignity, and to build a better life for her family. Her journey is a reflection of the complex web of challenges faced by many women like her: economic instability, social marginalization, and the emotional toll of forced dependency. Recognizing these layered problems was the first step toward transformation.

In response to the challenges Sarajini faced, the joint initiative of the United Nations Development Programme (UNDP) and OFFER stepped in with a holistic and thoughtful approach, one that aimed not just to provide resources but to rebuild hope and agency. At the heart of this intervention was the provision of a photocopy machine, an unexpected yet transformative tool. This simple machine opened the door to a more stable and weather-independent livelihood. It marked a turning point, enabling her to generate income regardless of the rain and gradually reduce her financial dependence on her elderly parents.

But the support extended far beyond equipment. Through targeted training sessions, Sarajini gained essential knowledge on how to operate and maintain the machine, as well as how to manage her accounts and finances with confidence. The initiative nurtured both her technical capacity and her entrepreneurial mindset, fostering not only skills but also self-belief. This carefully designed intervention offered Sarajini something she had long been denied: a real chance. A chance to rewrite her story, restore her dignity, and reclaim her place in society, not as a burden, but as a businesswoman and provider.

The impact of the project on Mrs. Sivakumar Sarajini's life has been both immediate and deeply transformative. With access to essential tools and newly acquired knowledge, she was able to improve her business operations significantly. Her income, which once barely met her family's basic needs, has now risen to a stable and sustainable level, enough to contribute meaningfully to her child's university education.

What began as a modest effort to make ends meet has blossomed into a growing small enterprise. Sarajini expanded her services beyond photocopying to include the sale of books, broadening her business and increasing its relevance within the community. With her improved earnings, she is now able to comfortably cover both her household expenses and her children's educational needs. More importantly, this journey has restored her confidence. From being dependent and overlooked, she now stands tall as a proud provider. Her parents, once burdened with worry, now express joy and pride in her success. The transformation has not gone unnoticed, during community meetings, Sarajini is often cited as a role model, an example of what perseverance and support can achieve.

Once marginalized and dismissed because of her identity as a refugee, Sarajini has now become a symbol of strength and inspiration. Her success has encouraged others in the community to start their small businesses, following in her footsteps. Even financial institutions, which once refused her loan applications, now welcome her as a trustworthy client. Her marketing efforts have expanded as well, reaching local schools and government institutions such as the Samurdhi office, allowing her to build a stable and visible presence in the area. Through this project, Sarajini has not only rebuilt her livelihood, but she has rewritten her narrative. From the margins, she has stepped into the spotlight, inspiring a wave of resilience and entrepreneurship across her community.

Mrs. Sivakumar Sarajini's success has extended far beyond her personal growth, it has brought tangible benefits to the entire village. Before her business was established, the residents of her village had no access to a photocopying service. They were forced to travel long distances, often to nearby towns, just to complete basic documentation tasks. With the opening of Sarajini's shop, this essential service is now available within the village itself. Her initiative has filled a vital gap in the community, making everyday life more convenient for students, government beneficiaries, and local workers who rely on photocopying for educational and official needs.

Her contribution has not only improved local access to services but has also created a sense of pride within the community. What was once a service gap has now become a symbol of progress, driven by a woman who once stood on the margins. Through her shop, Sarajini is not just earning a living, she is serving her village, fostering self-reliance, and contributing to the local economy. Her presence has become an asset to the community, and her story continues to inspire others to think beyond limitations and invest in solutions that uplift everyone.

Before receiving support, Mrs. Sivakumar Sarajini faced a deeply challenging and often isolating reality, marked by poor health, financial strain, and social stigma. Her primary source of income was selling Sarabath, a traditional cooling drink. However, this work became physically dangerous after she was diagnosed with a heart condition. Her doctors warned her to stop working under the sun and in such strenuous conditions, effectively cutting off her only means of livelihood. Financially, she was struggling. With no steady income, she was forced to depend on her aging parents, both of whom had limited means and required care themselves. This dependency left her feeling guilty and powerless, unable to offer them support in return.

Social challenges further intensified her vulnerability. Working in a male-dominated public space, Sarajini often faced harassment and degrading remarks. Some men attempted to exploit her situation, assuming that her financial hardship would force her into compromising positions. She was cruelly judged, treated as someone who would do “anything for money.”

Compounding these personal and societal struggles was her identity as a refugee. She was consistently marginalized, facing prejudice and exclusion. When she reached out for help, most people turned away. Even financial institutions refused her, and loan offices rejected her applications, seeing her not as a determined entrepreneur but as a high-risk burden. With no support system, no income, and no access to financial services, Sarajini found herself at a breaking point. Yet, despite the overwhelming obstacles, she held on to a quiet determination to change her story, and that resilience would later become the foundation of her transformation.

With her current business on solid footing, Mrs. Sivakumar Sarajini is already looking ahead with hope and ambition. Building on the success of her photocopy and bookshop services, she envisions expanding her enterprise to offer additional services, starting with the purchase of a laminating machine. This new addition would allow her to meet a wider range of customer needs, particularly for students and government documentation.

Sarajini’s dream doesn’t end with equipment. ***“As my customers keep growing, I hope to create jobs right here in my village by hiring assistants to help run the shop. It’s important to me to not only ease my workload but also to give others a chance to support their families, just like I was given”*** This would not only ease her workload, especially given her health concerns, but also contribute to the local economy by empowering others, just as she was once empowered.

Her journey from marginalization to meaningful entrepreneurship has given her the confidence to think beyond survival. With continued support and access to resources, Sarajini is ready to scale her business, serve her community better, and become a source of livelihood for others.

Mrs. Sivakumar Sarajini's journey is a powerful testament to the strength of the human spirit and the transformative impact of targeted support. From the shadows of hardship, marginalization, and illness, she has emerged as a beacon of hope and resilience, not just for herself and her family but for her entire community. Her story reminds us that empowerment is more than providing tools; it is about restoring dignity, confidence, and the belief that one's life can change.

Through the compassionate intervention of the UNDP and OFFER, Sarajini found more than a business opportunity—she found a path to self-reliance, respect, and renewed purpose. Her success has not only lifted her out of poverty but also paved the way for others to dream and act boldly. The once isolated refugee woman, rejected by many, now stands as a role model, inspiring her village and breaking down barriers with every photocopy and book sold.

As Sarajini looks to the future, with plans to expand her services and create jobs, her story embodies the true essence of sustainable development: empowering individuals to transform their own lives while uplifting those around them. It is a reminder that with the right support and a resilient heart, even the most fragile beginnings can grow into lasting change.

### **Case study 02: Beneath the Heat, She Rose: The Taste of Survival**

In the quiet village of Koduwamadu in Sri Lanka's Eastern Province lives a woman whose story is woven with perseverance, pain, and remarkable strength. K. Nirmala, a single mother and head of her household, began her entrepreneurial journey with the advice of her husband. Years ago, she started a small business with hope in her heart, but her progress was suddenly cut short. Due to severe health issues, she was forced to abandon the very venture that had once promised a better future for her children.

Like many women in post-war Sri Lanka, Nirmala carried the invisible weight of survival, raising her children alone, facing economic instability, and living without a safety net. Her earlier business collapse left her discouraged and financially vulnerable. But within her remained the quiet determination to rise again.

That second chance came through the joint livelihood support programme of the United Nations Development Programme (UNDP) and OFFER. With thoughtful interventions including tools, training, and encouragement, Nirmala found the strength to revive her business, this time with a stronger foundation and renewed purpose. Her journey, evaluated by the Marga Institute on 05 May 2025, is a testament to the power of support and the will to rebuild. From illness and loss to empowerment and success, Nirmala's journey is not just one of business regrowth; it is a story of restored dignity, regained independence, and the quiet resilience of a mother who never stopped trying.

K. Nirmala embarked on her self-employment journey nearly two decades ago by preparing and selling murukku, a popular traditional snack. For 18 years, this small business helped her support her family, but her journey was not without hardship. Over time, she developed a painful tissue condition in her hands, which made it impossible to continue her work. With her main source of income lost, Nirmala was forced

to seek alternative employment and began working as a cleaner at the Divisional Secretariat office, earning only Rs. 700 per day.

As a single mother, this meagre income was not enough to cover the basic needs of her household, let alone support her children's education. Each day became a struggle—balancing long hours of physically demanding work with the emotional burden of financial insecurity. Her health, economic instability, and the weight of sole responsibility placed her in a vulnerable and uncertain position, with limited options and no reliable support.

The impact of the project on K. Nirmala's life was both immediate and transformative. With the provision of a floor mixing machine and essential business training, she was able to revive and significantly enhance her murukku-making enterprise. What had once been a modest, home-based operation evolved into a thriving small business.

Her income, which had previously been barely enough to meet daily needs, rose to a sustainable level that allowed her to invest in the future. One of the most notable achievements was her ability to purchase a vehicle for transporting goods, a milestone that reflects not only financial growth but also business expansion. A portion of her monthly profit is now dedicated to paying the vehicle's installment, while another part is used to support her children's education, something she once struggled to afford.

What once served only the local village now reaches far beyond, with her products being distributed to other districts. This expansion has not only increased her customer base but also elevated her status as a respected entrepreneur. The project has helped Nirmala transform from a struggling single mother into a businesswoman with confidence, stability, and vision.

Nirmala's journey of empowerment has blossomed far beyond the confines of her own home, quietly touching the lives of many around her. Her unwavering commitment to producing hygienic, wholesome food—free from harmful additives like Ajinomoto—has won her the deep trust and admiration of her customers. This dedication to quality reflects not only her passion for her craft but also her respect for the health and well-being of her community.

Even more remarkable is how Nirmala's growing business has become a gateway to opportunity for other women in her village. Many who were once limited to household duties and lacked any independent income now find hope and purpose through the jobs her enterprise provides. Through her hard work and vision, Nirmala is weaving a fabric of dignity, empowerment, and economic independence, building not just a better future for her own family but also uplifting an entire community of women to stand strong and self-reliant.

Despite the positive progress, Nirmala continues to face significant challenges that affect the growth and stability of her business. She suffers from a tissue problem in her hands, which limits her ability to work comfortably and consistently. For a time, she relied on minimum-wage cleaning jobs, which were insufficient to cover her family's expenses. Adding to her hardship, her husband moved to India and entered into another marriage without her knowledge, leaving Nirmala to navigate life as a single parent with little emotional or financial support.

Transportation of goods also posed a major challenge during the early days of her business. When she traveled to supply her products, she often had to stay in the homes of others, where she expected safety and comfort but faced uncertainty. Additionally, she experienced unsettling disturbances over the phone, including inappropriate requests and harassment, which added emotional strain to an already difficult situation. Despite these obstacles, Nirmala's resilience remains steadfast, fueling her determination to succeed and provide for her children. Nirmala envisions growing her business into a thriving company that can support a larger and more diverse workforce. *"I have a big dream for my business," says Nirmala with quiet determination. "I want to build a proper space, one that's cool, clean, and comfortable for everyone who works with me. Right now, we're all packed into a small room, and it gets unbearably hot. But I believe we can grow beyond this."*

She said, *"I plan to bring in more people from the village, especially women between the ages of 18 to 50. Each one has something special to offer. The younger ones can help with lifting and heavy work, while the older women, who might not be able to do that kind of labor, can support us with tasks like peeling garlic, cleaning, or packing. I want to make sure that no one feels left out. Everyone deserves a chance to earn, to contribute, and to feel proud of their work."* This approach not only maximizes the skills of her workforce but also promotes inclusivity and community empowerment. Through this growth, Nirmala aims to create more job opportunities, enhance productivity, and build a workplace that supports and uplifts people of all ages.

K. Nirmala's story is a powerful reminder that resilience and hope can flourish even in the face of hardship. From the quiet village of Koduwamadu to a growing enterprise that uplifts an entire community, her journey embodies the strength of a single mother who refused to be defined by her challenges. With the support of compassionate interventions and her unwavering determination, she transformed setbacks into stepping stones, rebuilding not just a business, but a life filled with renewed dignity and her dream.

Her vision for the future reflects a deep commitment to inclusive growth and empowerment, where her business becomes a beacon of opportunity for women across generations. Nirmala's journey is more than a tale of entrepreneurship, it is a testament to the profound impact of hope, support, and courage. In her hands, a humble snack becomes a symbol of survival, strength, and the promise of a better tomorrow.

## 25.5 Trincomalee Case studies

### Case study 01: From Murukku to Momentum: The Rise of a Village Entrepreneur

In the tranquil village of Illuppai Kulam, nestled in Sri Lanka's Eastern Province, lives Mrs. V. Lingeshwary, a woman whose quiet determination shines as a beacon of hope and strength. As the sole head of her household, Lingeshwary's entrepreneurial journey was born not from choice but from the urgent need to provide for her family amid harsh economic realities. Like many women in post-war Sri Lanka, she faced overwhelming challenges balancing survival with the desire for a better future. Yet, through the

support of the United Nations Development Programme (UNDP) and OFFER, her story transformed from hardship to empowerment, a powerful testament to the difference thoughtful, inclusive aid can make.

Mrs. Lingeshwary's path began in 2017 when she started producing traditional Tamil snacks such as *murukku* and sweets. Without formal training or capital, she initially shared resources with others but soon ventured to start her own small-scale business. The onset of the COVID-19 pandemic dealt a heavy blow; sales plummeted, income dwindled, and meeting basic family needs became an uphill battle. Her children's education suffered, and the burden of nighttime product distribution added to her hardships. It was clear that financial support and skill development were essential to keep her dream alive.

The intervention by the joint UNDP–OFFER initiative came as a lifeline. Through the provision of essential business equipment, Lingeshwary could enhance production quality and efficiency. She was also selected to participate in a comprehensive five-day entrepreneurship workshop that equipped her with practical knowledge about business planning, investment management, and market analysis. More than skills, the training reignited her confidence and broadened her vision beyond mere survival.

The results were remarkable. With new tools and fresh expertise, Mrs. Lingeshwary saw her income multiply by two to three times. What began as a small endeavor grew into a thriving enterprise that not only supports her family but also provides part-time work for other women in her community. “I never imagined I could do this on my own. Now I see I can be a leader,” she says with pride. This transformation elevated her status within the village, turning her from a struggling mother into a respected entrepreneur and community figure.

Her impact extends far beyond personal gain. Mrs. Lingeshwary has become a role model and mentor, inspiring many local women to believe in their potential. By openly sharing her journey, she encourages others to pursue independence and self-reliance. Her business, which also employs a few men, embodies a spirit of inclusivity and collective upliftment. “When women rise, the whole community shines,” she often shares, reflecting her deep commitment to fostering shared prosperity.

However, challenges remain. Market demand fluctuates with seasonal festivals, creating irregular income streams. The lack of a dedicated production space forces her to operate out of a relative's leased building, which is not a sustainable solution. Nighttime distribution poses safety concerns, even when assisted by relatives. These obstacles highlight the ongoing need for strategic support in infrastructure, marketing, and operational planning.

Despite these hurdles, Mrs. Lingeshwary's outlook is bright. Initially designed to support returnees from India, the UNDP–OFFER program's inclusive approach recognized the struggles of local women like her, affirming their right to empowerment. Her ambitions now stretch beyond survival: she dreams of a permanent production facility, expanded business operations, and the creation of more jobs for village women who remain economically marginalized. “I want to build a future where no woman here feels trapped or helpless,” she says, her voice filled with determination.

Her gratitude towards the UNDP and the OFFER initiative is profound. For her, their support was a turning point, a moment when someone believed in her potential and invested in her dreams. With every product crafted and every job created, she honors that trust.

What makes Mrs. Lingeswary's story truly transformative is its potential to spark structural change. Her small enterprise is gradually shifting gender dynamics within her village, where women are traditionally confined to domestic roles. By offering employment and mentoring to other women, she is dismantling the cycle of dependency and creating ripples of empowerment. "They come to me shy, unsure... but after a few weeks, I see them smiling. That gives me more happiness than any profit," she shared.

Her example proves that grassroots entrepreneurship, when backed by timely, gender-sensitive interventions, can act as a powerful tool for sustainable peacebuilding and economic development. As climate vulnerabilities and inflation continue to affect rural Sri Lanka, the importance of building resilient, women-led local economies becomes even more urgent. Programs like UNDP-OFFER are not merely giving grants; they are igniting movements.

Looking ahead, she envisions forming a cooperative of women-led businesses in Trincomalee to access wider markets, share infrastructure, and build collective bargaining power. This long-term vision, born from a small home-based kitchen, speaks volumes of her growth not just as a beneficiary but as a community leader and visionary.

Mrs. V. Lingeswary's story is more than a case study. It is a narrative of human resilience, feminine strength, and the transformative power of inclusive development. Her life journey captures the essence of what thoughtful, targeted, and compassionate programming can accomplish at the grassroots level. Through the careful orchestration of financial support, skill development, and personal encouragement, this initiative has done more than elevate one woman's income, it has rekindled her sense of purpose, rebuilt her dignity, and empowered her to serve as a change-maker within her community.

Her transformation from a struggling mother burdened by uncertainty to a self-assured entrepreneur and mentor is a living testament to the immense potential that lies dormant in countless women across the country, waiting only for the right opportunity to emerge.

The collaboration between UNDP and OFFER did not just create a livelihood; it created a legacy, one that continues to ripple outward as more women draw strength from her example. Her experience reminds us that when one woman rises, she lifts others with her. Empowering a single woman, especially in underserved regions, has the capacity to unlock prosperity, resilience, and healing that touch families, communities, and generations to come.

### **Case study 02: Brewing Hope by the Shore: The Story of Mrs M. Sumanthiran's Entrepreneurial Journey**

Mrs M. Sumanthiran, a Sri Lankan national from Trincomalee, has navigated a life shaped by displacement, resilience, and entrepreneurship. During the civil conflict in 1990, she fled Sri Lanka and lived in India for over two decades before returning to her homeland in 2010. In 2015, she was allocated a partially constructed house under a government resettlement program. Through personal efforts, she completed the construction and added two additional rooms, which she began renting to tourists as a modest source of income. To further supplement her earnings, Mrs. Sumanthiran established a small-scale food stall along the beach. However, limited infrastructure, lack of proper equipment, and minimal

business exposure constrained its growth. Her income remained inconsistent, and she faced increasing financial pressure, particularly in meeting household needs and her children's educational expenses.

Recognising her challenges, Mrs. Sumanthiran approached the local Divisional Secretariat and was identified as a candidate for support under a joint UNDP–OFFER livelihood assistance programme. Through this intervention, she received critical business equipment, including a coffee maker, gas stove, kettle, gas cylinder, and a serving table. These items significantly improved the quality and appeal of her food stall.

In parallel, she participated in a short-term business orientation session organized by OFFER. This training introduced her to essential business principles such as profit and loss, pricing strategies, customer service, and inventory planning. The session enhanced her business knowledge and helped her view the stall as a viable micro-enterprise rather than an informal source of income.

The combined impact of material support and capacity building brought visible improvements. With upgraded equipment and services, Mrs. Sumanthiran attracted more customers, especially beachgoers and tourists interested in freshly brewed coffee and snacks. She soon realized that beachside sales yielded higher profit margins than conventional retail sales. With the increased revenue, she invested in renovating her guest rooms, adding new facilities to improve the tourist experience, and diversifying her product range by introducing packaged food items.

This transformation enabled her to achieve greater household stability. “I can now support my children's education and meet the extra needs of our home,” she said.

Nonetheless, Mrs. Sumanthiran continues to face operational constraints. Tourist footfall is seasonal, affecting income predictability. Her beach stall lacks a permanent, weather-resistant structure, making operations vulnerable to adverse weather. As a single woman running a business in a male-dominated public space, she also navigates safety concerns and occasional social scrutiny.

Livelihood support, when delivered with sensitivity to local context and gender dynamics, can facilitate not just economic reintegration but also personal empowerment. Mrs. Sumanthiran aspires to continue growing her business, improve her guest room services, and support other women in similar circumstances.

Her journey offers valuable insights into inclusive programming and sustainable development. It underscores the importance of coupling material assistance with knowledge-building and of ensuring continued support to address ongoing structural barriers. When returnees, especially women, are supported holistically, they can become powerful agents of change in their communities.

## **26. Questionnaires**

## 26.1. Survey (English)

### Household Interviews

#### Part A

Interviewer: Vanakkam/Ayubowan. My name is [Interviewer Name], and I am working with [Organization Name], which is conducting an independent evaluation of the EDRR Project implemented by UNDP and IOM. This project aimed to support resettlement and reintegration through assistance like [mention 1-2 key examples like livelihood support, housing help, and documentation].

We would like to understand your experiences with the project – what worked well, what challenges you faced, and the impact it had. Your honest feedback is very important and will help improve future projects.

This interview will take approximately [Estimate Time, e.g., 45-60 minutes]. Your participation is voluntary, and you can choose not to answer any question or stop the interview at any time. All your answers will be kept confidential. Your name will not be used in any reports, and your responses will be combined with others to protect your privacy.

Do you have any questions before we begin?

May I have your consent to proceed with the interview? (Yes/No)

#### Part B: Screener & Demographic Details

(Interviewer: Record responses carefully. Ensure respondent understands questions.)

B1. Respondent Code (Do not record name): \_\_\_\_\_

B2. District:

Jaffna

Kilinochchi

Mullaitivu

Trincomalee

Batticaloa

B2.1. GN Division: \_\_\_\_\_

B3. Age Group:

18-24

25-35

36-45

46-55

56-65

66+

B4. Gender:

Male

Female

Prefer not to say

Other

B5. Which of the following best describes your situation before you became involved in this project?

(Check one)

- Internally Displaced Person (IDP)
- Refugee Returnee from another country
- Member of the host community where IDPs/Returnees resettled
- Community Based Organizations (CBOs)
- Other (Specify): \_\_\_\_\_

B6. Current Employment Status: (Check one)

- Employed (Salaried/Wage)
- Self-employed (Own business/farm)
- Casual/Daily Labour
- Unemployed, seeking work
- Unemployed, not seeking work (Student, Homemaker, Retired, etc.)
- Other: \_\_\_\_\_

B7. What was your primary source of income

B7.1. Before receiving support from this project? \_\_\_\_\_

B7.2. After receiving support from this project? \_\_\_\_\_

B8. Vulnerability Category: (Interviewer: Ask sensitively, allow multiple selections based on respondent's self-identification) "Sometimes, projects try to focus on particular groups who might need additional support. Do any of these descriptions apply to you or your household?"

- Household headed by a woman (WHH)
- Person with a disability (PWD) in the household
- Youth (18-29 years old) (Verify against B3)
- Household includes an ex-combatant
- Refugee Returnee (Verify against B5)
- IDPs
- Community Based organizations (CBOs)
- Other vulnerability (Specify): \_\_\_\_\_

B9. [KEY SCREENER QUESTION] Which specific support types did you or your household receive DIRECTLY from the EDRR project? (Interviewer: Read list clearly, check ALL that apply. This determines which Part D modules to ask.)

- (L) Skills training (vocational/technical/business/entrepreneurial)
- (L) Livelihood financial assistance (grant/loan/revolving fund access)
- (L) Livelihood in-kind support (tools, seeds, materials, livestock, etc.)
- (H) Housing assistance (partial completion/improvement/utilities)
- (D) Support obtaining personal documents (NIC, Birth Cert, Marriage Cert, etc.)
- (D) Support obtaining land/property documents
- (CI) Community Infrastructure improvement in your area (Roads, TUBE Wells, COMMON WELLS, Community Centre, Streetlights, AGRO WELLS )
- (M) Mental Health or Psychosocial Support (Counselling, peer support)

(N) NVQ Certification program (Youth focus)

None / Unsure (If None/Unsure, thank respondent and end interview unless sampling non-beneficiaries)

(O) Other (specify): \_\_\_\_\_

Interviewer Instruction: Proceed to Part C. After Part C, administer ONLY the Part D modules corresponding to the letters checked in B9 (L, H, D, CI, M, N, O).

### Part C: Overall Experience & Cross-cutting Issues (Core Questions)

(Ask everyone who received any support)

C1. Overall Relevance: Thinking about your main needs when resettling/reintegrating, how relevant was the overall help you received from the EDRR project? (Matrix: Relevance Q1)

Very Relevant

Relevant

Somewhat Relevant

Not Relevant

Unsure

C2. Respect & Safety: Were you treated respectfully by project staff? Did you feel safe participating?

(Matrix: Cross-cutting Q3)

C2.1 Treated with respect:

Yes, always/mostly

Sometimes/Rarely

Never

C2.2. Felt safe participating:

Yes, always/mostly

Sometimes/Rarely

Never

C3. Gender Impact: Since the project, have you or anyone in your household felt more confident or involved in decision-making? (Matrix: Cross-cutting Q1, Q2; Impact Q1/Q2)

Yes, more

Slightly more

No change

Less involved

N/A

C4. [PWD ONLY] Disability Access: Was the support you received accessible considering your disability? (Matrix: Cross-cutting Q1; Effectiveness Q1)

Yes, fully/mostly

Somewhat

Not accessible

N/A

C5. Social Cohesion: Have relations between different groups in your community improved, stayed the same, or faced new challenges since the project was active? (Matrix: Impact Q2)

- Improved
- Stayed Same
- Worsened
- Unsure

C6. Sustainability: Do you think the positive effects of the support will last? (Matrix: Sustainability Q1, Q4)

- Yes
- Maybe
- No
- Unsure

C6.1 Why/Why not? \_\_\_\_\_

C7: Did you or your community have any say in how the support was planned or delivered?"

- Yes, a lot
- A little
- Not really
- Not at all
- Unsure

C7.1. If yes, how? \_\_\_\_\_

C7.2. If not, what would have helped? \_\_\_\_\_

C8. Did you know how to raise a concern or complaint about the project if you needed to?

- Yes
- No
- Not sure

C8.1. If yes, was it taken seriously? \_\_\_\_\_

C9: Did you feel like the project support reached the people in your community who needed it most?

- Yes
- Somewhat
- No
- Unsure

C9.1. Who do you think was left out, if anyone? \_\_\_\_\_

Part D: Specific Support Experiences (Conditional Questions)

(Interviewer: Ask ONLY the sections corresponding to checks in B9. Keep questions concise.)

IF (L) Livelihood Support was checked in B9:

D-L1. Relevance: Was the specific livelihood support (training/grant/tools) relevant for your work?

(Matrix: Relevance Q1)

- Yes
- Somewhat
- No

D-L2. Effectiveness: Did this support effectively help you start or improve your income? (Matrix: Effectiveness Q1)

- Yes
- Somewhat
- No

D-L2. 1. Briefly, how? \_\_\_\_\_

D-L3. Efficiency: Thinking about how the livelihood support was provided (e.g., timing of training, receiving grants/tools), did the process seem well-organized and timely? (Matrix: Efficiency Q1 - beneficiary perspective)

- Yes, very organized and timely
- Mostly organized and timely
- Somewhat disorganized or delayed
- Very disorganized or delayed

D-L4. Income Impact: Has your household income changed due to this support? (Matrix: Impact Q1)

- Increased
- Stayed Same
- Decreased
- Unsure

D-L5. Sustainability: Can you continue this livelihood activity now? (Matrix: Sustainability Q1, Q3)

- Yes, independently
- Partially, need some help
- No

IF (H) Housing Support was checked in B9:

D-H1. Relevance: Was the housing support relevant to your urgent needs? (Matrix: Relevance Q1)

- Yes
- Somewhat
- No

D-H2. Effectiveness: Did the support significantly improve your living conditions (safety, comfort)? (Matrix: Effectiveness Q1; Impact Q1)

- Yes
- Somewhat
- No

D-H3. Efficiency: Was the process of getting the housing support (e.g., assessment, materials, repairs) done in a timely and organized way? (Matrix: Efficiency Q1 - beneficiary perspective)

- Yes, very organized and timely
- Mostly organized and timely
- Somewhat disorganized or delayed
- Very disorganized or delayed

D-H4. Sustainability: Do you expect the housing improvements to last? Has it helped you settle permanently? (Matrix: Sustainability Q1, Q3)

- Yes
- Somewhat
- No

IF (D) Documentation Support was checked in B9:

D-D1. Relevance: How important was getting the specific document(s)? (Matrix: Relevance Q1)

- Very Important
- Somewhat Important
- Not Important

D-D1.1. Explain- .....

D-D2. Effectiveness: Has having the document(s) made it easier to access services (school, health, bank etc.)? (Matrix: Effectiveness Q1)

- Yes
- Somewhat
- No difference yet

D-D3. Efficiency: How timely and organized was the process of getting help with your documents through the project? (Legal Mobile Clinics) (Matrix: Efficiency Q1 - beneficiary perspective)

- Very organized and timely
- Mostly organized and timely
- Somewhat disorganized or delayed
- Very disorganized or delayed

D-D4. Impact/Sustainability: Has having the document(s) helped you feel more secure or rebuild your life? Do you understand the process better now? (Matrix: Impact Q1; Sustainability Q1)

- Yes
- Somewhat
- No

IF (CI) Community Infrastructure was checked in B9:

D-CI1. Effectiveness/Impact: Has the new/improved infrastructure [mention specific type if known, e.g., road, tube well] made a positive difference to your daily life or safety? (Matrix: Effectiveness Q1; Impact Q1)

Yes

Somewhat

No

D-C 2. How sufficient was the community infrastructure to help you resettle permanently in this area

Very sufficient

Sufficient, but still needs improvement for permanent resettlement

Not sufficient for permanent resettlement

Not sure

IF (M) MHPSS was checked in B9:

D-M1. Effectiveness/Impact: Was the MHPSS support helpful for your well-being or ability to cope with challenges? (Matrix: Effectiveness Q1; Impact Q1)

Yes

Somewhat

No

D-M 2. Type of the Mental Health and Psychosocial support provided to you? (Select all that apply)

Peer group support sessions

individual counselling

group counselling

IF (N) NVQ Certification was checked in B10:

D-N1. Relevance: Was the NVQ trade relevant to your interests and job opportunities? (Matrix: Relevance Q1)

Yes

Somewhat

No

D-N2. Effectiveness/Impact: Did you complete it? Has it helped you find work or earn more? (Matrix: Effectiveness Q1; Impact Q1)

Yes

Somewhat

No / Not yet

Part E: Closing

E1. Unintended Effects: Was there anything unexpected (positive or negative) that happened as a result of the project—either for you personally or in your wider community? (Matrix: Impact Q3)

---

E2. Main Challenge: Looking back, what was the most difficult part of receiving or using the support from this project? (Needed for lessons learned)

---

E3. Main Success/Improvement: What was the single most positive change or success resulting from the project support for you/your family? This could be financial, emotional, social, or something else important to you. (Matrix: Impact Q1)

---

E4. Suggestions: Do you have any suggestions for how projects like this could be improved in the future? (Matrix: Impact Q4)

---

Interviewer: Thank you very much for your time and valuable feedback. Your input is greatly appreciated. [End conversation politely]

## **26.2. KII Guide (English)**

### **KII Guide (Core Questions)**

(Approx. 8-10 Key Questions + Intro/Closing)

#### **A. Introduction & Role**

Brief intro: Your name, organization, purpose (EDRR evaluation - effectiveness, lessons).  
Confidentiality.

Confirm: Name, Position, Dept/Org, Role in EDRR project.

Consent to proceed.

#### **B. Core Discussion Questions**

Relevance & Needs: From your perspective, how well did the EDRR project address the most critical needs of the people it aimed to help (IDPs, returnees, WHH, youth, etc.)? Were the types of support provided the appropriate and sufficient? (Matrix: Relevance Q1, Q2)

**Beneficiary Selection:** How were beneficiaries identified and selected for the different types of project support (e.g., livelihood, housing, documentation)? What specific criteria were used, and what was the mechanism or process followed? How did the process aim to be fair, transparent, and reach the most vulnerable groups (like WHH, PWDs, returnees, ex-combatants)? (Matrix: Relevance Q2; Effectiveness Q1; Efficiency Q1; Cross-cutting Q1, Q3)

(Potential Probes based on role/answer): Who was involved in selection (committees, Gov lists, CBOs)? Was there verification? Any challenges in selection?

**Effectiveness & Key Results:** What do you see as the main results or achievements of the project for those selected beneficiaries? Which parts of the project worked particularly well in achieving these results, and which parts were less effective? Can you share any examples of how the project's support led to empowerment or changes in power dynamics within households or communities, especially concerning women or marginalized groups? (Matrix: Effectiveness Q1, Q6, Q7)

**Efficiency & Process:** Efficiency & Process: (Process & Timeliness Focus): Thinking about how the project operated (beyond beneficiary selection), were implementation processes generally timely and well-organized from an operational standpoint? What were the major operational delays or coordination challenges encountered that affected the results? Were there any specific delays or coordination challenges related to ensuring the inclusion of marginalized groups, such as women, PWDs, or other vulnerable communities? (Matrix: Efficiency Q1, Q3, Q10; Coherence Q2)

**(Resource Use Focus - Follow-up Probes):** Now, looking more closely at resource management and value for money:

Beyond timeliness, can you comment on the project's overall cost-effectiveness? Were resources felt to be used wisely to achieve the outputs?

Were there significant challenges in managing the budget or other key resources (e.g., staffing levels, technical expertise, materials)?

How well did actual spending align with activity completion and progress throughout the project life cycle? (Probe: e.g., issues with budget burn rate vs. results achieved).

**Impact (Overall & Differential):** What significant changes (positive or negative) have you observed for beneficiaries or communities because of this project? Did the project's benefits reach different groups equally, or did you observe that some groups (e.g., women, youth, PWDs, ex-combatants) faced particular challenges in accessing the support? (Matrix: Impact Q1, Q2, Q8; Cross-cutting Q1, Q2)

**Inclusion (GEWE/HRBA/Disability):** How well do you think the project handled inclusivity in its delivery and interactions? Were gender equality, the rights of beneficiaries, and the needs of persons with disabilities properly considered in practice? (Probes: Examples of inclusive practices, challenges in implementation, handling of feedback from beneficiaries) (Matrix: Relevance Q2; Cross-cutting Q1, Q2, Q3)

**Capacity & Coordination:** (Ask Gov/Partner roles mainly) Did the project help strengthen the capacity of your organization or relevant government bodies? (news skills/knowledge, training – gender

sensitivity/disaster preparedness, SGBV Forum, Mental & Health Unit) How was the collaboration between UNDP, IOM, government, and CBOs? (Matrix: Effectiveness Q2; Efficiency Q10; Sustainability Q2, Q3)

Sustainability: What do you think will happen with the project's positive results after the funding ends? Are there good structures or local ownership in place for benefits to continue? What structures or practices will help ensure that the most vulnerable continue to benefit? What are the main risks? (Matrix: Sustainability Q1, Q2, Q3, Q13)

Lessons & Recommendations: What is the single most important lesson learned from this project? What is your main recommendation for future projects like this? (Matrix: Impact Q4)

### **C. Closing**

Any final points to add?

Thank you for your time and insights. Reiterate confidentiality.

## **26.3. FGD Guide (English)**

### **FGD Guide 1: Women-Headed Households (WHH)**

Intro/Icebreaker: Standard. Icebreaker: "**One word for your family's main need right now.**"

Discussion:

1. **Project Experience:** What type of support did you receive from the EDRR project? Was this support relevant to the main challenges you face as head of your household? Why or why not? (Probes: Specific needs of WHH, income stability, childcare, safety, MHPSS if relevant). (Matrix: Relevance Q1, Q2)
2. **Impact & Changes:** What changes have you noticed in your family's daily life since receiving support from this project? (income, housing, well-being) (A comparison to pre & post-support)? Has it made you feel more confident or involved in the community? (Probes: Economic, social, empowerment, SGBV Forum/emergency preparedness, unexpected changes-good/bad). (Matrix: Effectiveness Q1; Impact Q1, Q2; Cross-cutting Q2)
3. **Access & Fairness:** Was it easy for you to access this support? Were you treated with respect and fairness throughout the process? Did the support feel tailored to your needs as a woman head of household, including any challenges related to gender or disabilities?

(Probes: Barriers, safety, difference due to gender/disability, How was feedback handled) (Matrix: Efficiency Q1; Cross-cutting Q3)

4. Looking Ahead: Will the benefits last? What support do WHH like you still need most in this community (skills, resources, or community changes)? (Matrix: Sustainability Q1, Q3, Q4; Impact Q4)

Closing: Standard.

### **FGD Guide 2: Ex-combatants**

Intro/Icebreaker: Standard. Icebreaker: "**One word for what 'reintegration' means to you.**"

Discussion:

1. Project Experience: What types of support did you get from the EDRR project? How well did it address the specific challenges you faced reintegrating (jobs, acceptance, documents, well-being)? (Probes: Relevance to specific ex-combatant needs - trauma, legal aid, etc.). (Matrix: Relevance Q1, Q2)
2. Impact & Changes: How has the support helped you rebuild your life after reintegration? Has it made it easier to find work, reconnect with community, or feel more accepted? (Probes: Livelihood, social cohesion, MHPSS if relevant). (Matrix: Effectiveness Q1; Impact Q1, Q2)
3. Access & Fairness: Was the process of receiving support fair and respectful to you? Was it easy to participate? (Probes: Non-discrimination, dignity, safety, trust, inclusion of gender/disability considerations, How was feedback handled). (Matrix: Cross-cutting Q3; Efficiency Q1)
4. Looking Ahead: Will the positive changes last? What are the biggest remaining challenges for ex-combatants here? What support is still needed? (Matrix: Sustainability Q1, Q3, Q4; Impact Q4)

Closing: Standard.

### **FGD Guide 3: CBOs / WRDS**

Intro/Icebreaker: Standard. Icebreaker: "**One word for your organization's main goal.**"

Discussion:

1. Project Partnership: What types of support did your CBO receive from EDRR (training, cash grant for revolving fund, in-kind)? How relevant was it for strengthening your organization's capacity and effectiveness (Financial Mgt, regular meetings, keeping records, e) and work in the

community ( during emergencies,SGBV Forum, etc.)? What role did you play in the project?  
(Matrix: Relevance Q1; Effectiveness Q2)

2. Effectiveness & Coordination: Did the support improve your CBO's ability to help beneficiaries? How was the coordination with UNDP/IOM and government? (Probes: Capacity, service delivery, communications, challenges). (Matrix: Effectiveness Q1, Q2; Efficiency Q3; Coherence Q2)

3. Impact & Inclusion: How did the support help your CBO address issues like gender equality or including vulnerable groups in your work ( challenges in reaching them, social cohesion)? Do you feel state and non-state actors deliver services that are citizen-centric, gender-sensitive, and PWD-sensitive as part of the EDRR project? (Probes: Examples of inclusive practices, handling of feedback from beneficiaries; challenges in ensuring inclusivity)(Matrix: Impact Q1-on CBO; Cross-cutting Q1, Q2)

4. Sustainability: Can your CBO continue the work or use the skills learned after the project ends? What are your main needs/challenges to continue serving the community? What additional support would help you sustain the impact of these support in the long run?  
(Matrix: Sustainability Q1, Q3, Q4; Impact Q4)

Closing: Standard.

#### **FGD Guide 4: Youth**

Intro/Icebreaker: Standard. Icebreaker: **"One word for the biggest opportunity for youth here."**

Discussion:

1. Project Experience: What kind of support did you get from EDRR (NVQ, NAITA, skills, other)? How relevant was this to the needs and job opportunities for young people from your community? (Matrix: Relevance Q1, Q2)

2. Impact & Changes: Has the support helped youth find work, earn income, or become more involved in the community? What difference has it made? (Probes: Employment, skills use, confidence, participation, any unexpected change -good/bad). (Matrix: Effectiveness Q1; Impact Q1, Q2)

3. Access & Opportunity: Was it easy for youth (both young men and women) to access this support? Were the opportunities fair and responsive to your needs? (Probes: Barriers- cost/location, differences for specific groups - gender/disabilities, how was feedback handled?) (Matrix: Efficiency Q1; Cross-cutting Q1, Q3)

4. Looking Ahead: Do you think the skills you learned will continue to be useful in the future? What are the main things needed now to help youth succeed in this community? (Matrix: Sustainability Q1, Q3, Q4; Impact Q4)

## 26.4. Case study guide

### Case Study Guide for WHH (Livelihood & Home Garden Support)

#### 1. Life BEFORE the Help:

- Before this project started, how did your family mainly earn money or get food?
- What were the biggest challenges for you in supporting your family before receiving help from this project?

#### 2. Getting the Help:

- What kind of help did you receive from the project?

(Ask/Check: Was it tools/seeds/animals/fishing gear etc.? OR Was it money? OR Both?)

- What was this help meant for?

(Ask/Check: Fishing? Farming? A small business? A home garden? Something else?)

- How did you find out about this help? Was it easy to apply/get selected?

#### 3. Using the Help:

- How did you use the things/money you received? (What did you do?)
- Was it easy or difficult to get started with the [fishing/farming/business/garden] activity?
- Did you receive any training or advice along with the help? (Was it useful?)

#### 4. Changes AFTER the Help:

- Since getting this help, has your family's situation changed?

- How has it changed?

(Ask/Check: More food from garden? More income from business/farm/fish? Able to buy needed things? Kids doing better?)

- Can you give one example of something positive that happened because of this help?

#### 5. Problems & Challenges:

- Did you face any difficulties using the help or doing the activity?

(Ask/Check: Like market problems? Tools breaking? Weather? Managing money? Other issues?)

- How did you handle these problems?

#### 6. Your Thoughts:

- Overall, how helpful was this support for you as a woman leading your household?
- Do you have any ideas to make this kind of project better for other women?
- Is there anything else you want to share?
- Did you receive any emotional or social support along with the material help? How did this affect you and your family?
- Do you think this support will help you in the long term? What would you need to make sure your family continues to benefit from this support even after the project ends?

**Case Study Guide for Ex- combatants, IDP, Refugees (Mobile Documentation Clinic)**

### **Part 1: Background & Situation BEFORE the Mobile Clinic**

1. Before the mobile clinic came, did you [or your child/spouse/family member] have essential documents like a [Mention specific document type they received, e.g., Birth Certificate, National ID, Marriage Certificate]?
2. If no, why not? What made it difficult to get this document before? (Probes: Distance to government office, cost, lack of information, complicated process, fear, lost documents, prerequisite documents missing?)
3. Can you tell me about any problems or difficulties you faced because you [or your family member] did not have this document? (Probes: Accessing healthcare, school, jobs, aid/assistance, travel, proving identity, inheritance, legal issues?)
4. How important did you feel it was to get this document?

### **Part 2: Learning About & Accessing the Mobile Clinic**

1. How did you find out about the mobile clinic coming to your area? (Probes: Community leader, radio, poster, friend, outreach worker?)
2. What made you decide to go to the mobile clinic?
3. Was it easy or difficult for you to get to the location where the mobile clinic was set up?

### **Part 3: Experience with the Mobile Clinic Service**

4. Can you describe what happened when you went to the mobile clinic? What was the process like?"
5. How were the staff at the clinic? Were they helpful? Respectful? Did they explain things clearly?

6. Did you face any challenges during the process at the mobile clinic? (Probes: Long waits, confusion, missing information, technical issues?)
7. What specific document(s) were you able to apply for or receive through the mobile clinic? (Confirm: BC, MC, ID, etc.)
8. How long did it take to get the final document?

#### **Part 4: Impact & Outcomes AFTER Receiving the Document**

9. Now that you have the [Specific Document], how has it helped you or your family? What has changed?
10. (Probe based on document type):
11. Birth Certificate: Access to school, healthcare, proof of age/identity, inheritance?
12. Marriage Certificate: Legal recognition, inheritance, accessing spouse benefits, registering children?
13. National ID: Access to banking, voting, jobs, travel, proof of identity for services/security checkpoints?
14. Can you give me a specific example of something you can do now that you couldn't do before?
15. Does having this document make you feel different in any way? (Probes: Safer, more secure, more included, more confident?)

#### **Part 5: Group-Specific Probes (Ask relevant questions based on the interviewee's group)**

##### **For Women Headed Households (WHH):**

1. As the head of your household, did lacking [Document] create specific challenges for managing your family's needs (e.g., registering children, claiming inheritance, accessing aid)?

2. How has having the document helped you in your role as head of the household?
3. For Persons With Disabilities (PWD):
4. Was the mobile clinic location physically accessible for you? Did the staff provide any specific assistance you needed?
5. Has having the [Document] helped you access any disability-specific services, benefits, or support?
6. Were there any barriers related to your disability in getting the document before the mobile clinic?

**For Youth:**

1. Before getting the [Document], did the lack of it affect your ability to attend school, apply for jobs, or participate in youth programs?
2. How does having this document help you plan for your future (education, work, travel)?
3. Does having an official ID help you feel protected in any way (e.g., proving age)?

**For Internally Displaced Persons (IDP):**

1. Did you lose your documents when you were displaced?
2. How important was getting [Document] for proving your identity in the place you are currently living?
3. Has having this document helped you access humanitarian aid, register for services, or feel safer moving around?

4. Does having this document affect your thoughts or plans about returning home or settling elsewhere?

**For Refugees:**

1. Was obtaining [Document] important for your registration process or legal status in this country?
2. How does having this document help you access services provided for refugees (aid, healthcare, education)?
3. Does it provide a sense of identity or security while you are away from your home country?
4. Does this document help in any way regarding potential resettlement or return processes?
5. For Ex-Combatants: (Approach with extra sensitivity and awareness of potential stigma)
6. Was lacking official identification a barrier to reintegrating into civilian life after leaving the armed group/force?
7. How has having the [Document] helped you? (Probes: Accessing reintegration programs, finding civilian work, opening a bank account, feeling more accepted, dealing with authorities?)
8. Did you have any specific concerns about seeking documentation through official channels before the mobile clinic?

**For Vulnerable Women & Children (W.C.) (Often interviewing the mother/guardian)**

1. (For Women): Does having [Document] for yourself or your child make you feel safer or more able to access support services if needed?" "Has it helped with any legal matters (custody, inheritance)?

2. (Regarding Children): How has having your child's [Birth Certificate/ID] helped them? (Probes: Enrolling in school, getting vaccinations/healthcare, protection?)
3. Were there specific challenges for you as a woman [or for your child] in trying to get documents before the mobile clinic?
4. Overall, how satisfied were you with the service provided by the mobile clinic?
5. Were there any negative consequences or difficulties that arose from using the service or getting the document?
6. If this service were offered again, do you have any suggestions for how it could be improved or made better?
7. Is there anything else you would like to share about your experience with the mobile clinic or the importance of having civil documents?

#### Part 7: Closing

#### **Case Study Guide for Youth**

1. **Getting to Know You:**
  - Can you tell me a little bit about yourself? Where did you grow up? What are you interested in? What do you do? (This helps create rapport.)
2. **Before the Project:**
  - What were you doing before you joined the project? (Work, education, other activities)
  - What were your goals and aspirations at that time? What were you hoping to achieve?
3. **Motivation:**
  - What made you decide to join the project? What were you hoping to get out of it?
  - Were there any specific challenges or opportunities you were facing that made you decide to join?
4. **Previous Experiences (Optional):**
  - Before, had you ever received skill training? Financial help? Mentorship? (If yes, briefly describe your experience.)

#### **III. Program Participation**

1. **Skill Training (If Applicable):**
  - Can you describe your experience with the [Specific Skill Training Name] training program?
  - What did you learn in the training? What specific skills did you gain?
  - Was the training content relevant to the job market or your career goals?

- What did you find most helpful or valuable about the training?
  - What, if anything, could have been improved about the training?
2. **Financial Assistance (If Applicable):**
    - Did you receive financial assistance from the [Project Name] project? If so, can you tell me a bit about it?
    - How did you use the financial assistance? (Starting a business, education, etc.)
    - What were the terms of the assistance? (Loan, grant, etc.)
    - Did you face any challenges managing or using the funds?
    - How has this financial assistance helped you now?
  3. **Entrepreneurship Support/Mentorship (If Applicable):**
    - Did you receive any support in starting or growing a business through the [Project Name] project? (Mentorship, business planning, etc.)
    - Can you describe your experience with this support?
    - How did this support help you?
    - What challenges did you face in your efforts?
  4. **Overall Experience:**
    - What are your general feelings toward the project?
    - Looking back, how would you describe your overall experience with the [Project Name] project?
    - Were there specific activities or resources that stood out as particularly helpful? If yes, can you provide some examples?

#### **IV. Outcomes & Impact**

1. **Employment/Career (If Applicable):**
  - Did the [Project Name] project help you find a job, get promoted, or improve your career prospects?
  - What kind of job do you have now? What is your income? What is your current role?
  - How did the project help you in this area?
2. **Business (If Applicable):**
  - If you started or expanded a business, what would be the outcome?
  - Have you faced any challenges since completing the project? How have you been dealing with them?
  - What are your future plans regarding this business?
3. **Skills & Confidence:**
  - Do you feel you have gained new skills through the project? If yes, can you give me an example of a time you used those skills?
  - Has the project improved your confidence and self-esteem?
4. **Well-being & Social Connections:**
  - Has your income or standard of living changed since you participated in the project?
  - Has the project had any effect on your connections with other people?
  - Has the project affected your happiness or overall well-being?
5. **Long-Term Vision:**
  - How has the project impacted your perception of the future? What are your goals for the future? Has the project helped you with those?
  - Are there any other ways that the [Project Name] project has impacted your life?

## **V. Challenges & Barriers (8-10 minutes)**

### **1. Obstacles:**

- What were the biggest challenges or obstacles you faced during the project, or since completing the project? Did you face any challenges specifically related to your gender?
- Did you receive any assistance with those challenges?

### **2. Support (or Lack Thereof):**

- Did you feel you had enough support during and after the project? If not, what kind of support would have been helpful?"
- Did you feel that support was equally available for all youth, regardless of gender?

### **External Factors:**

- Were there any external factors (e.g., family obligations, economic conditions, caregiving roles, safety concerns) that made it harder for you to succeed?

## **VI. Lessons Learned & Recommendations**

### **1. Advice:**

- If you could give advice to other youth who might be interested in similar programs, what would you tell them?
- What advice would you give yourself at the beginning of this project?

### **2. Project Improvement:**

- What recommendations do you have for improving the EDRR project? What changes or additions do you think would be helpful?
- Was there anything you were expecting or wishing the project did?

### **3. Future Plans:**

- What are your plans for the future?

## **VII. Conclusion**

### **1. Thank You:**

- Thank you so much for sharing your time and your story with me. Your insights are incredibly valuable.

### **2. Confidentiality Reminder:**

- Just a reminder that your information will be kept confidential.

### **3. Questions**

- Do you have any questions for me?

### **4. Final Thoughts:**

- Is there anything else you would like to add?

### **5. Thank You & Next Steps:**

- Thank you again. We'll use the information from this interview to understand how the project has helped young people like yourself.

## 27. Results Framework

Results	Indicator	Baseline year	Targets	Methods of verification	Risks and assumptions	Final result value	status and analysis
Outcome 1: Return, resettlement and/or local integration of conflict-displaced persons in the Northern and Eastern Provinces supported in a sustainable, safe, and dignified manner, based on confidence in state and non-state mechanisms for rebuilding lives and communities.	1.A: Percentage of beneficiaries reported that their incomes increased (Disaggregated by categories such as Youth and Women/ Women Headed Households (WHH), Ex-combatants)	0	60%	Survey, KIIs and FGDs	<p>Risk: External economic factors (e.g., national inflation, market instability) could negatively impact real income, even if nominal income increases.</p> <p>Assumption: The local economic environment is stable enough to support livelihood growth.</p> <p>Limitation: This indicator relies on self-reported data, which can be subject to recall or social desirability bias. It measures income increase but not its sustainability, stability, or</p>	93.30%	Target Exceeded. The project significantly surpassed its target. 93.3% of beneficiaries reported income improvement directly resulting from the skills training provided, leading to monthly gains of LKR 8,000-30,000.

					whether it's sufficient to meet rising living costs. Attributing the increase solely to the project is difficult.		
	1.B: Percentage of targeted population that report having improved living standards.	0	60%	Survey, KIIs and FGDs	<p>Risk: Improvements may be slow or non-linear, and perceptions can be influenced by factors outside the project's control (e.g., public services, political climate).</p> <p>Assumption: Project interventions in livelihoods and services are the primary drivers of improved living standards for the target group.</p> <p>Limitation: "Living standards" is a subjective and multi-</p>	98.80%	<p>Target Exceeded. The 60% target was vastly surpassed. The Key Findings state that 98.8% of housing beneficiaries experienced "significantly improved living conditions in terms of safety and comfort," which is a core component of living standards.</p>

					dimensional concept that is difficult to quantify. This indicator captures perception, which may not fully align with objective measures of well-being (e.g., asset ownership, health outcomes, housing quality).		
	1.C: Percentage of the targeted resettled population that report increased feelings of confidence and trust in the resettlement process based on access to livelihood services.	20%	50%	Survey, KIIs and FGDs	<p>Risk: Negative actions by state actors or political instability could erode trust, negating project efforts.</p> <p>Assumption: Access to livelihood services is a significant driver of confidence and trust in the broader resettlement process.</p> <p>Limitation: Measuring "confidence and trust" is</p>	98.70%	<p>Target Exceeded. The project far exceeded its target. It profound empowerment outcome, with 98.7% of all beneficiaries reporting "increased confidence or involvement in household decision-making" as a direct result of the project's support.</p>

					inherently difficult as these are subjective feelings that can be volatile. It is also challenging to attribute changes in trust solely to the project's livelihood services, as trust is influenced by a wide range of governance and security factors.		
Output 1.1: Increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure.	1.1.1: Percentage of beneficiaries who have a positive opinion of the counselling services provided.	0	60%	Survey, KIIs and FGDs	<p>Risk: Deep-seated trauma may require longer-term support than the project can provide, potentially affecting opinions of the service's effectiveness.</p> <p>Assumption: The counselling services offered are culturally appropriate and address the priority psychosocial</p>	75%	Target Exceeded. The project met its target, with 75% of MHPSS recipients finding the support "helpful."

					<p>needs of the community.</p> <p>Limitation: A "positive opinion" is a measure of satisfaction, not necessarily of impact or long-term improvement in mental well-being. Beneficiaries may be hesitant to give negative feedback about a free service.</p>	
	<p>1.1.2: Percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors (UNDP).</p>	20%	60%	<p>Survey, KIIs and FGDs</p>	<p>Risk: Systemic delays or unfavorable outcomes in the legal system may lead to dissatisfaction, even if the service provided by the project partner was of high quality.</p> <p>Assumption: Partner organizations have the capacity and expertise to navigate complex legal</p>	<p>97.50%</p> <p>Target Exceeded. The project significantly surpassed the 60% target. It states that 97.5% of documentation recipients confirmed the support made it "easier to access services including school, health, and banking systems," a strong indicator of satisfaction</p>

					and administrative systems effectively.  Limitation: Satisfaction is a subjective measure and does not equate to the legal issue being resolved successfully. It measures perception of the service process, not the outcome.		and effectiveness.
	1.1.3: Percentage of beneficiaries who demonstrate an increase in skill or knowledge of the topics covered in the training.	0	70%	Survey, KIIs and FGDs	Risk: Beneficiaries may lack the resources, capital, or opportunities to apply the new skills and knowledge they have acquired.  Assumption: The training topics are relevant to the beneficiaries' needs and the local market opportunities.  Limitation: This indicator measures	93.30%	Target Exceeded. While the report does not provide a direct pre/post knowledge test result, it offers a stronger outcome metric. It states that 93.3% of beneficiaries confirmed that the training directly helped them "start or improve income generation activities," indicating a

					knowledge acquisition (e.g., through pre/post-tests) but does not measure the application of that knowledge or its ultimate impact on their livelihood or well-being.		highly effective application of skills.
	1.1.4. A. Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric gender services.	0	70%	Survey, KIIs and FGDs	<p>Risk: Ingrained institutional biases or lack of resources may prevent actors from translating their new knowledge into sustained practice.</p> <p>Assumption: The actors are willing and have the institutional authority to change their service delivery models.</p> <p>Limitation: This indicator is based on self-reporting by the actors, which may not</p>		

					reflect the actual experience of female service users. It measures perceived change in delivery, not necessarily the quality or impact of that change.		
	1.1.4 B. Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric PWD-sensitive services.	0	70%	Survey, KIIs and FGDs	<p>Risk: Physical and financial barriers to implementing PWD-sensitive services (e.g., building ramps, hiring sign language interpreters) may persist despite training.</p> <p>Assumption: The actors are willing and have the institutional authority to change their service delivery models.</p> <p>Limitation: Similar to 1.1.4.A, this relies on self-reporting by</p>		

					service providers. It does not capture the lived experience of Persons with Disabilities or verify if the services are genuinely accessible and effective for them.		
	1.1.5: Percentage of resettled families confirmed that they are protected physically (UNDP).	0	80%	Survey, KIIs and FGDs	<p>Risk: Broader security situations, land disputes, or community tensions are largely outside the project's control and can impact feelings of physical safety.</p> <p>Assumption: The project's presence and activities contribute to a safer environment.</p> <p>Limitation: "Physical protection" is a broad and subjective concept. This indicator</p>	98.80%	<p>Target Exceeded. The target was surpassed. Housing beneficiaries confirmed their living conditions significantly improved "in terms of safety and comfort," a direct measure of physical protection at the household level.</p>

					measures perception of safety, which can be influenced by recent events or rumors, and may not reflect the actual incidence of security threats.		
Output 1.2: Increased livelihood opportunities for resettled community groups that are durable, climate-resilient and context-specific	1.2.1: Number of target families benefitted from sustainable livelihood opportunities, established/created by the project within the project period.	0	267	Survey, KIIs and FGDs, desk review	<p>Risk: Climate shocks (drought, flood) or market failure could undermine the sustainability of livelihoods.</p> <p>Assumption: The selected livelihood activities are genuinely climate-resilient and have a viable market.</p> <p>Limitation: The term "sustainable" is a key limitation, as true sustainability can only be assessed long after the project's</p>	442	Target Exceeded. The project significantly exceeded its target. It confirms that 442 returnees received direct livelihood support from UNDP, leading to a 100% transition to self-employment among those surveyed.

					<p>conclusion. This indicator measures the establishment of a livelihood, not its long-term viability or profitability.</p>		
	<p>1.2.2: Percentage of target individuals have scaled up/expanded livelihood activities.</p>	0	80%	<p>Survey, KIIs and FGDs</p>	<p>Risk: Lack of access to larger markets, finance, or business development services can prevent scaling up.</p> <p>Assumption: Beneficiaries have the entrepreneurial capacity and motivation to expand their activities.</p> <p>Limitation: The indicator does not define the magnitude of "scaling up." A minor expansion might be counted the same as a significant one. It also doesn't capture whether the</p>		

					expansion was profitable or led to increased debt.		
	1.2.3: No. of women and youth entrepreneurs supported to establish market linkages (UNDP).	0	60	Survey, KIIs and FGDs	<p>Risk: Market linkages established may not be durable or equitable, with powerful intermediaries capturing most of the value.</p> <p>Assumption: There are viable markets and willing buyers for the products and services offered by the entrepreneurs.</p> <p>Limitation: This is a quantitative output indicator. It measures the number of linkages facilitated but provides no information on the quality, profitability, or sustainability</p>		

					of those market relationships.		
	1.2.4: Percentage of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project.	0	50%	Survey, KIIs and FGDs	<p>Risk: The infrastructure may fall into disrepair due to a lack of community ownership or a clear plan for long-term operation and maintenance. Elite capture could also limit access for the most vulnerable.</p> <p>Assumption: The infrastructure is located appropriately and meets a genuine community need.</p> <p>Limitation: The indicator measures whether beneficiaries confirm a benefit, but does not quantify the</p>	100%	<p>Target Exceeded. The project doubled its target. As per the findings, 100% of the 88 surveyed infrastructure beneficiaries confirmed that the project "made a positive difference to daily life or safety." This includes infrastructure like clean water access that directly supports livelihoods.</p>

					extent or nature of that benefit. It also does not assess the equity of access to the infrastructure.		
<p>Output 1.3 Resettling Communities, in particular PWDs and female-headed households are socially reintegrated with the help of Community based structures including CBOs and Producer Organizations including women-led organizations/ CBOs.</p> <p>No. of CBOs mobilized and reactivated through capacity building Programme.</p> <p>No. of CBOs/WRDS strengthened through provision of</p>	<p>1.3.1: Percentage of CBOs and Producer Organizations of the resettled communities that demonstrated effective functioning (Regular meetings, Financial Management, etc)</p>	0	60%	<p>Survey, KIIs and FGDs</p>	<p>Risk: Internal conflicts, political interference, or lack of continued motivation can lead to CBOs becoming inactive after the project support ends.</p> <p>Assumption: The capacity building provided is sufficient for CBOs to become self-sustaining.</p> <p>Limitation: The metrics for "effective functioning" (meetings, financial records) are process-based. They are proxies for effectiveness but do not necessarily</p>		

<p>in-kind and/or cash assistance and training – 10 (Reaching minimum 200 members of WRDS) IOM Target: No. of core CBO/WRDS members capacitated through training – 30</p>					<p>measure the CBO's actual impact, influence, inclusivity, or its ability to address community conflicts and needs.</p>		
	<p>1.3.2: Percentage of returnee/resettled persons reported that they have community-based structures/ platforms to share and resolve the social issues related to social reintegration (UNDP). MOV: Annual internal sample survey.</p>	<p>0</p>	<p>25%</p>	<p>Survey, KIIs and FGDs</p>	<p>Risk: Pre-existing social hierarchies or unresolved grievances may prevent these platforms from being truly inclusive or effective in resolving sensitive issues.</p> <p>Assumption: Community members trust these platforms and are willing to use them for conflict resolution.</p> <p>Limitation: This indicator measures the</p>	<p>92.90%</p>	<p>Target Exceeded. The project far surpassed its target. 92.9% of beneficiaries reported "improved relations between different community groups," indicating that the platforms and project activities were highly effective in fostering social cohesion.</p>

					perceived availability of a platform, not its effectiveness or the quality of resolutions. People may be aware a CBO exists but may not feel safe or empowered enough to use it for sensitive social issues.		
--	--	--	--	--	--	--	--

## 28. Audit Trail

**Type of Document:** Project Final EVALUATION – Expanded Support to DuRABLE resettlement and reintegration (EDRR)

**Date:** August 2025

Chapter and Section Number	Paragraph number/ Line number	Comments	Evaluation teams' response and/or actions taken.
Executive Summary		Suggest including brief clear methodology description, main limitations, and coverage of cross-cutting issues including GEEW and LNOB to the Executive Summary	Changes have been made accordingly the Executive Summary has been rewritten to include a brief, clear description of the methodology, highlight the main limitations, and ensure coverage of cross-cutting issues, including GEEW and LNOB.
Methodology - Theory of Change		Suggest including an explicit Theory of Change (ToC) to strengthen causal logic.	Improved the TOC with logic model analysis and IF Then analysis
Methodology - Data Collection		Clearly distinguish between evaluation methodology and data collection tools;	Improved the methodology section with clear clarification between evaluation methodology and

		elaborate on sampling and triangulation strategies.	data collection tools, including triangulation strategies
Page 33  Section 4.3- effectiveness		<p>MHPSS under the EDRR project involved 3 types of interventions /activities.</p> <ol style="list-style-type: none"> <li>1. Peer support sessions for identified beneficiaries with MHPSS needs <b>Peer group counselling sessions were conducted for 77 (35 men and 42 women) beneficiaries.</b></li> <li>2. MHPSS support provided through the upgraded counselling centres in Kayts and Jaffna divisional and district secretariats through government counselling officers. <b>These spaces supported 99 (40 men and 59 women) individuals from conflict-affected communities</b> in addressing MHPSS needs arising from gender-based violence, child abuse, self-harm attempts, and social challenges caused by economic difficulties.</li> <li>3. MHPSS training provided to government and NGO service providers. <b>(65 were capacitated)</b></li> </ol>	<p>The figures presented in this report are based on data collected directly from the field and from beneficiaries we were able to reach. Under the MHPSS support, we received a list of 77 names referenced in the comments; however, this list did not include beneficiaries' contact numbers. Upon inquiry with UNDP, we were advised to approach the CBOs, as they were expected to have these details. When contacted, the CBOs informed us that they did not possess the beneficiaries' contact information. As a result, the figures in the report reflect only those individuals we were able to successfully contact and engage.</p>

		<p>None of these seem to be correctly captured in the final evaluation report .  <b>The report also mentions MHPSS reached only 12 beneficiaries- which is an incorrect statement.</b>  <b>As you can see above , total 241 benefited from the MHPSS interventions</b></p> <p>We have shared the final report consisting of IOM activities for better awareness. We would appreciate if the interventions made are correctly captured in the final evaluation report. The efforts need to be reasonably captured and <b>the statement made here with limited reach with regard to MHPSS activities is incorrect. We are happy to discuss if required.</b></p>	
Cross-cutting - Disability Inclusion		Assess disability inclusion in project design, implementation, and outcomes where applicable.	

Findings - SDG Linkages		Strengthen alignment with SDGs and UNSDCF, highlighting contribution to specific targets and indicators.	
Findings - Coherence		Include assessment of internal and external coherence, including coordination with other UN agencies and partners.	Included these sections
Findings - Efficiency		Suggest providing detailed analysis of human and financial resource allocation, including variance explanations between planned and actual expenditures.	Included separate sections for them
Findings - Sustainability		Suggest expanding on sustainability prospects, considering institutional, financial, and community ownership dimensions.	Included separate sections to each
Findings - Results Framework		Suggest to critically assess the quality and use of the results framework, including indicator disaggregation.	Included the results framework in the annexures
Findings - Monitoring and Evaluation		Evaluate M&E design and implementation more robustly, including data quality and use in decision-making.	

Risk and SES		Suggest including an analysis of social and environmental safeguards and risk mitigation effectiveness.	
Page 50 – Under section 5.8 Systemic and Structural Challenges (Overarching Context)		Pls. refer to the explanation given above. It is incorrect to state “relatively a smaller number” when the programme has reached 271 individuals through different targeted MHPSS interventions. We are nit sure if the evaluators completely understood the MHPSS interventions implemented. Happy to discuss if needed.	We interviewed the counsellors after receiving their details from IOM. However, we were unable to interview the individuals who received support, as their contact information was not provided by either the counsellors or IOM

<p>Page 54-</p> <p>Section 6- recommendations- section C- Targeting and inclusion- C.1 Refine Vulnerable Group Targeting and Support:</p>	<p>Also see the reference made in the heading related to MHPSS coverage limitations- rectify this.</p>	<p>Pls. consider rectifying this term “limited coverage” here . We have explained the extensive amount of work done under the project- above.</p> <p>Pls. refer to the final report shared by IOM on IOM activities- to have a better understanding. It’s shared along with this audit trail comments/</p>	
<p>Page 61 –</p> <p>Section 8- conclusion</p>		<p>Reference to MHPSS coverage here- indicating that there are challenges- may need to be re-considered/updated here- considering the MHPSS related info. provided above.</p>	

Page 11- Key findings and conclusion table		Reference to MHPSS coverage here- indicating that there are challenges- may need to be re-considered/updated here- considering the MHPSS related info. provided above.	
Page 5-		<p>The NVQ programme reached 83 youth. This statement is incorrect.</p> <p>Kindly have a look at the final report carrying IOM activities and rectify these statements.</p> <p>Pls. also check the entire report and make necessary adjustments to reflect the correct position pertaining to NVQ.</p>	The figure of 17 reflects the field findings and represents the beneficiaries we were able to reach using the contact details provided. We were only able to reach 17 individuals, as this was the total number accessible through the information shared with us. This figure covers all five districts and is not limited to beneficiaries supported by either IOM or UNDP.
Recommendations		Recommendations seems too many (main points with many sub-points) and ensure practical actionability of recommendations. E.g.: mandating EIAs which is a very lengthy and costly procedure; climate mitigation measures.	Reworked on the recommendations with clear information included and focused on the main points alone.

