

**Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR)
MPTF OFFICE GENERIC FINAL PROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM 01 March 2023 TO 30 March 2025**

<p>Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) • Programme Number (if applicable) • MPTF Office Project Reference Number:³ 	<p>Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p>(if applicable) Country/Region: Sri Lanka</p> <p><i>Priority area/ strategic results:</i> 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.</p> <p>Output 1.1: Increased access to inclusive and citizen-centric state and non- state support services, including community infrastructure.</p> <p>Output 1.2: Increased livelihood opportunities for resettled community groups that are durable, climate-resilient and context-specific.</p> <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>Participating Organization(s)</p> <ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme: UNDP, IOM 	<p>Implementing Partners</p> <ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations: Center for Child Development (CFCD) and OfERR Ceylon. 																		
<p>Programme/Project Cost (US\$)</p> <table border="0"> <tr> <td>Total approved budget as per project document:</td> <td>IOM – US\$ 627,186</td> <td></td> </tr> <tr> <td>MPTF /JP Contribution⁴:</td> <td>UNDP</td> <td>–</td> </tr> <tr> <td>• by Agency (if applicable)</td> <td>Agency Contribution</td> <td>US\$1,087,594</td> </tr> <tr> <td>• by Agency (if applicable)</td> <td></td> <td></td> </tr> </table>	Total approved budget as per project document:	IOM – US\$ 627,186		MPTF /JP Contribution ⁴ :	UNDP	–	• by Agency (if applicable)	Agency Contribution	US\$1,087,594	• by Agency (if applicable)			<p>Programme Duration</p> <table border="0"> <tr> <td>Overall Duration (months)</td> <td>25 Months</td> </tr> <tr> <td>Start Date⁵ (dd.mm.yyyy)</td> <td>01 March 2023</td> </tr> <tr> <td>Original End Date⁶ (dd.mm.yyyy)</td> <td>31 March 2025</td> </tr> </table>	Overall Duration (months)	25 Months	Start Date ⁵ (dd.mm.yyyy)	01 March 2023	Original End Date ⁶ (dd.mm.yyyy)	31 March 2025
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¹ The term “programme” is used for programmes, joint programmes and projects.
² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;
³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).
⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)
⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)
⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

Government Contribution (if applicable)
Other Contributions (donors) (if applicable)
TOTAL: US\$ 1,732,101
Programme Assessment/Review/Mid-Term Eval.
Evaluation Completed <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 10.06.2025 Evaluation Report - Attached <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Date: 10.06.2025

Actual End date ⁷ (dd.mm.yyyy)	31 March 2025
Have agency(ies) operationally closed the Programme in its(their) system?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
Expected Financial Closure date ⁸ :	29.06.2025
Report Submitted By	
<ul style="list-style-type: none"> ○ Name: Minoli P.Don; Priyan Senevirathna ○ Title: Head of Protection Unit; Technical Specialist-Reconciliation and Peacebuilding ○ Participating Organization (Lead): UNDP ○ Email address: mdon@iom.int; priyan.senevirathna@undp.org 	

ACRONYMS

CFCD	Centre for Child Development
CSOs	Civil Society Organizations
DS	District Secretariat
GN	Grama Niladari
GOSL	Government of Sri Lanka
IOM	International Organization for Migration
IDP	Internally Displaced Persons
MHPSS	Mental Health and Psychosocial Support
OfERR	Organization for Elankai Refugees Rehabilitation
UNDP	United Nations Development Programme
WRDS	Women Rural Development Society
QIP	Quick Impact Project

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

FINAL PROGRAMME REPORT

EXECUTIVE SUMMARY

The *"Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR)"* Project, jointly implemented by International Organization for Migration (IOM) and United Nations Development Programme (UNDP) with funding from the UN Sri Lanka SDG Multi-Partner Trust Fund, has achieved outstanding success in advancing durable peace, sustainable livelihoods, and inclusive reintegration across Sri Lanka's Northern and Eastern Provinces.

The project, was launched in 2023 to address long-standing challenges faced by internally displaced persons (IDPs), refugee returnees, women-headed households, ex-combatants, youth, and persons with disabilities (PWDs) through a holistic, multi-sectoral approach combining access to inclusive services, housing, livelihoods, psychosocial support, and community reintegration. Implemented across Jaffna, Kilinochchi, Mullaitivu, Trincomalee, and Batticaloa districts, the project leveraged partnerships with government counterparts, community-based organizations (CBOs), and civil society organizations (CFCD and OfERR Ceylon) to promote sustainable, safe, and dignified return, resettlement, and local integration of conflict-displaced communities.

The results from the final evaluation present a comprehensive picture of a highly successful and transformative intervention that has achieved and, in several areas, surpassed its objectives. UNDP exceeded its original target of 5,535 beneficiaries, ultimately reaching 5,790 people through its interventions across key sectors, including livelihoods and economic empowerment, community and institutional capacity building, and social support. Several areas notably surpassed expectations - for instance, 1,119 CBO representatives (surpassing the target of 1,000) were equipped to effectively operate and provide services to the conflict-affected communities. Overall, the programme demonstrated strong outreach and effective delivery across sectors, exceeding targets in key areas, with 1,133 individuals securing vital civil documentation (exceeding the target of 1,000) and 209 beneficiaries accessing psychosocial support services (surpassing the target of 150). The project demonstrated exceptional relevance, with 99.5% of beneficiaries affirming that the support directly addressed their most critical needs. Additionally, 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 feel equipped to continue their livelihoods independently. The project also excelled in integrating gender and inclusion, notably empowering women and ensuring PWD accessibility. Through fostering locally driven mechanisms and inclusive partnerships, the project has created pathways for self-reliance, dignity, and community ownership, ensuring greater sustainability of results.

Key achievements

1. Enhanced access to basic services:

Civil documentation support was extended to 1,133 beneficiaries (644 women) through mobile legal clinics, enabling access to essential services such as education, healthcare, and land ownership. 97.5% of documentation recipients confirmed that the support made it "easier to access services including school, health, and banking systems", demonstrating the transformative impact of the project.

Infrastructure support also included the construction of 210 houses, with 98.8% of housing beneficiaries experiencing "significantly improved living conditions in terms of safety and comfort."

Furthermore, 874 returnees benefited from improved access to safe water through the construction or renovation of agro wells, common drinking water wells, tube wells, and a community water supply scheme

under the EDRR project. Notably, 80% of all beneficiaries confirmed that these interventions had directly improved their access to water for domestic and livelihood purposes.

The project also enhanced the quality of the learning environment and improved student engagement through the provision of educational tools and classroom furniture, benefiting 367 children (200 girls and 167 boys).

385 beneficiaries, including ex-combatants, women, and other vulnerable groups, accessed valuable psychosocial support services, enabling them to improve their social and emotional well-being and helping them reintegrate effectively. This was achieved through the upgraded psychosocial counselling spaces in Jaffna, alongside community psychosocial support services and peer counselling sessions. Notably, 75% of MHPSS recipients reported finding the support "helpful", highlighting the tangible value of the intervention.

2. Improved and durable livelihood opportunities:

795 returnees - comprising 475 men and 320 women strengthened their livelihoods through the provision of in-kind assistance provided. 93.3% of beneficiaries reported income improvement directly resulting from the skills training provided, leading to monthly gains of LKR 8,000-30,000. 85% of assisted beneficiaries have scaled up / expanded livelihood activities, with 94.7% of beneficiaries noting improved living standards. Strengthened livelihoods have significantly improved the financial stability of returnees and their households, and as a result, beneficiaries can cover education and medical expenses, secure and repay loans for housing and livelihood expansion, and build stronger community ties that support sustainable resettlement. Furthermore, over 800 beneficiaries gained business, vocational, technical, and agricultural skills, enabling them to diversify and scale up livelihoods. These trainings boosted income opportunities, promoted youth employment, and strengthened economic resilience among returnees, women, and vulnerable communities. Access to livelihood services has strengthened confidence and trust in the resettlement process, with 95% of beneficiaries reporting increased assurance in their ability to rebuild their lives.

3. Strengthened institutional and community capacities:

Strengthened capacities of Community-Based Organizations (CBOs) and Producer Organizations, including women-led organizations, have significantly enhanced social integration in resettled communities. 70% of CBOs were functioning effectively, demonstrating strong governance, financial management, and regular community engagement. Through entrepreneurship training, cash grants, and active participation in community initiatives, these groups fostered social cohesion and improved overall community well-being. Renovated multipurpose halls provided accessible spaces for government services, community interaction, and CBO activities, further supporting durable resettlement. Notably, 40% of returnees reported having community-based platforms to resolve social issues, and the active involvement of women and youth in decision-making has enhanced both economic and social resilience, demonstrating that empowering local institutions is key to sustainable, socially integrated resettlement.

Furthermore, strengthened institutional capacities have enhanced the ability of local authorities and service providers to support durable resettlement. 117 government officials and CSO representatives (45 men, 72 women) strengthened their capacities on key topics, including Mental Health and Psychosocial Support (MHPSS) and Sexual and Gender-Based Violence (SGBV) prevention, enhancing their ability to respond effectively to the needs of returnee communities. Consultation meetings between IOM, UNDP and government agencies and strengthened linkages between returnee communities and local authorities have increased access to government services ensuring coordinated, sustainable interventions that promote long-term community resilience.

The final evaluation confirms a high level of sustainability across project results, demonstrating that strong beneficiary ownership, targeted capacity building, and strengthened linkages with civil society, government, and financial institutions have positioned the interventions to generate lasting impact. Beneficiary ownership is high, with 96% believing the project's support will last, and over 96% confirming they can continue livelihood activities independently. The strengthening of 35 CBOs and 4 WRDSs has enhanced local institutional capacity, while social cohesion has improved for 92.9% of participants, providing a strong foundation for continued cooperation and peace. Confidence in future well-being was also strong, with 97% reporting they feel equipped to navigate challenges ahead, and 100% expressing confidence in the durability of housing improvements.

The project maintained a strong focus on sustainability throughout implementation. Capacity building for government officials and CSO representatives strengthened their ability to deliver services to vulnerable communities effectively, and partnerships between beneficiaries and local CSOs have helped create referral pathways to ensure sustained access to mentorship, training, and support. Connections between the project and specialised government agencies, including the Industrial Technology Institute, will ensure that beneficiaries have access to continued technical expertise and support. Linkages established with the formal financial sector have helped introduce beneficiaries to sources of credit to further expand their livelihoods. Furthermore, the formal handover of project-supported infrastructure to local authorities and partner organisations will ensure continued functionality and maintenance. These measures have helped further reinforce local ownership and have helped establish systems to ensure the continuation of services and economic activities. While sustainability prospects are strong, continued access to credit, maintenance of community infrastructure, and periodic mentorship would further enhance long-term impact and support beneficiaries' full transition to independence.

Throughout project implementation, UNDP and IOM prioritised a joint, synergised approach to efficiently address the reintegration and recovery needs of conflict-affected and resettling communities. Through joint planning meetings, agencies agreed on project objectives, timelines and a shared vulnerability-based targeting criteria covering IDPs, refugee returnees, female-headed households, persons with disabilities, rehabilitated ex-combatants, and households without income sources. Building on this foundation, the agencies allocated responsibilities based on comparative expertise while maintaining regular information sharing on needs assessments, beneficiary lists and progress. Monthly coordination meetings and quarterly review meetings at district and national levels, together with synchronised reporting, ensured consistency, prevented duplication, and enabled agencies to build synergies, problem solve challenges and share best practices. Alignment with government authorities was strengthened through joint consultations, enabling greater national ownership and coordinated service delivery. The project's geographical strategy demonstrated joint and efficient resource distribution. While UNDP operated in Jaffna, Kilinochchi, Mullaitivu, Trincomalee and Batticaloa Districts, IOM focused efforts in the Jaffna District—where the agencies used shared geographic mapping to divide Divisional Secretariat divisions within the same funding envelope, thereby improving coverage and avoiding overlap. In several instances, the agencies implemented sequenced support; for example, in one GN division, UNDP provided housing assistance while IOM prioritised the same households for water and livelihood facilities, ensuring holistic reintegration rather than fragmented interventions. Joint monitoring visits, combined with community-level engagement that ensured consistent messaging, supported timely problem-solving and adaptation throughout implementation. This collaborative model strengthened institutional capacities, enhanced service delivery, and demonstrated the importance of collective investment in producing durable outcomes.

The EDRR project provided key insights for post-conflict recovery and reintegration, highlighting the importance of adaptive management in volatile contexts. Operating amid significant economic and political fluctuations in Sri Lanka, the project demonstrated that programs must be designed with flexibility to adjust activities, procurement, and intervention scope to ensure continued relevance and efficiency. Moreover, the

use of evidence-based needs assessments enabled equitable targeting and high relevance of interventions across diverse beneficiary groups. Strategic, early, and continuous government engagement was essential for aligning with national priorities, facilitating implementation, and ensuring long-term sustainability. Finally, the EDRR experience underscored that sustainable reintegration requires a long-term, phased vision, strengthening local capacities, bridging humanitarian, development, and peacebuilding efforts, and fostering systemic change to achieve lasting resilience and peace.

I. Purpose

The overall purpose of the EDRR project is to support the return, resettlement, and local integration of conflict-displaced persons in the Northern and Eastern Provinces in a **sustainable, safe, and dignified manner**, fostering confidence in both state and non-state mechanisms for rebuilding their lives and communities.

The EDRR project supported the resettlement and sustainable reintegration of former conflict-affected communities in the North and East of Sri Lanka, considering conflict and gender sensitivities. The project focused on strengthening community groups, particularly vulnerable populations, to facilitate direct engagement with the state for essential services, ensuring long-term sustainability. The primary beneficiaries included refugee returnees, with special attention to women-headed households, ex-combatants, youth, internally displaced persons (IDPs), community-based organisations (CBOs), rural development societies, and local government structures.

The project was in line with Sri Lanka's National Policy on Durable Solutions for Conflict-affected Displacement (2019) and contributes to the UN Sustainable Development Cooperation Framework strategic priority 3 (Social cohesion and inclusive governance and justice.) Further the Economic Development Framework—A Northern Province Masterplan (August 2018) published by the Central Bank emphasised the importance of investing in people to ensure their ability to participate in development. With approximately 5,000 families still requiring support and assistance, the project included families who had returned since 2015 and are now living in resettlement areas, and former IDPs and refugee returnees who are still awaiting the release of land.

The project worked towards the outcome below:

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 nonstate mechanisms for rebuilding lives and communities.

II. Assessment of Programme Results

i) Narrative reporting on results:

● Outcomes:

The EDRR project made significant strides in supporting the durable return, resettlement, and local integration of conflict-displaced persons in the Northern and Eastern Provinces. Beneficiaries received comprehensive support to overcome economic challenges, secure sustainable livelihoods, access vital civic documentation and engage effectively with state institutions. These interventions facilitated the sustainable reintegration of both newly resettled and long-standing communities in Jaffna, Kilinochchi, Mullaitivu, Trincomalee, and Batticaloa districts, in line with government priorities, while strengthening the capacity of

local authorities and community-based organisations to ensure improved access to services and social reintegration.

At project inception, resettling communities faced extensive challenges, including damaged or destroyed homes, limited access to basic services and infrastructure, disrupted livelihoods, and difficulties in obtaining legal documentation, with vulnerable groups such as women, youth, the elderly, disabled, and ex-combatants most at risk, highlighting the urgent need for targeted support in housing, essential services, psychosocial support and sustainable livelihood opportunities. The project followed a multipronged approach to address the variety of challenges preventing resettling families from restarting their lives with dignity in newly released land. Project interventions focused on restoring identity and access - with 1,133 individuals securing civil documentation through mobile clinics, enabling access to education, healthcare, voting, land rights, and financial services. At the same time, psychosocial barriers to reintegration were addressed through targeted support. A total of 385 individuals accessed counselling and community-based MHPSS services, allowing survivors of trauma, PTSD, SGBV and economic anxiety to rebuild their coping strategies and confidence. Beneficiaries reported improved emotional stability and reduced isolation — laying the groundwork for reintegration and readiness to engage in livelihoods. Livelihood support reached over 700 beneficiaries, who received agricultural, livestock, fisheries and business development training and assistance, with 93.3% reporting increased income. Shelter and improved infrastructure further strengthened the enabling environment, through the construction of 210 houses as well as over 1,300 returnees gaining access to socio-economic infrastructure, supporting income generation and durable resettlement. With over 94% reporting improvements in their living standards, the project proved catalytic in ensuring durable resettlement and reintegration and enhancing trust and confidence in the resettlement process. Importantly, the project invested in institutional and community-based structures, training 117 government officials and CBO representatives on MHPSS and SGBV, and strengthening 35 CBOs and 4 Women Rural Development Societies, allowing local mechanisms to take over service delivery and problem-solving. These efforts created stability not just for individuals, but for institutions - ensuring ongoing support beyond the life of the project. Beneficiaries not only regained access to essential services but also strengthened their confidence, skills, and social networks, enabling them to rebuild their lives with dignity. Institutional capacities, community structures, and service delivery systems were significantly enhanced, creating a sustainable and supportive environment that ensures conflict-displaced persons in the Northern and Eastern Provinces can return, resettle, and integrate into their communities.

Outputs:

Output 1.1: Increased Access to Inclusive and Citizen-Centric Services

The project significantly strengthened local capacities for MHPSS and SGBV response by training a total of 117 government officers, CBO representatives and implementing partner staff (45 men and 72 women) across multiple districts. Through strengthening capacities on trauma-informed care, SGBV case management, and gender-sensitive service delivery, the project reinforced community support structures and enhanced institutional capacities for reintegration and protection services in underserved areas. Furthermore, across project districts, 385 individuals (116 men and 269 women) received psychosocial support through upgraded counselling spaces, peer group sessions, and targeted community psychosocial support services, significantly strengthening their emotional resilience and reintegration prospects. The establishment of two functional counselling spaces and delivery of structured peer-support sessions and community outreach enabled beneficiaries, including persons with disabilities, PTSD survivors, rehabilitees, and SGBV survivors, to develop coping strategies and rebuild confidence. These interventions helped mitigate the wide array of challenges faced by conflict-affected communities, ultimately fostering social integration and resilience crucial for building safer and more cohesive communities. The project adopted a complementary approach with shared strategies where UNDP and IOM worked together on integrated community-based

psychosocial services, improved access to state and non-state services and community outreach to strengthen the socio-emotional well-being of targeted communities. The project jointly prioritised community reintegration as a holistic process, combining psychosocial recovery, documentation support, institutional capacity strengthening, and housing assistance — ensuring beneficiaries were not only emotionally resilient, but also equipped to access services, rebuild livelihoods, and reintegrate sustainably.

UNDP:

The social and emotional well-being of 209 vulnerable beneficiaries (41 men and 168 women) was strengthened, enabling beneficiaries to develop coping strategies to effectively manage stress and trauma arising from economic hardship and resettlement challenges. Beneficiaries, including victims of PTSD, rehabilitees, survivors of substance abuse, persons with disabilities, and SGBV survivors, were supported through targeted community psychosocial support services. These interventions enhanced resilience, reduced vulnerability to future violence, and supported effective reintegration into their communities.

Consultation meetings across project districts strengthened linkages between returnee communities and local government authorities, improving access to essential services and enabling the timely identification and resolution of transition recovery needs. By coordinating with stakeholders at provincial, district, and divisional levels, UNDP's efforts have enhanced institutional effectiveness, promoted national ownership, and supported the sustainable delivery of resettlement initiatives.

72 government officials (29 men and 43 women) in Kilinochchi and Mullaitivu Districts strengthened their capacities on SGBV, with 80% reporting increased knowledge and capacity to address gender-based violence. Complementing this, the project strengthened service delivery by providing furniture and equipment to GBV units at the Regional Department of Health Services, Women & Child Desks, and Disaster Management Centers in Trincomalee and Batticaloa, enhancing their ability to respond effectively to survivors.

Through mobile documentation clinics, the project assisted 1,133 beneficiaries (489 men and 644 women) in obtaining essential civil documents, enabling them to prove their legal identity and access critical services including health, education, financial services, voting, employment, and land or property restitution. These clinics also strengthened trust and engagement between local government authorities and resettling communities, supporting more inclusive and effective service delivery.

Housing assistance provided 210 returnees with safe and adequate shelter, 108 fully funded by this project and 102 through the project and other funding, addressing critical needs and enhancing protection, safety, and quality of life. This support enabled resettled populations to rebuild households, restore community structures, and resume essential village activities, fostering sustainable reintegration.



Two counselling spaces in the Jaffna District Secretariat and Kayts Divisional Secretariat were upgraded with new partitions, furniture, and equipment. These spaces supported 99 (40 men and 59 women) individuals from conflict-affected communities in addressing MHPSS needs arising from gender-based violence, child abuse, self-harm attempts, and social challenges caused by economic difficulties. The outcome assessment revealed that 53.33 per cent of respondents recognised efforts to promote gender equality in service provision. Respondents who acknowledged the availability of gender-sensitive services cited measures such as prioritising women and pregnant individuals, ensuring adequate seating and sanitary facilities, and creating safe and welcoming spaces for female service users.

A total of 60 per cent of respondents confirmed the presence of provisions for persons with disabilities (PWDs) in their workplaces. This suggests that while a majority of organisations are taking steps to support PWDs, a significant minority still lacks such measures. Those who reported the presence of supportive provisions mentioned features such as lifts and accessible pathways, which enhance mobility and contribute to a safer, more inclusive environment.

Through these interventions, the project significantly enhanced access to state and non-state support services, ensuring more inclusive and effective community reintegration.

Training in Mental Health and Psychosocial Support (MHPSS)

The project enhanced MHPSS services by conducting targeted training sessions for government officers, community-based organisation (CBO) representatives, and conflict-affected individuals.

MHPSS training was conducted on multiple occasions to build the capacity of key stakeholders in providing psychosocial support. From July 26 to 27, 2023, 26 (10 men and 16 women) government officers and implementing partner (IP) staff were trained. The training focused on challenges faced by women-headed households, internally displaced persons (IDPs), refugee returnees, and ex-combatants. Pre- and post-training evaluations showed significant improvement, with over 79 per cent of participants scoring well in the post-evaluation, indicating enhanced knowledge and attitudes towards service provision.

Further, two additional MHPSS training sessions were conducted in 2024 from 23 to 24 January, reaching 19 (6 men and 13 women) divisional and district government officers and CBO representatives. While 63 per cent scored over 50 per cent in the pre-evaluation, all participants scored above 50 per cent in the post-evaluation. From 29 February to 1 March, the training reached 20 (2 men and 18 women) participants, with 17 scoring above 60 per cent in the pre-evaluation and all 19 post-evaluated participants scoring above 60 per cent, demonstrating effective knowledge enhancement. All government officials and counsellors trained on MHPSS services demonstrated that they use the skills and knowledge received, following the upgrade of the counselling spaces. This was gauged during the outcome assessment.

The training resulted in:

1. A deeper understanding of MHPSS principles and strategies, particularly for working with ex-combatants.
2. Strengthened community support structures to address mental health challenges.
3. Improved local capacity for mental health services, especially in underserved areas.
4. Increased gender inclusivity, with 31 women actively contributing to mental health initiatives.

Peer Group Counselling Sessions

Peer group counselling sessions were conducted for 77 (35 men and 42 women) beneficiaries. These sessions assisted beneficiaries with reintegration into their communities and provided the following benefits.

- Beneficiaries received emotional and psychological support to help manage reintegration-related challenges.
- Identified challenges and provided peer-based solutions, including referrals where necessary.
- Helped ex-combatants express their trauma and develop coping strategies for reintegration.

Through these targeted interventions, the project significantly improved mental health awareness, resilience, and reintegration outcomes for conflict-affected individuals.

Table 1: Summary of Peer Counselling Sessions

Year	Men	Women	Total
2023	21	16	37
2024	13	22	35
2025	1	4	5
Total	35	42	77

Output 1.2: Increased Livelihood Opportunities for Resettled Community Groups that are Durable, Climate Resilient, and Context-Specific.

Through the joint efforts of UNDP and IOM, 795 returnees (475 men and 320 women) strengthened their livelihoods with in-kind support and skills training, leading to income gains of LKR 8,000–30,000 per month for over 93% of beneficiaries. Over 800 participants acquired business, vocational, technical, and agricultural skills, promoting diversified, climate-resilient livelihoods, youth employment, and stronger economic resilience. Complementing this, 874 returnees gained access to safe drinking and domestic water, enhancing health, livelihoods, and community resilience. These coordinated interventions have significantly increased beneficiaries’ confidence and trust in the resettlement process, enabling them to rebuild their lives sustainably.

UNDP

445 returnees (285 men and 160 women), including women-headed households, persons with disabilities, and rehabilitated ex-combatants, have restarted sustainable livelihoods across agriculture, livestock, dairy, fisheries, and micro- and small enterprises. As a result, 93.3% of beneficiaries reported income improvement directly resulting from the skills training provided, leading to monthly gains of LKR 8,000-30,000. This has enabled financial stability, loan repayment, support for education and medical expenses, and strengthened community ties—fostering economic independence and sustainable resettlement.





Start-up support in agriculture and livestock enabled 77 resettled families to clear farmland and engage in farming, while 14 beneficiaries generated additional income from dairy production and fertiliser sales, improving both livelihoods and household nutrition. Further, 65 returnees were able to expand agriculture and livestock activities through scaling up support, and 153 beneficiaries (112 men, 41 women) benefited from home gardening packages cultivating crops like pomegranate, king coconut, and mango, promoting sustainable income generation and local economic contribution.

25 beneficiaries in the fisheries sector increased their income through the provision of canoes and fishing nets, enabling year-round fishing (except during windy days). This also allowed reinvestment in additional equipment, thereby enhancing both livelihood sustainability and financial resilience.

During the project period, 248 small-scale enterprises and aspiring entrepreneurs received input support and business development training on planning, management, and accounting, enabling them to diversify livelihoods, add value to products, and strengthen their economic sustainability.

122 returnee women and youth have strengthened, scaled up, or diversified their livelihoods following advanced technical training, while 178 farmers benefited from agricultural and livestock training, gaining exposure to modern practices that improved productivity and economic resilience.

Through UNDP interventions, newly resettled families gained access to essential socio-economic infrastructure, including drinking water wells, agro wells, and multipurpose community halls. The construction of 3 agro wells, renovation of 4 wells, support for 13 tube wells and a drinking water supply scheme enabled local farmers to reengage in cultivation, improved water availability for livestock and vegetable production, increased agricultural income, and expanded job opportunities for farming labourers. In total, approximately 790 returnees benefited from improved access to safe drinking and domestic water, supporting sustainable livelihoods and community resilience.



IOM

Economic Reintegration/Livelihood Support to Beneficiaries:

Contributing to Output 1.2, in-kind support was provided to 350 (190 men and 160 women) beneficiaries for economic reintegration and livelihood support. By supporting a range of sectors, the initiative helped beneficiaries diversify their income sources. This included equipment provision for livelihoods in fishing, agriculture, livestock, food preparation, tailoring, masonry, and carpentry, etc. In 2024, 80 per cent of beneficiaries reported that they had scaled up or expanded their livelihood activities after receiving in-kind assistance.

Initial results from the Outcome Assessment conducted by IOM (through an independent entity) revealed that the fisheries sector experienced the most substantial growth, expanding by 36.26 per cent, while goat farming also emerged as a significant area of growth, increasing by 14 per cent. Agriculture accounted for 8.40 per cent of the reported expansions, indicating moderate growth, which could be influenced by seasonal dependencies or resource limitations in this sector. Meanwhile, 5.73 per cent of beneficiaries expanded into small industry or business, suggesting limited but noteworthy diversification into non-agricultural or non-livestock-based activities. Beneficiaries have gained greater economic independence through the revival of their income-generating activities, improving financial stability for returnees and their households, and reducing vulnerability to economic challenges.

The outcome assessment highlights that a significant majority—94.75 per cent of respondents—reported that their living standards have improved. This overwhelmingly positive response indicates that the project has had a transformative impact on the quality of life for most beneficiary households. Further, an overwhelming 95.06 per cent of the targeted resettled population reported feeling more confident and trusting of the resettlement process. This strong positive response indicates that the services provided are effectively meeting the needs and concerns of resettled individuals.

Table 2: Summary of economic reintegration support beneficiaries

Year	Men	Women	Total
2023	60	60	120
2024	130	100	230
Total	190	160	350

Business and Skills Development Training

In partnership with the project service provider, CEFEnet, fourteen two-day business development training (BDT) programmes were conducted. A total of 348 beneficiaries (180 women and 168 men) participated in these training sessions, which utilised interactive methods such as games, role plays, group exercises, and case studies to maximise engagement. These programmes were especially beneficial for those with little to no prior business experience, with financial management sessions being particularly valued. Participants gained insights into budgeting, market research, scaling business operations, and risk mitigation strategies.

Table 3: Summary of participants in the business development training

Year	Men	Women	Total
2023	86	83	169
2024	82	97	179
Total	168	180	348

Industrial Training

IOM, in collaboration with implementing partners (OfERR Ceylon and CFCD), conducted industrial training sessions during the reporting period, reaching 311 direct beneficiaries (181 men and 130 women) and their families across seven trades: photocopying, livestock, agriculture, fishing, enterprise, masonry, and

automobile. Additionally, a two-day refresher training was conducted from 11 to 12 December 2024 for 22 (10 men and 12 women) beneficiaries who completed the course on fishing and GPS navigation in the previous year.

These training sessions provided beneficiaries with practical skills that directly improved their livelihoods and economic stability. Participants gained expertise in operating photocopying and printing equipment, learned modern agricultural techniques to enhance productivity, and acquired masonry and automotive repair skills that expanded employment opportunities. These training programmes fostered sustainability and contributed to community development by equipping beneficiaries with income-generating skills.

Table 4: Number of beneficiaries completing industrial training

Year	Men	Women	Total
2023	24	15	39
2024	109	64	173
2025	48	51	99
Total	181	130	311

Exposure visits

An exposure visit was conducted to Muthaiyankaddu and Mirusuvil for 40 (21 men and 19 women) livestock beneficiaries to strengthen their practical knowledge in livestock care and management. The visit focused on key practices in cow and goat farming. The visit provided a comprehensive overview of both modern and traditional livestock care practices, highlighting the importance of regular animal observation and early identification of distress or illness. The hands-on experience enhanced beneficiaries' understanding of livestock management practices and contributed to their capacity to adopt improved farming techniques.

Skills/vocational training for youth from newly resettled communities:

A total of 83 (64 men and 19 women) youth from newly resettled communities completed skills development programmes through the Recognition of Prior Learning (RPL) certification. The initiative aimed to enhance employability and economic self-reliance.

Key results include:

- A total of 41 youths were certified as fishing vessel skippers, strengthening local marine livelihoods.
- In total, 42 youth received certification in various trades, supporting diversified income-generating opportunities. These trades included preschool teaching, welding, masonry, carpentry, motorbike repair, electrical work, computer hardware, beautician services, and tailoring.

Table 5: Beneficiaries/Youth completing Recognition of Prior Learning requirements

Category	Name of the courses	Institutes	Year	Men	Women	Total
RPL	Vessel skipper	Ocean University	2023	41	-	41x

RPL	Preschool Teacher	Vocational Training Authority	2024		2	2
RPL	Welding	Vocational Training Authority	2024	3		3
RPL	Mason	Vocational Training Authority	2024	4		4
RPL	Carpentry	Vocational Training Authority	2024	7		7
RPL	Motor Bike Repair	Vocational Training Authority	2024	2		2
RPL	Beautician	Vocational Training Authority	2025		4	4
RPL	Electrician	Vocational Training Authority	2025	6		6
RPL	Computer hardware	Vocational Training Authority	2025	1		1
RPL	Tailoring		2025		13	13
Total				64	19	83

Establish immediate basic livelihood-related infrastructure for newly resettled communities.

Quick impact infrastructure support to resettling communities

The project provided quick-impact infrastructure for resettling communities. Twelve new tube wells benefited 84 (38 men and 46 women) former internally displaced family members from 24 families. All of the 24 families targeted for support under the QiP at Tellipalai confirmed that they benefited from the new infrastructure.

Two remote schools in Delft Island were assisted with new furniture and educational materials. The support was extended to R.C. Ladies College, which has 175 students, and Delft Maha Vidyalayam, with 192 students. This initiative benefited a total of 367 (167 men and 200 women) students and over 40 teachers. Both schools face challenges due to limited facilities, with only a few classrooms and additional spaces, such as the hall, being used for learning activities.

Table 6: *Equipment provided for schools*

Schools	Items
Delft R.C Ladies College	Screens for the classroom -classroom partition
	Office chairs
	Smart board
	Arduino starter kit
	Geometry box
	Student cupboard
Delft Maha Vidyalam	Conference chairs

The Northern Dialogue 2025: Pathways to development

A high-level consultation, “*The Northern Dialogue: Pathways to Development*”, was facilitated by IOM in Jaffna from 25 to 26 March 2025. It was designed to address key challenges in Sri Lanka’s Northern Province. This brought together government representatives, civil society organisations, academia, and international development partners to foster collaboration and identify practical solutions.

A total of 88 (63 men and 25 women) participants took part in the event. The consultative workshop focused on six key priority areas: (1) livelihood support, (2) youth skills and empowerment, (3) substance abuse, (4) refugee returnees’ and related issues, (5) psychosocial support, and (6) border governance and tourism in the Northern Province. The workshop was conducted in the Tamil medium to ensure optimum participation and engagement from attendees.

The objective of the dialogue was to facilitate meaningful exchanges of ideas, leading to concrete and actionable steps to address regional challenges. By creating an open platform for discussion, the workshop established a solid foundation for stakeholders to develop targeted interventions and long-term strategies, ensuring a results-oriented approach for sustainable development in the Northern Province.

Output 1.3: Resettling communities, in particular PWDs and women-headed households are socially reintegrated with the help of community-based structures including CBOs.

30 CBOs and 10 WRDS were strengthened to engage with government authorities, enabling returnee families to access services and participate in decision-making. Six community-based dialogues improved coordination with public and civil security departments, while renovated multipurpose halls provided safe spaces for community engagement and better access to administrative, economic, and health services. Active participation in community initiatives has helped strengthen social cohesion, enhance community bonds, and improve the overall well-being of resettled communities.

UNDP

During the project period, 30 community-based organisations (CBOs) were strengthened to independently coordinate with government authorities, enabling returnee families to access services, participate in decision-making, and address community needs. Resettled community members reported that strengthened

CBOs led to more effective solutions to local needs, with greater participation of women and youth in decision-making, planning, and community activities.



Renovation of multipurpose halls further facilitated service delivery and provided safe spaces for community engagement and improved access to administrative and economic support and health services, enhancing social cohesion, trust, and integration among resettled communities.

216 women and 178 youth strengthened their capacities on interpersonal skills, self-motivation, negotiation, and leadership, enhancing women's empowerment and awareness of property rights and GBV.

Additionally, six community-based dialogues strengthened coordination between public and civil security departments, improving the resolution of community and social issues.



Through cash-for-work initiatives, 180 returnees (74 men, 106 women) participated in activities such as clearing farmland, channels, and overgrown roads, enhancing community safety and reducing fear, particularly among women and girls. These efforts also improved water management, reduced seasonal flooding, and mitigated disease risks, while fostering social cohesion and reconciliation as diverse community members collaborated and supported one another.



IOM

Before implementing activities under this output, IOM conducted a needs assessment of ten Women's Rural Development Societies (WRDS) using a capacity and needs assessment tool that evaluated seven key dimensions:

1. Establishment
2. Institutional capacity
3. Technical capacity and experience
4. Financial capacity
5. Fixed assets, technical equipment, and materials
6. Networking and advocacy capacity
7. Project performance

In response to the identified needs, CEFENE entrepreneurship training was conducted for 54 representatives (all women) on financial and organisational management. The support for WRDS covered various businesses such as candle making, batik production, rental services of cooking utensils and chairs for functions and manioc chip making. This training had a positive impact on the WRDS representatives, equipping them with the necessary skills to effectively manage their societies and businesses.

Furthermore, cash grants (LKR 160,000) were disbursed for ten WRDS to support revolving funds established to expand members' businesses. This included grocery stores, tailoring services, and livestock ventures. In addition, in-kind assistance was provided for ten WRDS on batik production, rental services on cooking utensils and chairs for events in their respective areas. This enhanced their economic independence.

Resettling communities, particularly persons with disabilities (PWDs) and women-headed households, are being socially reintegrated with the assistance of community-based structures, including community-based organisations (CBOs).

Based on the needs assessment and individual visits to the identified entities, in-kind assistance and cash grants were provided to ten WRDS to strengthen their capacities. The outcome assessment showed that 61.08 per cent of CBOs/WRDS in the resettled communities were functioning effectively, with regular meetings, sound financial management, strong governance, and efficient operations. These organisations exemplify well-structured decision-making processes, robust leadership, and effective external partnerships.

Table 7: Summary of in-kind assistance and cash grants for Women's Rural Development Societies

The active participation of WRDS groups in community service initiatives has had a significant social impact. Their contributions include offering tuition classes, supporting religious activities during festive seasons, and participating in environmental efforts such as beach cleanups. These initiatives have strengthened community bonds and improved the overall well-being of communities. The WRDS's commitment to economic empowerment and social responsibility continues to drive positive changes in resettling communities.

- **Qualitative assessment:**

Overall Achievement of the Programme

The programme has made significant strides in achieving its intended objectives, demonstrating tangible progress in key areas. Notable accomplishments include increased community engagement, capacity building among stakeholders, and the implementation of sustainable solutions. The

programme's multi-sectoral approach has fostered innovation and long-term impact, addressing both immediate and systemic challenges.

- **Developing Robust Monitoring and Evaluation Systems:** Effective tracking mechanisms ensure programmes remain aligned with their objectives. Real-time data collection and analysis help identify challenges and implement necessary adjustments. Regular review meetings and community-based support structures enhance engagement and provide continuous guidance to beneficiaries.
- **Ensuring Inclusion of Marginalised Groups:** Actively involving vulnerable populations, such as women-headed households, individuals with disabilities, ex-combatants, and returnees, promotes equitable outcomes. These interventions not only address economic needs but also foster social cohesion and empowerment. Prioritising inclusivity enhances broader community development efforts.
- **Building Sustainable Community Networks:** Leveraging community networks strengthens solidarity and ensures program sustainability. Encouraging successful beneficiaries to mentor others creates a ripple effect of support. Programmes that embed community engagement at all levels reinforce the social fabric and provide long-lasting benefits.
- **Key partnerships and their impact:** Collaboration with key stakeholders, including government, non-governmental organisations (NGOs), private sector actors, and local communities, has been instrumental in achieving programme outcomes. These partnerships have facilitated knowledge sharing, resource mobilisation, and the alignment of efforts toward common goals. The project also facilitated a consultation entitled "*Northern Dialogue: Pathways to development*" to share knowledge, understand prevalent issues and collaboratively explore recommendations and solutions whilst adopting an inclusive approach bringing in government, CSOs, academia, women-led societies and leaders from the conflict-affected communities.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
<p>Outcome 1⁹ 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 mutual trust and a common goal of rebuilding lives and communities.</p> <p>Indicator 1.A: <i>Percentage of beneficiaries reported that their incomes increased (Disaggregated by categories such as Youth and Women/ Women Headed Households (WHH), Ex-combatants)</i></p> <p>Indicator 1.B: <i>Percentage of targeted population that report having improved living standards as assessed in the baseline assessment in terms of increased incomes, better access to facilities, education, health, medical and household assets, savings and MHPSS.</i></p> <p>Baseline: 0 Planned Target:</p>	<p>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.</p> <p>Target Exceeded. 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>	<p>Not applicable</p>	<p>Final evaluation Report of the Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project</p> <p>Final evaluation Report of the Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project</p>

⁹ Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>Interim: 40% by December 2023 Endline:60%</p>			
<p>Indicator 1. C: <i>Percentage of the targeted resettled population that report increased feelings of confidence and trust in the resettlement process based on access to livelihood services (JPP Measurement)</i></p> <p>Baseline: 20% (Total resettled population-sample) Planned Target: Interim: 30% by December 2023 Endline: 50%</p>	<p>95.06% <i>(Based on the outcome assessment conducted)</i></p>	<p>Not applicable</p>	<p>IOM evaluation report.</p>
<p>Output 1.1: Increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure.</p> <p>Indicator 1.1.1: <i>Percentage of beneficiaries who have a positive opinion of the counselling services provided.</i></p>	<p>Target Exceeded. The project met its target, with 75% of MHPSS recipients finding the support "helpful."</p>	<p>Not applicable</p>	<p>Final evaluation Report of the Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project</p>

<p><i>(Disaggregated by type of counselling support i.e., Individual counselling and/or Peer group counselling and/or referrals for further support)</i></p> <p>Baseline: 0 Planned Target: Interim: 30% Endline: 60%</p>			
<p>Indicator 1.1.2: <i>Percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors (Disaggregated by WHH, Youth, Ex-combatants within the target group)</i></p> <p><i>(Measurement: Numerator: # of beneficiaries satisfied with the service provided by the state and non-state actors</i> <i>Denominator: #Of beneficiaries assisted to get civil documents)</i></p> <p>Baseline: 20 (WHH - 20%, Ex-combatants - 25%, Youth - 10%)</p> <p>Planned Target: Interim: Not applicable Endline: 60% disaggregation to be provided after village/locations assessment)</p>	<p>Target Exceeded. 97.5% of documentation recipients confirmed the support made it "easier to access services including school, health, and banking systems</p>		<p>Final evaluation Report of the Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project</p>
<p>Indicator 1.1.3: <i>Percentage of staff members demonstrated that they use the skills and knowledge they received with the support of the project (disaggregated by sex).</i></p>	<p>100%</p>	<p>100% government officials and counsellors trained on MHPSS services demonstrated that they use the skills and knowledge received, following the upgrade of the counselling spaces.</p>	<p>Annual perception survey. Feedback forms/ post training evaluation assessments.</p>

<p><i>(Measurement: Numerator: # of staff members (Local Government officers of service providers) demonstrated that they use the skills and knowledge they received with the support of the project</i></p> <p>Baseline: 0 Planned target: Interim: 20% by end of October 2023 50% by end of October 2024 Endline: 70% (Disaggregation to be provided after completion of initial assessment)</p> <p><i>Denominator: # of staff members trained/ provided with capacity development support - this includes the upgrading of counselling spaces attached to the district or divisional secretariat)</i></p>		<p>80% of government officials trained on SGBV reported increased knowledge.</p>	
<p>Indicator 1.1.4a: <i>Percentage of the target local level state and non-state actors confirmed that they deliver citizen centric gender sensitive services.</i></p> <p>Baseline: 0 Planned Target: Interim: Not applicable Endline target: 70%</p>	<p>53.33% <i>(Based on the outcome assessment conducted)</i></p>	<p>Indicated that certain government offices lack the required resources.</p>	<p>Derived from the outcome assessment.</p>
<p>Indicator 1.1.4b: <i>Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric PWD-sensitive services</i></p> <p>Baseline: 0 Planned Target: Interim: Not applicable</p>	<p>60% <i>(Based on the outcome assessment)</i></p>	<p>Through the project IOM and UNDP supported PWD beneficiaries and provided PWD-sensitive services. Additional resources are required to strengthen the government.</p>	<p>Annual perception survey or assessments.</p>

<p>Endline target: 70%</p> <p>Indicator: 1.1.5: Percentage of resettled families confirmed that they are protected physically Baseline: 00 Planned Target: 80%</p>	<p>98.80% of resettled families confirmed that they are protected physically.</p>		
<p>Output 1.2: Increased livelihood opportunities for resettled community groups that are durable climate-resilient and context-specific</p> <p>Indicator 1.2.1: <i>Number of target families benefitted from sustainable livelihood opportunities established/created by the project within the project period.</i></p> <p>Baseline: 0 Planned Target: 70 by end of October 2023 175 by end of October 2024 Endline: 680 families (UNDP 267; IOM 350)</p>	<p>795 returnees - comprising 475 men and 320 women strengthened their livelihoods through the provision of in kind assistance.</p> <p>445 returnees (285 men and 160 women) supported by UNDP for sustainable livelihood opportunities.</p> <p>252 returnees (179 male & 73 female) supported by UNDP for sustainable livelihood opportunities. (252 is the correct figure for this indicator. 445 is inclusive of the indicator 1.2.2 scaleup (135) and indicator 1.2.3 women and youth entrepreneurs (58) .</p> <p>350 returnees (350 heads of households (190 men and 160 women) received in-kind support for economic reintegration and livelihood support) from IOM.</p>	<p>UNDP was unable to assist 15 families due to the exchange losses, however, these families were assisted using alternative funding sources.</p>	<p>Annual review of the project and CSO reports, along with monitoring visits.</p>

<p>Indicator 1.2.2: <i>Percentage of target individuals have scaled up/ expanded livelihood activities. (Disaggregated by sectors which include fisheries, agriculture livestock, dairy etc.</i></p> <p><i>Type: Youth, Women, FHH, Windows by type – War widows, Military widows, and widows, PWDs)</i></p> <p><i>(Measurement: Numerator: # of target individuals have scaled up/ expanded LH activities</i> <i>Denominator: # of individuals targeted, assessed and assisted for the scale-up/ expansion support)</i></p> <p>Baseline: 0 Planned Target:</p> <p>Interim: 20% by end of October 2023 50% by October 2025 Endline: 80% (25 of the targeted 350 beneficiaries)</p>	<p>85% of assisted beneficiaries have scaled up / expanded livelihood activities. <i>(Based on the outcome assessment)</i></p> <p>135 returnees (87M/48F)</p>	<p>Not applicable</p>	<p>Annual review of the project and CSO reports.</p> <p>Direct monitoring and monitoring reports.</p>
<p>Indicator 1.2.3: No. of women and youth entrepreneurs supported to establish market linkages</p> <p>Baseline:00 Planned Target:60</p>	<p>58beneficiaries including 39 women and 19 youth entrepreneurs assisted to establish the market linkages and expanded their livelihoods.</p>	<p>Was unable to assist 02 due to exchange loss.</p>	
<p>Indicator 1.2.4: <i>Percentage of total beneficiaries confirmed that they benefit from the livelihood related infrastructure established by the project</i></p>	<p>100%</p>	<p>Quick-impact infrastructure for resettling communities. Twelve new tube wells benefited 84 (38 men and 46 women) former internally</p>	<p>Annual beneficiary satisfaction survey and direct monitoring.</p>

<p><i>(Measurement: Numerator: # of total beneficiaries confirmed that they benefit from the livelihood- related infrastructure established by the project</i> <i>Denominator: # of total resettled communities reached/ targeted with LH-related infrastructures)</i></p> <p>Baseline: 0 Planned Target:</p> <p>Interim: 20% by end of October 2023 30% by end of October 2024 Endline: 60%</p>		<p>displaced family members out of 24 families.</p> <p>Provided school education tools and furniture to two schools in Delft Island. Benefitted total of 367 students (Women 200 & 167 -Men)</p>	
<p>Output 1.3: Resetting 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 organization/CBOs.</p> <p>Indicator 1.3.1: <i>Percentage of CBOs/WRDS of the resettled communities that demonstrated effective functioning (Regular meetings, Financial Managements, etc)</i></p> <p><i>(Measurement: Numerator: # of CBOs, including WRDS demonstrated effective functions</i> <i>Denominator: #of CBOs, including WRDS mobilized/reactivated.)</i></p> <p>Baseline: 0 Planned Target: Interim: 20% by end of October 2023</p>	<p>70% demonstrated or supported CBOs effective functioning for the returnee communities.</p> <p><i>(based on the outcome assessment)</i></p>	<p>Not applicable</p>	<p>CSO assessment and project report reviews.</p>

<p>40% by end of October 2024 Endline: 60%</p> <p>30 CBOs - UNDP</p>			
<p>Indicator 1.3.2: <i>Percentage of issues affecting social integration collectively addressed by the community-based structures (Including PWD and FHH) of the resettled communities.</i></p> <p>Baseline: 0 Planned Target: 10% by end of October 2023 15% by end of October 2024 Endline: 25%</p>	<p>40% of returnee/ resettled persons reported access to community-based structures/ platforms to share and resolve social issues related to social reintegration.</p>		

iii) Evaluation, Best Practices and Lessons Learned

Lessons Learned:

1. **Adaptive Management in Volatile Contexts:** The EDRR project highlighted the need for flexible program design to navigate economic and political volatility. Adaptive management allowed timely adjustments to activities, procurement, and scope, ensuring continued relevance and effective support.
2. **Evidence-Based Needs Assessment and Targeting:** Comprehensive, participatory needs assessments ensured interventions were relevant, equitable, and targeted to those most in need. This approach consistently achieved participation targets and addressed the priorities of diverse beneficiary groups, including women and marginalized populations.
3. **Integrated Programming for Holistic Impact:** By simultaneously addressing housing, livelihoods, documentation, and social cohesion, the EDRR project generated synergistic effects, producing more comprehensive and lasting economic and social impacts than single-sector interventions could achieve.
4. **Strategic Government Engagement:** Early and continuous engagement with government partners at all levels enhanced implementation, aligned activities with national priorities, and fostered national ownership, strengthening the sustainability and long-term viability of project outcomes.
5. **Sustainable Reintegration and Long-Term Commitment:** Durable reintegration requires phased, long-term approaches that progressively build local capacities and bridge humanitarian, development, and peacebuilding efforts. The EDRR experience underscores that lasting peace and resilience cannot be achieved through short-term interventions alone.
6. **Stakeholder Engagement:** A key insight was the significance of involving stakeholders at every stage of the project. A collaborative approach ensured that diverse perspectives were considered, enhancing the programme's overall relevance and effectiveness. By engaging stakeholders, ranging from local government officials to community leaders and beneficiaries, the program was able to maintain transparency and align its goals with the needs of the community.
7. **Continuous Monitoring and Feedback:** Regular monitoring and close engagement with beneficiaries emerged as vital components for success. This proactive approach allowed the program to identify and address challenges in a timely manner, ensuring that issues were resolved before they could escalate. This lesson highlighted the importance of maintaining a continuous feedback loop to adapt to changing circumstances and beneficiary needs.
8. **Empowerment and Ownership:** Another significant lesson was the value of empowering beneficiaries in decision-making processes related to their livelihoods. By providing beneficiaries with the autonomy to make decisions, the programme fostered a sense of ownership that significantly contributed to the sustainability of its outcomes.
9. **Tailored Assistance:** The project also emphasised the necessity of tailoring assistance to individual needs. Uniform approaches often proved less effective compared to personalised solutions. For example, providing business development, technical and skills training alongside financial support not only improved beneficiaries' livelihoods but also boosted their confidence and self-esteem. This

comprehensive approach addressed both the immediate and long-term needs of beneficiaries, ensuring greater project success.

10. **Gender-Sensitive Programming:** Empowering women through targeted interventions has transformative effects on households and communities. Gender-sensitive programming should continue to focus on providing equal access to resources and opportunities. Conducting formal gender assessments could help future programs understand and address the unique challenges faced by women and marginalized groups, ensuring inclusivity and fairness.

Best practices:

1. **Integration of Mental Health and Counselling Services:** Addressing the psychological well-being of participants is critical for long-term success. Establishing counselling centres and integrating mental health support into reintegration programs can help individuals overcome trauma. Such initiatives not only build a strong foundation for beneficiaries but also serve as replicable models for future programmes.
2. **Robust Monitoring and Evaluation Systems:** Effective monitoring and evaluation are essential for tracking progress, identifying challenges, and making necessary adjustments. Real-time data collection and analysis ensure programs stay aligned with their goals. Regular review meetings and the involvement of community-based structures, provide ongoing support and guidance to beneficiaries, ensuring sustained engagement.
3. **Inclusion of Marginalized Groups:** Ensuring the active participation of marginalised groups, including women-headed households, individuals with disabilities, ex-combatants, and returnees, is critical for realising equitable outcomes. These interventions not only address the economic needs of vulnerable populations but also promote social cohesion and empowerment. Future programmes should prioritise inclusivity to drive broader community development.
4. **Building Sustainable Community Networks:** Leveraging the strength of community networks fosters solidarity and sustainability. Encouraging beneficiaries who have succeeded in their ventures to mentor others creates a ripple effect of support and growth. Programmes that integrate community engagement at every level strengthen the social fabric and provide lasting benefits.

Challenges:

- **Logistical and Economic Barriers:** Implementation faced challenges such as supply shortages, price fluctuations, and unavailability of preferred brands, causing delays in assistance distribution. Strong vendor relationships helped mitigate these issues, while alternative procurement strategies and extended quotation validity periods adapted to economic instability. Inflation, currency depreciation, and changing beneficiary preferences required continuous reassessment of support strategies.

Monitoring and Evaluation:

Throughout the programme, the project conducted regular field visits to monitor the activities being implemented at ground level including the activities conducted in partnership with CSOs.

Further, to assess the outcomes of the support provided by IOM under the EDRR project, IOM conducted an outcome assessment through an independent entity. The findings of the outcome assessment revealed overall positive results. The outcome assessment is presented as Annex 2.

A joint external evaluation is being conducted by the UNDP as the lead agency for the project. The final evaluation report is included as Annex 3.

iv) A Specific Story (Optional) Please refer to Annex 4 for success stories.

Annex list

Annex 1 Photographs of the Intervention

Annex 2 IOM Outcome Assessment Report

Annex 3 Final evaluation of the Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project

Annex 4 Success Stories

Annex 1 Photographs:

Supported the upgrading of counselling spaces in Jaffna and Kayts district and divisional secretariat



Images above: before the construction of the counselling spaces Jaffna district secretariat (left) and after the construction of the counselling space (right) 2024 © IOM



Images above: The official handing over of counselling spaces at Jaffna and Kyats 2024 © IOM



Images 1 & 2 above: individual counseling session in Kyats counseling space and group counseling in Jaffna 2024 | © IOM

Exposure visits



Images 1 and 2: Exposure visit conducted at Mirusuvil and Muthaiyankaddu, January 2025 | © IOM

Skills/vocational training for youth from newly resettled communities



Images above: The youth receiving their certificates in January 2025 © IOM

Establish immediate basic livelihood related infrastructure for newly resettled communities



Images above: IOM constructed 12 tube wells, providing clean water access to 24 resettled families, supporting their health, well-being, and livelihood activities 2025 © IOM



Images above: transporting equipment to the schools in Delft March 2025 © IOM



Images above: handing over the equipment to the schools March 2025 © IOM

The Northern Dialogue 2025: Pathways to development





Images above: Participants engaging in group discussions and presentations on key thematic areas March 2025 © IOM

Supporting Women Rural development societies



Images above: skillfully packaging snacks Varany Iyattalai WRDS (left) and women at Anaikodai WRDS artistically crafting intricate batik designs with care and creativity March 2025 © IOM

Final Report

Outcome assessment

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



Final Report

**Outcome assessment of the
project "Expanded Support
for Durable Resettlement
and Reintegration in Sri
Lanka (EDRR)"**

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Abbreviations

AWS	Amazon Web Services
CAP	Computer-assisted Phone
CBO	Community-based organizations
CD	Compact Disc
CEFE	Certificate in Financial Education
CFC	Combined Federal Campaign
DAC	Development Assistance Committee
DR	Desk Review
DS	Divisional Secretariat
EDRR	Expanded Support for durable Resettlement and Reintegration
FGD	Focus Group Discussions
GESI	Gender Equity and Social Inclusion
GO	Government Officials
HH	Household
HHS	Household survey
IDP	Internally Displaced Persons
IOM	International Organization for Migration
IPID	Institute for Participatory Interaction in Development
JPP	Joint Programme for Peace
KII	Key Informant Interview
LH	Livelihood
MEL	Monitoring, Evaluation, and Learning
MHPSS	Mental Health and Psychosocial Support
NAITA	National Apprentice and Industrial Training Authority
NVQ	National Vocational Qualification
OECD	Organisation for Economic Co-operation and Development
PWD	Persons With Disabilities
QIP	Quick Impact Project
SP	Service Providers
SPSS	Statistical Package for Social Sciences

TOR	Terms of reference
UN SDG	United Nations Sustainable Development Goals
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WRDS	Women's Rural Development Societies

Executive Summary

Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project is implemented by the International Organization for Migration (IOM) together with two local implementing partners, OffERR and CFCD, in partnership with the United Nations Development Programme (UNDP). The project was funded through the SDG Multi-partner Trust Fund. Since its establishment in Sri Lanka in 2002, IOM has supported the resettlement and reintegration of vulnerable populations affected by the country's civil conflict, which ended in 2009. The EDRR project, running from March 2023 to March 2025, aims to facilitate the sustainable and dignified reintegration of internally displaced persons (IDPs) and refugee returnees in the Northern and Eastern provinces. Special attention is given to women-headed households, ex-combatants, youth, and other marginalized groups.

The project focused on promoting justice, social cohesion, and sustainable integration to achieve durable peace. It included livelihood support, skills development, livelihood infrastructure development, and psychosocial assistance for 350 households. Additionally, the project seeks to empower youth, strengthened Women's Rural Development Societies (WRDS), and improve access to inclusive state and community services tailored to local needs. Accordingly, EDRR project has reached more than 1000 households. These efforts are designed to rebuild trust in state and non-state mechanisms for supporting resettlement and community development.

To evaluate the project's effectiveness, IOM planned an outcome assessment to measure its impact on economic and social conditions. This assessment analyzed changes in beneficiaries' income levels, employment, and financial stability, along with improvements in access to essential services such as healthcare, education, and housing. The assessment also examined beneficiaries' trust in the resettlement process and assess the relevance and applicability of the skills training provided. Based on findings, the assessment delivered actionable recommendations to enhance future program implementation.

The report details the methodologies and tools used by IPID for a comprehensive outcome assessment of a project, incorporating diverse techniques such as desk reviews, household surveys, phone surveys, capacity assessments, key informant interviews (KIIs), focus group discussions (FGDs), case studies, and observational visits.

The desk review established a foundational understanding of project context by analyzing key documents such as training reports, capacity assessments, and progress narratives. A household survey of 350 beneficiary households provided quantitative data on socio-economic changes and project outcomes, while phone surveys gathered feedback from youth and trained officers on the relevance of provided skills training. A CBO capacity assessment evaluated organizational performance across ten domains in collaboration with community-based women's organizations (WRDS).

Key informant interviews with stakeholders captured insights into project services and their effectiveness, and case studies documented personal and community-level changes achieved. Observational visits verified infrastructure outcomes, such as water facilities and counseling units. Four FGDs explored cross-cutting themes such as gender and inclusion, supplementing survey data with qualitative perspectives.

Real-time data collection using mobile tools and the KOBO Toolbox ensured secure, efficient data handling, while a robust analysis plan incorporated quantitative and qualitative approaches, ensuring thorough, triangulated findings. These efforts collectively offered a rigorous assessment of the project’s impact and areas for improvement. The indicator measurements are presented in the table below.

Indicator	Baseline	EOP Target	EOP Actual
Outcome 1: 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%	71.91%
1.B: Percentage of targeted population that report having improved living standards.	0	60%	94.75%
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%	96.30%
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%	100%
1.1.2: Percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors (UNDP).	20%	60%	82.095
1.1.3: Percentage of beneficiaries who demonstrate an increase in skill or knowledge of the topics covered in the training.	0	70%	100%
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%	53.33%

Indicator	Baseline	EOP Target	EOP Actual
1.1.4 B The percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric PWD-sensitive services.	0	70%	60%
1.1.5: Percentage of resettled families confirmed that they are protected physically (UNDP).	0	80%	95.85%
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	617 UNDP: 267 IOM: 350	343 350
1.2.2: Percentage of target individuals have scaled up/ expanded livelihood activities.	0	80%	81.11%
1.2.4: Percentage of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project.	0	50%	100%
1.2.5 Percentage of total beneficiaries confirmed that they benefit from skill development training provided by EDRR project.	0	-	48.39%
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. No. of CBOs mobilized and reactivated through capacity building Programme. No. of CBOs/WRDS strengthened though provision of 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			
1.3.1: Percentage of CBOs and Producer Organizations of the resettled communities that demonstrated effective functioning (Regular meetings, Financial Management, etc.)	0	60%	61.08%

Conclusion

The program demonstrated significant success in empowering marginalized groups, fostering community cohesion, and promoting sustainable livelihoods. By addressing the economic and social needs of beneficiaries, particularly women, refugee returnees, ex-combatants, and other vulnerable populations, it provided a foundation for long-term resilience and self-reliance.

Key achievements included improved income levels, skill development, enhanced social inclusion, and strengthened community participation. The program's focus on gender equality and the active involvement of stakeholders ensured its adaptability and effectiveness in meeting the beneficiaries' needs. However, challenges such as dependency mindsets, social resistance, and gaps in educational reintegration highlighted areas for improvement.

Despite these hurdles, the program's inclusive and flexible approach resulted in a success rate of over 75%, delivering meaningful outcomes in economic empowerment and social integration. Lessons learned, particularly regarding tailored training, stakeholder collaboration, and continuous monitoring, offer valuable insights for future initiatives. Replicating the program's strengths while addressing its limitations can drive sustainable change and greater impact in similar contexts.

Recommendations

By incorporating these recommendations, future interventions can build on past successes, promote long-term sustainability, and ensure that vulnerable populations receive the comprehensive support they need.

- **Sustained Support for Returnees and Vulnerable Groups:** Establish a dedicated Ministry / Institution for Resettlement and Reconciliation to provide sustained, long-term support for returnees. Expand the scope of assistance to address broader social and economic challenges faced by vulnerable groups. Ensure continued mentorship, livelihood support, and integration into local markets.
- **Community-based Support Networks:** Strengthen community-based support networks to ensure the sustainability of program impacts. Actively involve host communities in the reintegration process to foster social cohesion, reduce resistance, and support peaceful integration.
- **Document Access and Educational Transitions:** Streamline the process for obtaining documentation, particularly for returnees needing to enroll children in school. Offer specialized support to children transitioning between educational systems, focusing on language and cultural integration.
- **Private Sector Engagement and Livelihood Sustainability:** Expand private sector partnerships to create sustainable livelihoods for returnees. Develop strategies that encourage self-reliance and reduce dependency on external aid.
- **Gender-centric and PWD-sensitive services:** The current achievement levels for gender-centric (53.33%) and PWD-sensitive (60%) services fall short of the 70% target, requiring strategic improvements. Strengthening policies, training service providers, and enhancing monitoring mechanisms are essential for gender-sensitive services. Collaboration with partners and public awareness campaigns can further drive progress. For PWD-sensitive services, infrastructure upgrades, training, and technology integration are necessary to improve accessibility.

1.Introduction

The International Organization for Migration (IOM) is part of the United Nations System as the leading inter-governmental organization promoting since 1951 humane and orderly migration for the benefit of all, with 175 member states and a presence in over 100 countries¹. IOM has had a presence in Sri Lanka since 2002. IOM works closely with governmental, intergovernmental, and non-governmental partners. Since the civil conflict of Sri Lanka ended in 2009, efforts have been ongoing to facilitate the resettlement and reintegration of internally displaced persons (IDPs), refugee returnees, and other vulnerable groups². The IOM, and United Nations Development Programme (UNDP) jointly implement the Project: Expanded support for durable resettlement and reintegration in Sri Lanka (EDRR) from 01 March 2023 to 31 March 2025.

1.1. Project Background

EDRR addresses persistent issues faced by conflict-affected communities in Sri Lanka's Northern and Eastern provinces with aiming at supporting conflict-affected people in the Northern and Eastern provinces of Sri Lanka. The project is funded by the UN SDG Fund (with support from the UK) under the "Peace Pillar" of the UN Resident Coordinator's office. The main target beneficiaries include internally displaced persons (IDPs) and refugee returnees, with special consideration given to women-headed households, ex-combatants, youth, community-based organizations (CBOs)/rural development societies, and local government structures.

The overall objective of the EDRR project is for multiple partners at all levels of society to promote justice, foster social cohesion, and prioritize the sustainable and secure integration of conflict-displaced persons to achieve durable peace in Sri Lanka. The IOM component of the EDRR project aims to reach 1000 beneficiary households through livelihood support, skills development, capacity building, and psychosocial support. Furthermore, the project aims to provide quick-impact infrastructure to resettling communities, empower youth, and strengthen Women's Rural Development Societies (WRDS) in the Jaffna district."

1.2. Project output and outcome

The project has the following outcome:

Outcome: 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 International Organization for Migration. (n.d.). IOM in Sri Lanka. International Organization for Migration. Retrieved November 13, 2024, from <https://www.iom.int/country/sri-lanka>.

² International Organization for Migration. (n.d.). Migration and development. <https://www.iom.int/migration-and-development>.

The project has the following outputs:

1. Increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure.
2. Increased livelihood opportunities for resettled community groups that are durable, climate-resilient, and context-specific
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.

2. Objectives of outcome assessment

IOM considers outcome assessment as one of important project management tools. Therefore, IOM planned to carry out an outcome assessment of this EDRR project with aiming at assessing the progress of impacts and outcomes of the project interventions. As such, the main objective of the assessment is to evaluate the outcomes and impacts of the livelihood and community-level support that is provided to beneficiaries. This outcome assessment aims to:

- Assess the effectiveness of the interventions in improving the economic and social conditions of beneficiaries.
- Identify strengths and weaknesses in the current implementation to inform future improvements
- Provide actionable recommendations based on realistic evidence to enhance program effectiveness.

3. Scope of work

Assess Economic Outcomes:

- Conduct survey to gather data on changes in income levels among beneficiaries.
- Analyze employment status and income-generating activities.
- Evaluate changes in asset ownership and financial stability (WRDS)
- Effective functioning (Regular meetings, Financial Management, etc.)

Evaluate Improvements in Living Standards:

- Use survey to assess access to essential services such as education, healthcare, and housing.
- Measure improvements in household conditions and living environments.
- Analyze the availability and quality of necessities pre- and post-intervention (E.g., Quick impact projects)
- Analyze the improvement of MHPSS knowledge and services to community
- Evaluate the livelihood and other vulnerability-related services and support provided during the project

Assess Beneficiaries' Confidence in the Resettlement Process:

- Evaluate beneficiaries' trust in the resettlement support mechanisms.

Evaluate Skill and Knowledge Improvement:

- Verify the certificates of NVQ through the phone survey
- Collect feedback on the relevance and applicability of the training provided.

Proposal, questionnaires, and Inception Report: (Deliverable 1)

- Develop a detailed proposal and inception report outlining the methodology and activities for conducting a comprehensive assessment of the outcomes and

impact of the livelihood and community-level assistance delivered to beneficiaries.

- Develop the questionnaires and survey forms with inputs from IOM prior to undertaking the assessment.
- Present the proposed assessment tools and methodologies, along with a breakdown of activities, timelines, and expected outcomes, for review and approval by IOM.
- Incorporate any feedback and adjustments required by IOM to align the proposal with the objectives of the assessment. (**Note:** *Inputs will be provided by IOM, and the service provider will incorporate those into their assessment*).

Draft Reporting and presentation: (Deliverable 2)

- Submit the draft report according to the timeline and present preliminary findings in a PowerPoint presentation to the project team and stakeholders for validation and clarifications.
- Findings should be specific, concise, and supported by Triangulation of quantitative and qualitative information derived from various sources to ensure reliability and validity)

Review Reporting: (Deliverable 3)

- Based on the debrief and initial feedback, the Assessment team will develop a draft report to be shared with the Programme Manager (Head of unit) or her assigned official/ focal point for review. The first draft of the report will be analytical and include action-oriented, practical, and specific recommendations assigned to or designated for audiences/implementers/users.
- Programme manager or her assigned official / focal share the review feedback with the assessment team.

Final Report, Dissemination, and raw data's: (Deliverable 4)

- Prepare a final analytical assessment report accompanied by annexes containing quantitative and qualitative analysis supplemented with case studies. The Final assessment report will emphasize analytical comparison of implementation approaches and achievements.
- Present a summary of the final findings and recommendations to the IOM team by the consultant.
- Incorporate comments received from IOM into the final report.

3.1. Target locations

Jaffna district with the following DS Divisions Islands North (Kayts), Karainagar, Valikamam West (Chankanai), Valikamam North (Thlippalai), Valikamam South (Uduvil), Vadamaradchchi East, Vadamaradchi North (Point Pedro), Thenmaradchi (Chavakachcheri), Nallur, Jaffna, Islands South (Velanai), Delft, Valikamam East (Kopay), Valikamam Southwest (Sandilipay), Vadamaradchchi South-West (Karaveddy)

3.2. Target groups

- Livelihood recipients- Ex combatant, War widows, Refugee Returnees, Internally Displaced Persons (IDPs), Person with disabilities etc.
- Government stakeholders that related to livelihood, and counseling support
- WRDS members
- Quick impact project beneficiaries
- Youth supported for NVQ qualification
- VTA officials

3.3. Core cross-cutting priorities

Priorities, such as gender equality and human rights, were considered in this assessment. The Gender dimension was considered as a cross-cutting concern throughout the assessment, deliverables, and final report of the assessment.

The outcome assessment was adopted gender equality framework in structuring the study framework and analyzing information. Gender equality refers to the equal enjoyment by women, girls, boys and men of rights, opportunities, resources and rewards. A critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances. Equality does not mean that women and men are the same but that their enjoyment of rights, opportunities and life changes are not governed or limited by whether they were born female or male. The analytical framework includes three domains:

- IPID analyzed the knowledge, skills, abilities, self-esteem, and personal aspirations of participants including minority groups and marginalized and minor religious groups.
- Structures examined what societal norms, customs, institutional practices and policies shape participants choices in life
- Relations identified how the power dynamics within the household, with intimate partners and support from others and relationships influence their path.

4. Methodology

This outcome assessment assessed the outcome progress achieved by the EDRR project. Thus, IPID provided quantitative and qualitative interpretations on the indicators of the project log frame and provided suggestions to the program on how to improve project's support to achieve targeted outcomes during the project implementation period and future projects in similar nature. The data and information were gathered using mixed methods that combined quantitative and qualitative methods to strengthen the validity of findings and recommendations. In this outcome assessment, mixed methods were used to improve data reliability, broaden understanding and make quantitative results more understandable. In the situation, where a formal baseline study had not been conducted, IPID collected baseline data through memory recall method for the necessary

indicators. Finding a control group like the EDRR beneficiaries without a project support was not practical. Accordingly, the study design was non-experimental.

Data collection was conducted in an independent and objective manner and followed a participatory and ethically accepted approach. Multiple means of analysis and data triangulations were used to arrive at conclusions and meaningful recommendations. It adhered to IOM Monitoring and Evaluation Guidelines. Further, the outcome assessment adopted a participatory process, consulting with all target communities and stakeholders of the project, including ex-combatants, War Widows, Internally Displaced Persons, resettled communities, Youth, Rural Women Development Societies, government ministries/departments, institutions, Implementing partners, and other key stakeholders throughout the assessment process. Detailed methodology is presented in appendix 3. The tools used for data collection are presented in Appendix 4: Data Analysis Plan, Appendix 5: Household Questionnaire, Appendix 6: Computer Assisted Phone Interview guide – Youth Skill Development, Appendix 7: Computer Assisted Phone Interview guide – Trained Government Officers, Appendix 8: CBO Capacity Assessment Tool, Appendix 9: KII guide - Staff members (Local Government officers of service providers) trained, Appendix 10: KIIs with GO officers, IOM staff, and Partners; staff, Appendix 11: FGD guide for WRDS, and Appendix 12: FGD guide for beneficiaries of QIP.

4.1. Key Areas of Assessment and tools for collecting data

The outcome data requirements were assessed in line with the terms of reference. The required data and information of the post-project situation were collated separately under each project outcome and output. The Outcome Assessment collected data/information in line with the MEL Matrix indicators, and the expected outcomes.

Data collection was conducted using the following techniques and tools: A combination of Desk Review (DR), household survey (HHS), Computer-assisted Phone (CAP) Surveys, CBO Capacity assessment, Key Informant interviews (KIIs), Focus Group Discussions (FGDs), Case Studies and Observational Visits. IPID thoroughly reviewed the MEL framework of the project and devised the necessary tools/surveys etc., to gather the required information mentioned therein with a view to incorporating these into the outcome assessment. The IPID used the interview guides prepared by IOM and independently adapted the questions in Key Informant Interviews (KII), the HH Survey and CBO assessment guidelines in consultation with the IOM focal points.

5. Process and Implementation

This section of the report elaborates on the process and implementation of the program, highlighting key components such as beneficiary selection, training, and livelihood support. EDRR project aimed at supporting vulnerable groups, such as returnees, war widows, ex-combatants, and Internally Displaced Persons (IDPs), followed a systematic,

inclusive, and multifaceted approach. The program was designed to meet the diverse needs of these groups by offering tailored interventions. The assistance program has made significant strides in supporting vulnerable groups such as returnees, war widows, ex-combatants, and IDPs. Through a combination of in-kind support, technical training, mental health services, and stakeholder collaboration, the program has fostered sustainable livelihoods and contributed to the long-term reintegration of beneficiaries into their communities.

5.1 Beneficiary Selection and Needs Assessment

The first critical step in the program was the identification of target groups. Beneficiaries, including returnees, war widows, ex-combatants, and IDPs, were selected based on specific vulnerabilities and needs. A rigorous and collaborative process was employed, involving relevant stakeholders such as government authorities and local organizations. This ensured that the selection process was transparent, fair, and inclusive.

To ensure the right support for each beneficiary, a comprehensive needs assessment was conducted. This included evaluating their livelihood preferences, existing skills, and required resources to establish sustainable livelihoods. Based on the assessment results, reintegration plans were developed for each household, focusing on their unique needs and aspirations.

5.2 Stakeholder Collaboration and Coordination

A key feature of the program's implementation was the active involvement of various stakeholders, including government officials, local authorities, and implementing partners. Initial stakeholder meetings provided a platform for discussing the program's objectives and fostering collaboration. Regular communication among stakeholders was maintained through monthly meetings. These meetings facilitated problem-solving, addressed concerns, and ensured all parties remained aligned with the program's goals. The coordination between local government bodies, such as the District Secretariat, Divisional Secretariats, and Grama Niladharis, played a significant role in ensuring effective delivery and support to the beneficiaries.

5.2.1 Community Participation and Ownership

One of the program's standout features was its participatory approach, which empowered beneficiaries to take ownership of their progress. Beneficiaries were actively involved in deciding the types of support that they would receive, ensuring that interventions were relevant to their needs. This sense of ownership led to higher engagement and a greater commitment to making the most of the resources provided.

The role of WRDS members in fostering community participation was particularly noteworthy. Acting as trusted intermediaries, they provided guidance and support to beneficiaries, especially returnees who were unfamiliar with local systems. Their efforts facilitated smoother integration, built trust, and strengthened community cohesion.

5.3 Livelihood Support and Skill Development

The program provided various forms of support to enable beneficiaries to establish sustainable livelihoods. One of the major components of the support was in-kind assistance, which included essential resources such as livestock and tools for income-generating activities. In addition to in-kind support, beneficiaries participated in Business Development Training (BDT) programs and technical training. These programs focused on enhancing entrepreneurship, financial management, and technical skills.

The program placed significant focus on supporting returnees, who had faced numerous challenges due to their displacement. Upon their return to their home areas, they were provided with livelihood support to prevent them from returning to camps and ensure their reintegration into the community. For instance, returnees from the fishing community received fishing equipment, while others were provided with tools for small businesses such as sewing machines and capital for grocery stores. The support allowed returnees to establish sustainable income sources and rebuild their lives with dignity. The success of the program in supporting returnees was attributed to strong collaboration with the International Organization for Migration (IOM) and other stakeholders, which contributed to the program's effectiveness.

5.3.1 Skill development

As part of the program's focus on long-term sustainability, beneficiaries were provided with technical training to improve their skillsets and livelihood. For example, the Industrial Development Board (IDB) offered a four-day embroidery training for seamstresses and a one-day catering service training for eatery operators. Training sessions were structured to ensure participants were selected based on pre-assessments of their interests and capabilities. Female trainers facilitated the sessions, providing a supportive environment for female participants and ensuring the training met the specific needs of the community.

Beyond technical skills, the program also emphasized business management skills. Participants were introduced to cost-effective purchasing strategies and collective buying practices. To maintain communication and foster ongoing learning, the IDB set up a WhatsApp group for participants to interact with their trainers and fellow trainees.

5.4 Counseling and Mental Health Support

Recognizing the mental health challenges faced by the beneficiaries, especially those returning from conflict zones, the program established counseling centres at multiple locations. These centres offered mental health services, providing a safe space for beneficiaries to access support and guidance. The integration of mental health support into the program reflected a holistic approach to community reintegration, ensuring beneficiaries' psychological well-being alongside their economic stability.

The program also addressed the intangible aspects of reintegration, including the emotional and psychological well-being of beneficiaries. Ex-combatants and returnees

reported experiencing a sense of relief and safety, as the program provided an environment where they could share their feelings and rebuild their confidence. This emotional release was critical in helping them overcome past traumas and transition to productive, self-sustaining lives.

The presence of a supportive community network further contributed to this sense of security. Beneficiaries who initially felt isolated were able to find solidarity and trust through the program's inclusive approach.

5.5 Support to Women Rural Development Societies (WRDS)

The program also supported Women Rural Development Societies (WRDS), empowering women in rural communities. WRDS received a cash grant of LKR 160,000, along with in-kind support, aimed at strengthening their financial capacity and fostering economic independence.

The cash grant was used to augment the existing revolving fund of WRDS, enabling them to extend financial support to more women in their communities. Additionally, WRDS members who had completed vocational training were able to utilize in-kind support for their livelihoods, thus promoting sustainable economic activities within their communities.

5.6 Monitoring and Evaluation

Continuous monitoring was a crucial element of the program's implementation. Regular visits to the beneficiaries' locations ensured that progress was tracked, challenges were addressed promptly, and resources were used efficiently. These visits, coupled with documentation processes such as reports, photographs, and other records, ensured accountability and helped identify areas for improvement.

The monitoring and evaluation activities were conducted by both implementing agencies and IOM officials. This collaborative oversight allowed for timely interventions when necessary, ensuring that the program remained responsive to the needs of the beneficiaries.

6. Beneficiary Profiles

The surveyed beneficiaries were analyzed based on key demographic parameters to provide an overview of their profiles. These include the age and gender of household heads, beneficiary categories, and the size of households.

6.1. Age of household heads

This figure 1 shows the distribution of households based on the age range of their heads, expressed as percentages. The age group 41–50 years has the highest percentage of household heads at 36.11%, indicating that most households are headed by individuals in this age group. This is followed by the 31–40 years age group, which accounts for 26.23% of household heads, showing a significant portion of households are led by individuals in their 30s. The 51–60 years age group represents 20.99% of household heads, making it another notable category but smaller compared to the younger groups. The 61–70 years age group comprises 9.57%, indicating fewer household heads in this older range. Only 4.01% of households are headed by individuals under 30, showing that younger adults are less likely to head households. Lastly, the oldest age group, over 70 years, makes up just 3.09%, highlighting that very few households are led by individuals in this category.

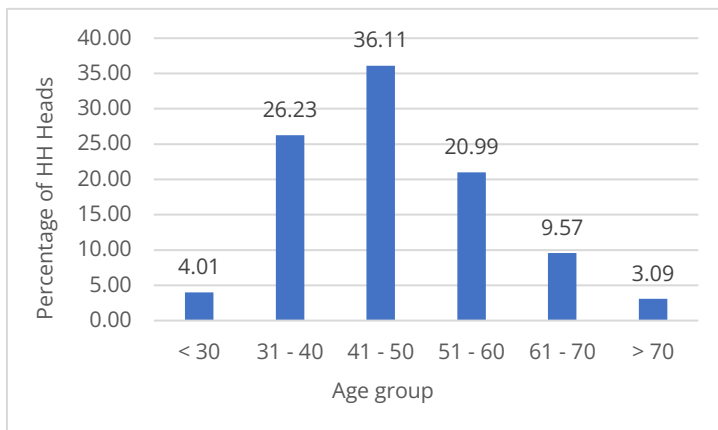


Figure 1: Distribution of age range of household heads

Overall, the data shows that the majority of households are headed by individuals between 31 and 50 years of age, with younger and older household heads being less common. The average age of 47.16 years indicates that the population is slightly skewed towards the middle-aged groups, particularly those between 31 and 60 years.

6.2. Gender of the Household Heads

The figure 2 provides information about the distribution of gender in terms of percentages. It indicates that 53.07% of the beneficiary group identifies as male, while 46.93% identifies as female. This suggests that there is a slightly higher proportion of males compared to females in the dataset being analyzed. The difference, though not very large, shows that males make up a majority in this specific context.

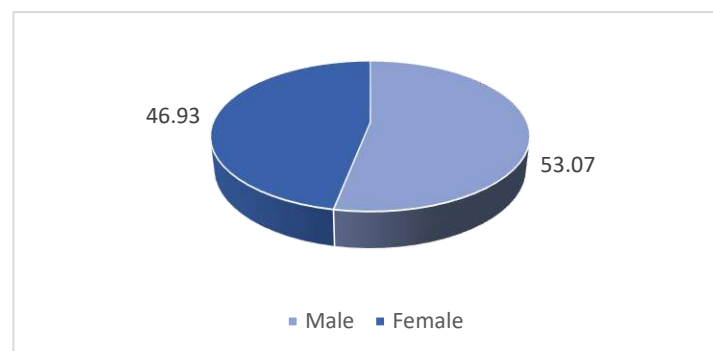


Figure 2: Gender of the Household Heads

6.3. Category of the beneficiaries

The distribution of key categories and their respective proportions are presented in figure 3. Some individuals represent multiple categories. Women-headed households (WHH) represent a notable percentage at 24.07%, indicating the presence of a large number of households led by women. Ex-combatants comprise 33.64% of the population, highlighting the impact of post-conflict scenarios. The refugee returnees represent 22.53%. Lastly, Internally Displaced Persons (IDPs) form the largest group at 47.53%, emphasizing the challenges faced by people displaced within their own country due to various crises. This distribution sheds light on the composition of the population, with a focus on vulnerable and marginalized groups requiring targeted support and resources.

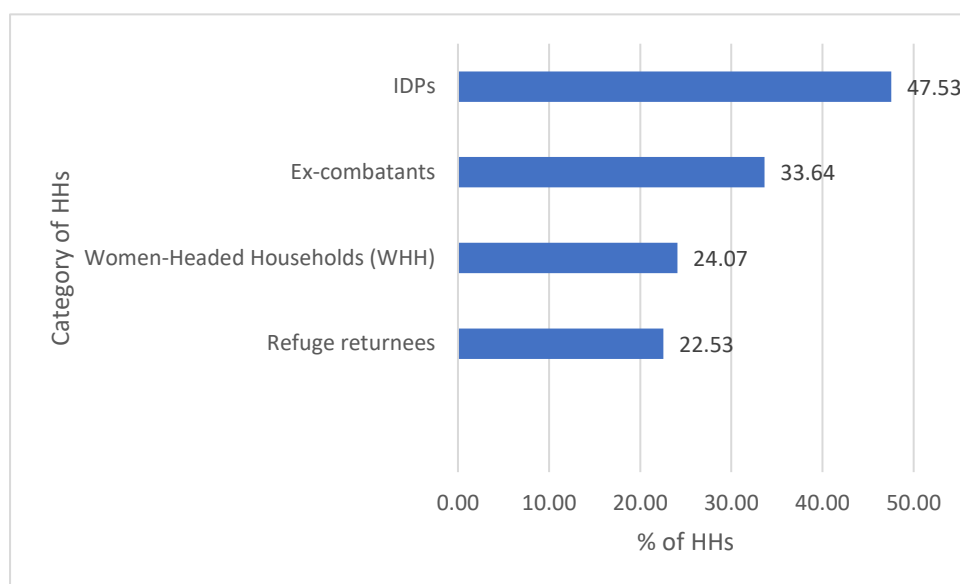


Figure 3: Distribution of individuals across various categories

6.4. Number of household members

The data shows that households with four family members are the most common, making up 30.56% of all households. These are likely standard nuclear families, such as parents with two children. Households with two family members are the second most prevalent, comprising 21.91%. These might include couples or a parent with a single child. Households with three family members account for 19.75%, suggesting a significant proportion of smaller nuclear families. Smaller households with just one family member represent 5.25% of all households, reflecting single-person living arrangements. On the other hand, larger households with five or six members make up 15.12% and 5.86% of the total, respectively. Very large households with seven members are the least common, constituting just 1.54%.

The average family size across all households is 3.52. This aligns closely with the data, as most households fall into the mid-range categories of three or four members, while smaller and larger households are comparatively less frequent.

7. Outcomes Assessment

The assistance programs have delivered remarkable outcomes by addressing the economic, social, and emotional needs of beneficiaries in a comprehensive manner. The program’s emphasis on participatory decision-making, gender equality, and community collaboration has ensured sustainable impacts. Moving forward, addressing challenges related to integration and scaling successful models will be critical in building a more inclusive and resilient society.

The program extended its monitoring and evaluation efforts beyond economic outcomes, focusing on the holistic well-being of beneficiaries and their families. Economic empowerment was particularly notable, with many starting businesses, earning income, and gaining self-confidence. These improvements also had ripple effects, such as increased children’s access to education and enhanced household stability. The table below updates all the MEL indicators at End of Project and is followed by discussions. These assessment results are supplemented by 12 case studies which are presented in appendix 1. Additional data tables disaggregated by Gender & DSD are presented in appendix 13.

Table 1: Updated indicators

Indicator	Base line	EOP Target	EOP Actual
Outcome 1: 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%	71.91%
Youth			100.00%
Persons With Disabilities (PWDs)			100.00%
Women			84.00%
Ex-combatants			76.15%
Internally Displaced Persons (IDPs)			75.32%
Women-Headed Households (WHHs)			71.79%
The refuge returnees			65.75%
1.B: Percentage of targeted population that report having improved living standards.	0	60%	94.75%

Indicator	Base line	EOP Target	EOP Actual
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%	96.30%
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%	100.00%
1.1.2: Percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors (UNDP).	20%	60%	82.09%
1.1.3: Percentage of beneficiaries who demonstrate an increase in skill or knowledge of the topics covered in the training.	0	70%	100.00%
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%	53.33%
1.1.4 B The percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric PWD-sensitive services.	0	70%	60.00%
1.1.5: Percentage of resettled families confirmed that they are protected physically (UNDP).	0	80%	95.85%
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	617 UNDP: 267 IOM: 350	350
1.2.2: Percentage of target individuals have scaled up/ expanded livelihood activities.	0	80%	81.11%
1.2.4: Percentage of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project.	0	50%	100.00%
1.2.5 Percentage of total beneficiaries confirmed that they benefit from skill development training provided by EDRR project.	0	-	48.39%

Indicator	Base line	EOP Target	EOP Actual
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. No. of CBOs mobilized and reactivated through capacity building Programme. No. of CBOs/WRDS strengthened through provision of 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			
1.3.1: Percentage of CBOs and Producer Organizations of the resettled communities that demonstrated effective functioning (Regular meetings, Financial Management, etc.)	0	60%	61.08%

7.1. Return, Resettlement, and Local Integration

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 is the expected outcome 1. The target is 60% of beneficiary households.

7.1.1 Beneficiaries reporting increased incomes

Figure 4 illustrates the distribution of households based on changes in their income. **A significant majority, accounting for 71.91% of households, reported an increase in their income.** In contrast, 15.43% of households indicated that their income remained unchanged. Meanwhile, a smaller proportion, 12.65%, experienced a decrease in income due different reasons such as damaging fishing nets by Indian fishermen and frequent heavy rains with flooding etc. This data highlights that most households saw an upward trend in their earnings, while a minority faced either stability or a decline.

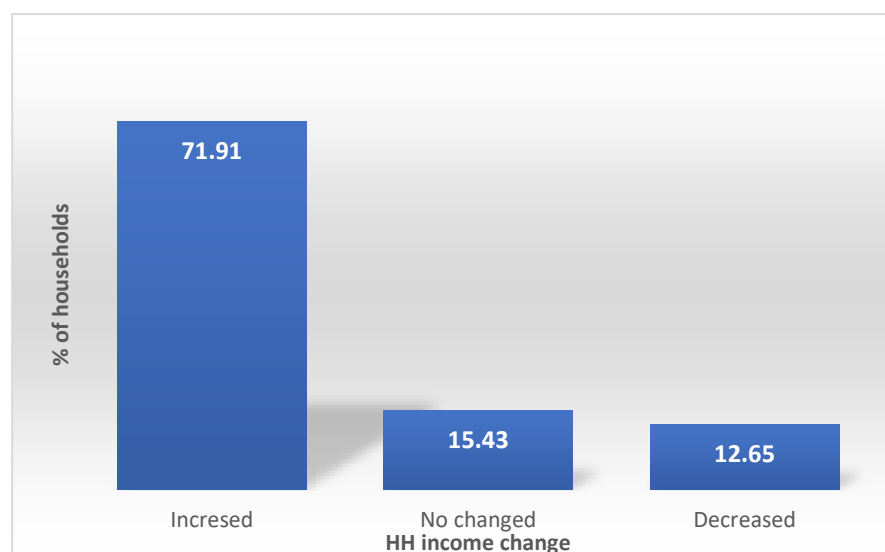


Figure 4: Percentage of HHs Changed their monthly income

7.1.2 Income increases among different categories

The data from the household survey reveals significant success in increasing household incomes across various categories, with all groups surpassing the 60% target set for income growth by the end of the project. This suggests that the strategies implemented to boost income were highly effective, particularly among some of the most marginalized and vulnerable groups. A standout result is seen in the **Youth category (below 35 years), where 100% of households experienced an income increase**. This figure is far beyond the 60% target, indicating exceptional performance in improving the financial situation for youth households. Similarly, the **Persons with Disabilities (PWD) category also saw a 100% income increase across all households**, marking an extraordinary outcome. This suggests that the interventions for PWD were especially successful, ensuring that every household in this group benefited from the project.

The **Women category also showed strong results, with 84% of households experiencing income growth**. This is well above the target, reflecting positive outcomes for women and indicating that gender-focused interventions played a significant role in achieving financial improvement. In a similar vein, **Women-Headed Households (WHH) demonstrated a high success rate as well, with 71.79% of these households reporting increased income**. Although this percentage is slightly lower than the broader women's category, it still surpasses the 60% target and points to a successful outcome for female-headed households.

Ex-combatants were another group with notable success. Approximately 76.15% of households in this category experienced income growth, exceeding the target and reflecting a positive impact from the project's support for reintegration and economic empowerment of ex-combatants. Similarly, **Internally Displaced Persons (IDPs) showed a high rate of success, with 75.32% of their households seeing an increase in income**. This is another encouraging sign that the project was able to reach and support those displaced by conflict, helping them regain financial stability. **The refugee returnee category, though still performing well, showed the smallest percentage increase, with 65.75% of households seeing their income grow**. While this is the lowest figure among the groups, it still comfortably surpasses the 60% target, suggesting that interventions were effective but perhaps not as impactful as those for other categories. The results from the project as presented in figure 5, indicate strong performance in income growth across all tracked categories. Every group surpassed the 60% target, which reflects the effectiveness of the project's strategies in enhancing economic outcomes for households. Overall, the project appears to have made substantial strides in improving income levels, particularly for marginalized groups, indicating a well-executed effort with broad positive impacts.

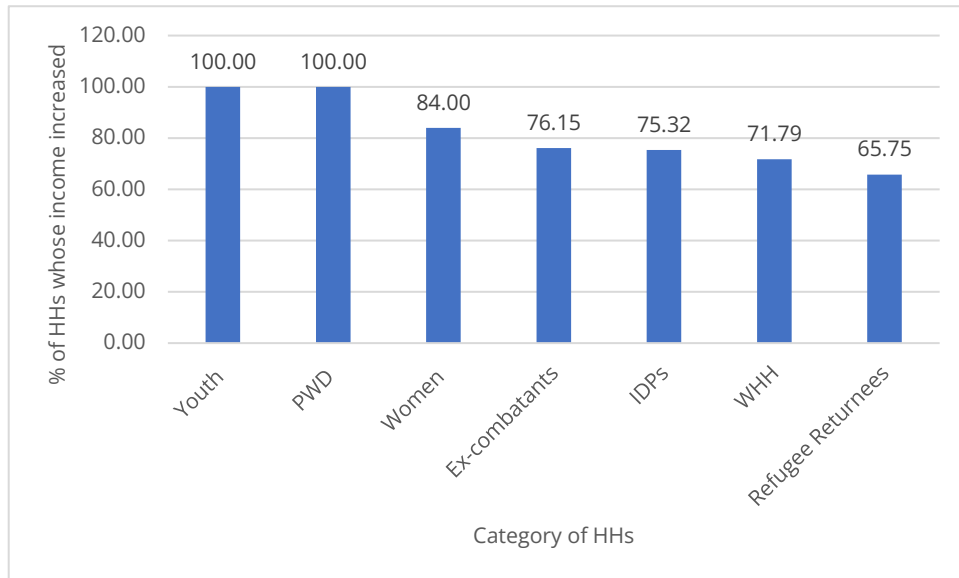


Figure 5: Income increase among household categories

HHs having improved living standards

This economic empowerment translated into improved living standards. Percentage of targeted population that report having improved living standards was measured. Beneficiaries were able to meet basic needs, invest in nutritious food, and purchase household items. Many also prioritized their children’s education by enrolling them in tuition classes, while some set aside savings for future needs, reflecting a shift towards financial planning.

When analyzing the perception of households regarding improvements in living standards following the implementation of the EDRR project, the data shows that 94.75% of respondents stated that their living standards have improved, while 5.25% do not share this view. The data strongly indicates that the project has had a transformative impact on the living standards of the majority of households. However, a comprehensive approach is needed to address the concerns of the 5.25% who report no improvement. By focusing on inclusivity and equitable resource distribution, the project can ensure that no household is left behind in its pursuit of sustainable development and enhanced living conditions.

7.1.3 Confidence and trust in the resettlement process

This section focuses on evaluating beneficiary trust and confidence following the support provided by the EDRR project. Participants were encouraged to share their level of trust in the resettlement support mechanisms offered by the project. The responses gathered played a vital role in assessing the overall effectiveness of the EDRR project and guiding future improvements to ensure the continued well-being and stability of the communities served. A survey was conducted to assess the relevant outcome indicator. Accordingly, the percentage of the targeted resettled population that report increased feelings of confidence and trust in the resettlement process was measured.

This data suggests that an overwhelming majority (96.3%) of the targeted resettled population feel more confident and trusting of the resettlement process. Only a small fraction (3.7%) do not share this sentiment. The high percentage of positive responses indicates that the services are effectively addressing the needs and concerns of the resettled population. The findings show that a significant portion of households has a positive perception of the resettlement support mechanisms provided. However, the 3.7% who remain skeptical might highlight areas where improvements or additional support are needed. Some of the issues include the inability to qualify for housing assistance due to insufficient land area (less than 10 perches) for construction, as well as challenges in integrating children's education.

7.2. Access to inclusive and citizen-centric support services

Output 1.1 is increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure. This output focuses on improving access to inclusive and citizen-centric services provided by both state and non-state actors. The aim is to ensure that individuals and communities, particularly vulnerable groups, have the necessary support services, including legal aid, counseling, training, and infrastructure. These services are designed to enhance overall well-being, promote gender and disability inclusion, and strengthen community resilience. The effectiveness of these services is measured through several key indicators: positive opinion on counseling services, satisfaction with legal and related services, increase in skills and knowledge from training, gender-sensitive citizen-centric services, PWD-sensitive citizen-centric services, and physical protection of resettled families.

7.2.1. Beneficiaries' opinion on the counselling services provided

Percentage of beneficiaries who have a positive opinion of the counselling services provided is the indicator to assess this output. The findings on counseling satisfaction are particularly notable, with 100% of recipient households expressing satisfaction with the services received. This result indicates a high standard of quality and effectiveness in service delivery, demonstrating that counseling programs are successfully meeting the needs of those who access them. The unanimous satisfaction suggests that counselors are skilled and empathetic, providing meaningful support to individuals seeking help. Additionally, the structure and approach of these counseling services seem to align well with the expectations and needs of clients. Such a high level of satisfaction fosters trust in mental health services, potentially encouraging more individuals to seek support, particularly if positive experiences are shared within the community.

The data on psychosocial counseling services reveals that 62.04% of respondents or their family members have accessed counseling, highlighting a strong engagement with mental health support. This high utilization suggests growing awareness and acceptance of counseling services, as well as a significant need within the community, possibly due to stress, trauma, or other psychosocial factors. The accessibility and availability of these services may have played a crucial role in their widespread use. However, 37.96% of respondents have not accessed counseling, which may be attributed to several barriers, including stigma, cultural resistance, lack of awareness about the benefits of counseling,

financial or logistical constraints, or the perception that such services are unnecessary. Addressing these barriers could be key to expanding mental health support to a larger segment of the population.

Regarding the type of counseling services accessed, the majority, 76.62%, received individual counseling. This preference suggests that one-on-one support is either perceived as more effective or is the most widely available form of mental health assistance. Individual counseling may offer a sense of privacy and personalized attention, making it a more attractive option for those seeking support. Meanwhile, 23.38% of respondents engaged in peer counseling, which indicates some recognition of the value of shared experiences and community support. However, its lower utilization compared to individual counseling could suggest limited availability, a lack of awareness, or a preference for private sessions over group-based approaches. Notably, no respondents reported accessing other types of counseling, such as family counseling, online counseling, or community-based programs. This absence may reflect a lack of availability or awareness of alternative forms of counseling, highlighting the need for further exploration into expanding service options.

To build on this success, it is crucial to sustain the quality of existing counseling services while also expanding their reach. Regular monitoring and feedback collection will help ensure that satisfaction remains high as the services evolve to meet new challenges. Publicizing the positive impact of counseling services can further help reduce stigma and increase awareness, encouraging broader participation. By addressing barriers, enhancing service delivery, and promoting diverse counseling options, psychosocial support can become more inclusive and beneficial, ultimately fostering stronger and healthier communities.

7.2.2. Satisfaction with legal and related services

The data indicates that 15.43% of households reported that the question regarding satisfaction with legal and related services provided by state and non-state actors was "Not Applicable" to them. This suggests that these households either did not require or utilize such services during the relevant period. Consequently, they were excluded from the satisfaction analysis.

For the remaining 84.57% of households (referred to as "applicable households"), satisfaction levels were assessed. These applicable households represent the entire group of respondents who had engaged with or needed such services, making their feedback fully representative of those who interacted with the services in question.

When considering the process of obtaining civil documentation, percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors was 82.91% whereas 67.27% of households were "satisfied," and 15.64% were "very satisfied," accounting for over 80% of the applicable group.

The neutral response rate was 13.82%, while dissatisfaction remained minimal (3.27%), with no reports of strong dissatisfaction. This overall positive feedback underscores the

efficiency of the service but suggests a small proportion of households may face challenges or unmet expectations.

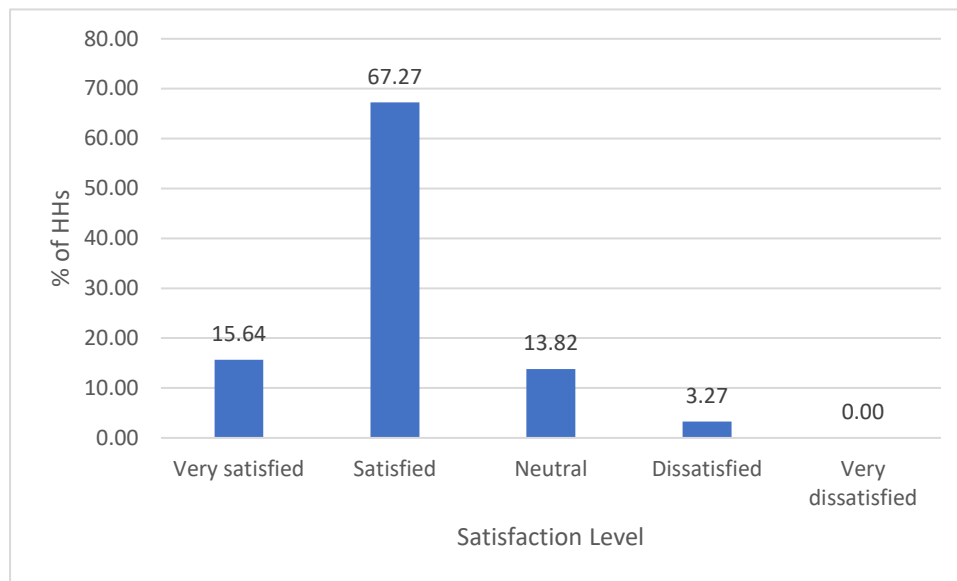


Figure 6: Satisfaction with the process of obtaining civil documentation

7.2.3. Increase in skills and knowledge from training

The EDRR project achieved a high level of participation in its training and skill development initiatives, with 94.14% of participants reporting that they received some form of training. This indicates significant engagement with the project's activities. Only a small minority, 5.86%, reported not receiving any training, suggesting that the project's reach among its target population was extensive and well-executed. All the beneficiaries receiving training demonstrate an increase in skill or knowledge of the topics covered in the training. It is 100%. All participants reported that the training they received positively influenced their livelihood. This unanimous feedback highlights the success of the EDRR project in creating opportunities for its beneficiaries and equipping them with skills that directly improved their professional capacities.

Participants benefited from two main types of training offered by the project. Business Development Training (BDT) and technical training. BDT was the most commonly received, with 92.81% of participants attending this program. The next group, 52.28%, focused on technical training, highlighting a more emphasis on standalone technical skills. Notably, 45.42% of participants received both business development and technical training, reflecting an integrated approach designed to equip individuals with a combination of entrepreneurial and technical skills for comprehensive development.

The training provided by the EDRR project was highly relevant to participants' current livelihood activities. Over half of the respondents (51.15%) rated the training as "very relevant," and another 43.61% found it "relevant," bringing the total positive relevance rating to 94.76%. Only 5.25% of participants remained neutral, while none found the training irrelevant. These findings suggest that the training was closely aligned with the needs and realities of the participants, ensuring its practical applicability.

Among participants who received BDT, a majority found it highly effective. Specifically, 53.28% rated the training as "very effective," while 42.62% considered it "effective." Only 4.10% gave a neutral rating, and no participants reported the training as ineffective. This demonstrates that the BDT program succeeded in enhancing participants' business skills and practices, fostering better entrepreneurship and business acumen.

Technical training was perceived as even more effective than BDT. Among those who participated, 71.90% rated it as "very effective," and 26.45% found it "effective." Neutral responses were minimal, at just 1.65%, and no participants deemed it ineffective. These results underline the technical training program's success in equipping participants with practical, specialized skills that significantly enhanced their professional capabilities.

The findings reveal the overall effectiveness of the EDRR project's training programs. Both business development and technical training were highly valued by participants, with technical training slightly outperforming in perceived effectiveness. The integrated approach of combining both training types proved beneficial, catering to a diverse range of participant needs. The high relevance ratings and unanimous acknowledgment of improved employment opportunities and job performance underscore the program's ability to address its participants' practical requirements effectively. Moreover, the absence of negative feedback across all metrics highlights the program's quality and appropriateness.

7.2.4. Gender-sensitive citizen-centric services

To assess the delivery of citizen-centric gender services, IPID conducted telephone interviews with government officials, Key Informant Interviews (KIIs) with government representatives, and site visits to the District Secretariat (DS) and several Divisional Secretariats (DSs). Out of the 30 survey respondents from the relevant government institutions, 53.33% (16 individuals) reported that their workplace delivers gender-sensitive services, while 46.67% (14 individuals) indicated a lack of such services.

According to government officials, some offices prioritize cases based on urgency and individual needs. For example, if a woman requires a safe space, they ensure she is provided with one and relocate her to a separate, secure area. Additionally, priority is given to pregnant women, elderly women, and other vulnerable individuals over general cases. Sanitary napkins are available at the Kayts DS office in Jaffna. Some offices still lack designated facilities to address women sensitive issue/cases appropriately.

This suggests a mixed landscape, where slightly more than half of the respondents recognize efforts to address gender equality in service provision. Those who affirmed the availability of gender-sensitive services highlighted measures like prioritizing women and pregnant individuals, providing adequate seating and sanitary facilities, and creating safe and welcoming environments for female service users. However, the notable proportion of respondents who identified a gap in these services suggests there is room for improvement to ensure universal access to gender-sensitive provisions.

7.2.5. Services for Persons with Disabilities (PWDs)

With the same sample, the survey also explored the availability of services for PWDs, with 60% (18 respondents) confirming their presence and 40% (12 respondents) noting their absence. This indicates that a majority of organizations are taking steps to support PWDs, but a significant minority still fall short. Respondents from workplaces with provisions for PWDs mentioned facilities such as lifts and accessible pathways, which enhance mobility and ensure a safer environment. Conversely, respondents from workplaces without these provisions pointed out barriers that may hinder PWDs from accessing services and facilities. This disparity emphasizes the need for consistent and inclusive infrastructure across all organizations to ensure equal access for PWDs.

In summary, while progress has been made in both areas, the findings highlight the need for broader implementation of gender-sensitive and PWD-focused services. Strengthening these efforts is crucial to creating workplaces that are inclusive, equitable, and responsive to the needs of all citizens.

7.2.6. Physical protection of resettled families

The data provides a comprehensive overview of the safety and security situation in resettlement areas, highlighting the perceptions and experiences of the households. The majority (66.98%) of respondents reside in designated resettlement areas, and **an overwhelming 95.85% of them feel physically safe**. This reflects a strong sense of

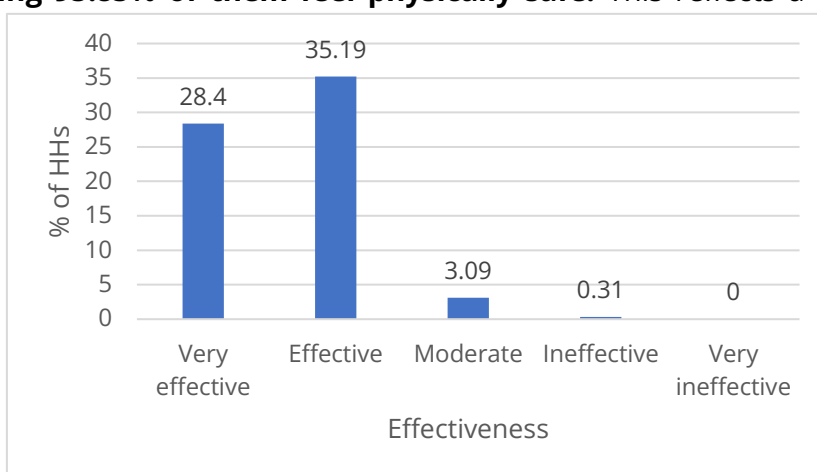


Figure 7: Rate of effectiveness

security among the resettled population. Only 4.15% expressed concerns about their safety, suggesting isolated issues. Reports of threats to physical safety are rare, with only 2.30% having experienced them. The nature of these threats includes monthly investigations by the Criminal Investigation Department (CID) and opposition from members of the host community. These cases appear to be isolated rather than indicative of broader systemic challenges. The resettlement areas are seen as secure, with 63.59% of households rating security measures as either "Very effective" or "Effective." Only 0.31% rated these measures as "Ineffective," and no respondents rated them as "Very ineffective." This highlights a general satisfaction with the implementation of safety protocols and measures.

Most respondents (89.81%) believe their families are protected from physical harm in the resettled areas. However, 10.19% feel their families remain vulnerable. Incidences of violence or physical threats are minimal, with only 2.16% of respondents reporting such experiences. Among these, incidents were described as either rare or occasional. This further reinforces the perception of safety for the majority of the resettled population.

7.3. Increased livelihood opportunities

The **Output 1.2** initiative focuses on increasing livelihood opportunities for resettled community groups by ensuring that they are durable, climate-resilient, and tailored to the specific needs of the community. Resettled populations often face difficulties in securing stable income sources due to changes in their environment, loss of previous occupations, and limited access to economic opportunities. To address these challenges, the project aims to establish sustainable livelihood options that provide long-term economic stability while equipping individuals with the necessary skills and resources to adapt successfully to their new circumstances.

The program has significantly bolstered the livelihoods of its participants by providing targeted in-kind grants and technical training to establish and expand their income-generating activities. Figure 8 provides a breakdown of various livelihood support activities and the number of beneficiaries involved in each activity. The largest group of beneficiaries, totaling 100 people, is engaged in fishing as their livelihood. Following that, 90 beneficiaries are involved in livestock activities, such as farming cattle, goats, and poultry. Tailoring has 33 beneficiaries working in the field, while 25 people are involved in the food business, including activities like operating cafeterias, catering services, and cake-making businesses. Agriculture support is received by 21 beneficiaries who rely on farming as a livelihood, while 18 people are engaged in rental services, which may involve renting out items such as chairs, tables, and cooking equipment.

There are 12 beneficiaries running start-up businesses like salons. Ten people are employed as three-wheeler drivers or in the repair of these vehicles. A smaller group, consisting of 8 beneficiaries, runs grocery shops, while 5 beneficiaries are involved in

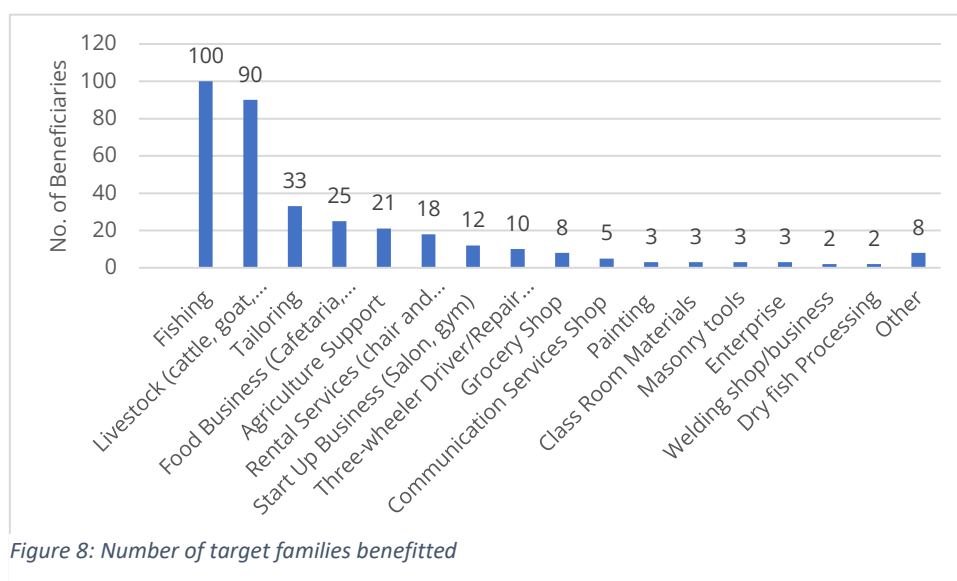


Figure 8: Number of target families benefitted

communication services, likely managing phone or internet service shops. The table also highlights several other smaller groups, such as 3 beneficiaries each working in the fields of painting, providing classroom materials, and working with masonry tools. Another 3 individuals are engaged in various types of enterprises. A smaller number, 2 beneficiaries each, are involved in welding and dry fish processing, while 8 people are engaged in unspecified activities categorized under "Other." In total, there are 350 beneficiaries across all these livelihood activities. Accordingly, **number of target families benefitted from sustainable livelihood opportunities, established/created by the project within the project period is 350**. The data reflects the range of support options available to people in the community, showing both the larger and smaller scales of livelihood engagement in different sectors.

7.3.1. Scaled up or expanded their livelihood activities

Percentage of target individuals who have scaled up or expanded their livelihood activities is one of the indicators. Beyond access to initial opportunities, the project aims to empower individuals to grow their economic activities. This indicator reflects how many beneficiaries have successfully expanded their businesses, production, or income-generating activities over time.

The results of the survey highlight the significant impact of the EDRR project on improving participants' livelihoods. **A substantial majority, 81.11% of respondents, reported that they had scaled up or expanded their livelihood activities after receiving support from the project.** This indicates that the project has been largely effective in enabling individuals to grow their income-generating activities and improve their economic resilience. However, 19.20% of respondents indicated that they had not expanded their livelihoods, which suggests the presence of certain barriers, either personal or external, that hindered their ability to capitalize on the support received.

Among those who expanded their activities, the fisheries sector saw the most significant growth, with 36.26% of respondents reporting expansion in this area. This could reflect the centrality of fisheries to the livelihoods of coastal or water-dependent communities, possibly aided by the project's focus on enhancing resources or training in this sector. Goat farming also emerged as a key area of expansion, accounting for 14.12% of respondents, highlighting its importance in rural livelihoods, particularly in areas conducive to livestock rearing. Agriculture accounted for 8.40% of the reported expansions, indicating moderate growth, which could be influenced by seasonal dependencies or resource limitations in this sector. Meanwhile, 5.73% of respondents expanded into small industry or business, suggesting limited but noteworthy diversification into non-agricultural or non-livestock-based activities.

Overall, **the extent of livelihood expansion was quantified as an average increase of 46.82%**. This represents a substantial improvement and reflects the tangible benefits provided by the EDRR project in terms of enhancing participants' capacity to scale up their income-generating activities. However, the relatively lower levels of expansion in sectors

such as agriculture and small industries point to potential challenges, such as resource constraints, market access issues, or a lack of sufficient training and infrastructure.

The findings underscore the EDRR project's success in promoting livelihood growth, particularly in sectors like fisheries and goat farming. However, they also suggest a need to investigate why a significant minority of respondents did not expand their activities and to explore the sustainability of the reported expansions. Addressing these areas could ensure that future projects build on this success and create more inclusive and long-lasting outcomes.

7.3.2. Benefiting from livelihood-related infrastructure

Tellipalai is an IDP resettlement site where quick-impact infrastructure played a crucial role in addressing the immediate needs of newly resettled communities, particularly access to water and sanitation. Before considering medium-scale infrastructure developments, it was essential to first meet these basic necessities. The EDRR project effectively fulfilled this objective, ensuring a stable foundation for further improvements. Infrastructure development plays a crucial role in sustaining economic activities. This includes markets, storage facilities, irrigation systems, and transportation networks. The percentage of beneficiaries confirming their use and benefit from such infrastructure highlights the effectiveness of the project's interventions.

The response suggests that the project has provided limited common livelihood infrastructure during its implementation period. While a quick-impact project in Thellippalai has been established, primarily focused on providing drinking water, the overall availability of livelihood infrastructures appears minimal in the project area. Moreover, the effectiveness of such projects outside Thellippalai is hindered due to the scattered nature of the beneficiaries.

The scattered nature of beneficiaries in regions outside Thellippalai presents significant logistical challenges in implementing infrastructure projects. However, the lack of tailored strategies to address these challenges suggests a gap in project planning. For dispersed populations, mobile units, community-based approaches, or decentralized small-scale infrastructure may be more effective in providing livelihood opportunities.

The project's current focus on providing drinking water in Thellippalai is a positive step but insufficient to address the broader goal of sustainable livelihoods. Nevertheless, **all the respondents (100%) from Thellippalai DS division have mentioned that they benefitted from sustainable livelihood infrastructure, established/created by the project within the project period.** Expanding the scope and reach of livelihood initiatives, coupled with tailored strategies for dispersed populations, can significantly enhance the project's impact, ensuring more inclusive and sustainable benefits for all communities within the project area.

7.3.3. Youth skill development

In addition, youth were enrolled in National Vocational Qualification (NVQ) courses. This program outcome was assessed through CAPI. The rationale behind this youth initiative, as well as the process of identifying and selecting participants from vulnerable families in collaboration with the district secretariat, is commendable. It is essential to highlight the positive impact this initiative had on the youth. All participants underwent the RPL/NVQ certification process. Among the 63 candidates, only three received formal training, while the rest underwent the RPL assessment, which is distinct from training. Ultimately, all participants obtained NVQ certification following their respective RPL assessments or training recently. The indicator measuring the percentage of total beneficiaries who confirmed that they benefited from skill development training provided by the EDRR project reveals mixed outcomes. Among the respondents, **48.39% affirmed that they have benefited from the training**. This represents nearly half of the participants, reflecting a generally positive response and indicating that the training has been effective for a significant portion of the population.

However, 25.81% of respondents stated they did not benefit from the skill development training. This suggests that for some individuals, the training may not have been impactful or relevant to their needs. Additionally, an equal proportion of 25.81% of respondents reported having "no idea" about whether they had benefited. This uncertainty could point to gaps in communication or a lack of clear understanding about the outcomes and benefits of the training.

In summary, while the majority of participants perceive the training positively, a considerable segment of the population either did not find it beneficial or is unsure of its impact. These findings highlight the need to assess the training's reach, relevance, and communication strategies to ensure its effectiveness for all beneficiaries.

7.4. Capacity Assessment of WRDS

The overall performance of the surveyed WRDS averages 61.08%, slightly surpassing the 60% target. While some WARDs have exceeded expectations, others significantly underperform, highlighting the need for targeted interventions. Among the highest-performing locations, Patiththa Magalir WRDS (89.43%), Nallur WRDS (79.00%), and Kachchai South WRDS (73.71%) stand out as models of strong governance and operational effectiveness. These locations demonstrate well-structured decision-making processes, robust leadership, and effective external linkages. Aanaicoddai WRDS (70.57%) also meets the target comfortably, suggesting stability in its institutional framework. On the other hand, Iyanarkovilady WRDS (31.14%) is the weakest performer, with scores well below the benchmark, indicating critical gaps in governance, leadership, and execution. Similarly, Columbathurai (43.86%) and Varani Iyaththalai WRDS (46.71%) struggle to meet expectations, requiring immediate attention to improve their functionality and decision-making processes.

A closer look at specific evaluation criteria highlights clear trends across the locations. Mandate and Linkages scores are generally high, suggesting that foundational structures and external partnerships are relatively strong. Decision-making processes also perform well, particularly in locations like Nallur WRDS (93%) and Kachchai South WRDS (85%), reinforcing their ability to implement structured policies effectively. However, operational efficiency remains a major weakness across multiple locations, with particularly low scores in Kachchai South WRDS (15%) and Aanaicoddai WRDS (20%). This suggests that while governance structures may exist, the ability to execute tasks effectively is inconsistent. Leadership is another key concern, with locations like Iyanarkovilady WRDS and Varani Iyaththalai WRDS scoring 0%, indicating either a lack of capable leadership or disengagement at the community level. In contrast, locations like Kachchai South WRDS and Patiththa Magalir WRDS (100%) show exemplary leadership, emphasizing the need to replicate successful models across weaker regions.

Given these findings, targeted interventions should focus on addressing operational inefficiencies and leadership gaps. Strengthening execution mechanisms through better resource allocation and monitoring systems is essential to ensure that governance structures translate into tangible results. Leadership training programs, mentorship initiatives, and capacity-building efforts can help bridge the leadership gap in underperforming locations. Priority should be given to Iyanarkovilady WRDS, Columbathurai, and Varani Iyaththalai WRDS, where performance is significantly below expectations. Tailored strategies, including leadership development, enhanced decision-making structures, and increased accountability mechanisms, could drive meaningful improvements.

7.5 Summary of Other Findings

The discussion of these key findings is presented in appendix 2.

Category	Key Findings
Employment Status	45.99% self-employed (largest group), 35.80% full-time employed, 11.42% part-time, 5.56% unemployed. Minimal participation in home gardening (0.93%) and seasonal work (0.31%).
Access to Basic Needs	Majority reported improved access: Food (84.26%), Education (82.41%), Healthcare (79.63%), Clean Water (80.86%), Shelter (75%) . Small percentages reported no change or worsened conditions.
Household Assets	Most common assets: Smartphones (41.67%), Bicycles (37.96%), Vehicles (26.54%), TVs (25.62%) . Lower ownership of refrigerators (18.83%), income-generating tools (16.36%), and agricultural tools (8.64%).

Confidence and Satisfaction	33.77% gained confidence through income growth; livelihood equipment (17.55%) and vocational training (10.26%) also played significant roles. Financial support contributed minimally (0.33%).
Perceived Safety & Stability	80.55% rated their safety as "Very High" or "High." Moderate satisfaction at 17.59%. Only 1.85% expressed low or very low safety perception.
Social & Economic Advancement	Job opportunities (74.69%), skill development (76.85%), and housing improvements (71.6%) showed strong progress. Investments (59.57%) and loan access (60.8%) had lower improvement rates.
Satisfaction with Legal Services	High satisfaction with state legal services (77.85%) and non-state legal services (79.57%) . 92.41% satisfied with civil documentation services.
Law Enforcement & Security	92.17% confirmed law enforcement access; 80.56% rated services as "Very responsive" or "Responsive." 95.06% found the EDRR project beneficial for safety.
Overall Community Trust	96.30% expressed confidence in the resettlement process. However, a small percentage (around 7.59%) reported dissatisfaction with legal services and law enforcement responsiveness.

8. Gender and Social Analysis

The program successfully integrated gender and social inclusion principles, resulting in significant improvements for many beneficiaries. Women gained economic and social empowerment, men benefitted from reintegration support, and children experienced indirect benefits through improved household stability. However, the program's impact could have been further strengthened by addressing gaps in gender-sensitive planning and enhancing the inclusion of marginalized groups. Among both state and non-state actors, there remains a lack of sufficient concern, highlighting the need for greater motivation and empowerment to promote gender-sensitive planning and enhance the inclusion of marginalized groups. Future programs should build on these successes by adopting a more comprehensive and inclusive approach, ensuring sustainable and equitable development for all.

8.1. Social Inclusion and Reintegration

The program's emphasis on social inclusion was instrumental in fostering a sense of community and belonging, especially for marginalized groups like ex-combatants, returnees, women-headed households, and individuals with disabilities. Ex-combatants, in particular, found the program transformative, as it provided a safe space for them to openly express emotions and rebuild their lives. For many, this was the first opportunity to transition from dependence to self-reliance.

Returnees faced unique challenges in reintegrating into host communities. Issues such as land disputes and cultural differences often hindered their acceptance. The program addressed these challenges by providing guidance and support, such as assistance with documentation and integration into local services. Additionally, children of returnees, who often struggled with bullying and adjusting to new educational systems, were supported to ease their transition.

Community collaboration was a cornerstone of the program's success. Beneficiaries actively shared resources, skills, and knowledge, fostering trust and mutual support. This participatory approach extended to the design of the program itself, as beneficiaries were consulted throughout the process, from needs assessment to implementation.

8.2. Gender Dynamics and Women's Empowerment

The program placed a strong focus on empowering women, breaking traditional gender roles, and addressing economic disparities. Women in fishing communities were provided with boats and nets, enabling them to either engage in fishing activities or rent out the equipment for a steady income. This opportunity allowed women to establish themselves as key economic contributors, boosting their confidence and status within their communities.

The inclusion of female trainers and flexible schedules ensured that training programs were accessible to women. This thoughtful design allowed women to participate without

compromising their household responsibilities, making the program more inclusive and effective.

8.3. Commitment to Gender Equality and Social Inclusion

The program was deeply rooted in principles of gender equality and social inclusion, ensuring equitable access to opportunities for marginalized groups. Women-headed households, war widows, differently abled individuals, and ex-combatants were prioritized in the program's design and implementation. Although a formal gender assessment was not conducted, the program's alignment with IOM's gender policy highlighted its dedication to addressing systemic inequalities and empowering vulnerable populations.

A criteria-based and transparent selection process ensured fairness and eliminated biases. This approach enabled the inclusion of vulnerable groups, such as women-headed households and individuals with disabilities, while also promoting equitable representation. Personalized support was provided to those with unique challenges, such as caregiving responsibilities, to enable their active participation in income-generating activities.

8.4. Gender-Sensitive Service Delivery

The program incorporated gender-sensitive practices into training and counseling services. Male beneficiaries were encouraged to bring their spouses to training sessions, ensuring that women also had access to skills-building opportunities. Counseling sessions adopted a family-inclusive approach, addressing not only individual needs but also strengthening family dynamics. These measures emphasized shared learning and collaborative problem-solving within households.

The program worked closely with implementing partners to maintain its commitment to gender equality and social inclusion. Partners were required to follow IOM's guidelines, ensuring consistent application of these principles across all activities. Female trainers and youth participants were actively involved in the program, further demonstrating its commitment to diversity and inclusion.

8.5. Addressing Systemic Challenges

Despite its achievements, the program faced limitations due to the absence of a formal gender analysis. Some women and girls encountered barriers to participating in vocational training and business opportunities. Marginalized groups, such as individuals with disabilities, did not always receive sufficient attention, underscoring the need for more comprehensive strategies to ensure inclusion. Future initiatives should incorporate thorough gender and social analyses during the planning phase to better understand and address the unique needs of different demographic groups. This would enable the design of more targeted interventions to bridge systemic inequalities.

Additional efforts should focus on addressing the specific challenges faced by marginalized populations, such as caregiving burdens and social exclusion. Providing

tailored resources and removing barriers to participation would ensure that all beneficiaries can fully engage and benefit from program activities. Reintegration programs should account for the gendered dynamics of social inclusion, particularly for women balancing livelihood activities with caregiving responsibilities. Similarly, addressing the social exclusion experienced by children can contribute to breaking cycles of poverty and marginalization.

The program's approach to community empowerment deserves recognition. Beneficiaries often became key players in their local economies, supporting others in their communities. For instance, women in the fishing community received resources such as boats and nets, granting them autonomy to use these assets for personal gain or rental income. This empowerment not only reduced gender disparities but also enhanced women's decision-making power and financial independence.

9. Sustainability

The sustainability of the program is influenced by various factors that can either support or hinder its long-term impact. While it has proven effective in the short term, certain challenges must be addressed to ensure its enduring success. The program has laid important groundwork for long-term sustainability, but it requires continued attention and support to address existing challenges. By focusing on capacity building, local ownership, and the creation of sustainable structures, the program can ensure lasting impact and continued success for its beneficiaries.

A significant concern for the program's sustainability is the absence of a dedicated ministry / Institution for resettlement and reconciliation. Without a formalized structure for continued community development, the program risks losing momentum once it concludes. Establishing mechanisms for beneficiaries to continue receiving support and access to resources after the program's end is essential for ensuring long-term success. The long-term sustainability of the program hinges on the successful integration of returnees into their communities. While livelihood support has provided a solid economic foundation, social challenges, particularly related to education and community acceptance, need continuous attention. Addressing these issues is crucial for ensuring that returnees can fully integrate and overcome barriers to their success. The continued involvement of government departments has played a key role in sustaining the program. Government officers such as Women Development Officers and officials from other social sectors remain committed to monitoring beneficiaries even after the program ends.

In-kind assistance has helped prevent the misuse of funds, contributing to the program's sustainability. Additionally, some beneficiaries have made financial contributions due to the insufficiency of the provided support during the economic crisis. These contributions have increased the beneficiaries' investment in the resources provided, which further supports the long-term viability of the program. However, the persistence of a dependency mindset among some beneficiaries presents a challenge. Future programs should focus on empowering beneficiaries and building their capacity for self-sufficiency.

For the program to remain sustainable in the long term, interventions must focus on building beneficiaries' capacity to independently sustain their businesses and income-generating activities. Providing ongoing financial services, such as microloans, and offering continuous education will equip beneficiaries with the skills needed for success. Moreover, strengthening local institutions and forming partnerships with local organizations will ensure that beneficiaries receive ongoing support, even after external funding has ended.

To enhance sustainability, future programs should aim to create systems and structures that can be maintained by local stakeholders without ongoing external support. This includes integrating economic, social, and legal support systems to ensure that beneficiaries have the necessary resources to continue thriving independently. Establishing local capacity will contribute to the program's long-term sustainability. In the case of the fishing communities in Jaffna, the initiatives have created a strong foundation for long-term sustainability through skill development, self-sufficiency, and community empowerment. While these efforts have already had lasting impacts, ongoing support and funding are essential to maintain progress and address emerging challenges.

9.1. Key Factors Supporting Sustainability

Several factors have contributed to the sustainability of the program:

- **Experienced Local Partners:** Local partners with a strong track record in resettlement have provided reliable support to beneficiaries, ensuring the program's effectiveness.
- **Social Cohesion:** By resettling beneficiaries within existing communities, the program facilitated social integration, which is vital for long-term sustainability.
- **Self-Sufficiency:** The program helped beneficiaries establish livelihoods of their choice, fostering long-term economic independence.

Despite challenges such as creating employment opportunities through communal facilities like factories, the combination of housing and livelihood assistance has been instrumental in ensuring the program's sustainability. The revolving fund established by the Women's Rural Development Society (WRDS) plays a crucial role in sustaining the program by providing ongoing financial support to women. The vocational training and in-kind assistance have created long-term economic opportunities, ensuring continued benefits for the community. Additionally, WRDS members' active involvement in managing resources and guiding community members ensures that the program remains effective. To maintain success, continuous capacity-building for WRDS members and support from local authorities will be necessary.

10. Challenges and Areas for Improvement

Despite its successes, the program faced certain challenges. Returnees often encountered resistance during reintegration, particularly in resolving both state – citizen and citizen to citizen land disputes and accessing local resources. Children of returnees from Tamil Nadu, India faced difficulties adjusting to school environments due to missing documentation and cultural differences, which sometimes led to bullying. To address these challenges, the program provided targeted support, such as helping beneficiaries navigate bureaucratic processes and offering counseling to ease their transition. While these efforts were effective in many cases, continued attention is needed to fully overcome these barriers. Despite these multifaceted challenges, the program's adaptive strategies, such as fostering local partnerships and promoting flexible project management, ensured progress. However, the experience underscores the critical importance of context-sensitive planning, enhanced stakeholder engagement, and robust mechanisms for addressing socio-economic and cultural barriers to achieve sustainable outcomes.

10.1. Logistical and Economic Challenges

One prominent challenge was the persistent shortages of specific items, rapid price escalations, and the unavailability of preferred brands. These issues caused delays in the timely delivery of assistance. Program implementers mitigated these obstacles by leveraging their strong relationships with vendors to negotiate favorable terms and ensure continuity of supply. In certain cases, beneficiaries contributed additional funds to cover price differences or opted for alternative brands. The program also encountered difficulties in maintaining the purchasing power of in-kind grants due to fluctuating exchange rates and an import ban. These economic challenges necessitated adjustments in procurement strategies and extension of quotation validity periods to accommodate market fluctuations.

Economic instability in Sri Lanka exacerbated these challenges. Inflation, currency depreciation, and goods shortages reduced the value of financial assistance, making it harder for beneficiaries to meet their needs. Delays in service delivery were further compounded by slow communication between CSO / IP field offices and their main office in Colombo. Some beneficiaries' shifting livelihood preferences, influenced by changing market conditions, necessitated ongoing reassessment and adaptation of support programs.

10.2. Geographic Dispersion and Limited Program Scope

Geographic dispersion of beneficiaries presented another logistical hurdle, making it challenging to establish organized support structures. This dispersion, coupled with a limited program budget focused solely on livelihood support, proved insufficient for beneficiaries facing broader reintegration challenges. For example, in communities heavily reliant on livestock, issues such as livestock deaths and inadequate health

certifications were significant. These incidents were documented meticulously with photos, prescriptions, and death certificates, ensuring accountability. The lack of alignment between in-kind support and family size also highlighted the need for more tailored approaches to resource allocation.

10.3. Vocational Training and Skill Development Challenges

The program's vocational training efforts for youth faced significant setbacks due to a mismatch between training content and the skill levels or preferences of participants. Training sessions were sometimes irrelevant or disengaging, as they did not account for beneficiaries' varying educational backgrounds or specific interests.

10.4. Social and Cultural Barriers

Socio and cultural challenges further complicated the program's implementation. Returnees frequently faced resistance from host communities, stemming from cultural and linguistic differences. Children of returnees struggled with integration into local schools, exacerbated by language barriers and bullying. Such tensions undermined social cohesion and created obstacles to smooth resettlement. Moreover, a dependency mindset among some beneficiaries hindered the transition to self-reliance. Despite receiving skills training and market linkages, some beneficiaries continued to expect additional external support, undermining the program's sustainability objectives. Educational integration posed another significant barrier, particularly for children transitioning from English-medium to Tamil-medium schools. The process of acquiring essential documentation for enrollment further delayed their education, while differences in teaching methods affected their academic performance.

Lastly, issues related to land ownership created additional hurdles. Many refugee returnees lacked legal documentation to prove ownership of resettlement land, leading to disputes and delays. There are some instances that Long-term residents' claims over the same land complicated matters further, often resulting in court cases. The frequent transfer of officials disrupted the continuity of support, as new personnel had to rebuild trust and rapport with beneficiaries.

11. Lessons Learned

The lessons learned from this EDRR project emphasize the importance of stakeholder engagement, continuous monitoring and feedback, empowerment and ownership, beneficiary selection processes, gender-Sensitive Programming and tailored personalized assistance. By integrating these insights into future interventions, programs can achieve greater impact, sustainability, and inclusivity.

- **Stakeholder Engagement:** One of the most critical insights was the significance of involving stakeholders at every stage of the program. A collaborative approach ensured that diverse perspectives were considered, enhancing the program's overall

relevance and effectiveness. By engaging stakeholders, ranging from local government officials to community leaders and beneficiaries, the program was able to maintain transparency and align its goals with the needs of the community.

- **Continuous Monitoring and Feedback:** Regular monitoring and close engagement with beneficiaries emerged as vital components for success. This proactive approach allowed the program to identify and address challenges in a timely manner, ensuring that issues were resolved before they could escalate. This lesson highlighted the importance of maintaining a continuous feedback loop to adapt to changing circumstances and beneficiary needs.
- **Empowerment and Ownership:** Another significant lesson was the value of empowering beneficiaries in decision-making processes related to their livelihoods. By providing beneficiaries with the autonomy to make decisions, the program fostered a sense of ownership that significantly contributed to the sustainability of its outcomes.
- **Beneficiary selection processes:** The importance of transparency and fairness in beneficiary selection processes was also emphasized. A rigorous, well-communicated selection process ensured trust among stakeholders and beneficiaries, avoiding duplication or perceptions of favoritism.
- **Tailored Assistance:** The program also underscored the necessity of tailoring assistance to individual needs. Uniform approaches often proved less effective compared to personalized solutions. For example, providing business development, technical and skills training alongside financial support not only improved beneficiaries' livelihoods but also boosted their confidence and self-esteem. This comprehensive approach addressed both the immediate and long-term needs of beneficiaries, ensuring greater program success.
- **Gender-Sensitive Programming:** Empowering women through targeted interventions has transformative effects on households and communities. Gender-sensitive programming should continue to focus on providing equal access to resources and opportunities. Conducting formal gender assessments will help future programs understand and address the unique challenges faced by women and marginalized groups, ensuring inclusivity and fairness.

12. Best Practices for Future Interventions

The success of future interventions hinges on their ability to integrate these best practices such as mental health integration, robust monitoring, building sustainable community networks and inclusivity. By adopting these strategies, programs can create meaningful, long-term change, addressing both the economic and social needs of the most vulnerable populations. Following best practices can be listed for further consideration.

- **Integration of Mental Health and Counseling Services:** Addressing the psychological well-being of participants is critical for long-term success. Establishing counseling centers and integrating mental health support into reintegration programs can help individuals overcome trauma. Such initiatives not only build a

strong foundation for beneficiaries but also serve as replicable models for future programs.

- **Robust Monitoring and Evaluation Systems:** Effective monitoring and evaluation are essential for tracking progress, identifying challenges, and making necessary adjustments. Real-time data collection and analysis ensure programs stay aligned with their goals. Regular review meetings and the involvement of community-based structures, provide ongoing support and guidance to beneficiaries, ensuring sustained engagement.
- **Inclusion of Marginalized Groups:** Ensuring the active participation of marginalized groups, including women-headed households, individuals with disabilities, ex-combatants, and returnees, is critical for equitable outcomes. These interventions not only address the economic needs of vulnerable populations but also promote social cohesion and empowerment. Future programs should prioritize inclusivity to drive broader community development.
- **Building Sustainable Community Networks:** Leveraging the strengths of community networks fosters solidarity and sustainability. Encouraging beneficiaries who have succeeded in their ventures to mentor others creates a ripple effect of support and growth. Programs that integrate community engagement at every level strengthen the social fabric and provide lasting benefits.

13. Conclusion and Recommendations

13.1. Conclusion

The program demonstrated significant success in empowering marginalized groups, fostering community cohesion, and promoting sustainable livelihoods. By addressing the economic and social needs of beneficiaries, particularly women, refugee returnees, ex-combatants, and other vulnerable populations, it provided a foundation for long-term resilience and self-reliance.

Key achievements included improved income levels, skill development, enhanced social inclusion, and strengthened community participation. The program's focus on gender equality and the active involvement of stakeholders ensured its adaptability and effectiveness in meeting the beneficiaries' needs. However, challenges such as dependency mindsets, social resistance, and gaps in educational reintegration highlighted areas for improvement.

Despite these hurdles, the program's inclusive and flexible approach resulted in a success rate, delivering meaningful outcomes in economic empowerment and social integration. Lessons learned, particularly regarding tailored training, stakeholder collaboration, and continuous monitoring, offer valuable insights for future initiatives. Replicating the program's strengths while addressing its limitations can drive sustainable change and greater impact in similar contexts.

13.2. Recommendations

By incorporating these recommendations, future interventions can build on past successes, promote long-term sustainability, and ensure that vulnerable populations receive the comprehensive support they need.

- **Sustained Support for Returnees and Vulnerable Groups:** Establish a dedicated Ministry / Institution for Resettlement and Reconciliation to provide sustained, long-term support for returnees. Expand the scope of assistance to address broader social and economic challenges faced by vulnerable groups. Ensure continued mentorship, livelihood support, and integration into local markets.
- **Community-based Support Networks:** Strengthen community-based support networks to ensure the sustainability of program impacts. Actively involve host communities in the reintegration process to foster social cohesion, reduce resistance, and support peaceful integration.
- **Document Access and Educational Transitions:** Streamline the process for obtaining documentation, particularly for returnees needing to enroll children in school. Offer specialized support to children transitioning between educational systems, focusing on language and cultural integration.
- **Private Sector Engagement and Livelihood Sustainability:** Expand private sector partnerships to create sustainable livelihoods for returnees. Develop strategies that encourage self-reliance and reduce dependency on external aid.
- **Gender-centric (53.33%) and PWD-sensitive (60%) services:** The current achievement levels for gender-centric (53.33%) and PWD-sensitive (60%) services fall short of the 70% target, requiring strategic improvements. Strengthening policies, training service providers, and enhancing monitoring mechanisms are essential for gender-sensitive services. Collaboration with partners and public awareness campaigns can further drive progress. For PWD-sensitive services, infrastructure upgrades, training, and technology integration are necessary to improve accessibility.

Appendix 1: Case Studies

Livelihood of beneficiary households

Case Study: 01

Case ID: OfERR/Kayts/WW/02

Background:

My name is Joan Kulasingam Rojini, and I live with my son in Urkhavatthurai. I originally migrated from the Pudumathalan area in Vanni. Our family is a woman-led household, and we have five children in total: four daughters and one son. All of my daughters are married, and my son and I currently live together.

Before receiving livelihood assistance from IOM, our situation was very difficult. We had no stable source of income, and our daily survival depended on various temporary income-generating activities. To make ends meet, I was involved in activities such as selling cement block stones, working for daily wages, and taking on gardening work for others.

Challenges Before IOM's Assistance:

Our main challenge was the lack of tools and resources for effective farming. To cultivate a small garden for our needs, I had to rent farming equipment. For instance, renting a water pump would cost me 1,000 rupees, and I would have to pay 200 rupees per day as the rental fee. Similarly, renting a medicine pump would cost me 100 rupees per day. These rental expenses added up, and it was a constant financial burden.

IOM's Support and Its Impact:

The gardening tools provided by IOM have been incredibly helpful. With these tools, I can now manage my garden more efficiently without the need to rent expensive equipment. I have been using these tools to grow a variety of vegetables and crops, including brinjals, ladies' fingers, tomatoes, and pumpkins. Before receiving this assistance, I had already been involved in small-scale gardening around our house, but the tools from IOM have allowed me to expand my gardening activities and make it more productive.

Since receiving the livelihood support, I no longer need to rent agricultural equipment. I have invested a significant amount in the garden—about 150,000 rupees—during the assistance period. As a result, I earned 25,000 rupees in profit from my first harvest. Though the crops I grow are seasonal, this income has been very valuable. In some seasons, I can only earn income when specific crops are in demand, but even then, I am able to sell vegetables for our household's use and also in small quantities in the local market.

The support from IOM has also helped me to build connections with dealers, enabling me to make more significant sales. The agricultural training provided by IOM, as well as the information on co-production and marketing, has been essential for expanding my

business. These skills have been instrumental in increasing my sales and ensuring that my garden yields a good profit.



Transition to Full-Time Farming:



With the support of IOM, I was able to stop working for daily wages and focus entirely on taking care of the garden. This shift has been life-changing, as it has allowed me to dedicate more time and energy to growing crops that provide a sustainable income. Through hard work and dedication, I am now able to manage the garden well and generate income for my family's livelihood.

Conclusion:

IOM's livelihood assistance has played a crucial role in transforming my life and improving my family's financial stability. The provision of gardening tools, along with training in agricultural practices and marketing, has allowed me to move away from wage labor and become more self-sufficient. By taking full control of my garden and managing it effectively, I have been able to earn a reliable income and support my family. This assistance has not only helped me improve our living conditions but also empowered me to take charge of my future.

Case Study: 02

Case ID: CFCD/Chankanai/IR/89

Introduction

Babu Janani, a 24-year-old woman from Chankanai, Jaffna, has faced numerous challenges as a returnee from India. Despite the difficulties of rebuilding her life, she has demonstrated resilience and determination, successfully establishing a livelihood for her family with the support of the International Organization for Migration (IOM). This case study highlights her journey and the role of livelihood assistance in empowering her to create a sustainable income for her family.

Background

Babu Janani is married and has two children, including an eldest son who is currently studying in pre-school. Her family consists of four members: herself, her husband, her two children, and her grandmother, who lives with them. Janani returned to Sri Lanka in 2019 as a refugee from India, where she had lived for many years. Her husband, who is originally from India, holds Indian citizenship and currently works in an ice cream company in India, earning a daily wage.

Upon returning to Sri Lanka, Janani faced the challenge of finding a means of livelihood for herself and her family. She initially lived alone with her children in Jaffna, and in 2021, she brought her grandmother from India to live with them. Her mother, however, has not returned to Sri Lanka and still resides in India.

Livelihood Assistance and Training

Upon her return, Janani did not find any available business opportunities in the area. However, she received livelihood assistance from IOM, which included a sewing machine and an overlock machine. Janani had previously received training in tailoring while living in India, and with the assistance from IOM, she was able to put her skills to use. The sewing and overlock machines enabled her to start a small sewing business at home, where she could work to support her family.

In addition to tailoring, Janani is skilled in Aari work, a form of embroidery. By combining both tailoring and Aari work, she was able to retain a steady number of customers, providing a consistent income. She set up a sewing unit at home, which allowed her to work daily, despite the challenges of managing a household with young children.

Additional Income Sources

In addition to her home-based business, Janani also works part-time for a company that exports goods abroad. This additional source of income further contributes to her family's financial stability. The combination of tailoring, Aari work, and part-time employment has allowed Janani to make ends meet and improve the quality of life for her family.

Impact of IOM's Support

The training provided by IOM has been crucial in enhancing Janani's skills and expanding her business. She recognizes the importance of this support in improving her livelihood and advancing her business. The knowledge gained from IOM's training has given her the confidence and skills needed to manage and grow her work.

Future Plans

Looking ahead, Janani has ambitious plans for the future. She intends to expand her business by opening a tailor shop along the main road in her area. This would provide her with greater visibility and the opportunity to



serve more customers, further increasing her income. She is working toward this goal by saving and planning for the future growth of her business.

Conclusion

Babu Janani's story is a testament to the power of livelihood support in transforming lives. With the help of IOM's assistance, she has been able to establish a sustainable source of income through tailoring, Aari work, and part-time employment. Her determination to expand her business and create a better future for her family reflects the resilience and entrepreneurial spirit that can thrive with the right support. Janani's heartfelt gratitude to IOM underscores the importance of such assistance in helping individuals rebuild their lives and contribute to their communities.

Case Study: 03

Case ID: CFCD/Udu/EC/03

Background:

My name is Sabari Muthu Anjalo Selvakumar, and I am 53 years old. My family consists of three members, including myself, my wife, and our daughter. My daughter has successfully completed her G.C.E. A/L. We relocated from Vanni to Jaffna in 2009, leaving behind all of our properties, which were destroyed during the civil conflict. Additionally, I am an ex-combatant, and I lost one of my legs during the war.

When we initially returned to Jaffna, we faced significant challenges, as we did not have land to build a home. As a result, we lived with our relatives for a while. Eventually, we were able to purchase a plot of land, and with the help of a house plan, we were able to construct our own home. Additionally, we were provided with an electricity connection, which greatly improved our living conditions.

Livelihood Struggles and Adaptations:

Since returning to Jaffna in 2009, I have been earning a living by driving a three-wheeler. Although we do not live a particularly comfortable life, we manage to meet our daily needs through this income. Despite the challenges, we have found ways to make ends meet.

IOM's Contribution to Livelihood Enhancement:

One of the most significant sources of support I received came from IOM, which provided us with essential household utensils and furniture. This support allowed me to start a small rental business, which has become an important source of income for our family. By renting out the furniture and utensils, I am able to generate a steady monthly income, especially during special occasions such as weddings, temple festivals, funerals, flower holy bathing ceremonies, and birthdays.

The rental income is seasonal, with higher earnings during special events. For example, I charge 10 rupees per day for each chair and 200 rupees per day for each table. On average, I can earn more than 10,000 rupees per month from this rental business. This income has been invaluable in helping us cover our child's educational expenses and also allowed us to repay the loans we took from others on a monthly basis.

Plans for Future Growth:

Although the goods provided by IOM have been useful, I find that they are not sufficient to meet the demand for rentals. As a result, I plan to save the income I earn over the coming months in order to expand my rental business. My goal is to purchase an additional 100 chairs, along with decorative rugs to enhance the appeal of the chairs and tables. Additionally, I aim to acquire 100 serving plates to further diversify the rental options I offer. By expanding the inventory, I can increase my rental income and continue to support my family's needs more effectively.

Conclusion:



education. Furthermore, with plans to expand the business, I am optimistic that we will be able to improve our financial situation even more in the future. IOM's support has not only helped us survive but also given us the opportunity to build a more sustainable and self-sufficient.

The assistance I received from IOM has made a significant contribution to the development of our livelihood. The support in the form of furniture and utensils has allowed me to establish a rental business, which provides a substantial income. This income has helped us manage our daily expenses, pay off loans, and invest in our child's



Case Study: 04

Case ID: CFCD/Udu/EC/05

Background:

The family comprises the wife and her husband, Mr. Sabesan Deivendrapillai, a former combatant and war veteran. They live in Sri Lanka and have faced numerous challenges due to their past and their status as former combatants.

Mr. Sabesan's involvement in the conflict resulted in the tragic loss of his father, which led him to join a movement in place of his deceased sister. After being released from detention in 2011, they relocated to their current residence in Tellippalai. Despite his service as a former combatant, Mr. Sabesan struggles to find employment, as many refuse to offer him even casual labor. Consequently, the family relies on their small agricultural efforts, livestock farming, and his occasional work in areas where former combatants are employed.

Challenges Faced:

1. **Livelihood Struggles:** The family faced significant difficulty in sustaining themselves, primarily relying on the income from their livestock and gardening. However, the earnings from these sources were insufficient to cover their basic needs.
2. **Livestock Care and Management Issues:** They faced several challenges in raising livestock, particularly in managing the animals during the rainy season. Previously, they had to keep the animals in a small area behind their house, which was prone to flooding, diseases, and poor conditions that led to a decrease in the health of the livestock.
3. **Isolation and Limited Support:** As a former combatant, Mr. Sabesan faced social stigma and limited job opportunities, which further compounded the family's difficulties. Additionally, their livestock management skills were basic, and they had limited knowledge about advanced care practices.

IOM's Intervention:

IOM provided vital assistance to the family in several ways:

1. **Livestock Shelter Construction:** With IOM's support, the family received a proper livestock shelter, which provided a safe and hygienic environment for their animals. This new shelter made it easier to care for the animals and protected them from the harsh weather, particularly the rainy seasons, significantly reducing the risk of disease and injury.
2. **Training and Capacity Building:** IOM organized a three-day training program for the family, focusing on modern livestock management practices, disease prevention, and how to generate income through animal husbandry. Although the family had some experience with livestock care, the training introduced them to

new techniques and technologies, helping them reduce health issues among their animals.

The training also introduced them to a network of veterinarians and experts, which provided the family with ongoing support and guidance in animal care.

Results and Impact:

1. **Improved Livestock Health:** After implementing the knowledge gained through IOM's training, the family noticed a significant improvement in the health of their livestock. Diseases and illnesses were reduced, and the animals thrived in the better-suited shelter provided by IOM.
2. **Economic Gains:** With the new shelter and improved care techniques, the family's livestock grew in value. They estimated that their livestock was worth around LKR 100,000, a considerable improvement in their financial situation. This increase in income has allowed them to stabilize their living conditions.
3. **Enhanced Skills and Confidence:** The training not only enhanced their technical skills in animal care but also boosted their confidence. The family now feels more capable of managing their livestock and are optimistic about expanding their business. The connections with veterinarians and other experts have been instrumental in improving their farm's productivity.
4. **Diversification of Income:** In addition to livestock farming, the family is involved in small-scale gardening and Mr. Sabesan takes on casual labor jobs where former combatants are employed. This diversified approach to income has helped them maintain a more sustainable livelihood.

Future Plans:

The family plans to further expand their livestock farm by adding more shelters and improving waste management systems to make the process more efficient. They also aim to increase their income by further developing their gardening and exploring new sources of income, such as tailoring, which the wife has learned to do. By doing so, they hope to enhance their quality of life and financial security.

Conclusion:

IOM's support in terms of providing a safe shelter for the livestock, training on modern livestock management, and connecting the family with veterinary resources has had a transformative impact on their livelihood. The family's resilience, combined with the support provided, has allowed them to overcome significant challenges and improve their economic situation. With continued support and the application of the knowledge gained, the family is hopeful about a better future.



Before



After

(Before the shelter they kept the livestock here.)

Some images:



Case Study: 05

Case ID: OfERR/Jaffna/RR/07

Background:

My name is Ratnam Balachandran, and I am 55 years old. I live with my wife and two daughters, making our family of four. We migrated to India as refugees on October 4th, 2007, due to the civil war in Sri Lanka. After spending 17 years in India, we returned to Sri Lanka on October 24th, 2023. Since our return, I have been living at my sister's house, which has been our temporary residence.

My eldest daughter completed her degree in computer engineering in India, and my second daughter completed her 12th grade. We own 7.5 perches of land in Sri Lanka, but we were informed that a housing grant is only available to those who own 10 perches of land. Despite being born in Sri Lanka, my daughter not completed her studies. Because he completed +2 in India, so if she continues this, she wants to study 10 and 11 grade again in her 18 years. Also, my daughters nor I had the opportunity to acquire property while we were in India, and we returned to Sri Lanka without any resources to earn a living.

Upon our return, our relatives helped us by covering all our expenses for the first six months. However, we felt it was no longer appropriate to continue depending on them, so I decided to start a sewing business as a way to support my family. Initially, my sister and a friend helped me by providing sewing machines, and from there, I began my livelihood venture.

IOM's Role and Assistance:

Subsequently, IOM provided me with a sewing machine, which became a significant support for growing and expanding my business. With the new machine, I was able to open a tailoring shop named "City Boys" on Maanippai Road in the Jaffna area. This shop, which carries the same name as a previous business I ran between 1991 and 1996, now operates with a small team of three salaried workers who assist with the sewing work.

During the 1991-1996 period, my tailoring shop employed up to 3 peoples, but now, with fewer resources and staff, we focus on a more sustainable and manageable scale. Nevertheless, it is fulfilling to earn enough to carry a thousand or two thousand rupees at the end of the day, after covering all the expenses, which helps me support my household.

Training and Skill Development:

IOM also provided sewing training, which was incredibly valuable in improving our skills and enhancing our careers. My eldest daughter, Aari works, has been able to apply the knowledge

she gained from the training. She is also working as a volunteer at Offer, further



contributing to the family's livelihood. Meanwhile, my second daughter is practicing the profession of tailoring, which helps both her and our family's financial situation.

The training from IOM also taught us valuable lessons on capitalist philosophy and how to become self-sufficient and financially independent. This knowledge has given me a clearer vision for the

future of our business, and I am now focused on expanding into new areas.

Future Plans and Business Growth:

Looking ahead, I have set a new goal to sell ready-made men's shirts. This is an area I believe has great potential for growth, and I am excited about the prospect of taking my business to the next level. Additionally, I plan to engage in advertising through social media to reach a broader audience and attract more customers.



The support from IOM has been instrumental in sustaining my livelihood. The sewing machines, the training, and the business advice I received have all contributed significantly to our ability to maintain a steady income. This assistance has allowed me to pursue my entrepreneurial goals and secure a better future for my family.

Conclusion:

The help I received from IOM has had a profound impact on my life and the lives of my family members. From providing necessary tools to offering training and guidance, the support has been crucial in establishing a sustainable livelihood. I am optimistic about the future of my business and am committed to expanding it further, with the hope of achieving even greater financial independence and stability. The skills, knowledge, and resources provided by IOM have helped me turn a difficult situation into an opportunity for growth, and I am deeply grateful for the organization's support.



Case Study: 06

Case ID: OfERR/Kayts/EC/17

Introduction

Durairasa Thushayanthan, a 35-year-old fisherman from Jaffna, is a prime example of how rehabilitation and livelihood assistance can help individuals reintegrate into society and thrive economically. He lives with his wife and son, and his story highlights the resilience of a man who, despite the challenges of his past, has successfully rebuilt his life through fishing—a family tradition passed down through generations.

Background

Thushayanthan is an ex-combatant who underwent rehabilitation and successfully reconnected with his community. Following his rehabilitation, he returned to Jaffna and resumed his work as a fisherman, a profession his family has been engaged in for generations. He specializes in maintaining shrimp traps, but his work also includes managing fishing nets and crab nets.

The Fishing Business

In the marine industry, Thushayanthan's business is primarily seasonal, with higher income potential during the rainy season. His daily routine involves two trips to the sea. The first trip begins at 4 a.m., and he returns to shore by 9 a.m. to sell the fish, crabs, and shrimp caught to wholesalers. In the afternoon, he heads back to sea at 2 p.m. and returns around 5 p.m. to repair and organize the shrimp traps. Despite the fact that the traps are often empty, he continues this routine to ensure the traps are ready for the next fishing cycle.

The Role of Livelihood Assistance

After his rehabilitation, Thushayanthan received livelihood assistance from the International Organization for Migration (IOM). This support proved to be crucial in helping him set up his shrimp traps. Since receiving this assistance, Thushayanthan has seen a dramatic increase in his income. In just a few months, his earnings tripled, thanks to the timely support and the opportunity to invest lakhs of rupees into his business. This financial aid has been instrumental in helping him rebuild his life and business.

Training and Skill Development

In addition to financial assistance, Thushayanthan also participated in several valuable training programs. These included the Employment Promotion Scheme (EPS) course, a motor course, and specialized training on export and import procedures. Most importantly, he gained skills in converting capital goods into final products. The knowledge gained through these training sessions has enabled him to better manage his business and expand his understanding of how to grow and sustain it.

The training programs provided Thushayanthan with a deeper understanding of business operations, helping him make informed decisions and improve his management skills. As

a result, he has been able to maximize the potential of his investments, ensuring greater sustainability and profitability.

Challenges and Sustainability

Despite the success Thushayanthan has experienced, there are still significant challenges to overcome. The fishing industry, his primary source of income, requires regular reinvestment in capital items such as nets. These items need to be replaced or repaired periodically, which demands considerable financial resources. To ensure the continuity of his business, Thushayanthan must save a portion of his income to reinvest in new equipment.

Through the support he received, Thushayanthan is now in a better position to navigate these challenges. The financial assistance, combined with the knowledge gained from training, has enabled him to maintain his investments and reinvest additional capital into his business, ensuring its growth and long-term sustainability.



Conclusion

Thushayanthan Dushyanthan's journey from rehabilitation to business success is a powerful example of the positive impact that timely assistance and skill development can have on individuals and their communities. By receiving support from IOM, Thushayanthan has been able to rebuild his life, grow his business, and secure a more sustainable future for his family. His story demonstrates the importance of providing



livelihood assistance, training, and opportunities for reintegration, as they can help individuals overcome challenges and achieve lasting success.

Case Study: 07

Case ID: OfERR/Jaffna/WW/01

Background:

Bamini Yogendran, a 43-year-old woman, resides with her mother, brother, and two children. In 2007, her life was shattered when her husband was abducted and later killed by a gunshot. Following this tragedy, she and her family migrated from Vavuniya in search of a fresh start.

Before her husband's death, Bamini had started learning tailoring. After his passing, she began taking tailoring orders to provide for her two children. Initially, she worked with only a manual sewing machine, and her resources were limited. She didn't own land, which prevented her from qualifying for certain government schemes. Despite trying



several times through the Grama Sevaka (GS) office, she couldn't access the assistance she needed.

Bamini and her family live in a rented house, and her business journey has been marked by resilience and determination. She eventually acquired more equipment, including a Zoge sewing machine, a pearl machine, and basic

furniture, which helped her expand her business.

Challenges:

Bamini initially operated her tailoring business from home. However, as her children started schooling, managing both their needs and her business became increasingly difficult. She then decided to partner with another woman for five years, but felt that her partner was earning more than she was, which led Bamini to part ways and start her own business.

Renting a shop space became the next step in her journey. However, this came with new financial pressures. The shop rent is Rs. 10,000, and Bamini faces the challenge of covering both the rent for her shop and her home with the income from her business. Additionally, she dislikes the noisy environment of her current shop location and is actively searching for a quieter space closer to her home, where the rent is more affordable.

Support and Transformation:

Before receiving any external assistance, Bamini attended various programs offered by different organizations. However, it wasn't until she received support from the International Organization for Migration (IOM) that her circumstances started to improve. With the help from IOM, Bamini was able to meet her daily needs and improve her business. She acquired an additional machine from Samoorthy, which played a significant

role in launching her career. To fund the advance for renting her shop, Bamini had to sell her jewelry.

Once she secured the shop, Bamini received further assistance from IOM, which contributed to a significant increase in her monthly income. Her earnings rose by 90%, which allowed her to cover her living expenses and continue supporting her family. Although she still faces time constraints, especially due to her children's schooling, Bamini works long hours, often staying at the shop until 9:30 p.m.

Her shop operates daily from 9 a.m. to 9 p.m., although she only opens on days when she has orders. Bamini manages to balance her time between the shop and her family responsibilities, and when needed, she travels to fulfill orders.

Skills and Future Plans:

Bamini has received training in Aari work and other tailoring-related skills, which she found to be highly beneficial for her business. She also took her daughter along to the training, and now her daughter assists her with Aari work, which has been a great help. Looking to the future, Bamini plans to hire an employee to further support her growing business. She has already had a worker after receiving IOM assistance, but the person had to leave due to personal reasons. Nevertheless, Bamini remains confident that, with continued support, she will be able to sustain and grow her business.

Conclusion:

Bamini's story is one of perseverance, resilience, and determination. Despite facing significant hardships after her husband's death, she has managed to create a sustainable business that supports her family. The assistance from IOM has played a pivotal role in helping her overcome financial barriers and expand her tailoring business. With the skills she has gained and her unwavering dedication, Bamini is optimistic about the future and is committed to continuing her journey toward empowerment and self-sufficiency.



Vocational skills

Case study – Youth Training 01

Introduction

My name is Navarathinam Sankar, and I am 26 years old. I reside in Velani, an island located in the Jaffna district of Sri Lanka. Being part of a coastal community, our primary occupation is fishing, which has been the backbone of our livelihood for generations. The island is surrounded by water, and most of our daily activities are closely linked to the sea. I have been engaged in fishing for over 10 years, but I recently had the opportunity to enhance my knowledge and skills through a specialized in this training program. The training I attended, the skills I learned, and how it has positively impacted my career in fishing and boating.

The Need for the Training

While fishing has been our traditional way of life, I realized that gaining more technical knowledge would improve not only my skills but also my overall safety and efficiency in this profession. Over the years, I had acquired practical knowledge about fishing, but I lacked formal training in certain key areas, such as engine operation, navigation, and safety protocols. The absence of this expertise was a potential risk, especially when operating boats in challenging sea conditions.

In response to these needs, a 10-day training program was conducted by Ocean University, a prestigious institution known for its expertise in marine studies. The training was held at the Kacheri and was specifically designed to equip fishermen and boat operators like myself with the necessary knowledge to enhance our proficiency in fishing and boating activities.

Overview of the Training

The training program was comprehensive, covering various essential aspects of fishing, boat operation, and safety measures. The curriculum was designed to address both the theoretical and practical needs of participants, ensuring that we gained a well-rounded understanding of the subjects. The following areas were covered in the training:

- 1. Boat Engine Operation:** We learned how to operate and maintain boat engines.
- 2. Navigating Boats:** One of the key lessons of the training was understanding how to sail boats in the right direction.
- 3. First Aid and Emergency Response:** Safety is of utmost importance in any maritime activity.
- 4. Understanding Sea Borders and Regulations:** As part of the training, we were introduced to the concept of sea borders and maritime laws.

Benefits of the Training

The training program has significantly enhanced my technical skills, enabling me to confidently operate boat engines and navigate through various sea conditions. I am also better prepared for emergencies with first aid and safety knowledge, ensuring both personal and community well-being. The certificate I received from Ocean University has opened up new career opportunities, providing credibility for employment and contracts within the fishing and boating industry. Additionally, the training has had a positive impact on my community by improving the safety and efficiency of local fishermen, ultimately leading to higher productivity and reduced risks in the industry.

Conclusion

The 10-day training program conducted by Ocean University was a transformative experience for me. It not only improved my practical skills in fishing and boating but also enhanced my understanding of safety procedures, legal regulations, and emergency responses. The certificate I received is a testament to my commitment to improving my skills and knowledge, and it has significantly contributed to my career development.

I am grateful for the opportunity to have participated in this training, and I look forward to continuing to apply what I have learned to improve my work and contribute to the sustainable growth of the fishing industry in my region.

Case study – Youth Training 02

Introduction

My name is Ravikaran Sukirthan, and I am 26 years old. I live in Velanai, an island located in the Jaffna district of Sri Lanka. The island is surrounded by the sea, and fishing and boating have been central to the livelihoods of the people here, including myself. I have been involved in fishing and boating activities for over 10 years, gaining significant practical experience during this time. However, my knowledge was primarily based on hands-on experience, and I lacked formal education in the technical aspects of my profession. Recently, I participated in a six-month training program conducted by Ocean University that has enhanced my knowledge and skills in boat navigation, rope handling, and other vital aspects of my work. This case study explores the benefits I gained from the program, the value of the certification, and how it has opened new opportunities for my career.

The Need for Formal Training

While I had worked in the fishing and boating industry for a decade, I realized that formal training could greatly improve my knowledge and skills. Despite my years of experience, there were areas of my work where I lacked theoretical understanding, such as the proper techniques for boat navigation, the correct ways to handle ropes, and other technical skills that are critical to ensuring safety and efficiency on the water. I was also aware that formal qualifications would help improve my job prospects and open doors for further career advancement.

The six-month training program provided by Ocean University offered the perfect opportunity to gain these essential skills. The course was designed to provide participants with both theoretical knowledge and practical experience, ensuring that we were fully equipped to handle various aspects of our profession.

Overview of the Training

The six-month training program was comprehensive, focusing on enhancing technical proficiency in key areas of fishing and boating. It covered essential topics such as boat navigation, where we learned how to assess sea conditions and use navigational equipment; rope handling and tying techniques, which are critical for safety and efficiency; modern fishing techniques, aimed at improving our catch while ensuring sustainability; and safety protocols, including first aid and emergency procedures to reduce risks at sea. The program culminated in an official certification, which has significantly boosted my career by providing a recognized credential for job opportunities, migration, and increased professional credibility.

Impact of the Training on My Career

The training program has had a significant impact on both my career and personal development. It has enhanced my technical skills, particularly in boat navigation, rope handling, and fishing techniques, making my work safer, more efficient, and productive. The certificate I received has opened up new career opportunities, provided proof of my

expertise, and facilitated migration opportunities due to its international recognition. Additionally, the program has provided a clear pathway for further education, as I can now pursue an NVQ 5 degree, which will be a major step in my professional growth. The training also helped me build valuable relationships with trainers and fellow participants, strengthening my credibility and fostering collaboration within the local fishing community.

Conclusion

The six-month training program at Ocean University has been a transformative experience for me. It has provided me with the theoretical knowledge and practical skills that I lacked before, significantly enhancing my professional capabilities. The certificate I received has opened up new career opportunities and laid the foundation for further qualifications, such as the NVQ 5 degree. Additionally, the program has helped me build stronger relationships with both fellow participants and trainers, which has enhanced my professional network. I am grateful for the opportunity to have participated in this training and look forward to continuing my education to further advance my career in the fishing and boating industry.

This experience has reinforced my belief in the importance of formal training for career growth, and I am excited to continue applying the knowledge I have gained to improve my work and contribute to the development of my community.

Case study – WRDS

Navali East WRDS: A Model of Innovation and Dedication in Volunteerism

Established on June 11, 2008, the Navali East Women's Development Society (WRDS) in Sandilipay, Jaffna, has emerged as a leading community-based organization (CBO) driven by innovative thinking and the unwavering dedication of its volunteer members. Registered under the Northern Province Department of Rural Development, this dynamic group of 44 women, including 11 heads of households, exemplifies the power of collective action.

The Navali East WRDS embraces diversity, encompassing ex-combatants, elderly women, and individuals from diverse livelihood backgrounds such as tailoring, handicrafts, animal husbandry, and small-scale businesses. This diversity enriches the organization and fosters a strong sense of community.

A core service of the WRDS is providing loans to members at concessional interest rates, a demand fueled by the active entrepreneurial spirit within the group. Since its inception with a seed fund of Rs 9 lakhs from the North East Irrigated Agriculture Project (NEIAP) in 2009, the WRDS has successfully grown its loan fund to Rs. 34 lakhs. This remarkable achievement is attributed to a robust loan disbursement process, stringent recovery mechanisms, a strong emphasis on financial discipline, and a cultivated sense of ownership among members. This dedication is evident in their unwavering commitment to monthly meetings, held on the 15th of every month without fail, even on significant holidays like Thaipongal. As per their Secretary, *"Since April 2023, when the last AGM was conducted, we have never missed out on a monthly meeting, which falls on the 15th of every month, not even on a Thaipongal day (it had fallen on January 15)."*

The current leadership of the Navali East WRDS demonstrates a keen business acumen alongside a strong social conscience. Recognizing an opportunity to maximize the utilization of assets transferred through an IOM EDRR grant (tables and culinary items), the Executive Committee proactively invested in additional catering equipment (plates, cups) through member contributions (Rs. 500 per member). This strategic move allows WRDS to now offer a comprehensive catering package for rent, generating new income streams.

While focused on economic empowerment, the Navali East WRDS remains deeply committed to social welfare. The organization annually supports the education of its members' children through school bag donation programs. Furthermore, the WRDS actively contributes to the well-being of the local community by supporting the preschool within their Grama Niladhari Division with nutritional food packages and by contributing to the salaries of preschool teachers.

With innovative thinking and dedicated leadership, the Navali East WRDS stands tall to be a role model WRDS in the Jaffna District and reminds us of the potential a CBO could possess to make a difference.

A dearth of Visionary Leadership and a sedate drive for member services: at the Iyanarkovilady WRDS

This society was said to have been started in 1993. However, this society has shown an inherent behavior of being inactive and then becoming active to perform for some time. As such and due to its inactivity, it was revamped and re-registered in 2016 by the Department of Rural Development, Northern Province. All the members were IDPs sometimes in the past; during the peak of the war in the Jaffna peninsula, and they had been displaced and resettled some time ago. One of the former Presidents was more aware of the society's affairs and was able to respond to the discussion and were able to answer questions.

Although the Annual General Meeting took place on July 05, 2024, the present Executive Committee had conducted only one monthly meeting with its all members in November 2024. Still, the leadership of the society couldn't produce the meeting minutes for the evaluation team. This reflected their lack of seriousness in ensuring the smooth functioning of the operations of society.

The management of the society's affairs and its resources was not properly and efficiently done, as the grants of IOM were idling at the office and in the bank account. Further, the present Executive Committee has sanctioned only 10 loans, worth Rs. 10,000 each (a total of Rs. 100,000 had been given out as loans) since July 2024.

It was observed that this WRDS was not properly functioning, owing largely to incompetent leadership (office bearers). The key office bearers couldn't spell out their responsibilities. They were not aware that this WRDS was run by a set of by-laws provided by the Department of Rural Development. Only the former Present pulled out an older copy, an earlier version of the by-laws proposed by the Department of Rural Development. None of the other office-bearers knew that there was such a constitution. Also, they didn't have the registration of the society copy with them.

This former President was a veteran and a senior citizen who had given leadership to this WRDS in the past. Because of her acumen of WRDS affairs and her exposure and experience in doing similar works in the past, the WRDS seemed to be moving ahead.

The President didn't seem to have taken up the leadership role seriously. In general, the office bearers were not collaborating and working in unison towards the mission of this WRDS. The Secretary was very new to this WRDS setup. The Treasurer was an experienced community worker, but she could do nothing since there was poor leadership and a lack of commitment to driving this WRDS. The treasurer had some documents related to finance. but the other committee members didn't know the financial position of the society. Further, the Executive Committee members didn't know the bank details of their society.

The WRDS had an office space at the village secretariat building, shared with Grama Niladhari, the Development Officer, and the Samurdhi Officer. This WRDS had a cupboard to place their documents safely and an additional room to keep their assets (including

the utensils received from IOM). The present office bearers didn't know what documents were available in the cupboard and for what purposes this cupboard had been maintained. The former President could pull out the first by-law document prepared by the Department of Rural Development in the early 1990s (in fact a damaged document). Yet, the present Executive Committee members were not aware that such a document existed in the cupboard, nor it must have been referred to by them to ensure their decisions and actions were in line with that document (constitution).

Some initiatives were taken by this WRDS for the human rights of their members. However, it was observed that there is less chance for the community and other CBOs to reach out in support to address social issues. Further, they weren't networking with any other CBO in the GND. The WRDS was solely focusing on their loan disbursement program and nothing else. Yet, they aren't doing that efficiently.

In conclusion, it can be said they are struggling to function as an independent organization.

Case Study: Quick Impact Project – Tellipalai

Resettlement Experience

Community Sentiment on Resettlement

A total of forty-four houses were constructed with financial assistance from UNDP and IOM, covering two-thirds of the total expenditure. The remaining costs were borne by the families themselves. These houses were equipped with essential facilities, including water, toilets, and electricity. Although internal wiring and the mainline installation have been completed, the connections to individual houses are still pending but are expected to be provided soon, according to representatives.

Most families in the area were displaced in 1990 and had to temporarily reside in various locations, including Polikandy, Vadamarachchi, and Sinnavalai. Some even moved to India during their displacement. A woman shared her story of being displaced to India in 1990 and returning in 2004. Upon her return, she and her family lived in rental houses. She married in 2010 and now has three children. However, her husband left due to family disputes and struggles with alcohol and drug abuse. She currently lives with her mother and children. As part of livelihood support, she received fifty-six chairs and fifteen tables from IOM, which she rents out to earn a small income for her family's survival.

Several male community members described their experiences, highlighting the assistance they received, such as fishing nets valued at Rs. 200,000 and other fishing tools from IOM. Although these tools have not yet been utilized in their current location, the men expressed hope that they would be able to use them when fishing activities resume in their resettled area. Another male participant shared his challenges of living in rented houses, where he faced frequent evictions for renovations or cleaning. He expressed relief and happiness at finally living in his own house, describing it as a liberating and fulfilling experience.

Daily Challenges in the Community

Livelihood Difficulties

The community's primary livelihood revolves around fishing. Most men travel eight kilometers to Polikandy for fishing activities. They leave the previous night and return early in the morning, while the women wake up early to process and sell dried fish. This routine requires women to leave home by 6:00 a.m. to catch a bus, spending Rs. 80 on transportation. The long-distance travel affects their ability to manage household responsibilities, including childcare, cooking, and assisting their children with education. The absence of a nearby market, shop, or post office adds to their difficulties, as they must travel five to six kilometers to Tellipalai to access these services, including government social security benefits and other payments.

The community also faces challenges related to the canal that connects the area to the sea. The canal needs to be widened and deepened to allow boats to launch, as it is currently blocked by rocks and insufficiently deep. While funds have been allocated for

this work through a private organization, political conflicts have delayed progress. The community hopes for a resolution soon.

Water Access and Usage

Water Facilities and Distribution

Water access has improved significantly with the construction of forty-four tube wells, supported by contributions from various organizations. OFFER provided twelve wells, the DS office contributed ten, and Ragam supplied ten. Additionally, four open wells were constructed through private funding. Despite this progress, nine households remain without wells due to a lack of funding. While the water is sufficient for cooking and bathing, it contains high levels of fluoride, making it unsafe for drinking. To address this issue, local authorities installed three large tanks that supply drinking water every three days, with additional water provided for urgent needs.

Operating the tube wells presents challenges, particularly for women, as the pumps are made of heavy iron bars that are difficult to use. However, the proximity of water sources, typically within fifty meters of most households, allows for relatively easy access. Families without tube wells rely on their neighbors for water, which can lead to logistical difficulties and strained relationships.

Challenges with Tube Wells

Some participants reported that their tube wells are insufficiently deep to provide adequate water during dry weather. Maintenance issues have also arisen, with a few wells already broken. One woman, who lives alone with her children, shared that her well is no longer functional, forcing her to depend on neighbors for water. The community expressed concerns about the durability of the wells, which were installed free of charge, leaving them with limited options to address quality issues.

Water Quality and Reliability

Concerns Over Water Quality

The water quality in the area remains a significant concern. Residents reported that the water is contaminated with calcium and saltwater, and it has an unusual smell and discoloration. These issues have raised fears about health risks, as some residents' relatives have suffered from kidney stones and kidney failure. Despite water testing by unidentified officials, the community has not received any results or recommendations to address these concerns.

Maintenance Issues

The tube wells are too short, measuring only about one foot in height, making them vulnerable to flooding during heavy rains. When floodwaters submerge the wells, surface water flows into the pipes, further contaminating the supply. The community suggested raising the height of the wells by one to one-and-a-half feet to mitigate this issue.

Impact on Daily Life

Improvements in Health and Hygiene

Access to water has positively impacted the community's daily routines and hygiene practices. Families now have sufficient water for bathing, cooking, and sanitation. Improved access has particularly benefited women and children, reducing the incidence of illnesses like fevers and coughs. Many families use the water to maintain gardens and livestock, enhancing their overall quality of life.

However, challenges persist, particularly with drinking water availability. Limited supply from government-provided tanks forces families to ration water, affecting their ability to manage household tasks effectively. Long-distance travel to fetch water adds to the strain, particularly for women assisting in fisheries activities.

Challenges and Recommendations

Infrastructure Needs

The community identified several critical infrastructure needs, including the construction of nine additional wells, raising the height of existing wells, and completing the delayed canal project. Additionally, damaged tube wells require urgent repairs, and individual house electricity connections need to be finalized promptly.

Addressing Water Access Gaps

Families without water facilities face significant hardships in accessing water. They often rely on neighbors, leading to misunderstandings and conflicts. Those with wells can obtain water without restrictions, highlighting the disparity in access. Community members suggested enhancing planning and maintenance to address these gaps.

Collaboration and Community Involvement

Community Participation in Planning

The resettlement project involved active community participation. House plans, measuring 21x27 square feet, were shared with families, and housing allocation was conducted through a transparent lottery system. Families contributed to the construction costs, raising funds through loans and pawning jewelry. The transparency and inclusivity of the process ensured equitable distribution of resources.

Support and Training from Organizations

Organizations such as IOM and OFFER Ceylon played a vital role in supporting the community. Regular visits and meetings by officers ensured smooth progress and conflict resolution. Livelihood support included sewing machines and training in food preparation and soap production for women, as well as boat engine repair training for fishermen. These initiatives were highly appreciated, as they helped save time and money while enhancing skills.

Despite the positive impact, beneficiaries lack comprehensive knowledge about the organizations involved and continue to depend on officers for information. Increased awareness and communication efforts are needed to address this gap.

Conclusion

The Quick Impact Project in Tellipalai has brought significant improvements to the community through housing, water facilities, and livelihood support. However, ongoing challenges related to water quality, infrastructure, and maintenance highlight the need for continued collaboration and timely completion of pending projects. Addressing these issues will further enhance the community's well-being and sustainability.

Appendix 2: Other findings in details

1. Current Employment Status

Figure below provides a breakdown of the current employment status, expressed as percentages of the total population surveyed. A significant proportion, 45.99%, are self-employed, making this the largest category. This is followed by 35.80% who are employed full-time, indicating that a substantial portion of individuals are engaged in traditional employment. Part-time employment accounts for 11.42%, reflecting a moderate share of the workforce. Smaller proportions are observed in other categories: only 0.93% are involved in home gardening, while seasonal employment is reported by just 0.31%. Lastly, 5.56% of individuals are unemployed, highlighting a minority without employment.

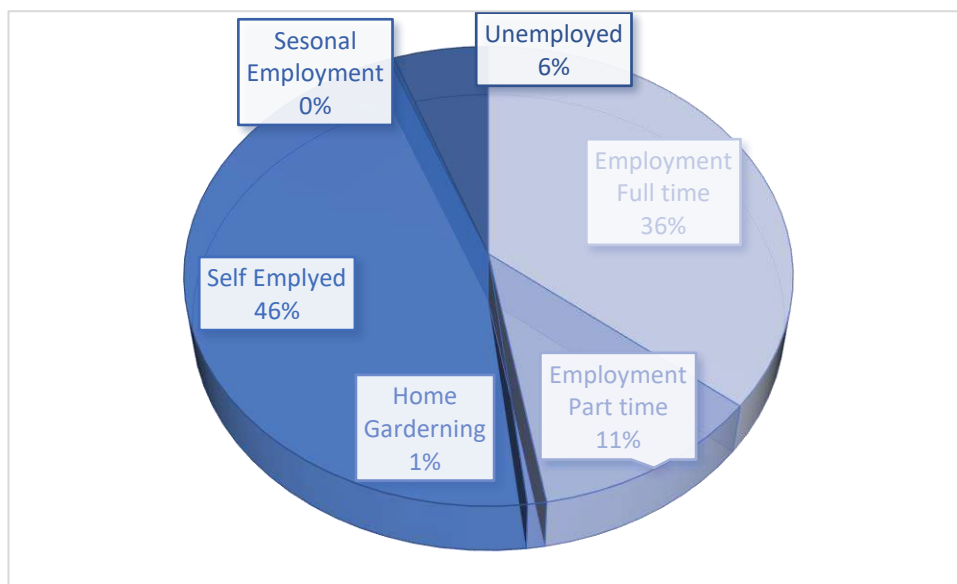


Figure 9: Employment type of the beneficiaries

2. Access to Basic Needs

Table below provides insights into how households perceive changes in access to basic needs across five essential areas: food, shelter, healthcare, education, and clean water and sanitation. The data is categorized into three levels of change: improved, stayed the same, and worsened. A clear pattern emerges from the data: the majority of households have reported improvements in their access to basic needs. Across all categories, there is a strong trend of progress, with minimal reports of deterioration.

Food is the area where the highest proportion of households (84.26%) reported improved access, and no households reported worsened conditions. This is closely followed by education, where 82.41% of households experienced better access, again with no reports of worsening. Access to healthcare has also seen notable improvements, with 79.63% reporting positive changes. However, 20.37% of households noted no change, indicating room for further improvement in this critical sector. Similarly, clean water and sanitation saw an 80.86% improvement rate, but it is also the category with the highest percentage

of worsened access (0.62%), albeit still a very small proportion. Shelter, while showing significant improvement at 75%, had the largest proportion of households reporting no change (24.69%). Additionally, 0.31% of households experienced worsened access to shelter.

The data underscores a positive overall trend in the enhancement of living conditions, particularly in food security and education, which have the highest improvement rates. The near absence of worsened access in most categories reflects significant progress, but the presence of households reporting no change or slight declines highlights areas requiring further attention. Efforts to sustain and expand these improvements, particularly in shelter and clean water access, will be crucial in ensuring equitable access to basic needs for all households. While the findings are encouraging, policymakers and stakeholders should focus on addressing the remaining gaps to achieve comprehensive and sustainable development.

Table 2: Households' access to basic needs

Basic Need	% of households whose access		
	Improved	Stayed the Same	Worsened
Food	84.26	15.74	0
Shelter	75.00	24.69	0.31
Healthcare	79.63	20.37	0
Education	82.41	17.59	0
Clean Water and Sanitation	80.86	18.52	0.62

3. Household Assets

The data highlights the distribution of household assets and provides insights into the socioeconomic conditions of the surveyed population. Smartphones are the most commonly owned asset, with 41.67% of households having access to them, reflecting a significant level of digital connectivity and the growing penetration of technology. Push bicycles are also prevalent, owned by 37.96% of households, indicating their importance as an affordable and practical mode of transportation.

Ownership of vehicles, at 26.54%, and televisions, at 25.62%, points to moderate economic capacity and access to media and mobility. Livestock ownership stands at 22.84%, suggesting its role in livelihoods, particularly in rural or agricultural contexts. Refrigerators, present in 18.83% of households, reflect a relatively lower level of access to modern amenities, possibly due to economic constraints or lack of reliable electricity.

Income-generating equipment such as sewing machines and tillers are owned by 16.36% of households, while fishing tools are slightly less common at 16.05%, hinting at engagement in small-scale businesses or fishing as a source of income. Agricultural tools are the least common asset, with only 8.64% of households owning them, which may indicate limited agricultural activity or reliance on traditional methods.

Overall, the data reveals economic diversity, with some households having access to modern assets and others still dependent on traditional tools or basic resources. It paints a picture of a community balancing between modern advancements and traditional practices.

4. Beneficiary Confidence and Satisfaction

The results illustrate various aspects of support that contributed to household confidence. The most significant contributor was the increase in income, which accounted for 33.77% of households. This highlights the importance of financial improvement in fostering a sense of security and optimism. Following this, the provision of livelihood equipment and materials was another critical factor, influencing 17.55% of households. This suggests that tangible resources play a substantial role in enabling people to sustain or expand their livelihoods.

Encouragement and support provided by IOM and implementing partners also had a notable impact, contributing to the confidence of 11.92% of households. Similarly, vocational training, which supported 10.26% of households, underscored the value of skill development in building self-reliance and capability. Support labeled as "confidence through support" affected 11.26% of households, reflecting the psychological and motivational benefits of assistance programs. Other factors like access to livestock, business opportunities, and increased investments played smaller but meaningful roles, contributing 5.63%, 3.64%, and 2.65%, respectively. Meanwhile, self-employment opportunities and improved skills and knowledge had limited influence, impacting 1.99% and 0.99% of households, respectively. Financial support, contributing only 0.33%, played a minimal role in the overall confidence-building process.

5. Perceived Safety and Stability

The findings indicate that the majority of households perceive their safety and stability positively, with 80.55% rating their satisfaction as either "Very high" (19.75%) or "High" (60.80%). A smaller proportion, 17.59%, expressed a "Moderate" level of satisfaction, suggesting some areas of uncertainty or mixed experiences. Only a minimal percentage of households reported dissatisfaction, with 1.23% rating their perceived safety and stability as "Low" and 0.62% as "Very low." These results highlight an overall favorable perception of safety and stability among households, with only a small fraction expressing concerns. However, the presence of moderate and low ratings underscores the need for targeted interventions to address specific issues and sustain the generally positive sentiment.

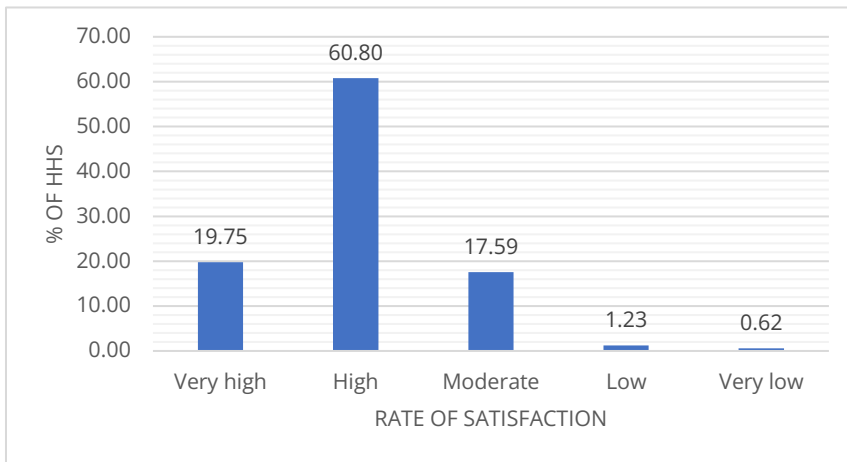


Figure 10: Perceived Safety and Stability

6. Opportunities for Social and Economic Advancement

The data outlines the changes households have experienced in various opportunities for social and economic advancement, specifically in job opportunities, skill development, financial services, loan services, investments, and housing conditions. Below is a detailed analysis of each category.

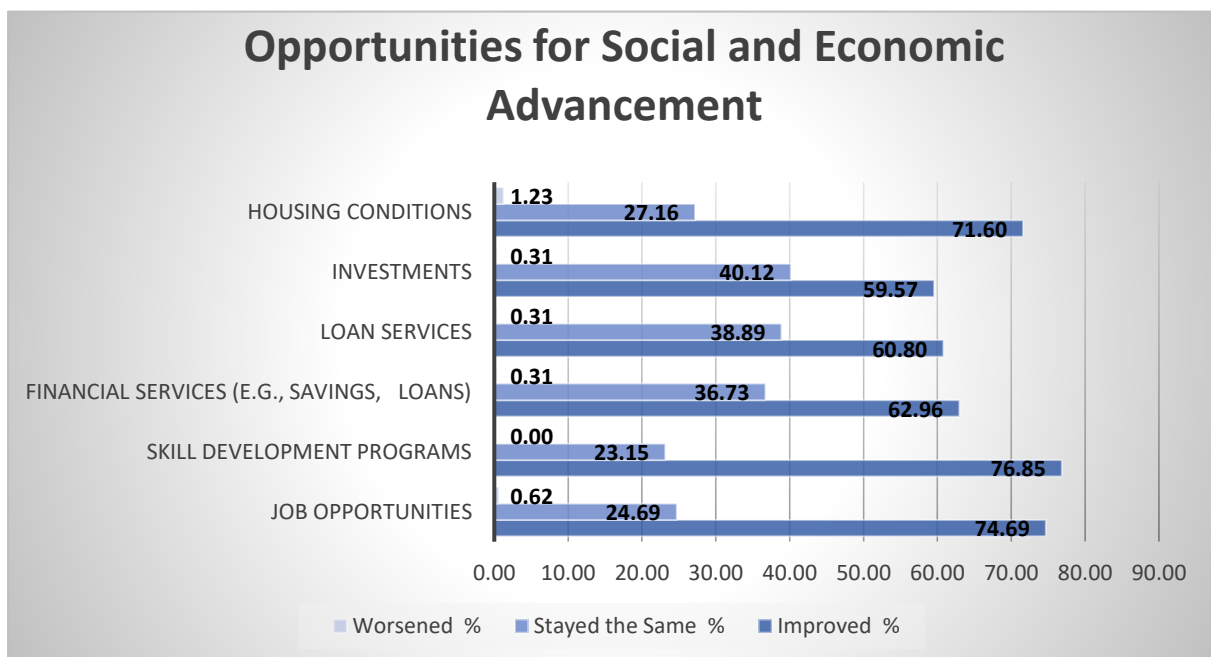


Figure 11: Opportunities for Social and Economic Advancement

Job Opportunities: The majority of households (74.69%) reported an improvement in job opportunities, suggesting significant progress in this area. A smaller proportion (24.69%) stated that job opportunities had remained unchanged, while only a negligible 0.62% felt that job opportunities had worsened. This indicates that efforts to enhance employment prospects have been largely successful for most households.

Skill Development Programs: Skill development programs emerged as the area with the highest reported improvement, with 76.85% of households acknowledging better access. The remaining 23.15% experienced no change in this regard, and no households reported a decline. This suggests a focused effort on capacity-building and human resource development, which may positively impact other areas like employment and income generation.

Financial Services (e.g., Savings and Loans): Access to financial services showed a notable improvement, with 62.96% of households observing better access. However, 36.73% reported no change, and 0.31% experienced a decline. While the majority benefited from enhanced financial services, the relatively high proportion of households reporting no change highlights room for improvement in financial inclusion efforts. A similar trend was seen in loan services, where 60.8% of households experienced improved access. About 38.89% indicated no change, and 0.31% reported a decline. These figures suggest that while progress has been made, loan accessibility still needs further attention to reach more households.

Investments: Investment opportunities saw improvement for 59.57% of households, the lowest percentage among all categories. Meanwhile, 40.12% stated that investment opportunities had remained the same, and 0.31% noted a decline. These results point to the need for enhanced efforts to promote investment opportunities as a means of supporting household economic advancement.

Housing Conditions: Housing conditions showed a strong improvement, with 71.6% of households reporting better living standards. However, 27.16% noted no change, and 1.23%, the highest percentage across all categories, indicated a decline in housing conditions. This highlights that, despite significant progress, housing remains an area where some households are experiencing challenges.

Overall, the findings suggest substantial improvements across all categories of social and economic advancement, particularly in skill development programs and job opportunities. However, there are areas where improvements have not been as widespread, such as investments and financial services, with many households reporting unchanged conditions. Housing conditions, despite notable progress, exhibited the highest rate of decline, indicating the need for targeted interventions. This analysis underscores the importance of continuing efforts to address the specific needs of households, ensuring that progress reaches those who have not yet experienced significant benefits.

7. Satisfaction with Legal and Related Services

The results paint a detailed picture of household satisfaction levels with legal and related services provided by both state and non-state actors. While the overarching sentiment appears positive, with most households expressing satisfaction across different service types, the findings also reveal areas of relative neutrality or dissatisfaction that may warrant closer examination.

The level of satisfaction with legal services provided by state actors shows that a significant majority, comprising 59.64% of applicable households, are "satisfied," with an additional 18.21% being "very satisfied." This suggests that nearly four out of five households had a positive experience. However, a notable 16.79% reported a "neutral" stance, which might indicate room for improvement or a lack of clear expectations. Only 5.36% were dissatisfied, and no households reported being very dissatisfied, which is a promising sign.

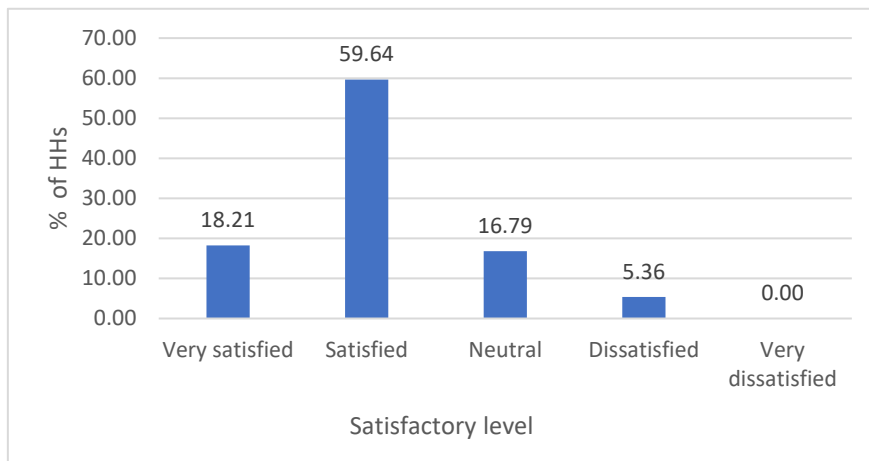


Figure 12: Satisfaction with legal services provided by state actors

For legal services provided by non-state actors, satisfaction levels are similarly high, with 58.78% "satisfied" and 20.79% "very satisfied." The neutrality rate (15.77%) and dissatisfaction rate (4.66%) are slightly lower than for state-provided services, suggesting that non-state actors may be marginally more effective or better received in certain contexts.

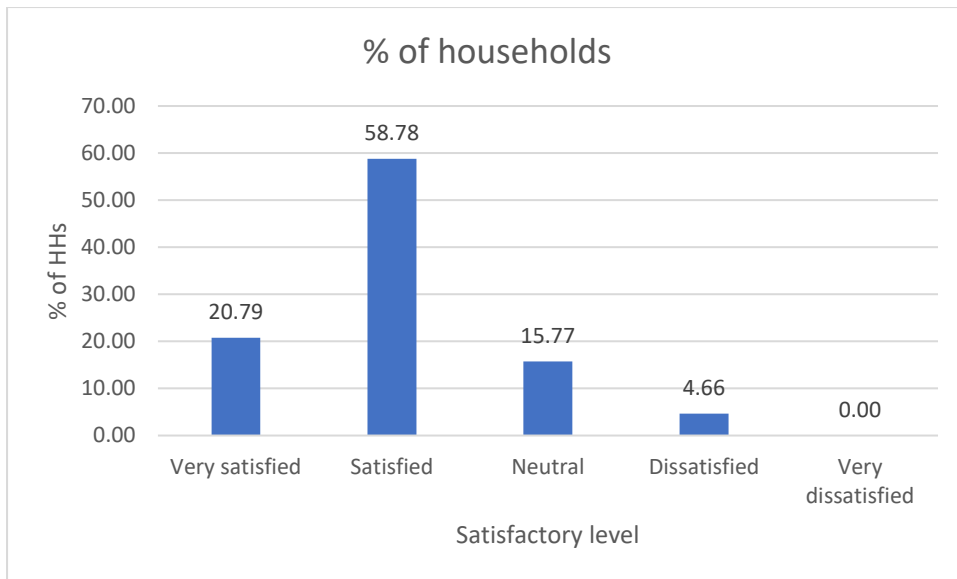


Figure 13: Satisfaction with legal services provided by non - state actors

The data indicates that 15.43% of households reported that the question regarding satisfaction with legal and related services provided by state and non-state actors was "Not Applicable" to them. This suggests that these households either did not require or utilize such services during the relevant period. Consequently, they were excluded from the satisfaction analysis.

For the remaining 84.57% of households (referred to as "applicable households"), satisfaction levels were assessed. These applicable households represent the entire group of respondents who had engaged with or needed such services, making their feedback fully representative of those who interacted with the services in question.

When considering the process of obtaining civil documentation, 67.27% of households were "satisfied," and 15.64% were "very satisfied," accounting for over 80% of the applicable group. The neutral response rate was 13.82%, while dissatisfaction remained minimal (3.27%), with no reports of strong dissatisfaction. This overall positive feedback underscores the efficiency of the service but suggests a small proportion of households may face challenges or unmet expectations.

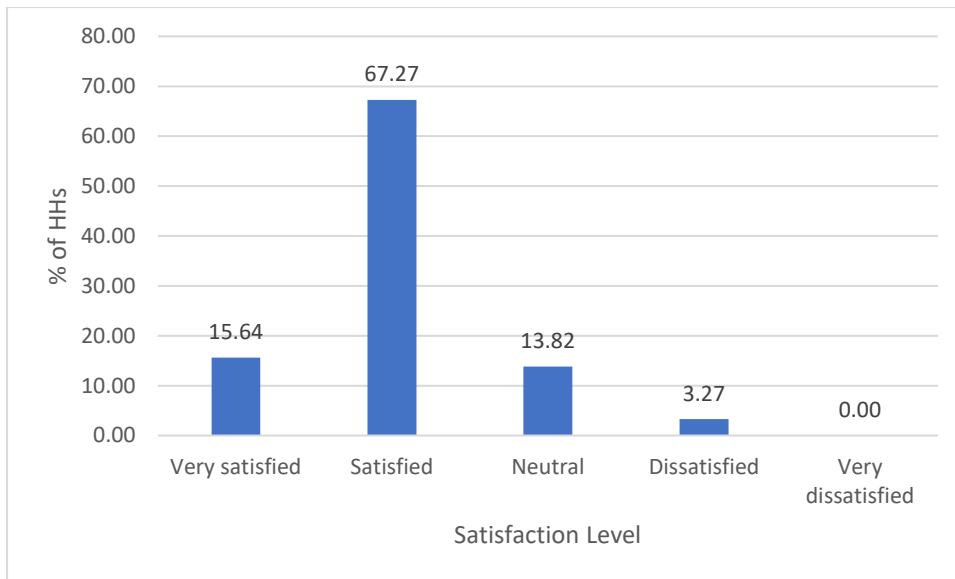


Figure 14: Satisfaction with the process of obtaining civil documentation

The Additional District Registrar's Office stands out positively, with 88.19% of those requiring its services having engaged with it. Among these, satisfaction was notably high, 73.66% "satisfied" and 17.41% "very satisfied", amounting to over 90% of users having a favorable experience. Neutral responses (8.48%) and dissatisfaction (0.45%) are negligible, suggesting this office effectively meets community needs. Timeliness in service provision is another critical aspect, with 74.11% of households "satisfied" and 14.73% "very satisfied." Neutral responses were low at 10.27%, and dissatisfaction remained extremely minimal, with only 0.9% indicating delays as a problem.

Overall, satisfaction with services provided by both state and non-state actors in obtaining civil documents is strikingly high at 92.41%, with only 7.59% expressing dissatisfaction. This finding suggests a broad level of accessibility and reliability in these systems. Lastly, when evaluating the broader effectiveness of the project in addressing significant issues, 78.7% of households felt their concerns were adequately addressed. While this is a strong majority, the 21.3% who disagreed highlight the importance of identifying gaps and ensuring more inclusive and responsive interventions. In summary, while satisfaction levels with legal and related services are predominantly positive, the data highlights areas where efforts could be targeted to improve neutral or dissatisfied experiences, ensuring that no households feel left behind in accessing critical legal and civil services.

8. Access and Responsiveness of Law Enforcement

Access to local law enforcement or security services is high, with 92.17% of respondents confirming availability. Moreover, 80.56% rate law enforcement as "Very responsive" or "Responsive" to their safety concerns. Neutral ratings (18.52%) and unresponsiveness (0.93%) are minimal, pointing to generally effective security services.

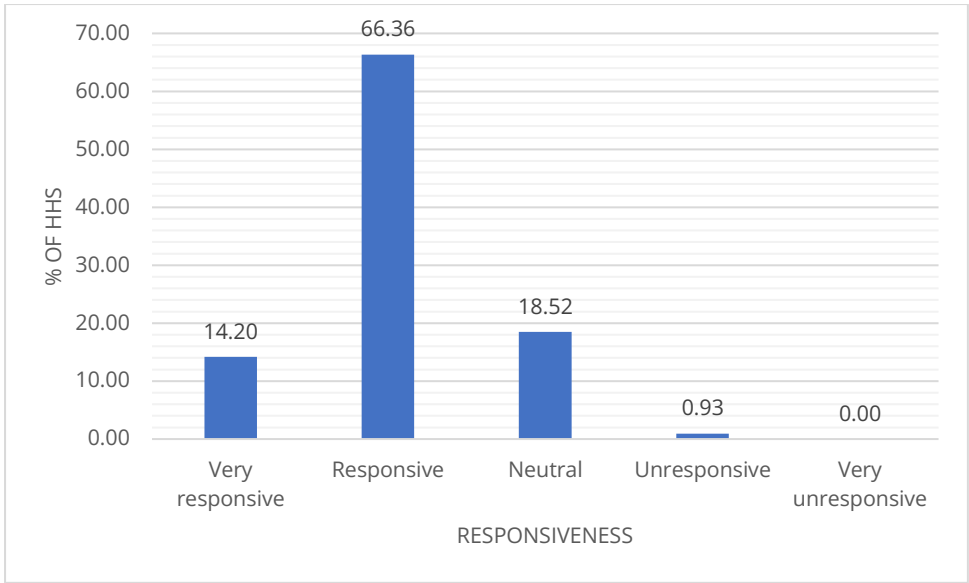


Figure 15: Rate of responsiveness

Confidence in the host community's ability to ensure safety is strong, with 86.42% expressing positive sentiment. Similarly, the EDRR project is widely regarded as beneficial, with 95.06% acknowledging its contribution to their physical safety. Trust in the resettlement process is equally robust, as 96.30% of respondents express confidence and satisfaction.

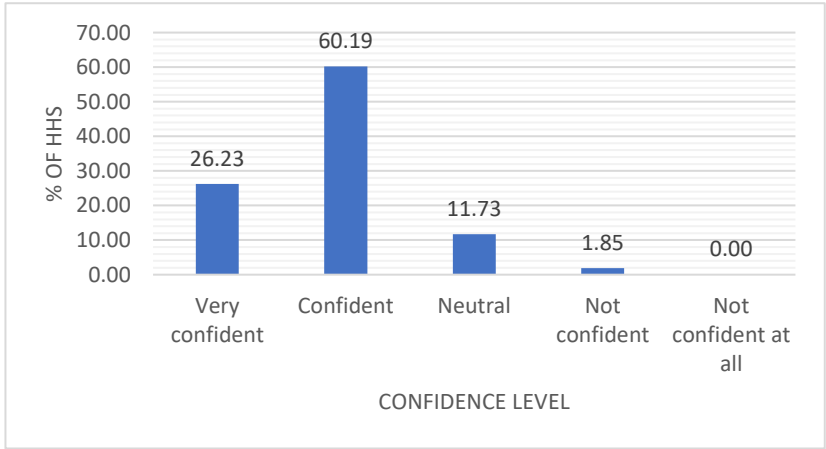


Figure 16: Confidence in the host community's ability to ensure safety

The findings reveal a high level of safety and satisfaction within resettlement areas. Respondents largely trust the implemented security measures, the local community, and the EDRR project. However, a small minority experiences occasional threats, lacks access to law enforcement, or feels unsafe. These isolated issues present an opportunity for targeted interventions to enhance the overall security framework.

Efforts should focus on addressing concerns from the minority of respondents who feel unsafe or face sporadic threats. This could include improving communication with host communities, expanding access to law enforcement services, and offering additional support to vulnerable households. Continuing to strengthen community engagement

and maintaining the effectiveness of security measures will be essential to sustaining the current high levels of trust and confidence. This analysis underscores the success of current safety initiatives while identifying areas for continued improvement.

Appendix 3: Detailed methodology

Outcome assessment matrix

Indicator	Definition	Baseline	EOP Target	Methodology
Outcome 1: 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)	(Number of beneficiaries reported income increases divided by Number of beneficiaries supported to increase income) x 100	0	60%	HH Survey (350) Case Studies (7)
1.B: Percentage of targeted population that report having improved living standards.	(Number of beneficiaries reported having improved living standards divided by Number of target population by the project) x 100	0	60%	HH Survey (350)
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.	Number of targeted people that reports feeling of confidence and trust in the resettlement process divided by Number of people targeted by the project into 100.	20%	50%	HH Survey (350)
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.	Number of people who have positive opinion of the counselling services divided by Number of people received counselling services with	0	60%	HH Survey (350)

Indicator	Definition	Baseline	EOP Target	Methodology
	the support of the project into 100.			
1.1.2: Percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors (UNDP).	Number of beneficiaries satisfied with the service provided by the state and non-state actors to get civil documents divided by Number of beneficiaries assisted to get civil documents into 100	20%	60%	HH Survey (350)
1.1.3: Percentage of beneficiaries who demonstrate an increase in skill or knowledge of the topics covered in the training.	Number of staff members (Local Government officers of service providers) demonstrated that they use the skills and knowledge (MHPSS, Counselling services, Skill training Service providers (SPs)) they received with the support of the project Divided by Number of staff members trained/ provided with capacity development support into 100	0	70%	CAP Survey (30) KIIs will collect qualitative information
1.1.4 A Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric gender services.	Number of state and non-state institutions confirmed that they deliver citizen-centric gender sensitive services, divided by Number of targeted state and non-state institutions into 100	0	70%	KIIs (30)
1.1.4 B The percentage of the target local level state and non-state actors confirmed that they	Number of state and non-state institutions confirmed that they deliver citizen centric	0	70%	KIIs (30)

Indicator	Definition	Baseline	EOP Target	Methodology
deliver citizen-centric PWD-sensitive services.	PWD sensitive services, divided by Number of targeted state and non-state institutions			
1.1.5: Percentage of resettled families confirmed that they are protected physically (UNDP).	Number of families confirmed that they are physically protected, divided by Number of families are supported by the project, into 100	0	80%	HH Survey (350)
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.	Number of resettled families provided with support by the project to improve their livelihood in a sustainable manner, aiming at enhancing the economic well-being and quality of life of resettled families.	0	617 UNDP: 267 IOM: 350	Case study (7) – above
1.2.2: Percentage of target individuals have scaled up/ expanded livelihood activities.	Number of target individuals have scaled up/ expanded LH activities, divided by Number of individuals targeted, assessed and assisted for the scale-up/ expansion support)	0	80%	HH Survey (350)
1.2.4: Percentage of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project.	Number of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project, divided by Number of total resettled communities reached/ targeted with LH-related infrastructures into 100	0	50%	FGD (QIP)

Indicator	Definition	Baseline	EOP Target	Methodology
1.2.5 Percentage of total beneficiaries confirmed that they benefit from skill development training provided by EDRR project.	Collecting feedback of youth on the relevance and applicability of the training provided by EDRR project	0	-	CAPI (67) Case studies (2)
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. No. of CBOs mobilized and reactivated through capacity building Programme. No. of CBOs/WRDS strengthened through provision of 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				
1.3.1: Percentage of CBOs and Producer Organizations of the resettled communities that demonstrated effective functioning (Regular meetings, Financial Management, etc)	Number of CBOs, including WRDS demonstrated/reported effective functioning of their entities, divided by Number of CBOs, including WRDS mobilized/ reactivated, into 100	0	60%	CBO capacity assessments (10), Case studies (2)

Desk Review

The desk review served an important function in this assessment, providing a foundation upon which to build the subsequent steps. Desk review activities included scanning the literature, analyzing secondary data, and creating a reference list/ check list so that all project documents were organized and easily accessible to consultants. The comprehensive desk review of project documents helped to understand the projects' context including progress of project interventions. It also helped to identify key gaps and opportunities by analyzing available data and information. The following documents were collected and reviewed.

- Reports on CEFE Business Development Training,
- CBO capacity assessment reports
- Quarterly reports
- Annual narrative reports
- Assessment Report of Quick Impact Project of UN IOM in Tellippalai DS Division Under EDRR Project
- Beneficiaries Selection Process for Livelihood Support for EDRR Project
- Theory of Change and log frame

- WARD selection process report
- Other necessary reports and documents

Household Survey

Household survey collected data to measure changes in income levels, employment status, and activities; access to education, healthcare, and housing; improvements in household conditions; trust in resettlement support mechanisms; perceived safety and stability, quality, and effectiveness of counselling services, taken place over the implementation period. A structured questionnaire (Appendix 5) examined more on outcomes of the project. Accordingly, household data collection was more specific in line with the MEL matrix. The household survey was a census that the total beneficiary households were surveyed. The actual sample size is 350 HHs.

Data Collection, Coding, Cleaning and Back Checking: A comprehensive training to 8 enumerators on the outcome survey objective, methodology and tools was done. Pre-testing of the mobile-based survey questionnaire was done prior to start the quantitative survey. Pre-testing was conducted with 3 households selected. After pre-testing the data collection tool, the acceptable revisions were incorporated.

The field data collection was constantly reviewed by the responsible persons in the senior research team of IPID. The IPID also performed field verifications to ensure that the proper respondents were interviewed, to checks that interviewers were following instructions, reviewed record sheets to see they were completed correctly, assess whether data collection was proceeding on schedule, and constantly verified whether the correct sample size was achieved. IPID research team provided required guidance to the survey implementation field team throughout the survey on necessary technical matters, validation, and quality assurance. The open-ended questions were coded with answers that are mutually exclusive, meaningful, and consistent. Categories with very few responses are folded into a separate folder as 'other'.

Computer-Assisted Phone (CAP) Surveys

IPID conducted phone surveys where an interviewer administers a questionnaire to the respondent by reading it on a computer during a phone call. CAPs focused for collecting feedback of youth on the relevance and applicability of the training provided by EDRR project. This CAP survey was limited to 31 respondents since the rest of the trainings had not been finalized. In addition, a separate CAP survey was conducted with the officers (30) trained by the EDRR to collect data for MHPSS training impact assessment. Thus, all the youth and selected officers trained (61) who were provided with skill development training were interviewed through phone survey. The questionnaires are annexed in Appendix 6 and 7.

CBO Capacity assessment

CBO capacity assessment was done with WRDS members to gather insights into 10 domains namely Mandate, Structure, Decision-Making, Operation, Planning, Activity, Project Management, Leadership, Linkages and Advocacy and Lobbying. The same CBO capacity assessment tool had been employed by EDRR to help Community Based Organizations (CBOs) assess their level of functioning at pre-project situation. The assessment was conducted with 10 WRDS as presented in the table below.

Table 3: List of WRDSs for assessing organizational capacity

WRDS	DSD
Mathagal West WRDS	Sandilipay
Navali East WRDS	Sandilipay
Anaikoddai WRDS	Sandilipay
Sillalai South WRDS	Sandilipay
Eluthumadduval North EWS WRDS	Chavakachcheri
Kachchai South WRDS	Chavakachcheri
Varany Iyattalai WRDS	Chavakachcheri
Nallur South WRDS	Nallur
Iyanarkovilady WRDS	Nallur
Colombuthurai East WRDS	Jaffna

CBO CA Tool contains the matrix with 10 capacity areas. Each section has a maximum allocated score. Guided by the facilitators, the WRDS members discussed the descriptions of each section and then assessed the organization's stage of development against the continuum. This led to a score for each section and overall score. The tool is annexed in Appendix 8.

Key Informant Interviews (KIIs)

KIIs provided a platform to obtain in-depth comprehensive information from relevant stakeholders. Key Informants provided information on livelihood, Mental Health and Psychosocial Support (MHPSS), other vulnerability-related services and effectiveness of the intervention. IOM submitted the list of officials for interviews. Separate interview guides were prepared in line with the scope of interviews with other key informants (Appendix 9 and 10). Accordingly, 29 KIIs were conducted.

Case Studies

The expert team conducted 12 case studies to document the personal experiences and stories of change related to livelihood of beneficiary households (7), vocational skills (2) and outcome of and achievement of QIP (1) and WRDS (2). The selection of cases was

done during the field work in consultation with IOM and Partner field staff. Results achieved by different project beneficiaries as individuals and societies as community organizations to see how well HH unit and society has improved and ensured impact. 12 cases were selected for further studies through in-depth interviews and taking additional field measurements in different aspects of the outcomes. The case study reports are presented in the Appendix 1.

Observational Visits

Observation as a research process offered the opportunity to gather live data from naturally occurring situations. Therefore, observation was one way to gather information directly on what happens in this project rather than relying on second-hand information. The team made adequate number of field observation visits to cover all the project components implemented in the field. Especially the common livelihood structures, counselling units / facilities developed by the project were visited (5 places). The places visited are;

- Common livelihood structure - Water Facilities to the Selected Families - Tellippalai DS Division (1)
- Counselling units / facilities developed by the project (4)

Focus Group Discussions

How Gender, Inclusion and Human Right dimensions have been considered as cross-cutting themes during the project cycle were examined through the opinions of the beneficiaries too. As such, 4 FGDs were conducted with the beneficiaries attached to the WRDs, while conducting CBO capacity assessment. These FGDs were taken place in Mathagal West WRDS (Sandilipay), Kachchai South WRDS (Chavakachcheri), Nallur South WRDS (Nallur) and Colombuthurai East WRDS (Jaffna). The FGD guide is in Appendix 11. In addition, a separate FGD was held with selected beneficiaries from the QIP in Tellippalai DS Division in line with the field visit to get the feedback over impact of the project's livelihood support. The FGDs also discussed the livelihood improvement of the beneficiary households that could examine the qualitative aspects to supplement the quantitative data collected from the survey. FGD guide is presented in Appendix 12.

Real-Time Data Collection

Field surveys adopted a “real-time data collection method”. In this method, data was collected online and offline, using mobile telephones/tabs and applications, and KOBO toolbox. KOBO Toolbox was installed on a data server hosted at IPID's own web servers. Data was stored in accounts protected by usernames and passwords. In order to restrict entering invalid and outliers, software to minimize data errors and filters was set up. The data manager further checked the data for errors, and if satisfied with the data, processing commenced under the supervision of the team leader.

Data Analysis

IPID developed a data analysis plan which is presented in Appendix 8. Once data collection was completed, the data entry unit of the IPID cleaned the data and verified the ranges and consistency of the data and generated reports indicating missing data. Outliers that are the data outside of the accepted ranges, and inconsistent/incomplete answers were cleaned and verified by tracking the original sources to make the necessary correction or omitted them from the analysis. The analysis conducted quantitative (e.g., frequencies, percentage tabulations, and cross tabulations) and qualitative data analyses (situational matrix, content analysis, thematic analysis). The data analysis was carried out using Excel and SPSS computer packages. Additional qualitative data was analyzed by the consultants and used to triangulate using the information collected through different methods. The assessment framework was used to ensure all relevant data has been collected and analyzed to provide a complete report.

Limitations

- We initially aimed to survey 100 youth skill development trainees; however, due to the incomplete training program, we planned to survey only 67. Out of which, contact details of 61 were provided. But only 31 respondents were reachable within the given timeline. Challenges included unanswered calls and incorrect contact information.
- For the household survey, we completed surveys for 324 beneficiaries out of the initial 350. In the first week of January, we received an updated list of 18 additional beneficiaries. However, some had moved away from their hometowns, and others had incorrect contact information. After receiving updates from IOM, we made further attempts to reach the remaining beneficiaries.
- Delays in meeting our deliverables occurred primarily due to the timing of our fieldwork, which coincided with heavy rain and floods in the Jaffna district. Additional delays arose towards the end of the year, as many government officials and beneficiaries were occupied with year-end commitments.

Appendix 4: Data Analysis Plan

Indicator	Relevant question/s	Method of Analysis
1.A: Percentage of beneficiaries reported that their incomes increased (Disaggregated by categories such as Youth and Women/ Women Headed Households (WHH), Ex-combatants)	<p>HH Survey</p> <p>2.3. Approximate HH Monthly Income currently (in LKR)</p> <p>3.2.1 What was your total HH monthly income (in LKR) before receiving support from the EDRR project?</p>	<ul style="list-style-type: none"> • An additional column will be inserted in the database to determine the change of income by deducting 2.3.1 from 2.3 • Number of beneficiaries reported income increases divided by Number of beneficiaries supported to increase income) x 100 will compute the indicator measurement • The data is disaggregated to capture the great idea about the income patterns for different groups of beneficiaries.
1.B: Percentage of targeted population that report having improved living standards.	<p>HH Survey</p> <p>3.1. How would you rate your living standards before receiving support from the EDRR project?</p> <p>3.2. How would you rate your living standards after receiving support from the EDRR project?</p> <p>3.2.1. Do you think that your HH has improved living standards compared to pre-project situation?</p>	<p>This indicator measures living standards in terms of increased incomes, improved access to facilities such as education, healthcare, medical services, household assets, savings, and mental health and psychosocial support (MHPSS).</p> <p>Computation:</p> <p>Number of beneficiaries reported having improved living standards divided by Number of target population by the project x 100</p>
1.C: Percentage of the targeted resettled population that report increased feelings of confidence and	<p>HH Survey</p> <p>4.1. Do you feel more confident in your ability to sustain your livelihood after receiving support</p>	<p>This indicator measures the feeling of confidence and trust in the resettlement process leveraging to the IDPs and Refugee returnees targeted by the project.</p> <p>Computation:</p>

<p>trust in the resettlement process based on access to livelihood services.</p>	<p>from the EDRR project?</p>	<p>Numerator: Number of targeted people that reports feeling of confidence and trust in the resettlement process</p> <p>Denominator: Number of people targeted by the project.</p> <p>Finally. % of beneficiaries will be decided.</p>
<p>1.1.1: Percentage of beneficiaries who have a positive opinion of the counselling services provided.</p>	<p>HH Survey</p> <p>4.5.2. Are you satisfied with the counselling services provided?</p>	<p>This indicator measures the opinions of counseling service recipients. Counseling services are considered important for internally displaced people and refugee returnees to ensure their psychosocial well-being and facilitate sustainable resettlement.</p> <p>This data is disaggregated by type of counselling support i.e., Individual counselling and/or Peer group counselling and/or referrals for further support.</p> <p>Through IOM's activity to upgrade counselling spaces- more individuals benefit. However, since these sessions are facilitated by the govt. counselling officers, these beneficiaries' details may not be available and captured through the survey. The counselling sessions /support provided directly by IOM will be captured here by the survey</p> <p>Computation:</p> <p>Numerator: Number of people who have positive opinion of the counselling services</p> <p>Denominator: Number of people received counselling services with the support of the project.</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>	<p>HH Survey</p> <p>8.2.1. Are you satisfied with legal and other related services provided by state and non-state actors? (1. Yes, 2. No)</p>	<p>This indicator measures satisfaction of the targeted beneficiaries in terms of the legal and other related services. Data will be collected using HH survey and disaggregated by WHH, Youth, and Ex-combatants within the target group.</p> <p>Computation:</p>

		<p>Numerator: Number of beneficiaries satisfied with the service provided by the state and non-state actors</p> <p>Denominator: Number of beneficiaries assisted to get civil documents)</p>
<p>1.1.3: Percentage of beneficiaries who demonstrate an increase in skill or knowledge of the topics covered in the training.</p>	<p>For quantitative meurement, Appendix 2.2 Computer Assisted Phone Interview guide - Trained Government Officers will be used. KIs - Government and Non-governmental stakeholders will give the qualitative information.</p> <p>2.4. Do you demonstrate an increase in skills or knowledge of the topics covered in the training.?</p> <p>2.5. Could you please explain how you apply what you have learned on the topic covered in your work?</p> <p>2.6. How many beneficiaries have received your service so far (MHPSS, / Counselling / Skill training)?</p> <p>2.7. What is the outcome of the</p>	<p>This indicator measures the skill or knowledge level of government officials who have undergone training, aimed at supporting their effective service delivery to the target beneficiaries of the project.</p> <p>Computation:</p> <p>Numerator: Number of staff members (Local Government officers of service providers) demonstrated that they use the skills and knowledge they received with the support of the project</p> <p>Denominator: Number of staff members trained/ provided with capacity development support - this includes officials who have been capacitated on providing Mental Health and Psycho-social support (MHPSS) attached to the district or divisional secretariat</p>

	services you provided?	
1.1.4 A Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric gender services.	<p>KIIs – Government and Non-governmental stakeholders</p> <p>3.1. Can you assure that your workplace delivers citizen-centric and gender-sensitive services provision?</p> <p>3.2. How does your workplace or institution ensure a citizen-centric and gender-sensitive service provision?</p>	<p>This indicator measures the effectiveness of gender-sensitive services provided by both state and non-state actors, with a focus on citizen-centric approaches. It assesses the ability of these institutions to deliver services effectively, and the data is disaggregated by both state and non-state entities.</p> <p>Computation:</p> <p>Numerator: Number of state and non-state institutions confirmed that they deliver citizen-centric gender sensitive services.</p> <p>Denominator: Number of targeted state and non-state institutions</p>
1.1.4 B The percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric PWD-sensitive services.	<p>KIIs – Government and Non-governmental stakeholders</p> <p>3.3. Can you ensure that your workplace delivers citizen-centric sensitive services for PWDs?</p> <p>3.4. How does your workplace or institution ensure a citizen-centric sensitive services provision for PWD?</p>	<p>This indicator measures the effectiveness of PWD sensitive services provided by both state and non-state actors, with a focus on citizen-centric approaches. It assesses the ability of these institutions to deliver services effectively, and the data is disaggregated by both state and non-state entities.</p> <p>Computation:</p> <p>Numerator: Number of state and non-state institutions confirmed that they deliver citizen centric PWD sensitive services.</p> <p>Denominator: Number of targeted state and non-state institutions</p>
1.1.5: Percentage of resettled families confirmed that they are protected physically (UNDP).	<p>HH Survey</p> <p>7.1. Do you feel physically safe in your resettled area?</p>	<p>This indicator measures the physical protection of the resettled families. This measurement tells the families ability to sustain their life in the resettled areas.</p> <p>Computation:</p>

		<p>Numerator: Number of families confirmed that they are physically protected</p> <p>Denominator: Number of families are supported by the project.</p>
<p>1.2.1: Number of target families benefitted from sustainable livelihood opportunities, established/created by the project within the project period.</p>	<p>HH Survey</p> <p>6.5. Is your family benefitted from sustainable livelihood opportunities, established/created by the project within the project period?</p>	<p>This indicator measures support provided by the project to the resettled families in order to improve their livelihood in a sustainable manner. The indicator focuses on initiatives aimed at enhancing the economic well-being and quality of life of resettled families.</p> <p>Numerator: Number of families benefitted from sustainable livelihood opportunities, established/created by the project within the project period</p> <p>Denominator: Number of families are supported by the project.</p>
<p>1.2.2: Percentage of target individuals have scaled up/ expanded livelihood activities.</p>	<p>HH Survey</p> <p>6.1. Have you scaled up or expanded your livelihood activities since receiving support from the EDRR project?</p>	<p>"This indicator measures support provided by the project to the already supported resettled families in order to improve/ expand their livelihood in a sustainable manner. The indicator focuses on initiatives aimed at enhancing the economic well-being and quality of life of resettled families.</p> <p>The data will be disaggregated by sectors which include fisheries, agriculture, livestock, dairy etc.</p> <p>Type: Youth, Women, FHH, Widows by type – War widows, Military widows, and widows, PWDs</p> <p>Computation:</p> <p>Numerator: Number of target individuals have scaled up/ expanded LH activities</p> <p>Denominator: Number of individuals targeted, assessed and assisted for the scale-up/ expansion support) "</p>
<p>1.2.4: Percentage of total beneficiaries confirmed that they</p>	<p>HH Survey</p> <p>6.4. Are you benefitted from the livelihood-</p>	<p>This indicator measures the support provided to resettled beneficiaries through livelihood-</p>

<p>benefit from the livelihood-related infrastructure established by the project.</p>	<p>related infrastructure established by the project?</p>	<p>related infrastructure to ensure the steady functioning of their livelihood ventures.</p> <p>Computation:</p> <p>Numerator: Number of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project</p> <p>Denominator: Number of total resettled communities reached/ targeted with LH-related infrastructures</p>
<p>Percentage of total beneficiaries confirmed that they benefit from skill development training provided by EDRR project.</p>	<p>CAPI - Youth Skill Development</p> <p>2.9. Can you confirm that you benefit from skill development training provided by EDRR project?</p>	<p>Numerator: Number of beneficiaries confirmed that they benefit from skill development training provided by EDRR project</p> <p>Denominator: Number of total beneficiaries received skill development training provided by EDRR project</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>	<p>CBO Capacity Assessment (Appendix 3)</p> <p>A CBO received a score of 75% or more from the capacity assessment is considered to be an effective functioning CBO</p>	<p>"This indicator measures the effectiveness of community-based organizations and producer groups within resettled communities to facilitate greater integration into the broader societal system.</p> <p>Computation:</p> <p>Numerator: Number of CBOs, including WRDS demonstrated/reported effective functioning of their entities (above 75% of scores from capacity assessment)</p> <p>Denominator: Number of CBOs, including WRDS mobilized/ reactivated."</p>

Appendix 5: Household Questionnaire

OUTCOME ASSESMENT Of the EDRR Project Household questionnaire Survey – 2024		
<p>Introduction: We are conducting a survey to evaluate the impact of the "Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR Project)" on the economic and social conditions of beneficiaries. Your participation is voluntary, and your responses will be kept confidential. This survey should take approximately 15-20 minutes to complete.</p>		
Case ID		
1	Section 1: Demographic Information	
1.1	Name of Respondent	
1.2	Age	
1.3	Gender	1. Men 2. Women
1.4	Category	1. Youth (18-35) 2. Women 3. Women-Headed Households (WHH) 4. Ex-combatants 5. Persons with Disabilities 6. Refugee Returnees
1.4.1	Number of household members	
1.5	Location (DS Division)	1. Islands North (Kayts) 2. Karainagar 3. Valikamam West (Chankanai) 4. Valikamam North (Thllippalai) 5. Valikamam South (Uduvil) 6. Vadamaradchchi East 7. Vadamaradchi North (Point Pedro) 8. Thenmaradchi (Chavakachcheri) 9. Nallur 10. Jaffna 11. Islands South (Velanai) 12. Delft 13. Valikamam East (Kopay) 14. Valikamam Southwest (Sandilipay)
2	Section 2: Economic Outcomes	
2.1	Current Employment Status	1. Employed full-time 2. Employed part-time 3. Self-employed

		<ul style="list-style-type: none"> 4. Unemployed 5. Student 6. Retired 7. Seasonal employment
2.2	Income Sources	<ul style="list-style-type: none"> 1. Wages from employment 2. Profits from business activities 3. Agricultural activities 4. Remittances 5. Pensions 6. Other (please specify)
2.3	Approximate HH Monthly Income (in LKR) currently	<ul style="list-style-type: none"> 1. Wages from employment - 2. Profits from business activities - 3. Agricultural activities - 4. Remittances - 5. Pensions - 6. Aswasuma / Samurdhi etc.- 7. Other:.....
2.3.1	What was your total HH monthly income before receiving support from the EDRR project?	<ul style="list-style-type: none"> 1. Wages from employment - 2. Profits from business activities - 3. Agricultural activities - 4. Remittances - 5. Pensions - 6. Aswasuma / Samurdhi etc.- 7. Other:.....
3	Section 3: Improvements in Living Standards	
3.1	How would you rate your living standards before receiving support from the EDRR project?	<ul style="list-style-type: none"> 1. Very poor 2. Poor 3. Fair 4. Good 5. Very good
3.2	How would you rate your living standards after receiving support from the EDRR project?	<ul style="list-style-type: none"> 1. Very poor 2. Poor 3. Fair 4. Good 5. Very good
3.2.1	Do you think that your HH has improved living standards compared to pre-project situation?	<ul style="list-style-type: none"> 1. Yes 2. No

3.3	Access to Basic Needs	
3.3.1.	Access to Food	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.3.2	Access to Shelter	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.3.3	Access to Healthcare	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.3.4	Access to Education	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.3.5	Access to Clean Water and Sanitation	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.4	Opportunities for Social and Economic Advancement	
3.4.1.	Access to Job Opportunities	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.4.2.	Access to Skill Development Programs	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.4.3.	Access to Financial Services (e.g., savings, loans)	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.4.4.	Housing Conditions	<ol style="list-style-type: none"> 1. Improved 2. Stayed the same 3. Worsened
3.4.5	Household Asset Ownership (check all that apply)	<ol style="list-style-type: none"> 1. Livestock 2. Agricultural tools 3. Vehicle 4. Refrigerator 5. Television 6. Other (please specify)
4	Section 4: Beneficiary Confidence and Satisfaction	
4.1	Do you feel more confident in your ability to sustain your livelihood after receiving support from the EDRR project?	<ol style="list-style-type: none"> 1. Yes 2. No

4.2	If yes, what aspects of the support contributed most to this confidence? [Open-ended response]	
4.3	Rate your trust in the resettlement support mechanisms provided	<ol style="list-style-type: none"> 1. Very high 1. High 2. Moderate 3. Low 4. Very low
4.4	Perceived Safety and Stability	<ol style="list-style-type: none"> 1. Very stable 2. Stable 3. Neutral 4. Unstable 5. Very unstable
4.5	Have you or any one from your family received any counselling services?	<ol style="list-style-type: none"> 1. Yes 2. No
4.5.1	Which type of counselling service did you / family members received?	<ol style="list-style-type: none"> 1. Individual 2. Peer 3. Other
4.5.2	Are you satisfied with the counselling services provided?	<ol style="list-style-type: none"> 1. Yes 2. No
5	Section 5: Skill and Knowledge Improvement	
5.1	Did you receive any training or skill development support from the EDRR project?	<ol style="list-style-type: none"> 1. Yes 2. No
5.2	If yes, which type of training you received?	<ol style="list-style-type: none"> 1. Business Development Training (BDT) 2. Technical Training 3. Both
5.3	Rate the relevance of the training to your current livelihood activities	<ol style="list-style-type: none"> 1. Very relevant 2. Relevant 3. Neutral 4. Irrelevant 5. Very irrelevant
5.4	Has the training helped you improve your employment opportunities or job performance?	<ol style="list-style-type: none"> 1. Yes 2. No
5.5	If you received Business Development Training (BDT), how would you rate its effectiveness in improving your business skills and practices?	<ol style="list-style-type: none"> 1. Very effective 2. Effective 3. Neutral 4. Ineffective 5. Very ineffective

5.6	If you received Technical Training, how would you rate its effectiveness in enhancing your technical skills?	<ol style="list-style-type: none"> 1. Very effective 2. Effective 3. Neutral 4. Ineffective 5. Very ineffective
5.7	How likely are you to recommend the training programmes to others?	<ol style="list-style-type: none"> 1. Very likely 2. Likely 3. Neutral 4. Unlikely 5. Very unlikely
6	Section 6: Livelihood Expansion	
6.1	Have you scaled up or expanded your livelihood activities since receiving support from the EDRR project?	<ol style="list-style-type: none"> 1. Yes 2. No
6.2	If yes, please specify the sector(s) in which you have expanded your livelihood activities	<ol style="list-style-type: none"> 1. Fisheries 2. Agriculture 3. Goat 4. Dairy 5. Poultry 6. Small Industry / Business 7. Other (please specify)
6.3	What percentage of your livelihood activities have you scaled up or expanded since receiving support from the EDRR project?%
6.4	Is your family benefitted from sustainable livelihood opportunities, established/created by the project within the project period?	<ol style="list-style-type: none"> 1. Yes 2. No
6.5	What are those sustainable livelihood opportunities, established/created by the project within the project period?	
7	Section 7: Physical Protection and Security	
7.1	Do you feel physically safe in your resettled area?	<ol style="list-style-type: none"> 1. Yes 2. No
7.2	Have you experienced any threats to your physical safety since resettlement?	<ol style="list-style-type: none"> 1. Yes 2. No
7.3	If yes, please describe the nature of the threats you have experienced	
7.4	How would you rate the effectiveness of the security measures in your resettled area?	<ol style="list-style-type: none"> 1. Very effective 2. Effective

		3. Neutral 4. Ineffective 5. Very ineffective
7.5	Do you feel that your family is protected from physical harm in your current location?	1. Yes 2. No
7.6	Have you or any members of your family faced any form of violence or physical threat in your resettled area?	1. Yes 2. No
7.7	If yes, how frequently have such incidents occurred?	1. Rarely 2. Occasionally 3. Frequently 4. Very frequently
7.8	Do you have access to local law enforcement or security services in your resettled area?	1. Yes 2. No
7.9	How responsive are the local law enforcement or security services to your safety concerns?	1. Very responsive 2. Responsive 3. Neutral 4. Unresponsive 5. Very unresponsive
7.10	How confident are you in the local community's ability to ensure your physical safety?	1. Very confident 2. Confident 3. Neutral 4. Not confident 5. Not confident at all
7.11	Do you believe that the support provided by the EDRR project has contributed to your physical safety?	1. Yes 2. No
7.12	Are you feeling of confidence and trust in the resettlement process?	1. Yes 2. No
8	Section 8: Satisfaction with Legal and Related Services	
8.1	How satisfied are you with the legal services provided by the state actors?	1. Very satisfied 2. Satisfied 3. Neutral 4. Dissatisfied 5. Very dissatisfied
8.2	How satisfied are you with the legal services provided by the non-state actors (e.g., community leaders, NGOs, community organizations)?	1. Very satisfied 2. Satisfied 3. Neutral

		4. Dissatisfied 5. Very dissatisfied
8.2.1	Are you satisfied with legal and other related services provided by state and non-state actors?	1. Yes 2. No
8.3	How satisfied are you with the process of obtaining civil documentation (e.g., land deeds, land permits, birth certificates, marriage certificates) through the services provided?	1. Very satisfied 2. Satisfied 3. Neutral 4. Dissatisfied 5. Very dissatisfied
8.4	Have you received assistance from the Additional District Registrar's Office for any documentation?	1. Yes 2. No
8.5	If yes, how satisfied are you with the assistance provided by the Additional District Registrar's Office?	1. Very satisfied 2. Satisfied 3. Neutral 4. Dissatisfied 5. Very dissatisfied
8.6	How timely was the service provided for obtaining your documentation?	1. Very timely 2. Timely 3. Neutral 4. Slow 5. Very slow
8.7	Are you satisfied with the service provided by the state and non-state actors to get civil documents?	1. Yes 2. No
8.8	Have the most significant issues been addressed adequately by the project?	1. Yes 2. No
8.8.1	What are the reasons for your answers?	
9	Section 9: Additional Comments	
9.1	Any additional comments or feedback on the training received or livelihood provided	
9.2	Any additional comments or feedback on the support received from the EDRR project	

Appendix 6: Computer Assisted Phone Interview guide – Youth Skill Development

OUTCOME ASSESMENT Of the EDRR Project		
Computer Assisted Phone Interviews – 2024		
<p>Introduction: We are conducting a survey to evaluate the impact of the "Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR Project)" on use of skills development training received you with the support of the project. Your participation is voluntary, and your responses will be kept confidential. This survey should take approximately 15 - 20 minutes to complete.</p>		
1	Section 1: Personal Information	
1.1	Name of Respondent	
1.2	Contact Number	
1.3	GPS location	
1.4	Age	
1.5	Gender	1. Male 2. Female
1.6	Type of training received	
1.7	Name of the institution	
1.8	Location (DS Division)	1. Islands North (Kayts) 2. Karainagar 3. Valikamam West (Chankanai) 4. Valikamam North (Thlippalai) 5. Valikamam South (Uduvil) 6. Vadamaradchchi East 7. Vadamaradchi North (Point Pedro) 8. Thenmaradchi (Chavakachcheri) 9. Nallur 10. Jaffna 11. Islands South (Velanai) 12. Delft 13. Valikamam East (Kopay) 14. Valikamam Southwest (Sandilipay)
1.9	Duration of the training	
1.10	Relevant training provider	1. VTA 2. Oceanic University 3. NAITA
2	Section 2: Training Outcomes	

2.1	What is the name of skill development training you received from EDRR Project through the training provider?	
2.2	What is the status of the training currently?	8. Certified 9. Completed 10. Ongoing 11. Drop out
2.3	What is your feedback on the relevance of the training provided by EDRR project	1. Highly relevant 2. Relevant 3. Irrelevant
2.4	Reason for your answer	
2.5	What is your feedback on the applicability of the training provided by EDRR project	1. Highly applicable 2. Applicable 3. Not applicable
2.6	Reason for your answer	
2.7	How useful is the training?	7. Very Useful 8. Useful 9. Not useful
2.8	Are you employed now?	7. Yes 8. No 9. Self employed 10. Intern
2.9	Can you confirm that you benefit from skill development training provided by EDRR project?	1. Yes 2. No 3. No idea
2.10	If you get benefits, how are you benefiting?	
2.11	How has your life changed?	

Appendix 7: Computer Assisted Phone Interview guide – Trained Government Officers

KEY QUESTIONS FOR MHPSS TRAINING IMPACT ASSESSMENT

1. Understanding of MHPSS and Generational Trauma:

- **Question:** How well do you understand the concepts of MHPSS (Mental Health and Psychosocial Support) and generational trauma as a result of the training? Rate on a scale of 1 to 5.
- **Scoring Guide:**
 - 1 = No understanding
 - 2 = Limited understanding
 - 3 = Moderate understanding
 - 4 = Good understanding
 - 5 = Excellent understanding

2. Knowledge of Stress Reactions and Coping Strategies:

- **Question:** How well do you understand stress reactions and coping strategies covered in the training? Rate on a scale of 1 to 5.
- **Scoring Guide:**
 - 1 = No understanding
 - 2 = Limited understanding
 - 3 = Moderate understanding
 - 4 = Good understanding
 - 5 = Excellent understanding

3. Ability to Communicate Needs and Emotions:

- **Question:** After the training, how well can you communicate your needs and recognize emotions in yourself and others? Rate on a scale of 1 to 5.
- **Scoring Guide:**
 - 1 = Not well at all
 - 2 = Slightly well
 - 3 = Moderately well
 - 4 = Very well
 - 5 = Extremely well

4. Application of Training Skills in Service Delivery

- **Question:** How effectively have you applied the skills and knowledge gained from the training (MHPSS concepts) in your role to improve service delivery to the beneficiaries? Please provide specific examples of how these skills have been used in your daily work. Rate on a scale of 1 to 5.
- **Scoring Guide:**
 - 1 = Not applied at all
 - 2 = Applied with significant difficulty or limited impact
 - 3 = Applied moderately with some positive impact
 - 4 = Applied effectively with noticeable improvements in service delivery
 - 5 = Applied very effectively, leading to significant positive changes and efficient service delivery to beneficiaries

5. Impact on Job Performance:

- **Question:** How much do you think the training has improved your ability to perform your job effectively? Rate on a scale of 1 to 5.
- **Scoring Guide:**
 - 1 = No improvement
 - 2 = Slight improvement
 - 3 = Moderate improvement
 - 4 = Significant improvement
 - 5 = Major improvement

Calculate the Percentage:

- Consider a "increase" as a score of 4 or 5 for any of the key questions.
- Count the number of participants who rated their skills or knowledge as 4 or 5 in at least two questions out of 5
- Divide by the total number of participants and multiply by 100.

Appendix 8: CBO Capacity Assessment Tool

No.	COMPONENT	SCORING	WT	MAX	SCORE	Remarks (reason for getting answer "no")
I	MANDATE		1	100	0	
	Having a documented constitution	no=0; Yes=20		20		
	CBO has clear term of office	no=0; Yes=20		20		
	CBO leaders are Elected according to constitution	no=0; Yes=20		20		
	Having a vision for the organization	no=0; Yes=20		20		
	% of women members in the organization	50% * 0.20		20		
II	STRUCTURE		1	100	0	
	Responsibilities of officers clearly defined	no=0; Yes=20		20		
	Officers are elected	no=0; Yes=20		20		
	CBO is registered under DS office	no=0; Yes=20		20		
	Members understand the legality gained through registration	no=0; Yes=20		20		
	CBO has appointed sub committees	4 point per committee (up to 20)		20		

III	DECISION-MAKING		1	100	0	
	Number of CBO Member Meetings in the past	2 point per meeting (up to 10 meetings)		20		
	Number of meetings conducted in the past quarter	% meetings * .3		30		
	% Attendance at CBO Member Meetings	% * 0.20		20		
	Agenda for Meetings	no=0; Yes=10		10		
	Minutes of Meetings	no=0; Yes=10		10		
	Participatory Decision Making (not dominated by leaders)	(1-5)*2		10		
IV	OPERATION		1	100	0	
	Filing System in place	no=0; Yes=20		20	0	
	Activity Record Keeping	no=0; Yes=20		20	0	
	Transparency in Financial handling	(1-5)*5		25	0	
	Bank Account	no=0; Yes=15		15	0	
	Audited Annual Financial Statement	no=0; Yes=20		20	0	
V	PLANNING		1	100	0	
	Annual Plan Developed with participatory approach	no=0; Yes=20		20	0	
	Existence of Annual Plan for sub committees	no=0; Yes=20		20	0	
	Existence of a major annual plan for CBO	no=0; Yes=20		20	0	
	Annual plan is documented	no=0; Yes=20		20	0	
	Annual Plan is Implemented (past 12 months)	% * 0.20		20	0	

VI	ACTIVITY		1	100	0	
	Public Meetings held with the community in last 12 months in order to organize public event	5 points per meeting, up to 30		30		
	Ability to function as an independent organization	(1-5)*4		20		
	% of community activities conducted independently during last 12 months out of all activities	% of independent activities*.2		20		
	Range of other CBO Activities (past quarter)	5 Points per activity (max 30)		30		
VII	PROJECT MANAGEMENT		1	100	0	
	Capability of identifying social issues as a CBO	no=0; Yes=25	-	25	0	
	Capability of discovering root causes for social issues	% * 0.25	-	25	0	
	Capability of proposal development as a CBO	% * 0.25		25	0	
	Project implementation	no=0; Yes=25		25	0	
VIII	LEADERSHIP		1	100	0	
	Community seeks intervention of the CBO in their social issues	no=0; Yes=20		20	0	
	Recognition among the local authorities as an organization appears on behalf of community issues	no=0; Yes=20		20	0	
	CBO lead the intervention in resolving social issues	no=0; Yes=30		30	0	
	Community extends their support to the CBO during the intervention in social issues	no=0; Yes=30		30	0	

IX	LINKAGES		1	100	0	
	Number of other groups CBO works with (past quarter)	0=0;1=10;2=20;3 or more=40		40		
	Number of government/non-government/private institutes CBO work with	0=0;1=10;2=20;3 or more=30		30		
	Number of Govt. interventions for community development (past quarter)	6 points per intervention up to 30 points		30	0	
X	Advocacy and Lobbying		1	100	0	
	Awareness on own rights and entitlements	no=0; Yes=15		15	0	
	Identified social problems can't be sorted out within CBO capacity	no=0; Yes=10		10	0	
	Advocacy effort has been put to resolve the issues	no=0; Yes=15		15	0	
	Analyzing for nature and root causes of the respective issues	no=0; Yes=15		15	0	
	problem analysis documented	no=0; Yes=15		15	0	
	Documented problem analysis presented to government authority	no=0; Yes=10		10	0	
	Meetings conducted with authorities focused on advocacy and lobbying	2 points per meeting up to 10		10	0	
	% of solved issues via advocacy efforts	% * 0.10		10	0	

Appendix 9: Staff members (Local Government officers of service providers) trained

OUTCOME ASSESMENT Of the EDRR Project		
Key Information Interviews - Staff members (Local Government officers of service providers) trained 2024		
<p>Introduction: We are conducting a survey to evaluate the impact of the "Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR Project)" on use of the skills and knowledge (MHPSS, Counselling services, Skill training Service providers (SPs)), received with the support of the project. Your participation is voluntary, and your responses will be kept confidential. This survey should take approximately 15-20 minutes to complete.</p>		
1	Section 1: Personal Information	
1.1	Name of Respondent	
1.2	Age	
1.3	Gender	1. Male 2. Female
1.4	Designation	
1.5	Name of the institution	
1.6	Location (DS Division)	1. Islands North (Kayts) 2. Karainagar 3. Valikamam West (Chankanai) 4. Valikamam North (Thlippalai) 5. Valikamam South (Uduvil) 6. Vadamaradchchi East 7. Vadamaradchi North (Point Pedro) 8. Thenmaradchi (Chavakachcheri) 9. Nallur 10. Jaffna 11. Islands South (Velanai) 12. Delft 13. Valikamam East (Kopay) 14. Valikamam Southwest (Sandilipay)

1.7	Duration of the service	
2	Section 2: Training Outcomes	
2.1	Did you participate in training conducted by IOM to enhance your knowledge and skills in order to provide better service to the project beneficiaries?	12. Yes 13. No
2.2	Category of Training received	11. MHPSS 12. Counselling services 13. Skill training Service providers
2.3	How useful is the training?	10. Very Useful 11. Useful 12. Not useful
2.4	Do you demonstrate an increase in skills or knowledge of the topics covered in the training.?	1. Yes 2. No
2.5	Could you please explain how you apply what you have learned on the topic covered in your work?	
2.6	How many beneficiaries have received your service so far (MHPSS, / Counselling / Skill training)?	
2.7	What is the outcome of the services you provided?	
3	Section 3: Citizen centric services	
3.1	Can you assure that your workplace delivers citizen-centric and gender-sensitive services provision?	1. Yes 2. No
3.2	How does your workplace or institution ensure a citizen-centric and gender-sensitive service provision?	
3.3	Can you ensure that your workplace delivers citizen-centric sensitive services for PWDs?	1. Yes 2. No
3.4	How does your workplace or institution ensure a citizen-centric sensitive services provision for PWD?	

Appendix 10: KIIs with GO officers, IOM staff, and Partners; staff

Questions will be used selectively from the relevant party.

1. Did the project achieve the intended impact and outcomes in the short, medium, and long term? To what extent can changes (impact and outcomes) be attributed to the programme?
2. Has the project been delivered with quality according to the proposed approaches, methodologies, and existing good practices in the sector? What evidence indicates the partner/project has been truly impactful/effective on the ground/communities?
3. To what extent were the strategy, approaches and methodologies adopted by the project, successful in achieving intended impact and outcomes?
4. Have the most significant issues for the project being addressed adequately?
5. Has the project enabled any new knowledge, skills, or attitudes for project staff?
6. Were there any unexpected impacts (positive, negative, and unexpected/surprising) resulting from the project? How has the project contributed toward those changes?
7. What are all mechanisms and structures in place that communities have to continue their development/positive changes (including attitude, behavior and practices), and to access resources from other sources in their area?
8. What are the major factors which influenced the achievement or non-achievement of project sustainability?
9. How Gender, Inclusion and Human Right dimensions have been considered as cross-cutting themes during the project cycle?
 - a. Probe in
 - i. Has a gender assessment been conducted? How were the findings integrated into the project design?
 - ii. How did the state and non-state actors provide gender-sensitive services?
 - iii. In what aspect the services provided by the state and non-state actors transformed their services into a citizen centric approach?
 - iv. What challenges did you face when integrating gender sensitivity and citizen centric approach into the service provision?
 - v. What challenges did you face when integrating a gender-sensitive and citizen-centric approach into service provision?

Appendix 11: FGD guide for WRDS

1. How did the project interventions contribute to changing the roles, relations, responsibilities of women and men? Probe in
 - 1.1. Change of productive (paid) work? What is the value given to such work? How is such work valued? Are wages for men and women equal?
 - 1.2. Change of time men and women spend on domestic work? How do men and women share domestic work (cooking, cleaning, washing, fetching water and fuel), childcare, care of persons who are sick, persons with disabilities, or elderly or other dependents etc)?
2. How did the project intervention contribute to in changing access to and control over resources? Probe in
 - 2.1. Change in resources are owned by you? Why?
 - 2.2. Change in resources are controlled by women? In what situation?
 - 2.3. Change in decision-making authority? In what areas? To what extent? Why?
 - 2.4. Do women and men have equal influence in deciding how common resources will be invested and used? If not, why not? Which women and/or men influence decisions about resources and activities, and which do not?
 - 2.5. Do women and men have equal influence in deciding how common resources are invested and used? If not, why not? Which women and men influence decisions about resources and activities, and which do not?
 - 2.6. What strategies do women employ to gain control over productive assets? Whom do they negotiate with?
 - 2.7. What personal skills, abilities, information, knowledge or attitudes utilized to negotiate control over productive assets?
3. Participation and power in private (e.g. household) and public (e.g. community committees or organizations etc) spheres
 - 3.1. What are the village / community level organizations women have taken membership? Do they hold any leadership positions?
 - 3.2. Do family members or neighbors encourage or support participation? Do husbands support wives? Do parents/ siblings support daughters?
 - 3.3. How do power dynamics in the household or community prevent or facilitate meaningful participation in community forums? Do women support one another across classes or caste or ethnic linesity?
 - 3.4. How has the project contributed to changing women's participation in community management sphere?
4. Social Norms
 - 4.1. How did the project address the social and cultural norms that hinder women's participation?
 - 4.2. What are some of initial changes due to above interventions?
 - 4.3. How can such changes be sustained?
5. Livelihood benefits
 - 5.1. How have you benefitted from livelihood support provided by the project?

Appendix 12: FGD guide for beneficiaries of QIP

1. How did the project intervention contribute to in changing access to and control over resources for livelihood development? Probe in
2. How have you benefitted from livelihood support provided by the project?
3. How have your livelihood status has been changed?
4. What are the success stories?
5. How do you decide the percentage of total beneficiaries confirmed that they benefit from the livelihood-related infrastructure established by the project?

Appendix 13: Additional Data Tables Disaggregated by Gender & DSD

Do you think that your HH has improved living standards compared to pre-project situation?

DSD	Yes	%	No	%	Grand Total
Chankanai	1	100.00%	0	0.00%	1
Chavakacheri	16	88.89%	2	11.11%	18
Chavakacheri	6	75.00%	2	25.00%	8
Delft	21	100.00%	0	0.00%	21
Jaffna	15	100.00%	0	0.00%	15
Karainagar	5	100.00%	0	0.00%	5
Karavetty	2	100.00%	0	0.00%	2
Kayts	37	100.00%	0	0.00%	37
Maruthankeney	11	78.57%	3	21.43%	14
Nallur	32	82.05%	7	17.95%	39
Point Petro	59	96.72%	2	3.28%	61
Sandilipay	24	100.00%	0	0.00%	24
Thellipalai	29	100.00%	0	0.00%	29
Uduvil	32	96.97%	1	3.03%	33
Velanai	17	100.00%	0	0.00%	17
Total	307	94.75%	17	5.25%	324

Gender	Yes	%	No	%	Grand Total
Female	142	94.04%	9	5.96%	151
Male	165	95.38%	8	4.62%	173
Total	307	94.75%	17	5.25%	324

Do you feel more confident in your ability to sustain your livelihood after receiving support from the EDRR project?

DSD	Yes	%	No	%	Grand Total
Chankanai	1	100.00%	0	0.00%	1
Chavakacheri	15	83.33%	3	16.67%	18
Chavakacheri	7	87.50%	1	12.50%	8
Delft	21	100.00%	0	0.00%	21
Jaffna	14	93.33%	1	6.67%	15
Karainagar	5	100.00%	0	0.00%	5
Karavetty	2	100.00%	0	0.00%	2
Kayts	37	100.00%	0	0.00%	37
Maruthankeny	13	92.86%	1	7.14%	14
Nallur	34	87.18%	5	12.82%	39
Point Petro	57	93.44%	4	6.56%	61
Sandilipay	23	95.83%	1	4.17%	24
Thellipalai	27	93.10%	2	6.90%	29
Uduvil	30	90.91%	3	9.09%	33
Velanai	16	94.12%	1	5.88%	17
Total	302	93.21%	22	6.79%	324

Gender	Yes	%	No	%	Grand Total
Female	140	92.72%	11	7.28%	151
Male	162	93.64%	11	6.36%	173
Grand Total	302	93.21%	22	6.79%	324

Has the training helped you improve your employment opportunities or job performance? (305)

DSD	Yes	%	No	%	Grand Total
Chankanai	0	0.00%	0	0.00%	0
Chavakacheri	18	100.00%	0	0.00%	18
Chavakacheri	7	100.00%	0	0.00%	7
Delft	21	100.00%	0	0.00%	21
Jaffna	15	100.00%	0	0.00%	15
Karainagar	2	100.00%	0	0.00%	2
Karavetty	1	100.00%	0	0.00%	1
Kayts	36	100.00%	0	0.00%	36
Maruthankeney	12	100.00%	0	0.00%	12
Nallur	38	100.00%	0	0.00%	38
Point Petro	61	100.00%	0	0.00%	61
Sandilipay	21	100.00%	0	0.00%	21
Thellipalai	29	100.00%	0	0.00%	29
Uduvil	28	100.00%	0	0.00%	28
Velanai	16	100.00%	0	0.00%	16
Total	305	100.00%	0	0.00%	305

Gender	Yes	%	No	%	Grand Total
Female	137	100.00%	0	0.00%	137
Male	168	100.00%	0	0.00%	168
Grand Total	305	100.00%	0	0.00%	305

Have you scaled up or expanded your livelihood activities since receiving support from the EDRR project?

DSD	Yes	%	No	%	Grand Total
Chankanai	1	100.00%	0	0.00%	1
Chavakacheri	14	77.78%	4	22.22%	18
Chavakacheri	7	87.50%	1	12.50%	8
Delft	21	100.00%	0	0.00%	21
Jaffna	15	100.00%	0	0.00%	15
Karainagar	2	40.00%	3	60.00%	5
Karavetty	2	100.00%	0	0.00%	2
Kayts	31	83.78%	6	16.22%	37
Maruthankeney	12	85.71%	2	14.29%	14
Nallur	31	79.49%	8	20.51%	39
Point Petro	55	90.16%	6	9.84%	61
Sandilipay	8	33.33%	16	66.67%	24
Thellipalai	29	100.00%	0	0.00%	29
Uduvil	17	51.52%	16	48.48%	33
Velanai	17	100.00%	0	0.00%	17
Total	262	80.86%	62	19.14%	324

Gender	Yes	%	No	%	Grand Total
Female	113	74.83%	38	25.17%	151
Male	149	86.13%	24	13.87%	173
Grand Total	262	80.86%	62	19.14%	324

What percentage of your livelihood activities have you scaled up or expanded since receiving support from the EDRR project? = 262

DSD	0-25	%	26-50	%	51-75	%	76-100	%	Grand Total
Chankanai	0	0.00%	1	100.00%	0	0.00%	0	0.00%	1
Chavakacheri	5	35.71%	4	28.57%	3	21.43%	2	14.29%	14
Chavakacheri	7	100.00%	0	0.00%	0	0.00%	0	0.00%	7
Delft	0	0.00%	12	57.14%	9	42.86%	0	0.00%	21
Jaffna	0	0.00%	4	26.67%	4	26.67%	7	46.67%	15
Karainagar	1	50.00%	1	50.00%	0	0.00%	0	0.00%	2
Karavetty	0	0.00%	1	50.00%	1	50.00%	0	0.00%	2
Kayts	0	0.00%	19	61.29%	12	38.71%	0	0.00%	31
Maruthankeny	0	0.00%	7	58.33%	5	41.67%	0	0.00%	12
Nallur	9	29.03%	10	32.26%	8	25.81%	4	12.90%	31
Point Petro	26	47.27%	20	36.36%	9	16.36%	0	0.00%	55
Sandilipay	1	12.50%	4	50.00%	3	37.50%	0	0.00%	8
Thellipalai	0	0.00%	23	79.31%	6	20.69%	0	0.00%	29
Uduvil	1	5.88%	8	47.06%	5	29.41%	3	17.65%	17
Velanai	0	0.00%	5	29.41%	8	47.06%	4	23.53%	17
Total	50	19.08%	119	45.42%	73	27.86%	20	7.63%	262

Gender	0-25	%	26-50	%	51-75	%	76-100	%	Grand Total
Female	17	15.04%	57	50.44%	26	23.01%	13	11.50%	113
Male	33	22.15%	62	41.61%	47	31.54%	7	4.70%	149
Grand Total	50	19.08%	119	45.42%	73	27.86%	20	7.63%	262

Do you feel physically safe in your resettled area? = 217

DSD	Yes	%	No	%	Grand Total
Chankanai	1	100.00%	0	0.00%	1
Chavakacheri	4	80.00%	1	20.00%	5
Chavakacheri	1	100.00%	0	0.00%	1
Delft	21	100.00%	0	0.00%	21
Jaffna	8	100.00%	0	0.00%	8
Karainagar	5	100.00%	0	0.00%	5
Karavetty	2	100.00%	0	0.00%	2
Kayts	30	90.91%	3	9.09%	33
Maruthankeny	11	91.67%	1	8.33%	12
Nallur	15	88.24%	2	11.76%	17
Point Petro	33	100.00%	0	0.00%	33
Sandilipay	20	95.24%	1	4.76%	21
Thellipalai	28	96.55%	1	3.45%	29
Uduvil	25	100.00%	0	0.00%	25
Velanai	4	100.00%	0	0.00%	4
Grand Total	208	95.85%	9	4.15%	217

Gender	Yes	%	No	%	Grand Total
Female	98	98.00%	2	2.00%	100
Male	110	94.02%	7	5.98%	117
Grand Total	208	95.85%	9	4.15%	217

Do you feel that your family is protected from physical harm in your current location?

DSD	Yes	%	No	%	Grand Total
Chankanai	1	100.00%	0	0.00%	1
Chavakacheri	15	83.33%	3	16.67%	18
Chavakacheri	2	25.00%	6	75.00%	8
Delft	21	100.00%	0	0.00%	21
Jaffna	13	86.67%	2	13.33%	15
Karainagar	3	60.00%	2	40.00%	5
Karavetty	2	100.00%	0	0.00%	2
Kayts	37	100.00%	0	0.00%	37
Maruthankeney	12	85.71%	2	14.29%	14
Nallur	34	87.18%	5	12.82%	39
Point Petro	56	91.80%	5	8.20%	61
Sandilipay	20	83.33%	4	16.67%	24
Thellipalai	29	100.00%	0	0.00%	29
Uduvil	29	87.88%	4	12.12%	33
Velanai	17	100.00%	0	0.00%	17
Grand Total	291	89.81%	33	10.19%	324

Gender	Yes	%	No	%	Grand Total
Female	134	88.74%	17	11.26%	151
Male	157	90.75%	16	9.25%	173
Grand Total	291	89.81%	33	10.19%	324

Have you or any members of your family faced any form of violence or physical threat in your resettled area?

DSD	Yes	%	No	%	Grand Total
Chankanai	0	0.00%	1	100.00%	1
Chavakacheri	1	5.56%	17	94.44%	18
Chavakacheri	0	0.00%	8	100.00%	8
Delft	0	0.00%	21	100.00%	21
Jaffna	0	0.00%	15	100.00%	15
Karainagar	0	0.00%	5	100.00%	5
Karavetty	0	0.00%	2	100.00%	2
Kayts	3	8.11%	34	91.89%	37
Maruthankeney	0	0.00%	14	100.00%	14
Nallur	2	5.13%	37	94.87%	39
Point Petro	1	1.64%	60	98.36%	61
Sandilipay	0	0.00%	24	100.00%	24
Thellipalai	0	0.00%	29	100.00%	29
Uduvil	0	0.00%	33	100.00%	33
Velanai	0	0.00%	17	100.00%	17
Grand Total	7	2.16%	317	97.84%	324

Gender	Yes	%	No	%	Grand Total
Female	2	1.32%	149	98.68%	151
Male	5	2.89%	168	97.11%	173
Grand Total	7	2.16%	317	97.84%	324

Are you feeling of condence and trust in the resettlement process?

DSD	Yes	%	No	%	Grand Total
Chankanai	1	100.00%	0	0.00%	1
Chavakacheri	16	88.89%	2	11.11%	18
Chavakacheri	7	87.50%	1	12.50%	8
Delft	21	100.00%	0	0.00%	21
Jaffna	12	80.00%	3	20.00%	15
Karainagar	5	100.00%	0	0.00%	5
Karavetty	2	100.00%	0	0.00%	2
Kayts	37	100.00%	0	0.00%	37
Maruthankeney	13	92.86%	1	7.14%	14
Nallur	36	92.31%	3	7.69%	39
Point Petro	59	96.72%	2	3.28%	61
Sandilipay	24	100.00%	0	0.00%	24
Thellipalai	29	100.00%	0	0.00%	29
Uduvil	33	100.00%	0	0.00%	33
Velanai	17	100.00%	0	0.00%	17
Grand Total	312	96.30%	12	3.70%	324

Gender	Yes	%	No	%	Grand Total
Female	145	96.03%	6	3.97%	151
Male	167	96.53%	6	3.47%	173
Grand Total	312	96.30%	12	3.70%	324

Are you satisfied with legal and other related services provided by state and non-state actors?

DSD	Yes	%	No	%	N/A	%	Grand Total
Chankanai	0	0.00%	0	0.00%	1	100.00%	1
Chavakacheri	14	77.78%	4	22.22%	0	0.00%	18
Chavakacheri	6	75.00%	2	25.00%	0	0.00%	8
Delft	19	90.48%	2	9.52%	0	0.00%	21
Jaffna	10	66.67%	5	33.33%	0	0.00%	15
Karainagar	1	20.00%	0	0.00%	4	80.00%	5
Karavetty	2	100.00%	0	0.00%	0	0.00%	2
Kayts	21	56.76%	5	13.51%	11	29.73%	37
Maruthankeney	9	64.29%	5	35.71%	0	0.00%	14
Nallur	31	79.49%	7	17.95%	1	2.56%	39
Point Petro	53	86.89%	7	11.48%	1	1.64%	61
Sandilipay	3	12.50%	1	4.17%	20	83.33%	24
Thellipalai	19	65.52%	7	24.14%	3	10.34%	29
Uduvil	21	63.64%	3	9.09%	9	27.27%	33
Velanai	17	100.00%	0	0.00%	0	0.00%	17
Grand Total	226	69.75%	48	14.81%	50	15.43%	324

Gender	Yes	%	No	%	N/A	%	Grand Total
Female	99	65.56%	23	15.23%	29	19.21%	151
Male	127	73.41%	25	14.45%	21	12.14%	173
Grand Total	226	69.75%	48	14.81%	50	15.43%	324

**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		
Project/outcome title	Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR) project	
Project ID	1000323	
Corporate outcome and output	<p>Outcome: 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"> 1. Increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure. 2. Increased livelihood opportunities for resettled community groups that are durable, climate-resilient and context-specific 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 	
Country	Sri Lanka	
Region	South Asia	
Date project document signed		
Project dates	Start	Planned end
	1 st March 2023	31 st March 2025
Total committed budget	USD 1,732,101 (GBP 1,500,00)	
Project expenditure at the time of evaluation		
Funding source	UN Sri Lanka SDG Multi-Partner Trust Fund, with contributions from Australia, Canada, the UK, the USA, and the UN Peacebuilding Fund.	
Implementing party¹	UNDP and IOM	

Evaluation information		
Evaluation type (project/outcome/thematic/country programme, etc.)	Project	
Final/midterm review/ other	Final	
Period under evaluation	Start	End
	1 st March 2024	31 st March 2025
Evaluators	Priyakala Manoharan (until end May 2025) Amar Gunatilleke and Rasani Sonali from May to June:	
Evaluator email address	amar@margasrilanke.org, rasni@margasrilanka.org	
Evaluation dates	Start	Completion
	10 th March 2025	10 th June 2025

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Abbreviations and Acronyms

ADP- Assistant Director Planning

CBO- Community Based organization

CFCD- Centre for Community Development

CSO- Civil Society Organization

DDP- Deputy Director of Planning

DNA- Divisional Needs Assessment

DO- Development Officer

DS- Divisional Secretariat

EDO- Economic Development Officer

EDRR- The Expanded Support for Durable Resettlement and Reintegration in Sri Lanka

EIS- Environmental Impact Assessments

FGD- Focus Group Discussion

GBP- Great Britain Pound

GEWE- Gender Equality and Women's Empowerment

HRBA- Human Rights-Based Approach

IDP- Internally Displaced people

IDPs- Internally Displaced Persons

IOM- International Organization for Migration

KII- Key Informant Interview

LKR- Sri Lankan Rupees

MHPSS- Mental Health & Psychosocial Support Network

MPTF- UN Sri Lanka SDG Multi-Partner Trust Fund

NGO- Non Governmental Organization

NVQ- National Vocational Qualification

OfERR- Organization for Elankai Refugees Rehabilitation

PWDs- Persons with Disabilities

SDG- Sustainable Development Goals

SGBV- Sexual and Gender Based Violence

UNDP- United Nations Development Programme

UNSDCF- UN Sustainable Development Cooperation Framework

USD- United States Dollar

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	Exceptional Relevance and Alignment with Beneficiary Needs: 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	High Effectiveness in Achieving Tangible Outcomes: 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	Transformative Economic and Social Impact: 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	Strong Sustainability Prospects and Beneficiary Empowerment: 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	Effective Integration of Cross-Cutting Themes (Gender & Inclusion): 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	Coherent Program Design and Operational Efficiency: 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	Challenges in Specific Program Components and External Factors: 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.

Overall Conclusion	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.
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Main Recommendations (Abridged Version)

No	Recommendation	Responsible Entities	Priority	Timeframe
1	Scale and Replicate the Integrated EDRR Model: 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	Strengthen Post-Project Sustainability Mechanisms: 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	Refine and Expand Specialized Support Services: 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	<p>Institutionalize Community-Based Monitoring and Learning: Support local partners to develop community-based monitoring systems and establish platforms for cross-learning for continuous improvement.</p>	Local Partners, Implementing Agencies	Medium to High	Short to Long-term
5	<p>Advocate for Supportive Policy Environments: Utilize EDRR evidence to advocate for policies supporting small enterprise development, simplified documentation, and enhanced market access for vulnerable populations.</p>	Implementing Agencies, CSOs, Government Stakeholders	Medium	Long-term

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



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.

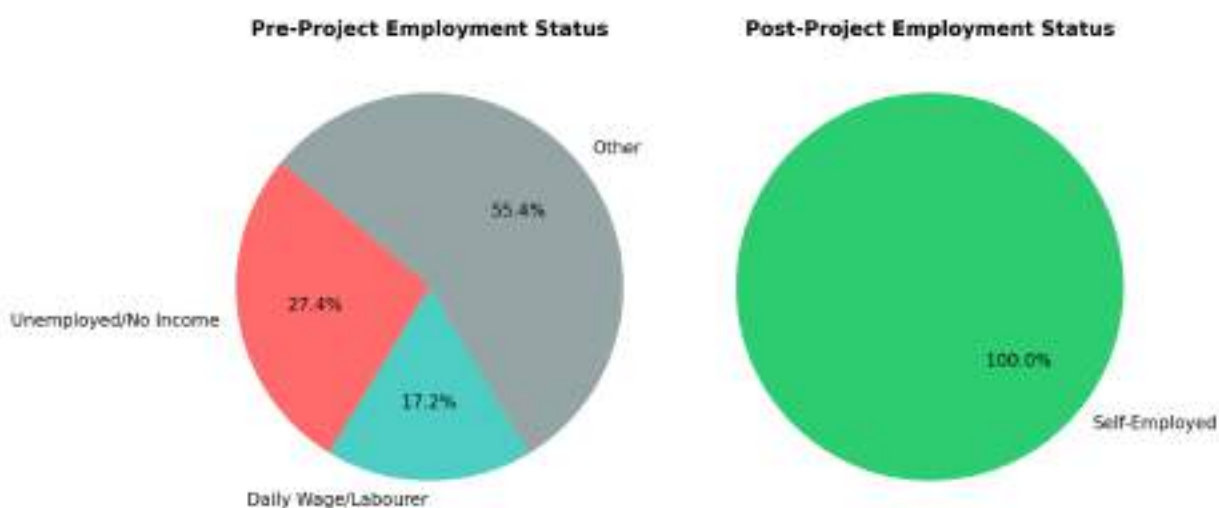
4.5 Impact

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

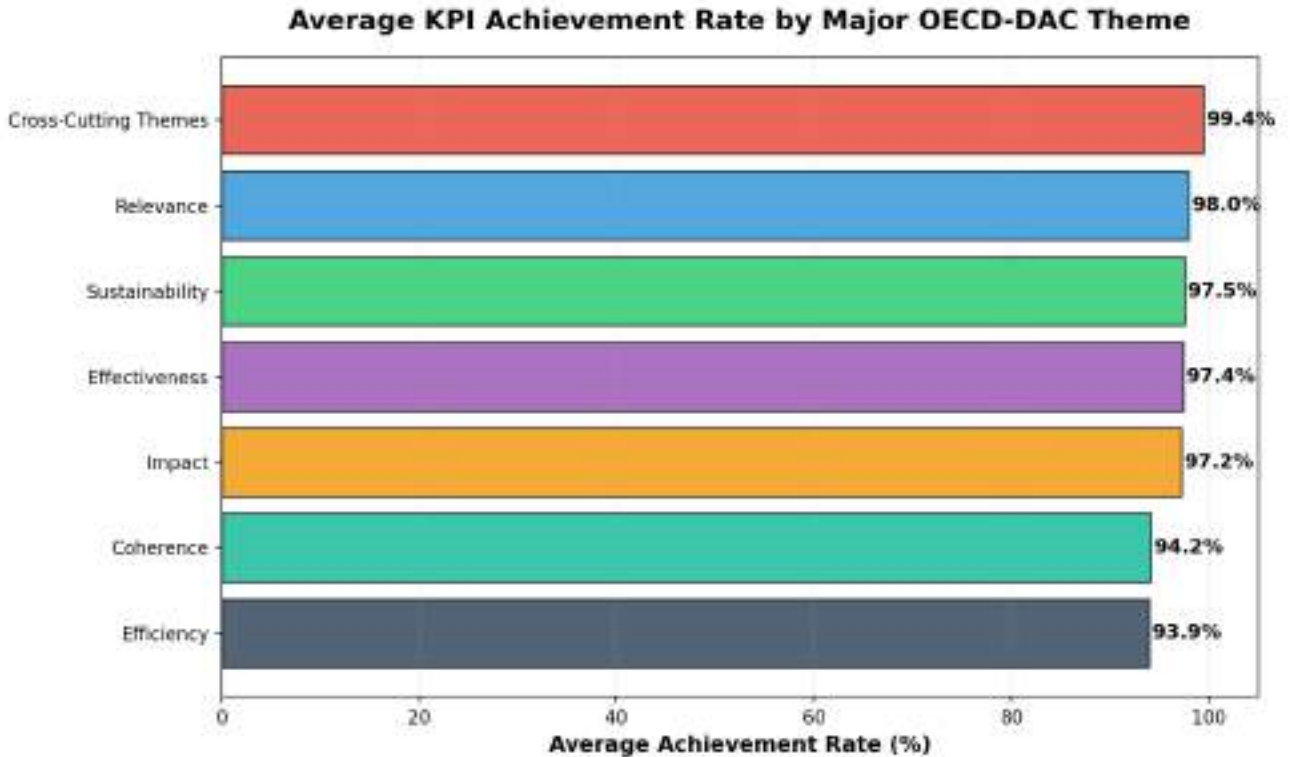
The EDRR project achieved an exceptional overall performance rating of 95.8% across key performance indicators, representing transformative impact for post-conflict populations. The project demonstrated consistent excellence across all OECD-DAC criteria, with particular strengths in effectiveness (achieving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

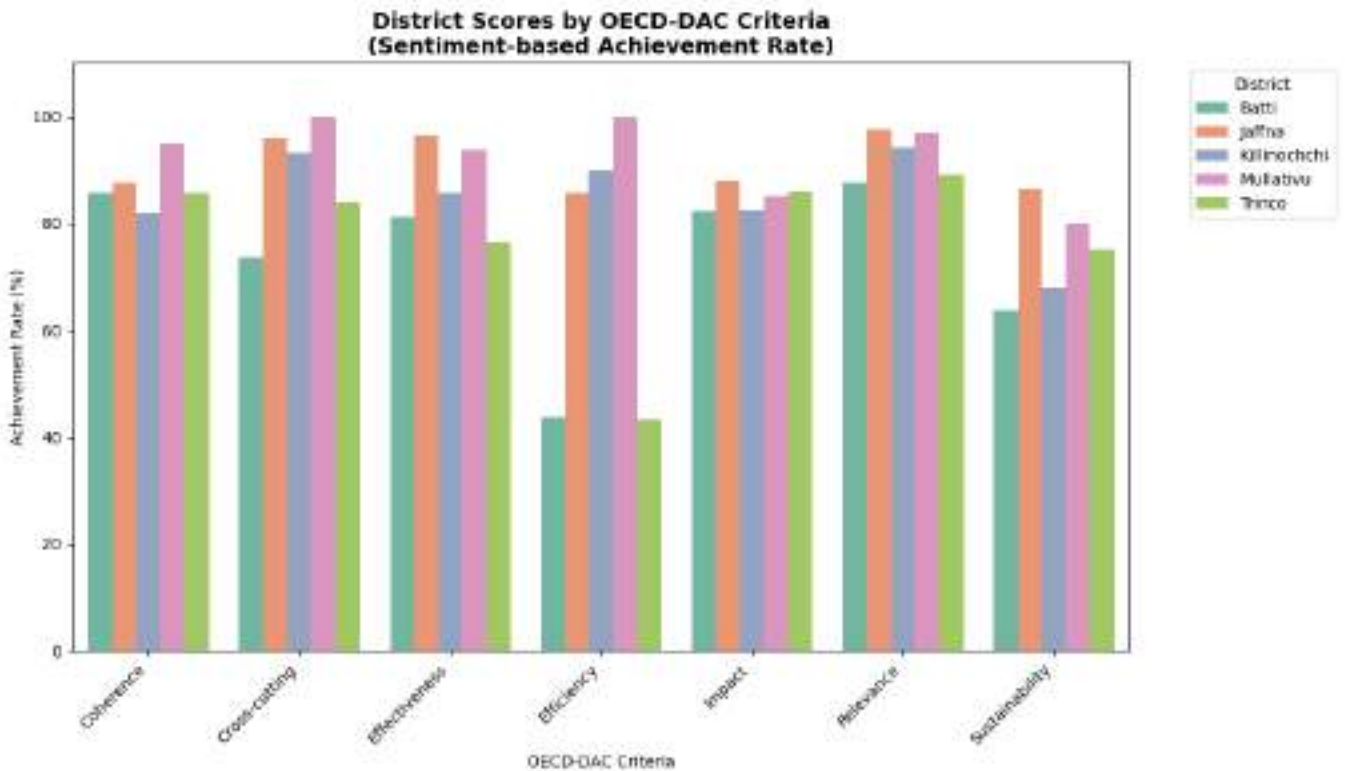
Key Performance Indicators Summary

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
Effectiveness	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
Efficiency	Respectful treatment (service quality)	99.6%	Excellent
	Effective targeting to most needy	92%	Very Good
	Overall relevance rate	90.2%	Excellent
Coherence	Integrated service delivery success	95%+	Excellent
	Government service integration	97.5%	Excellent
	Community ownership through CBOs	90%+	Very Good
Sustainability	Confidence in lasting effects	96%	Excellent
	Independent livelihood continuation	96.6%	Excellent
	Housing improvement durability	100%	Excellent

	Enhanced future navigation capacity	97.6%	Excellent
Impact	Transition to self-employment	100%	Excellent
	Improved community relations	92.9%	Excellent
	Increased confidence decision-making	98.7%	Excellent
Cross-Cutting Themes	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., CFCDD), 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

Based on the comprehensive evidence presented in **Section 4: Findings** (which details the EDRR project's performance across all OECD-DAC criteria, including its exceptional relevance, effectiveness, and transformative impact) and the analysis in **Section 5: Project Challenges and Shortcomings**, the following recommendations are proposed. These aim to inform future programming, bolster the sustainability of achievements, and address identified challenges for implementing agencies (UNDP, IOM), funding partners, government counterparts, and other stakeholders.

A. PROGRAMMING DESIGN AND IMPLEMENTATION

*Building on the project's exceptional relevance as detailed in **Section 4.1: Relevance** and its high effectiveness detailed in **Section 4.3: Effectiveness**, but addressing challenges such as the NVQ training relevance gap for some youth (analyzed in **Section 5.1: Challenges Related to Relevance**) and the impact of the economic crisis on participation (also in **Section 5.1**), the following are recommended:*

- **A.1 Enhance Beneficiary Consultation and Feedback Mechanisms:**

- Strengthen Real-Time Consultation: Implement dynamic consultation, particularly for youth training (like NVQ), to address micro-level relevance gaps where NVQ relevance was noted as lower (as discussed in **Section 4.1** and **Section 5.1**).
- Systematic Feedback Loops: Establish formal feedback mechanisms to enable timely course corrections, responding to beneficiary input noted in FGDs (challenges related to stakeholder communication are discussed in **Section 5.4: Challenges Related to Coherence**).
- Adaptive Programming: Institutionalize adaptive approaches to flexibly respond to evolving beneficiary preferences under economic stress (as highlighted by the economic crisis impacts in **Section 5.1**).
- Beneficiary-Driven Modifications: Develop protocols for beneficiary-driven program modifications to ensure continued relevance and ownership.
- **A.2 Improve Crisis Context Adaptation and Contingency Planning:**
 - Develop Robust Contingency Frameworks: For crisis-prone environments, develop comprehensive contingency plans to improve efficiency and maintain momentum during disruptions, acknowledging the challenges posed by the economic crisis (detailed in **Section 5.3: Challenges Related to Efficiency**).
 - Flexible Resource Allocation: Create flexible financial mechanisms for rapid reallocation when activities are impacted by crises (as seen with implementation adaptations in **Section 5.2: Challenges Related to Effectiveness**).
 - Crisis-Responsive Delivery Models: Design and pre-approve crisis-responsive service delivery models.
 - Build Partner Adaptive Capacity: Invest in building implementing partners' adaptive management capacity, a strength noted in navigating the crisis (as per the desk review summary in **Section 4.A: Summary of Project Implementation Progress and Context**).
- **A.3 Strengthen Integration and Coherence:**
 - Enhance Cross-Component Coordination: Implement stronger cross-component coordination to address KII-identified difficulties in timing and sequencing (discussed in **Section 5.4: Challenges Related to Coherence**), building on the strong overall internal coherence reported in **Section 4.2: Coherence**.
 - Improve Integrated Planning: Refine integrated planning for optimal sequencing of complementary services.
 - Unified M&E for Integration: Develop unified M&E approaches tracking synergistic benefits of integrated interventions.

- Systematic Stakeholder Communication: Implement systematic stakeholder communication protocols to enhance information sharing and manage expectations (addressing gaps noted in **Section 5.4**).

B. SUSTAINABILITY AND EXPANSION

*To ensure the longevity of the strong sustainability prospects detailed in **Section 4.6: Sustainability** and the transformative impacts described in **Section 4.5: Impact**, while proactively addressing challenges like limited beneficiary access to formal finance (**Section 5.5: Challenges Related to Sustainability**, subsection "Financial Sustainability Constraints for Beneficiary Enterprises") and the need for systematic environmental integration (**Section 5.5**, subsection "Environmental Sustainability Limitations"), the following are recommended:*

- **B.1 Bolster Financial Sustainability and Market Linkages for Beneficiaries:**
 - Formal Financial Linkages: Proactively establish linkages between beneficiaries and formal financial institutions to address difficulties in accessing loans (as noted in **Section 5.5**).
 - Graduated Support & Mentorship: Develop graduated support mechanisms offering ongoing mentorship and business development services, as beneficiaries indicated a desire for this (see discussion on beneficiary confidence in **Section 4.6**).
 - Market Linkage Programs: Design programs to connect beneficiary enterprises with larger markets, addressing constraints noted in **Section 5.6: Challenges Related to Impact (Limitations on Full Potential)**.
 - Alternative Financing Models: Explore pilot credit facilitation mechanisms or alternative financing approaches.
- **B.2 Enhance Institutional Capacity Building for Long-Term Sustainability:**
 - Dedicated Government Portfolios for Social Cohesion: Advocate for dedicated institutional portfolios within government for social cohesion activities to ensure sustained attention beyond project cycles (addressing gaps identified in **Section 5.5**, subsection "Institutional Sustainability Gaps at Systemic Level").
 - Strengthen Government Monitoring & Coordination Capacity: Invest in strengthening government monitoring and coordination capacity, addressing resource constraints identified during the crisis (as noted in **Section 5.2**, subsection "Government Coordination Issues"; and **Section 5.3**, subsection "Government Partnership Limitations Impacting Efficiency").

- Targeted Government Department Capacity Building: Implement institutional capacity building for key government departments.
- Systematic Handover Protocols: Develop clear, phased handover protocols for project-supported initiatives, considering concerns about long-term sustainability from **Section 5.8: Systemic and Structural Challenges**.
- **B.3 Integrate Environmental Sustainability Systematically:**
 - Mandate Environmental Impact Assessments (EIAs): Integrate systematic EIAs and climate risk assessments, addressing the limited systematic assessment noted (in **Section 5.5**, subsection "Environmental Sustainability Limitations").
 - Proactive Climate Adaptation Measures: Develop and incorporate proactive climate adaptation and mitigation measures.
 - Establish Environmental Monitoring: Implement environmental monitoring systems (addressing gaps in **Section 5.5** and **Section 5.8**, subsection "Monitoring and Evaluation Gaps").
 - Climate-Resilient Standards: Promote climate-resilient standards for housing and infrastructure.

C. TARGETING AND INCLUSION

*Building upon the project's excellent integration of cross-cutting themes like gender and inclusion (detailed in **Section 4.7: Gender & Inclusion**), but aiming to further refine support for specific vulnerable groups and youth programming (addressing issues like MHPSS coverage limitations from **Section 5.2: Challenges Related to Effectiveness**, subsection "Specialized Service Limitations"; NVQ relevance issues from **Section 5.1: Challenges Related to Relevance**; and broader nuances in **Section 5.7: Challenges Related to Cross-Cutting Themes**), the following are recommended:*

- **C.1 Refine Vulnerable Group Targeting and Support:**
 - Differentiated Programming: Develop more specialized programming for diverse vulnerable groups (as per discussion in **Section 5.7**). This includes considering how MHPSS services, noted as having limited coverage in **Section 5.2**, can be better targeted.
 - Address Socio-Cultural Barriers: Design interventions to actively address ongoing social and cultural barriers limiting women's full empowerment (**Section 5.7**, subsection "Gender Empowerment Barriers"), despite high gains reported in **Section 4.7**.
 - Expand PWD Support: Build on the 100% PWD accessibility reported in **Section 4.7** to expand economic participation and specialized support.

- Enhance Ex-Combatant Reintegration: Strengthen ex-combatant reintegration by addressing community acceptance and long-term needs (**Section 5.7**, subsection "Vulnerable Group Inclusion – Remaining Nuances").
- **C.2 Enhance Youth Programming:**
 - Improve Relevance of Youth Training: Redesign youth training (especially NVQ) through market analysis and youth consultation to address the relevance gap discussed in **Section 4.1** and **Section 5.1**.
 - Balance Income Needs and Capacity Building: Structure youth programs to balance immediate income needs with longer-term capacity building, acknowledging pressures from the economic crisis (as highlighted in **Section 5.1**).
 - Youth-Specific Consultation: Develop youth-specific consultation mechanisms.
 - Strengthen Employment Linkages: Create robust youth employment linkage programs.

D. PARTNERSHIPS AND COORDINATION

*Leveraging the project's coherent program design and effective partnerships (as discussed in **Section 4.2: Coherence** and **Section 4.B: Overview of Implementing Partner Performance**), but addressing challenges in government coordination (**Section 5.2: Challenges Related to Effectiveness**, subsection "Government Coordination Issues") and stakeholder communication (**Section 5.4: Challenges Related to Coherence**, subsection "Stakeholder Communication Gaps"), the following are recommended:*

- **D.1 Strengthen Government Partnerships:**
 - Proactive Partnership Development: Address systematic coordination challenges with government departments through proactive partnership development (as noted in **Section 5.2**).
 - Dedicated Government Focal Points: Advocate for dedicated government focal points for project coordination.
 - Capacity Building for Government Counterparts: Implement capacity-building for government counterparts.
 - Sustainable Engagement Mechanisms: Work with government to develop sustainable engagement mechanisms.
- **D.2 Enhance Multi-Stakeholder Coordination:**
 - Strengthen Communication Protocols: Implement robust stakeholder engagement and communication protocols to address feedback about needing "more regular updates" (from **Section 5.4**).

- Systematic Information Sharing: Create systematic information-sharing mechanisms among partners.
- Conflict-Sensitive Coordination: Ensure coordination approaches are conflict-sensitive, building on positive social cohesion impacts reported in **Section 4.5: Impact**.
- Community Ownership Transition: Develop strategies for transitioning coordination to local stakeholders.

E. MONITORING AND EVALUATION (M&E)

*To further strengthen M&E practices and ensure continuous learning, building on the robust data collection for this evaluation (detailed in **Section 3: Evaluation Methodology**) but addressing gaps like systematic environmental impact monitoring (**Section 5.5: Challenges Related to Sustainability**, subsection "Environmental Sustainability Limitations"; **Section 5.8: Systemic and Structural Challenges**, subsection "Monitoring and Evaluation Gaps") and long-term tracking (**Section 5.8**), the following are recommended:*

- **E.1 Enhance Results Measurement:**

- Systematic Environmental Impact Monitoring: Develop and integrate systematic environmental impact monitoring into M&E frameworks (addressing gaps in **Section 5.5** and **Section 5.8**).
- Longitudinal Outcome Tracking: Design and implement longitudinal tracking systems for empowerment, economic transformation, and social cohesion outcomes (as per limitations noted in **Section 5.8**).
- Conflict Sensitivity Monitoring: Establish explicit conflict sensitivity monitoring to track social cohesion impacts (reported in **Section 4.5: Impact**) and potential conflict drivers over time (as per risks noted in **Section 5.7: Challenges Related to Cross-Cutting Themes**, subsection "Conflict Sensitivity – Ongoing Risks").
- Gender-Responsive M&E: Refine gender-responsive M&E to capture nuanced empowerment impacts and ongoing challenges (building on findings in **Section 4.7: Gender & Inclusion** and challenges in **Section 5.7**, subsection "Gender Empowerment Barriers").

- **E.2 Strengthen Learning and Adaptation Systems:**

- Systematic Lesson Learning: Create formal mechanisms for capturing and disseminating lessons learned and successful approaches (like the exceptional relevance and effectiveness reported in **Section 4.1: Relevance & Section 4.3: Effectiveness**).

- Adaptive Management Protocols: Develop institutionalized adaptive management protocols based on M&E findings.
- Inter-Partner Knowledge Sharing: Establish regular knowledge-sharing platforms between implementing partners.
- Evaluation Utilization Frameworks: Develop frameworks to ensure evaluation findings inform future programming.

F. SCALE-UP AND REPLICATION

*Given the EDRR project's exceptional success and transformative impacts (as detailed throughout **Section 4: Findings**, particularly **Section 4.3: Effectiveness** and **Section 4.5: Impact**), providing a robust model for post-conflict recovery, the following are recommended for scaling and replication:*

- **F.1 Model Replication and Expansion:**

- Document and Package Integrated Model: Thoroughly document the successful integrated approach (evidenced by findings across **Section 4.1, 4.2, 4.3, 4.5**) for potential replication.
- Develop Standardized Frameworks for Scale-Up: Create standardized yet adaptable implementation frameworks for scaling successful interventions.
- Partner Capacity Building Models: Develop and refine partner capacity-building models.
- Establish Cost-Effectiveness Benchmarks: Utilize project data to establish indicative cost-effectiveness benchmarks (drawing from analysis in **Section 4.4: Efficiency**, particularly Value for Money).

- **F.2 Promote Policy Integration and Advocacy:**

- Advocate for Policy Integration: Actively advocate for integrating successful project approaches into national and sub-national policies.
- Evidence-Based Advocacy Materials: Develop compelling advocacy materials using the exceptional results (e.g., 100% self-employment from **Section 4.3**, 98.7% empowerment from **Section 4.5** and **Section 4.7**).
- Policy Recommendations for Government: Formulate specific policy recommendations based on successful models.
- Donor Coordination for Broader Impact: Utilize project successes to engage in donor coordination.

G. INNOVATION AND TECHNOLOGY

*To further enhance efficiency and reach in future programming, building on the project's operational efficiency (discussed in **Section 4.4: Efficiency**) and successful service delivery models like mobile clinics (detailed in **Section 4.A: Summary of Project Implementation Progress and Context**), the following are recommended:*

- **G.1 Explore Digital Integration:**
 - Digital Consultation/Feedback: Explore digital platforms for beneficiary consultation and feedback.
 - Mobile Service Delivery Platforms: Consider expanding mobile service delivery models.
 - Digital M&E Systems: Investigate digital M&E tools for efficient data collection.
 - Digital Financial Inclusion: Pilot or promote digital financial inclusion to address credit access challenges (**Section 5.5: Challenges Related to Sustainability**, subsection "Financial Sustainability Constraints for Beneficiary Enterprises").
- **G.2 Foster Innovation in Service Delivery:**
 - Innovative Financing Mechanisms: Explore community-based financing mechanisms.
 - Technology-Enhanced Training: Investigate technology-enhanced training approaches.
 - Innovation Partnerships: Seek innovation partnerships with private sector actors and academia.
 - Scalable Service Delivery Innovations: Focus on designing scalable service delivery innovations.

H. CROSS-CUTTING THEMES ENHANCEMENT

*To build upon the project's excellent performance in integrating cross-cutting themes (as detailed in **Section 4.7: Gender & Inclusion**) and address remaining nuances (discussed in **Section 5.7: Challenges Related to Cross-Cutting Themes**), the following are recommended:*

- **H.1 Advance Gender Equality and Women's Empowerment:**
 - Address Persistent Cultural Barriers: Develop targeted interventions to address ongoing cultural barriers limiting women's full empowerment (**Section 5.7**, subsection "Gender Empowerment Barriers"), despite gains reported in **Section 4.7**.
 - Scale Up Women's Economic Empowerment Programs: Expand women's economic empowerment programs, building on successful models.

- Implement Male Engagement Strategies: Design strategies to engage men as allies in promoting gender equality.
- Develop Women's Leadership Pathways: Create and support women's leadership development pathways.
- **H.2 Strengthen Rights-Based Approaches:**
 - Maintain High Standards: Ensure high standards of rights-based service delivery (as reported in **Section 4.7**) are institutionalized.
 - Expand Rights Education: Develop broader rights education programs.
 - Strengthen Accountability Mechanisms: Support accessible accountability and grievance redressal mechanisms.
 - Sustain Legal Aid Access: Explore options for sustaining access to legal aid and documentation support (building on effectiveness related to documentation discussed in **Section 4.3: Effectiveness**)

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"> • Degree of alignment with local needs • Alignment with Sri Lanka's National Policy on Durable Solutions • Consistency with UN frameworks and IOM/UNDP country programmes 	<ul style="list-style-type: none"> • Project documents • National policy frameworks • Beneficiaries • CBOs • Government Officials 	<ul style="list-style-type: none"> • Document review • Surveys • FGDs • KIIs
Did the project design integrate gender equality, human rights, and the specific needs of vulnerable groups?	<ul style="list-style-type: none"> • Evidence of gender analysis in project design 	<ul style="list-style-type: none"> • Project design documents 	<ul style="list-style-type: none"> • Document review • KIIs • Surveys

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

Effectiveness

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

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

	<ul style="list-style-type: none"> • Stakeholder perceptions of project adaptability 	<ul style="list-style-type: none"> • Stakeholders 	
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Efficiency

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

How efficient was project coordination?	<ul style="list-style-type: none"> • Quality of coordination mechanisms • Frequency of coordination meetings • Stakeholder satisfaction with coordination 	<ul style="list-style-type: none"> • Meeting minutes • Coordination reports • Implementing partners 	<ul style="list-style-type: none"> • Document review • KIIs • Surveys
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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"> • Sustained improvement in household income levels • Changes in quality of life • Changes in community resilience metrics • Improvements in social integration 	<ul style="list-style-type: none"> • Beneficiaries • Community leaders • Government officials • Baseline 	<ul style="list-style-type: none"> • Surveys • FGDs • Case studies • Before-after comparisons

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

	<ul style="list-style-type: none"> • Identified missed opportunities 	<ul style="list-style-type: none"> • Similar projects 	
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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"> • Existence of follow-up funding or integration into government budgets • Presence of handover plans • Institutional arrangements for continued service delivery • Knowledge transfer mechanisms 	<ul style="list-style-type: none"> • Project closeout reports • Government officials • CBOs • Implementing partners 	<ul style="list-style-type: none"> • Document review • KIIs
How effectively were local stakeholders and partners engaged to foster ownership?	<ul style="list-style-type: none"> • Level of local stakeholder participation in implementation • Evidence of stakeholder contributions (financial/in-kind) 	<ul style="list-style-type: none"> • Meeting minutes • Project reports • Local stakeholders • Participants 	<ul style="list-style-type: none"> • Document review • KIIs • FGDs

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

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"> • Degree of alignment with related initiatives • Evidence of coordination with similar projects • Complementarity with government programs 	<ul style="list-style-type: none"> • Policy documents • Project documentation from related initiatives • Government officials 	<ul style="list-style-type: none"> • Document review • KIIs
<p>Were project activities sufficiently coordinated with other actors?</p>	<ul style="list-style-type: none"> • Frequency and quality of coordination meetings • Joint planning efforts • Information sharing mechanisms • Evidence of avoiding duplication 	<ul style="list-style-type: none"> • Meeting minutes • Coordination reports • Project staff • Partner organizations 	<ul style="list-style-type: none"> • Document review • KIIs • Partner survey

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"> • Evidence of gender and inclusion analysis in project design • Gender- and Inclusion-disaggregated targets and results • Gender- and inclusion-responsive budgeting practices • Meaningful participation of women and other marginalized groups in decision-making • Evidence of strategies to address structural barriers to gender and inclusion 	<ul style="list-style-type: none"> • Project documents • Gender analysis reports • Project staff • Female beneficiaries 	<ul style="list-style-type: none"> • Document review • KIIs • Gender analysis
<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"> • Changes in gender roles and relationships • Improved access to and realization of 	<ul style="list-style-type: none"> • Beneficiaries 	<ul style="list-style-type: none"> • Surveys • FGDs • Case studies

	<p>rights for vulnerable groups</p> <ul style="list-style-type: none"> • Increased participation of women and marginalized groups in economic and social spheres. • Evidence of empowerment 	<ul style="list-style-type: none"> • Community leaders • CBOs 	<ul style="list-style-type: none"> • Most significant change stories
<p>How were principles of dignity, participation, non-discrimination and accountability upheld in project design and delivery?</p>	<ul style="list-style-type: none"> • Application of rights-based approaches • Beneficiary satisfaction with dignity and respect in treatment • Evidence of non-discrimination in project delivery • Effectiveness of complaint mechanisms established and utilized 	<ul style="list-style-type: none"> • Project staff • Beneficiaries • Complaint records • Training materials 	<ul style="list-style-type: none"> • KIIs • Surveys • Document review • Observation

	<ul style="list-style-type: none"> • Staff capacity to uphold dignity, non-discrimination and accountability 		
<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"> • Percentage of budget allocated to gender, inclusion- and human rights-specific activities • Availability and adequacy of human resources dedicated to gender, inclusion and human rights • Availability and adequacy of technical resources dedicated to gender, inclusion and human rights • Sustainability of resource allocation for long-term integration 	<ul style="list-style-type: none"> • Project budget • Project staff 	<ul style="list-style-type: none"> • Document review KIIs

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
		Total	68	138	204

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
TOTAL	5 Districts	123,476,000.00	114,016,770.65	92.3%	9,459,229.35

5. Geographical Coverage Summary

6.

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 protection conflict

CFCD	2 multipurpose halls	1 Women Development Centre (26 women)	Not specified
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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 interviews)	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 piped access	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, Fishing, SMEs	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
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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
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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

Challenge	Response Needed	Implementation Approach
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				
Time constraints due to local government elections happening parallel to the data collection period	May 2025	Contextua l	<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>	Managed through efficient planning, dedicated resources, and early commencement of analytical processes	Field coordinators, project coordinators	Updated by project coordinators	Dead

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>	Mitigated through flexible scheduling, clear communication of purpose, and rapport-building. Alternative respondents were identified where necessary.	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)

Cod e	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)

Cod e	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
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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.
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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 Ofer Ceylon 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 OferrCeylon–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. Lingeswary, a woman whose quiet determination shines as a beacon of hope and strength. As the sole head of her household, Lingeswary'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. Lingeswary'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, Lingeswary 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. Lingeswary 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. Lingeswary 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. Lingeswary’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)
0. 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)

0. 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)
0. 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)
0. 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)
0. 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)
0. 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)
0. 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)
0. 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)
0. 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)
0. 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)
0. 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)
0. 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]?
0. 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?)
0. 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?)
0. 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?)

- 0. What made you decide to go to the mobile clinic?

- 0. 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

- 0. Can you describe what happened when you went to the mobile clinic? What was the process like?"

- 0. How were the staff at the clinic? Were they helpful? Respectful? Did they explain things clearly?

- 0. Did you face any challenges during the process at the mobile clinic? (Probes: Long waits, confusion, missing information, technical issues?)

- 0. What specific document(s) were you able to apply for or receive through the mobile clinic? (Confirm: BC, MC, ID, etc.)

- 0. How long did it take to get the final document?

Part 4: Impact & Outcomes AFTER Receiving the Document

- 0. Now that you have the [Specific Document], how has it helped you or your family? What has changed?

- 0. (Probe based on document type):

- 0. Birth Certificate: Access to school, healthcare, proof of age/identity, inheritance?
- 0. Marriage Certificate: Legal recognition, inheritance, accessing spouse benefits, registering children?
- 0. National ID: Access to banking, voting, jobs, travel, proof of identity for services/security checkpoints?
- 0. Can you give me a specific example of something you can do now that you couldn't do before?
- 0. 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)?
- 0. How has having the document helped you in your role as head of the household?
- 0. For Persons With Disabilities (PWD):
- 0. Was the mobile clinic location physically accessible for you? Did the staff provide any specific assistance you needed?

- 0. Has having the [Document] helped you access any disability-specific services, benefits, or support?

- 0. 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?

- 0. How does having this document help you plan for your future (education, work, travel)?

- 0. 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?

- 0. How important was getting [Document] for proving your identity in the place you are currently living?

- 0. Has having this document helped you access humanitarian aid, register for services, or feel safer moving around?

- 0. 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?
0. How does having this document help you access services provided for refugees (aid, healthcare, education)?
0. Does it provide a sense of identity or security while you are away from your home country?
0. Does this document help in any way regarding potential resettlement or return processes?
0. For Ex-Combatants: (Approach with extra sensitivity and awareness of potential stigma)
0. Was lacking official identification a barrier to reintegrating into civilian life after leaving the armed group/force?
0. How has having the [Document] helped you? (Probes: Accessing reintegration programs, finding civilian work, opening a bank account, feeling more accepted, dealing with authorities?)
0. 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)?

- 0. (Regarding Children): How has having your child's [Birth Certificate/ID] helped them? (Probes: Enrolling in school, getting vaccinations/healthcare, protection?)

- 0. Were there specific challenges for you as a woman [or for your child] in trying to get documents before the mobile clinic?

- 0. Overall, how satisfied were you with the service provided by the mobile clinic?

- 0. Were there any negative consequences or difficulties that arose from using the service or getting the document?

- 0. If this service were offered again, do you have any suggestions for how it could be improved or made better?

- 0. 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?

0. 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?

0. 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
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<p>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.</p>		0	60%	<p>Survey, 1.A: Percentage of beneficiaries reported that their incomes increased (Disaggregated by categories such as Youth and Women/ Women Headed Households (WHH), Ex-combatants) KIIs and FGDs</p>	<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 whether it's sufficient to meet rising living costs. Attributing the increase solely to the project is difficult.</p>	93.30%	<p>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.</p>
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					<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-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).</p>		
	1.B: Percentage of targeted population that report having improved living standards.	0	60%	Survey, KIIs and FGDs		98.80%	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>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 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.</p>		
	<p>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.</p>	20%	50%	Survey, KIIs and FGDs		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>

<p>Output 1.1: Increased access to inclusive and citizen-centric state and non-state support services, including community infrastructure.</p>	<p>1.1.1: Percentage of beneficiaries who have a positive opinion of the counselling services provided.</p>	<p>0</p>	<p>60%</p>	<p>Survey, KIIs and FGDs</p>	<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 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>75%</p>	<p>Target Exceeded. The project met its target, with 75% of MHPSS recipients finding the support "helpful."</p>
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					<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 and administrative systems effectively.</p> <p>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.</p>		
	1.1.2: Percentage of target beneficiaries satisfied with legal and other related services provided by state and non-state actors (UNDP).	20%	60%	Survey, KIIs and FGDs		97.50%	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 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	<p>Risk: Beneficiaries may lack the resources, capital, or opportunities to apply the new skills and knowledge they have acquired.</p>	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

					<p>Assumption: The training topics are relevant to the beneficiaries' needs and the local market opportunities.</p> <p>Limitation: This indicator measures 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.</p>		<p>confirmed that the training directly helped them "start or improve income generation activities," indicating a highly effective application of skills.</p>
	<p>1.1.4. A. Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric gender services.</p>	0	70%	<p>Survey, KIIs and FGDs</p>	<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 reflect the actual experience of female service users. It measures perceived change in delivery, not necessarily the quality or impact of that change.</p>		
	<p>1.1.4 B. Percentage of the target local level state and non-state actors confirmed that they deliver citizen-centric PWD-sensitive services.</p>	0	70%	<p>Survey, KIIs and FGDs</p>	<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 service providers. It does not capture the lived</p>		

					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 measures perception of safety, which can be influenced by recent events or rumors, and may not reflect the actual incidence of security threats.</p>	98.80%	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.

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 conclusion. This indicator measures the establishment of a livelihood, not its long-term viability or profitability.</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.
	1.2.2: Percentage of target individuals have scaled up/ expanded livelihood activities.	0	80%	Survey, KIIs and FGDs	<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 expansion was profitable or led to increased debt.</p>		
	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>		

					Limitation: This is a quantitative output indicator. It measures the number of linkages facilitated but provides no information on the quality, profitability, or sustainability 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 extent or</p>	100%	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.

					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. No. of CBOs mobilized and reactivated through capacity building Programme. No. of CBOs/WRDS strengthened through provision of in-kind and/or cash assistance and training – 10 (Reaching minimum 200 members of WRDS) IOM Target: No. of core CBO/WRDS members</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 measure the CBO's actual impact, influence, inclusivity, or its ability to address community conflicts and needs.</p>		

capacitated through training – 30							
	<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>	0	25%	<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 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.</p>	92.90%	<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>

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.
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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; elaborate on sampling and triangulation strategies.	Improved the methodology section with clear clarification between evaluation methodology and data collection tools, including triangulation strategies
Page 33 Section 4.3- effectiveness	<ul style="list-style-type: none"> • Specialized Services and Targeted Interventions <ul style="list-style-type: none"> ○ MHPSS Reached 12 beneficiaries ○ 25% (3 individuals) found it "Somewhat useful for sustainable support." 	MHPSS under the EDRR project involved 3 types of interventions /activities. <ol style="list-style-type: none"> 1. Peer support sessions for identified beneficiaries with MHPSS needs Peer group counselling sessions were 	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.

		<p>conducted for 77 (35 men and 42 women) beneficiaries.)</p> <p>2. MHPSS support provided through the upgraded counselling centres in Kayts and Jaffna divisional and district secretariats through government counselling officers. These spaces supported 99 (40 men and 59 women) individuals from conflict-affected communities in addressing MHPSS needs arising from gender-based violence, child abuse, self-harm attempts, and social challenges caused by economic difficulties.</p> <p>3. MHPSS training provided to government and NGO service providers. (65 were capacitated)</p> <p>None of these seem to be correctly captured in the final evaluation report . The report also mentions MHPSS reached only 12 beneficiaries- which is an incorrect statement. As you can see above , total 241 benefited from the MHPSS interventions</p>	<p>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>
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		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 the statement made here with limited reach with regard to MHPSS activities is incorrect. We are happy to discuss if required.	
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	Included separate sections for them

		explanations between planned and actual expenditures.	
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)	<ul style="list-style-type: none"> • Limited Scale and Reach of Some Spec ◦ Some specialized services, not beneficiaries compared to the tot 	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><i>Cutting Themes), the following are recommendations:</i></p> <ul style="list-style-type: none"> • C.1 Refine Vulnerable Group Targeting <ul style="list-style-type: none"> o Differentiated Programming: I vulnerable groups (as per direct MHPSS services, noted as having <p>Also see the reference made in the heading related to MHPSS coverage limitations- rectify this.</p> <p>C. TARGETING</p> <p><i>Building upon the previous in Section 4.7: Gender and youth programming Related to Effectiveness 5.1: Challenges Related to Cutting Themes), the</i></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 – Section 8- conclusion</p>	<p>While some shortcomings exist, particularly in the area of long-term monitoring systems, these are not insurmountable. The project's success in maintaining and improving the quality of life while achieving comprehensive life time recovery programming.</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>	
<p>Page 11- Key findings and conclusion table</p>	<p>7. Challenges in Specific ... successful, the NVQ program coverage was limited. The challenges, navigated by a</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>	
<p>Page 5-</p>	<p>o NVQ Program: The National Vocational Program reached 17 youth, with 70.6% (12) interests/job opportunities, and 11.8%</p>	<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>	<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.</p>

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.
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Annex 4: Success Stories

Turning the Page: From Combatants to Community Builders



In the aftermath of Sri Lanka's decades-long civil conflict, the path to reintegration has been strained with challenges. For many former combatants, rebuilding their lives has proved a difficult endeavour demanding opportunity, resilience and trust. In the northern village of Ponnagar in the Kilinochchi District, Vengadashalam Krishnamoorthy and Jawyaagawthi Krishnamoorthy are demonstrating what this journey can look like. Once displaced and deeply affected by conflict, the couple has transformed their lives through hard work and targeted support, and they stand today as community leaders and successful entrepreneurs.

Born in Jaffna, Vengadashalam and Jawyaagawthi experienced multiple waves of displacement due to the conflict. After marrying in 2004 and settling in Ponnagar, they were once more uprooted during the final stages of the war in 2009, eventually relocating to an IDP camp in Vavuniya.

The war left enduring physical and emotional scars. Both sustained injuries due to shelling—Jawyaagawthi with a severe wound to her shoulder, and Krishnamoorthy with a head injury that caused permanent hearing loss. *“We were not sure if we would survive,” Jawyaagawthi reflects. “It was a time of unimaginable difficulty. We struggled to feed our daughter and our family was separated for a long time.”*

After four years in rehabilitation, Krishnamoorthy was released in 2013 under strict conditions that limited his movement and employment options. Although he briefly worked at a garment factory, restrictions and workplace tensions forced him to resign. With few alternatives, the couple turned to pig farming to rebuild their lives.

In 2014, Krishnamoorthy initiated a pig farming venture using pigs provided on credit and kitchen waste from his former workplace to feed them. Although the pig farm provided some income, the couple faced several obstacles. The absence of a proper waste management system led to concerns from health authorities and tension with neighbours over foul odours and runoff. The couple did not have the resources to address this issue, threatening their only source of income.

Support Through the EDRR Project

In 2023, the family was introduced to the **Expanded Support for Durable Resettlement and Reintegration in Sri Lanka (EDRR)** project, implemented by UNDP and IOM. The EDRR project aims to support the sustainable reintegration of conflict-affected communities - particularly internally displaced persons, refugee returnees, and ex-combatants—by providing livelihood assistance, strengthening local governance, and promoting social cohesion.

The Krishnamoorthys were recommended by their village’s Economic Development Officer. After an assessment by UNDP, they were selected to receive support for a critical need: the construction of a wastewater drainage pit. In June 2024, with materials worth LKR 200,000 provided by the implementing partner OfERR Ceylon, and a LKR 100,000 contribution from the family’s income, the drainage pit was completed. The couple also participated in livestock management training delivered by the Department of Animal Husbandry, gaining critical knowledge in animal care, hygiene practices, and environmentally sustainable farming.

The impact of the intervention was transformational. No longer limited by waste management challenges, the number of pigs increased from 60 to over 100, with plans to grow to 150. Improved hygiene allowed them to clean the pens twice a day, improving animal health and productivity. The couple can now process one pig per week, compared to just one per month previously. Their net profit has nearly doubled from LKR 80,000 to between LKR 140,000–150,000 monthly. They now supply fresh pork and prepared meals to local garment workers, university students, and office staff.



The family has reinvested the increased income to expand their business and is investing more in their daughter's education. *"We're able to provide stability for our child's future," says Jawyaagawthi. "With this stability, we can finally start making plans,"*

Creating opportunities for others

Success for the Krishnamoorthys has had a ripple effect in their community as they offer employment opportunities for other vulnerable individuals. One employee, a former combatant with a limb amputation who had been living in isolation, now earns a regular income and is gradually reintegrating into society.

The endeavour has also earned the couple greater acceptance within the community, owing to the professional way in which they manage the farm and the presence and engagement of organizations like UNDP.

Krishnamoorthy emphasises that their farm now garners respect and recognition from both local villagers and the military alike, who have become regular customers. *“We no longer feel constrained by our past,” he says. “We are known for our work and our contributions to the community and not our history.”*

Likewise, Jawyaagawthi remains an active figure in the Women’s Rural Development Society. She supports women experiencing domestic violence and works closely with local authorities to address issues facing children and youth, including substance abuse.

With a sustainable income, the family’s long-term vision includes generating further employment opportunities and expanding their venture. *“Our journey has not been easy,” says Jawyaagawthi, “but we are proud of how far we have come. We are committed to building a future—not just for our family, but for our community.”*

Mrs. Mallika Sumanthiran: A Beacon of Resilience and Entrepreneurship

In a remarkable journey marked by determination and entrepreneurial spirit, Mrs. Mallika Sumanthiran has emerged as a symbol of women's empowerment and success in Sri Lanka. At 41 years old, this inspiring woman from Gopala Puram Village in the Kuchavelly Divisional Secretariat of the Trincomalee District has faced and overcome significant challenges, including the devastating effects of civil conflict and displacement.

The civil conflict in Sri Lanka, which erupted in the late 20th century, forced Mrs. Sumanthiran and her family to flee to South India in 1990. During her time as a refugee, she persevered through adversity, completing a B.Sc. in Chemistry, getting married, and giving birth to two children. The Expanded Support for Durable Resettlement and Reintegration (EDRR) project, started in October 2023 and aims to support durable resettlement opportunities for newly resettling communities and refugee returnees from India in Sri Lanka. The project, scheduled to run until January 2025, aims to facilitate access to basic services, sustainable livelihoods, and income generation. Mrs. Sumanthiran was among those in the Trincomalee District to benefit, with a goal to achieve inclusive socio-economic development.



Mrs. Sumanthiran's family struggled financially after her husband went abroad for work. Upon his return, they continued to face challenges with limited resources to expand their business. Mrs. Sumanthiran needed business management skills, equipment, and financial support to enhance her snack business, stabilize family income, and provide local employment opportunities.

In 2024, Through the EDRR project, Mrs. Sumanthiran received training in business management and financial support to grow her business. With a grant from UNDP and OfERR Ceylon, she invested in cooking equipment and a Nescafe making machine with 200000.00 LKR. which attracted more customers and increased her monthly income to over 50,000 rupees. This growth enabled her to construct a guesthouse and improve her shop, which, in turn, provided employment to community members. Her entrepreneurial success brought a wider significance by strengthening local economic resilience.

Mrs. Sumanthiran's success is a testament to the resilience and potential of refugee returnees to overcome adversity and contribute meaningfully to local economies. Her progress not only supports her family but also fosters local development and provides employment in a region recovering from the civil conflict. Her achievements set a positive example for other women and displaced individuals in the area, showing that change and growth are achievable.

The EDRR project, with support from UNDP and OfERR Ceylon, provided Mrs. Sumanthiran with both financial assistance and equipment essential to scale her business. This direct support was crucial in enabling her to expand her offerings and attract more customers. Additionally, a five-day business training enhanced her entrepreneurial skills, helping her manage finances effectively and plan for sustainable growth. The support she received was instrumental in transforming her family's income and securing educational opportunities for her children.

Without the project, Mrs. Sumanthiran might have continued her small-scale operations, but growth would likely have been limited. The EDRR project's targeted support accelerated her business expansion, increased her income significantly, and provided her with the skills and resources such as Cooking Machines to achieve more substantial, sustainable success. The contributions of these projects made a substantial difference in enabling her current level of success and community engagement.

This case highlights the importance of providing targeted, practical support—especially in skills and financial resources—to women entrepreneurs in post-conflict areas. It demonstrates how resilience, when combined with supportive interventions, can lead to sustainable change. This learning could inform other projects aiming to empower women through tailored support, equipping them with tools to uplift themselves and their communities. Providing financial assistance and training to vulnerable individuals can be transformative, enabling them to overcome systemic barriers and thrive. Projects like EDRR demonstrate how strategic, localized interventions can foster economic resilience and social reintegration, valuable insights for future resettlement and economic development programs.

Empowering Cricket Bat Maker Niroshkanth through Local Entrepreneurship-Batticaloa



A youth entrepreneur from Kommathurai village transitioned from a decade of manual cricket bat production to a more efficient and profitable business model, thanks to support from the Expanded Support for Durable Resettlement and Reintegration (EDRR) project. This change enhanced his livelihood by reducing costs and increasing productivity.

The EDRR project, launched in October 2023, was implemented by UNDP and OfERR Ceylon. Running until January 2025, the project aims to support returnees and resettled communities by providing essential services and economic opportunities. This case study highlights sustainable livelihoods, in line with the project's Results Framework indicators. Through the project's contribution of 200,000 Rs and an additional 6,600 Rs from Mr. Uthayakumar Niroshkanth, a cricket bat maker from Kommathurai village, modern equipment was procured to improve his production efficiency.

Before the project intervention, Mr. Niroshkanth manually produced cricket bats, requiring him to rent equipment frequently. This led to high production costs and limited profits. The absence of modern tools constrained his ability to scale production and fulfill growing local and export demands, particularly for markets like Pakistan.

The EDRR project provided Mr. Niroshkanth with essential tools, including a Chainsaw (Japan Technology 22"), Makita Angle Grinder (4.5"), Makita Aluminium Cutting Machine, and Planer Makita M1902 B (82mm). These tools enabled him to reduce production costs, save on rental fees, and significantly enhance production efficiency. The support, delivered in late 2023, catalyzed his ability to increase output and expand both local and export distribution, fostering economic resilience.

Locally, this change signifies the empowerment of youth-led businesses in resettled communities, encouraging economic self-sufficiency. Regionally, it highlights the potential of targeted interventions to support micro-enterprises in contributing to broader economic stability and cross-border trade.



The EDRR project directly contributed by providing modern equipment, addressing a critical barrier to Mr. Niroshkanth's business growth. By equipping him with the tools, the project enabled sustainable production practices and reduced dependency on rented machinery. Previous project activities, such as livelihood assessments and engagement with returnees, ensured that the intervention was well-targeted and impactful.

While Mr. Niroshkanth's dedication and experience might have driven gradual growth, the lack of access to modern tools would have prolonged the process and limited the scale of success. The project significantly accelerated his progress, allowing him to save costs, increase output, and expand his market reach more efficiently than he could have managed independently.

The case highlights the transformative impact of providing targeted, context-specific support to micro-entrepreneurs in post-conflict communities. It underscores the importance of investing in tools and resources that address key barriers to economic growth while fostering resilience and sustainability. Future initiatives can replicate this approach to amplify outcomes for similar communities.

Arulanantham Juliet Chandrasekaram's Journey to a Permanent Home

Arulanantham Juliet Chandrasekaram, a resilient 44-year-old residing in Puthukkudiyiruppu division, Mullaitivu district, originally hails from Jaffna. His life's narrative is one of fortitude and determination, navigating through displacement, injury, and the challenges of providing for his family.

At the age of 16, Arulanantham's family sought refuge in Mullaitivu due to military movements in Jaffna. They secured half an acre of state land and, with determination, erected a humble hut, initiating a new chapter in their lives. However, in 2009, tragedy struck when Arulanantham was

injured by shelling while patrolling the border for LTTE, leaving his leg impaired. Subsequently, the family faced displacement once again during the last war between SLA and LTTE in May 2009, finding themselves in the "Menik Farm" IDP camp in Cheddikulam, Vavuniya.

After enduring numerous hardships, Arulanantham returned to his land in Puthukkudiyiruppu in 2011, greeted only by a sparse collection of trees. His parents, displaying resilience, divided the land into quarter-acre plots for their two children. Arulanantham, a daily laborer skilled in masonry and carpentry work, faced the substantial challenge of providing his family a temporary shelter.

In 2014, he got married and his married life unfolded within the confines of the temporary shelter. The couple welcomed their firstborn, a son, now seven years old, followed by the joyous arrival of twin daughters, now four years old. As a family of five, they persisted in residing within the limitations of the temporary shelter. The family endured uncomfortable conditions in their temporary shelter, with tin sheet roofing without proper side wall causing discomfort during hot seasons and leaking and floor wetting during the rainy season. Arulanantham's wife, Kamala, recounted sleepless nights spent enduring the hardships of the heavy rain.



In 2018, a glimmer of hope appeared when the family was selected for a permanent housing scheme by the National Housing Development Authority (NHDA), receiving initial support of LKR 100,000 and 50 packets of cement. Despite setbacks, the family trustingly invested their savings, pawned jewelry, and borrowed funds to complete construction up to the roof level. However, the housing scheme was abruptly halted, leaving families in financial turmoil, worsened by the economic crisis and the impact of Covid-19.

In a turn of fortune, the family was selected by UNDP to complete their house. With renewed energy and an injection of LKR 500,000, Arulanantham embarked on the building work. Before the monsoon season of 2023, the family joyfully moved from their temporary shelter to their new home, a symbol of permanence and security. Arulanantham and his family expressed heartfelt gratitude, emphasizing that the completed house enables him to seek labor contract work in other districts while his family resides in a protected home. His wife, Kamala, expressed, "Henceforth, our children will enjoy uninterrupted sleep during the rainy season. They will joyfully embrace the rains in comfort." The tale of Arulanantham Juliet Chandrasekaran stands as a testament to resilience, community support, and the transformative impact of concerted efforts to provide permanent shelter for those in need.

