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Report:

Terminal Evaluation of the project:

‘Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks’ in Sri Lanka

(UNDP ID 85983; GEF 4609; PIMS 4863)

Submitted to

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Disclaimer

Please note that the analysis and recommendations of this report do not necessarily reflect the views of the United Nations Development Programme, its Executive Board or the United Nations Member States. This publication reflects the views of its author.

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LIST OF ACRONYMS

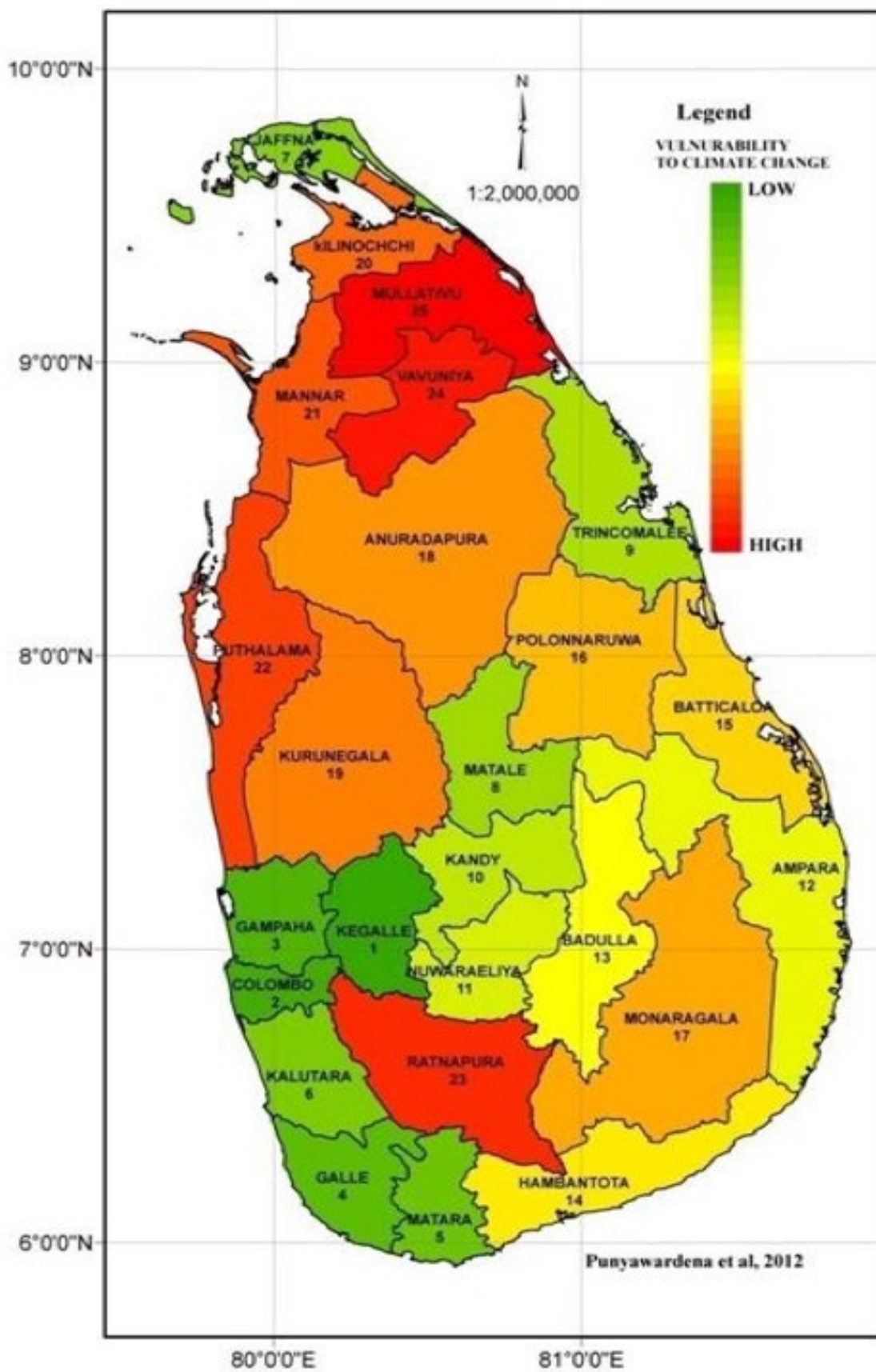
AMAT	Adaptation Monitoring and Assessment Tool
APR/PIR	Annual Performance Report/ Project Implementation Review
AWP	Annual Work Plan
CCA	Climate Change Adaptation
CCD	Coast Conservation Department
CDR	Combined Delivery Report
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country programme Document
DCC	District Coordinating Committee
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DSD	Divisional Secretariat Division
EMO	Environment Management Officer
EU-SDDP	EU's Support to Reconstruction and Development in North and East Sri Lanka
FO	Farmer Organisation
FSP	Full Sized Project
GEF	Global Environment Facility
GN	Grama Niladhari (village administrator)
IC	Individual Contract
LDCF	Least Country Development Fund
LoA	Letter of Agreement
LPAC	Local Project Appraisal Committee
MoED	Ministry of Economic Development
MoE	Ministry of Environment
NCCAS	National Climate Change Adaptation Strategy
NIM	Nationally Implemented Modality
NPD	National Planning Department
PB	Project Board
PIF	Project Information Form
PPG	Project Preparatory Grant
RBAP	UNDP's Regional Bureau for Asia and the Pacific, Bangkok
RCU	Regional Coordinating Unit
RDS	Rural Development Societies
SBAA	Standard Basic Assistance Agreement
SCCF	Special Climate Change Fund
SLIDA	Sri Lanka Institute for Development Administrators
SNC	Second National Communications
UNDP CO	UNDP Country Office
UNFCCC	United Nations Framework Convention for Climate Change
USD	United States Dollars
VDP	Village Development Plan
VRA	Vulnerability Reduction Assessment
VRMP	Village Resource Management Plan

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VULNERABILITY TO CLIMATE CHANGE IN SRI LANKA



EXECUTIVE SUMMARY

Project summary table

Table 1: Project Summary

Project Title:	Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka			
			Committed at endorsement (Million USD)	Realized at TE (Million USD)
GEF Project ID:	4609	SCCF/GEF financing:	3.121	3.106
PIMS	4863			
UNDP Project ID:	00085983	IA/EA own:		
Country:	Sri Lanka	Government:	46.000	
Region:	South Asia	(UNDP Through EU-SDDP)	11.030	
Focal Area:	Climate Change	Total co-financing:	57.030	
FA Objectives, (OP/SP):	<ul style="list-style-type: none"> CCA-1 - Outcome 1.1: Mainstreamed adaptation in broader development frameworks at country level and in targeted vulnerable areas CCA-1 - Outcome 1.2: Reduce vulnerability in development sectors 	Total Project Cost:	60.151	3.106
Executing Agency:	UNDP	GEF endorsement:	02/07/2013	
Other Partners involved:	<ul style="list-style-type: none"> Ministry of Economic Development Ministry of Environment Ministry of Disaster Management Finance Commission of Sri Lanka 	(Operational) Closing Date:	30/6/ 2017	31/12/2017 ¹

Introduction and brief description of the project

At the time of the project design, the Government of Sri Lanka was implementing the following two large-scale rural development programmes through the Ministry of Economic Development. These were funded through regular government budgets.

- The Divi Neguma (livelihood development programme) that was delivering at the household level, aiming to improve agricultural production and the rural industry.
- The Gama Neguma (village development programme) that was focused on rural infrastructure such as roads, bridges, culverts, buildings, water supply and irrigation systems.

These two programmes were active in all 14,022 Grama Niladhari (Village Administrative) units in all the 25 districts of Sri Lanka. As climate change threatened the sustainability of these two programmes,

¹ A no cost extension of six months to the project was granted to take care of the delays in its implementation due to natural calamities (floods) in the Ratnapura district where the pilot projects were to be implemented.

the project, ‘Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks’, was designed to address the recurrent climate change related impacts. The project aimed:

- to build adaptability to climate change into the design and implementation of both Gama Neguma and Divi Neguma
- to build resilience in rural development programmes to current and projected climatic change by developing institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions with community participation

The project was funded through the Special Climate Change Fund (SCCF) of GEF and was to have significant fund contribution by the government (through its Divi Neguma) and UNDP (through EU-SDDP). Details regarding the total budget and the sources of funds for the project are given in Table 1. Also given in Table 1 are the details of the partners and other relevant information.

The project was to conduct climate risk assessments in 12 vulnerable districts to identify areas with greater risk; and train district planning officials to manage climate risks. At village level, the project was to support incorporation of the climate risk assessments into every Grama Niladhari Division (GND) level Village Development Plan. The project was to deliver concrete adaptation measures in Puttalam, Kurunegala and Ratnapura districts (which are highly vulnerable to climate change). The measures were to include enhanced water storage and its rational use, conservation of soil, coastal ecosystems for improved agricultural production, improved crop choice and build infrastructure such as roads, irrigation systems and water supply which incorporate climate risk reduction. However, the project could not be implemented as designed and got significantly scaled down. This is explained further in the following paragraphs.

The project agreement was signed in June 2014. The project was being implemented by the Ministry of Economic Development (MED). Following the Presidential election in January 2015 and the subsequent dissolution of the MED, the project was not immediately allocated to another Ministry, due to the new Government’s focus on the 100 day programme, Parliamentary elections and other matters. In June 2015, it was decided that the project will now be implemented by the Ministry of Disaster Management. At the first Project Board meeting held after this decision, it was acknowledged that the implementation has been delayed, the Project needs to be reorganized and implementation methodologies such as counterpart funding and the role of the stakeholders such as UNDP and government institutions needs to be revisited. Thus, the project was subsequently implemented by the Ministry of Disaster Management in an National Implementation Modality (NIM) with additional support from UNDP.

A no cost extension of six months was granted to the project to take care of the delays in its implementation due to natural calamities (floods) in the Ratnapura district, where the pilot projects were to be implemented.

Project Objectives and Logical Frame Work

The objective of the project was to increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into rural development planning and budgeting. To achieve this objective, the project was organized into three Outcomes, with each of these three projected outcomes having their respective projected outputs and a corresponding set of activities. The log-frame of the project, the indicators for monitoring and verification of the achievement (along with the baseline and target values for the indicators) is given in Table 2.

Table 2: Project Log-Frame (as per project document)

Indicator ²	Baseline	Targets
Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting.		
• Indicator 1: Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture, Agrarian Development, Coastal Conservation and Ministry of Economic Development	< 05	• >20 strategies and their associated actions implemented
• Indicator 2: Climate risk assessment is an integral part of development planning at village, national and district level	Non-existent	• Climate risk assessment included in planning processes for VDPs, district development plans and Gama Neguma/Divi Neguma national Programmes in 12 vulnerable districts
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts		
• Indicator 1-1: Number of Gama Neguma and Divi Neguma projects modified through climate risk assessments at GN and Divisional Level	0	• > 150 Gama Neguma Projects ^{SEP} > 5 Divi Neguma Strategies including - crop selection for home gardens ^{SEP} -perennial crops for small commercial farms -livestock choice - water and soil management incentives - inland/freshwater fishery
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes		
• Indicator 2-1: Number of staff (disaggregated by gender) within national, ^{SEP} divisional and local planning units in 12 vulnerable districts reported to apply climate risk assessment tools and methods to new rural investment projects • Indicator 2-2: Number of stakeholder groups reporting enhanced awareness of climate change risks and adaptation measures at national, district and village levels	0	• National officers of NPD, MoED, MoF = 20 Technical agencies and department= 50 • District Planning and Samurdhi officers= 75, Village Mobilisers= 300 Local Authority Technical Officers =120 • Trainers trained =15 • >50% of key stakeholder groups listed below report improved awareness measured by before and after survey ○ Officers of National Planning, Ministry of Finance and Ministry of Economic Development -Divi Neguma Task Force at National and District level ○ District Planning Units -Divisional Planning Units -Village mobilisers- communities in risk prone GN units
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks		
• Indicator 3-1: % increase in annual income of farmers (disaggregated by gender) as a result of project introduced adaptation measures implemented in home gardens and small farms • Indicator 3-2: Total value of community driven rural infrastructure built following building codes and construction controls and guidelines for climate and disaster risk reduction.	• Annual income = or <USD1500 in target farm households	• 15% increase against baseline by 2015, 20% increase against baseline by 2016 • > USD 2.25 million, At least 50% over the baseline value of Gama Neguma Investment in five villages per districts

As has been stipulated before, the implementation of the project started late and the implementation of the project was on hold (from Dec 2014 to June 2015) due to political changes in the country and the changes in the government set up (the ministry of Economic Development which was implementing the project was done away with and later the project was assigned to the Ministry of Disaster Management).

²Numbering of indicators was not there in the original log-frame, indicators has been numbered as part of MTR for easy reference

As the project could not be implemented as designed (due to changed conditions), the results framework of the project was revised at MTR. Post MTR, the project followed the revised results framework. Terminal evaluation of the project is also based on the modified / revised log-frame. Table 3 provides the modified log-frame of the project.

Table 3: Modified Log-frame of the Project

	Indicator	Baseline	Targets
Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting.			
	• Indicator 1: Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture, Agrarian Development, Coastal Conservation and Ministry of Economic Development	< 05	• >20 strategies and their associated actions implemented
	• Indicator 2: Climate risk assessment is an integral part of development planning at village, national and district level	Non-existent	• Climate risk assessment included in planning processes for VDPLs, District development plans and Gama Neguma/ Divi Neguma national programmes in 12 vulnerable districts
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts			
	• Indicator A: Number of Divisional level plans having adaptation measures in the plans	0	• Divisional Plans 21 • Institutional plans 2
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes			
	• Indicator B-1: Number of divisional and local planning units in the vulnerable districts reported to apply climate risk assessment tools and methods to development planning		• 15
	• Indicator B-2: Number of stakeholder groups reporting enhanced awareness of climate change risks and adaptation measures at national, district and village levels staff in 3 most vulnerable districts		• >50% of key stakeholder groups listed below report improved awareness measured by before and after survey <ul style="list-style-type: none"> ○ Officers of National Planning, ○ District Planning Units ○ Divisional Planning Units ○ Department of Agrarian Development ○ Provincial Department of Agriculture • Village mobilisers- communities in risk prone GN units
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks			
	• Indicator C: Increase in annual income of farmers (disaggregated by gender) as a result of project introduced, adaptation measures implemented in selected home gardens and small farms	• Annual income = or <USD1500 in target farm households	• 15% increase against baseline by 2015 • 20% increase against baseline by 2016

Attainment of results

Actual implementation of the project started late and the implementation of the project was on hold due to political changes in the country and the changes in the government set up. The MTR report of the project points out that the project could not be implemented as originally designed and the project design was significantly modified. At the time of the MTR, a modified log-frame for the project along with the indicators was prepared (with was subsequently approved). The MTR of the project was carried out on the basis of the modified log-frame. The implementation of the project post MTR was also guided by the modified log-frame. For the TE, the modified log-frame has been used as the basis. An important point worth noting is that the modified log-frame did not change the project objectives and outcomes (due to procedural issues). As explained by the project team, due to procedural issues, the project objectives and the outcomes were kept the same (in-spite of the fact that many of the provisions in the

project objectives and the outcomes are no more valid, due to changes in the administrative set-up of the government). Thus, in the modified log-frame, changes were made only at the outcome indicator levels. Due to this reason, there is a bit of a mismatch between the work and activities which were decided to be carried out and what would have been required as per the project objectives (and the outcomes) provided in the modified log-frame. Another important point that requires attention is that there is hardly any time gap between the MTR and TE (MTR report could be finalized only during second quarter of 2017, and the TE is being carried out towards the end of fourth quarter of 2017).

Summary of the assessment regarding the attainment of results and objectives of different outcomes of the project is given in **Table 4**.

Table 4: Summary of Attainment of Results / Outcomes of the project

Project Objective / Outcome	Rating ³
Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning and budgeting.	S
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts	MS
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes	MS
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks	HS

Although, in Case of Outcome 1 and Outcome 2, the performance of the project against the modified indicators has been Satisfactory, the achievement of the results has been rated as Moderately Satisfactory. This is considering that the text of these two Outcomes of the project required significant work at the national level. Outcome 3, has been a very successful component of the project with 35% to 100% increase in the income of the farmers.

The performance of the Indicators for project objectives has not been that good. However, the achievement of the three Outcomes of the project has been more or less Satisfactory. Keeping in view this, the achievement of the 'Project Objectives' has been rated as Satisfactory.

Evaluation Ratings

As per the requirements of the TOR for Terminal Evaluations, **Table 5** provides the ratings for relevance, effectiveness, efficiency, sustainability, and impacts of the project. The Table also provides the ratings for Monitoring and Evaluation (M&E), Implementing Agency (IA) and Executing Agency (EA) Execution, and Assessment of Outcomes. Ratings have been provided using the GEF rating scale.

Table 5: Terminal Evaluation Ratings

1. Monitoring and Evaluation	Rating ⁴	2. Implementing Agency (IA) & Executing Agency (EA) Execution	Rating
M&E design at entry	S	Quality of UNDP Implementation	S
M&E Plan Implementation	S	Quality of Execution - Executing Agency	S
Overall quality of M&E	S	Overall quality of Implementation / Execution	S

³ Ratings for: Attainment of Results; Highly Satisfactory (HS): no shortcomings; Satisfactory (S): minor shortcomings; Moderately Satisfactory (MS): moderate shortcomings; Moderately Unsatisfactory (MU): significant shortcomings; Unsatisfactory (U): major problems; Highly Unsatisfactory (HU): severe problems

⁴ Ratings for Outcomes, Effectiveness, Efficiency, M&E, I&E Execution: 6. Highly Satisfactory (HS): no shortcomings; 5. Satisfactory (S): minor shortcomings; 4. Moderately Satisfactory (MS): moderate shortcomings; 3. Moderately Unsatisfactory (MU): significant shortcomings; 2. Unsatisfactory (U): major problems; 1. Highly Unsatisfactory (HU): severe problems

3. Assessment of Outcomes	Rating ⁵	4. Sustainability	Rating ⁶
Relevance	R	Financial resources	L
Effectiveness	S	Socio-political	L
Efficiency	S	Institutional framework and governance	L
Overall Project Outcome Rating	S	Environmental	L
		Overall likelihood of sustainability	L

Summary of conclusions

During the course of its implementation, the project suffered a setback due to dissolution of MED. Considering the changed situation, the achievements of the project in terms of its objectives has been satisfactory. Modification of the project design (due to changed political situation) has considerably reduced the impact of the project. With the changed situation, the action under the project got restricted to three districts (against 12 districts as per the original log frame). To take care of this situation to the greatest extent possible, the project successfully carried out activities relating to sharing the experiences of the three districts (where the concrete adaptation actions had been defined and implemented) with the other nine districts that are most vulnerable to climate change and also to share the experience and results of the pilots at the national level.

One of the significant achievements of the project has been, establishment of viable business models and markets, which will ensure sustainability of the results of the project. Considering the fact that due to political reasons the project had to be re-designed during the course of its implementation, and that the funding from the government sources which was originally committed to the project was no more available, the achievement of results of the project is the best what could have been achieved.

In spite of the problems due to political and administrative changes, the project team and the project board remained focused and went ahead with the implementation of the project with its objectives intact. Due to this reason, the project could achieve its stated objectives.

Following are some of the recommendations for corrective actions for the design, implementation, monitoring and evaluation of the project.

- **Recommendation 1:** The project has facilitated implementation of the pilots for alternate means of livelihood (bee keeping, drying of foods etc.) by providing the required equipment. However, the equipment for such activities needs periodic replacement. To ensure sustainability, it would be helpful if the project includes the initiatives to make such equipment locally available. The initiatives to make the equipment locally available may include imparting the designs and skills to the fabricators at the local level. Local availability of the equipment would also help in the replication of the initiatives, thus, multiplying the results manifold. It is recommended that the project design involving the pilots having provision of equipment, must combine such a provision with the development of the skills for fabrication of such equipment at the local level.
- **Recommendation 2:** The project has supported development of entrepreneurship amongst the farming community at some locations. It is recommended that the project design involving development of entrepreneurship may include activities pertaining to introduction of specific courses (targeted at youth) at some of the vocational institutes / colleges on the specific opportunities (e.g. mushroom cultivation, drying processing of agro products, making of jams / juices / pickles), along with training on the commercial aspects (marketing, accounting, management etc.). The effectiveness of such an initiative may be further increased via efforts towards the development of micro enterprises and the availability of micro finance to the youths trained at these vocational institutes / colleges.

⁵ Ratings for Relevance: 2. R= Relevant (R); 1. NR=Not relevant

⁶Ratings for Sustainability: 4. Likely (L): negligible risks to sustainability; 3. Moderately Likely (ML): moderate risks; 2. Moderately Unlikely (MU); significant risks; 1. Unlikely (U): severe risks

Following are some of the recommendations for actions to follow up or reinforce initial benefits from the project

- **Recommendation 3:** The pilot under the project has been able to demonstrate that there is a great possibility of reduction in the expenditure (by the government) in the form of relief provided in case of disaster risk reduction (DRR) projects (e.g. construction of all weather approach roads / bridges). In some cases, the reduction in the expenditure for relief would pay for the capital expenditure done on the DRR projects. It is recommended that a case study highlighting the cost benefit analysis of the DRR pilots done under the project be carried out and further case studies be prepared to highlight the aspect of reduction in the relief expenditure.
- **Recommendation 4:** In order to make good use of the success of the project, case studies / knowledge products (particularly from the pilots) may be produced and disseminated using different media. Such case studies / knowledge projects can also be the part of the curriculum on climate smart agriculture etc., which is being proposed under recommendation 8.
- **Recommendation 5:** Making use of the training modules that were developed as part of the training activities undertaken under the project, the universities / colleges may introduce short duration courses for government officials and other stakeholders. These courses may include case studies and field trips to the pilots undertaken under the project. This will help to upscale the results of the project to the provincial and national level. An information center on climate smart agriculture along with an information dissemination (in local language) mechanism (including a dedicated website) may be created and hosted in a university (please see recommendation 8 as well).

Following are some of the recommendations for future directions underlining main objectives of the project.

- **Recommendation 6:** One of the adaptive measures, which could have been combined with the set of measures introduced under the project is Livestock (along with biogas) and fisheries. This may require involvement of the Department of Fisheries and the Department of Animal Husbandry. It is recommended that future projects for climate change adaptation include the measures like livestock, dairy (along with biogas).
- **Recommendation 7:** While different climate smart measures introduced under the project have helped the local communities, combination of these measures with the post-harvest care can multiply the effectiveness of the measures (based on discussions with stakeholders it is estimated that presently there is 30-40 percent wastage). It is recommended that future projects should include components pertaining to post harvest care.
- **Recommendation 8:** One of the prerequisites for achieving the upscaling and replication of a successful demonstration is to ensure the availability of skilled / trained human resources on a sustained basis. This can be achieved by introducing courses relating to adaptation towards climate change (e.g. climate smart agriculture practices, adaptive practices for water management etc.) in the schools, colleges and the universities. It is recommended that a course on climate smart agriculture be introduced in one of the universities. Such a course may make good use of the case studies / knowledge products created under this project. Further, the demonstrations / field training at the sites of the pilots implemented under this project can be effectively used for the same. The university may also host a website to disseminate the information about 'climate smart agriculture'. (please see recommendations 4 and 5 as well).
- **Recommendation 9:** The project has promoted alternate cropping of paddy fields as one of the strategies to improve the resilience of the farming community. However, an important aspect to be noted in this regard is to make the required changes in the Paddy Lands Act, No. 1 of 1958 and the Agricultural Lands Act, No. 42 of 1973, to allow the use of Paddy Lands for alternate crops.

Somehow, this important aspect got missed out in the design and implementation of the project. It is recommended that this policy reform may be taken up in a subsequent climate change adaptation project.

Following are some of the best and worst practices in addressing issues relating to relevance, performance and success

- **Recommendation 10:** As a part of an earlier project, some of the farmers are practicing rain water harvesting (from rooftop) at the household level, using tanks. The tanks were provided as a part of that project. The water collected through this system serves the drinking and cooking needs of the family for 6-9 months. The concept of roof top water harvesting using tanks did not get replicated (in-spite of the interest), due to high initial cost of the tank. The lesson learnt is that apart from demonstrations, it is also necessary to include the activities which will reduce the capital cost (e.g. training / technology transfer to fabricate tanks at the local level, use of alternate materials, mass production to get the benefit of the scale of operations, increase the sources of supply to bring in the market forces etc.). Since drinking water as well as the water requirements for home gardening is one of the key issues, the future projects may explore the possibility to integrate rain water harvesting at the household level as one of the activities. The rain water harvesting component may include ideas to reduce the upfront cost. Please see recommendation 1 as well.
- **Recommendation 11:** In most of the cases, while selecting the beneficiaries, emphasis is often laid upon attributes like most venerable, poorest etc. While it is good to do so, it will help to take on board some of the beneficiaries with good resources, to enable the upscaling of activities.
- **Recommendation 12:** At the pilots, as a part of home gardening, the use of plastic films / bag got promoted. While facilitating the use of plastic films for home gardening, education regarding the hazards associated with its usage may also be highlighted. This may be combined with the knowledge regarding safe disposal of used plastic films.

1. INTRODUCTION

1.1 Context, purpose of the terminal evaluation and objectives

With the project ‘**Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka**’ reaching the end of its implementation, a ‘Terminal Evaluation (TE)’ of the project has been carried out. This is as per the standard practice for all UNDP-supported GEF-financed projects. The target audience for the Terminal Evaluation were the funding agencies, project partners and beneficiaries, UNDP CO, UNDP at regional and HQ levels and UNDP Evaluation Office.

The project was designed to address the recurrent climate change related impacts on the development gains of the rural development programs in Sri Lanka. The project was to focus on:

- Building adaptability to climate change into the design and implementation of both Gama Neguma and Divi Neguma⁷.
- Building resilience in rural development programmes to current and projected climatic change by developing institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions with community participation.

The UNDP CO invited independent International Consultants to carry out the TE of the project as per the scope and terms of reference given in **Annex A**. The broader defined objectives of the TE were as follows:

- To compare planned outputs of the project to actual outputs.
- Identify (if applicable) the causes and issues which contributed to non-achievement of the targets of the project.
- Draw lessons that can both improve the sustainability of benefits from the project, and aid in the overall enhancement of UNDP programming.

An International Consultant, Mr. Dinesh Aggarwal (India), was selected and contracted by the UNDP CO in Sri Lanka to carry out the TE.

1.2 Scope and methodology of the terminal evaluation

The evaluation has been carried out in accordance with the Guidance for Conducting TEs of UNDP-supported GEF-financed Projects, as provided in the ‘Handbook on Planning, Monitoring and Evaluating for Development Results’. Prior to the start of the TE, an inception report was prepared and shared with the UNDP CO at Sri Lanka and the project team. The inception report provided the outlines of the approach and methodology to be followed while carrying out the evaluation. It also provided the proposed timelines for the evaluation. The inception report included a table providing the criteria for the evaluation and the list of main evaluation questions. The table of TE criteria and the questions is given in **Annex B**. Accordingly, the methodology for carrying out the TE was comprised of following activities:

- **Review of Documents and Project Website:** Review of ‘Project Design Document’ and all relevant sources of information including documents prepared during the preparation Phase.

⁷ At the time of the project design, the Government of Sri Lanka was implementing these two large-scale rural development programmes through the Ministry of Economic Development, funded through regular government budgets. The Divi Neguma (livelihood development programme) that was delivering at household level, aiming to improve agriculture production and rural industry. The Gama Neguma (village development programme) was focused on rural infrastructure such as roads, bridges, culverts, buildings, and water supply and irrigation systems.

The review of documents included a review of financial data, mid-term evaluation report, sample of back to office reports, samples of project communication material etc. **Annex C** provides the list of documents reviewed.

- **Mission to Sri Lanka, Interviews with stakeholders and site visits.** A mission to Sri Lanka was undertaken from 6th December to 14th December 2017. The mission included a briefing by the UNDP PMU and the project team. The mission concluded with a presentation regarding the initial findings. During the mission, interviews with different stakeholders and project participants were carried out. The mission included visits to the sites of the pilot projects being supported by the project. **Annex D** provides the overall schedule of the missions and the stakeholders interviewed during the mission. The mission also served the purpose of collecting some additional documents to support evidence bases evaluation. Some of the documents to be reviewed were also received after the mission.

The assessment of project performance has been carried out, based on the expectations set out in the Modified Project Logical Framework/Results Framework⁸, which provides performance and impact indicators for project implementation. While doing so, the modified set of indicators, as suggested at the Mid Term Review (MTR) of the project, have been taken into account. While carrying out the evaluation, emphasis has been placed on evidence based information that is credible, reliable and useful. As stipulated before, these additional documents supporting the achievements of the project were collected during the mission to Sri Lanka and also after the mission.

The review of documents provided the basic information regarding the activities carried out to attain the desired outcomes and outputs and the actual achievements. However, the mission was needed to verify the information, get some missing data and to learn about the opinion of the stakeholders and project participants to interpret the information. During the mission, the interviews with the key stakeholders' / project participants were based on open discussion to allow respondents to express what they feel are the main issues. This was followed by more specific questions on the issues mentioned. During the interviews, the evaluation criteria and the questions (Please see **Annex B**) were used as the check list to raise relevant questions and issues.

The evaluation has been conducted in accordance with the principles outlined in the United Nations Evaluation Group 'Ethical Guidelines for Evaluation' as given in **Annex E**.

1.3 Structure of the Terminal Evaluation report

The structure of the report is as per the format suggested in the Terms of Reference for the TE. However, the contents of the chapter on findings have been split into three separate chapters due to the size of the text.

The report starts with a chapter providing an introduction which is followed by the chapters of project description and findings. The last chapter of the report provides the conclusions and the recommendations. Additional information is provided in the Annexes to the report. The Executive Summary of the report is provided in the beginning of the report and the rest of the report is organized as follows:

- Chapter 1: Introduction to the project
- Chapter 2: Project description and development context.
- Chapter 3: Findings: Project design and formulation
- Chapter 4: Findings: Project implementation
- Chapter 5: Findings: Project results

⁸ The results frame-work of the project was modified at the time of MTR to take care of the changed situation of the project due to political and administrative changes in the country

- Chapter 6: Conclusions, recommendations and lessons

As has been stipulated before, the findings have been organized in three chapters (instead of one single chapter as suggested in the TOR) due to the size of the text. **Annex B** shows where the main criteria and questions of the TE can be located in different sections of the report.

2. PROJECT DESCRIPTION AND DEVELOPMENT CONTEXT

2.1 Project start and duration

GEF CEO endorsement of the project was provided in May 2014. The project document was signed in June 2014. The official start date of the project was 15 May 2014. With a duration of 3 years, the project was expected to conclude on 30 June 2017. A no cost extension of six months was granted to the project to take care of the delays in its implementation due to natural calamities (floods) in the Ratnapura district where the pilot projects were to be implemented. The project has been funded through the Special Climate Change Fund (SCCF) of GEF and was to have significant fund contribution by the government (through its Divi Neguma) and UNDP (through EU-SDDP). The project was being implemented by the Ministry of Economic Development (MED) until January 2015. Following the Presidential election in January 2015 and the subsequent dissolution of the MED, the project was not immediately allocated to another Ministry due to the new Government's focus on the 100 day programme, Parliamentary elections and other matters. In June 2015, it was decided that the project will now be implemented by the Ministry of Disaster Management. Thus, the project was subsequently implemented by the Ministry of Disaster Management in an assisted National Implementation Modality (NIM), whereas, it was originally designed to be implement according to NIM Modality.

2.2 Problems that the projects sought to address

Climate change in Sri Lanka is characterized by rising temperature and increasingly erratic rainfall patterns⁹. An analysis of past studies on temperature shows a distinct upward and accelerating trend of both day-time maximum and night time minimum air temperature at many locations.¹⁰ The combined effect has been high evaporation losses and water scarcity, especially causing hardships for Dry Zone farmers.

Although the total annual rainfall (compared to the 30 year average 1960-1990) does not show alarming changes,¹¹ an increase in the variability of monsoon behaviour has been identified. The impacts include monsoon and inter-monsoon onset time, duration, nature of rainfall and extreme rainfall events during a season. An analysis carried out by the World Water Assessment Program shows that rainfall has reduced in the North-Western Province, especially in the Mi Oya Basin. A major impact of the changed rainfall patterns in the Dry Zone is prolonged droughts and unanticipated floods which has adversely impacted the resilience of the Dry Zone farmers. This has especially affected those farmers who are dependent on minor (or village) irrigation systems, not connected to inter-basin transfers from the Wet Zone, and therefore rely on the local rainfall to replenish their reservoirs and groundwater.

It has been observed that climate-related weather anomalies reduce the agriculture productivity, results in crop losses, floods and landslide related damage to rural infrastructure and increases the uncertainty in farm-based livelihoods. The Government of Sri Lanka has placed a great emphasis on improving and uplifting rural economy and living standards, particularly in post conflict areas. Accordingly, successive governments have implemented several programmes and projects to develop the rural areas and to improve the livelihoods of the people in these areas. However, climate change threatens the sustainability of such interventions.

The project was to address the climate change induced problems in Sri Lanka. The climate-induced problems which the project sought to address are recurrent climate change related impacts. These impacts pose a serious threat to the government's stated aim of developing strong rural economies that bridge the urban-rural income disparity, particularly in post conflict zones. In order to address this problem, the project aimed to build adaptability to climate change into the design and implementation

⁹ Second National Communication to the UNFCCC, Sri Lanka, Ministry of Environment 2012

¹⁰Abeysekara, AB, Punyawardena, BVR. and Premalal, KHMS, 2015. Recent trends of extreme positive rainfall anomalies in the Dry zone of Sri Lanka. Annals of the Sri Lanka Department of Agriculture, 17: 1-4

¹¹Punyawardena et al. Vulnerability Analysis of Districts 2012

of rural livelihood development and rural infrastructure development programs. Such interventions were to include development of institutional capacities to assess risk, designing appropriate interventions and implementation of adaptation actions with community participation.

The project planned to conduct climate risk assessments in 12 vulnerable districts to identify areas with greater risk; and train district planning officials to manage climate risks. At the village level, the project plans to support incorporation of climate risk assessments into every Grama Niladhari (GN) level Village Development Plan. The project was to deliver concrete adaptation measures in three selected districts with high vulnerability to climate change, building on the government-funded rural development programmes. These measures were to include enhanced water storage and its rational use, conservation of soil and coastal ecosystems for improved agricultural production, improved crop choice and building of infrastructure such as roads, irrigation systems and water supply, which incorporate climate risk reduction. At the village level, the project was to support incorporation of climate risk assessments into every Grama Niladhari (GN) level Village Development Plan. However, during implementation, the project structure and design had to undergo a change due to changed political and consequent administrative structures (which resulted to non-availability of funds committed by the government earlier). In particular, the component of the project pertaining to building infrastructure such as roads, irrigation systems and water supply, had to be scrapped.

2.3 Immediate and development objectives of the project

The focal area of the project was 'Climate Change'. The focal objective of the project was mainstreaming of adaptation in broader development frameworks at country level and in targeted vulnerable areas (CCA-1 - Outcome 1.1) and reduction of vulnerability in development sectors (CCA-1 - Outcome 1.2). The project was in line with Sri Lanka's UNDAF Outcome 4.1 (Policies, programmes and capacities to ensure environmental sustainability, address climate change mitigation and adaptation, and reduce disaster risks are in place at national, sub-national and community levels). The expected CP Outcomes of the project were policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigate, adapt and reduce disaster risks that are in place at national, sub national and community levels. The expected CPAP Output of the project was government agencies, community groups and private sector are equipped with mechanisms and practices to promote sustainable use of natural resources, biodiversity conservation and climate change adaptation.

2.4 Baseline and expected results

At the time of project design, the Government was implementing following two large-scale rural development programmes through the Ministry of Economic Development, funded through regular government budgets.

- The Divi Neguma (livelihood development programme) was delivering at household level, aiming to improve agriculture production and rural industry.
- The Gama Neguma (village development programme) was focused on rural infrastructure such as roads, bridges, culverts, buildings, and water supply and irrigation systems.

These two programmes were active in all 14,022 Grama Niladhari (Village Administrative) units in all the 25 districts of Sri Lanka. The project aimed:

- to build adaptability to climate change into the design and implementation of both Gama Neguma and Divi Neguma
- to build resilience in rural development programmes to current and projected climatic change by developing institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions with community participation

The project objective, outcomes and outputs were originally designed to address the requirements of Gama Neguma and Divi Neguma Programmes. These Programmes were terminated with the change of

the Government in 2015. However, the focus on rural livelihood improvement and rural infrastructure development remained unchanged. Project Objective was to increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting. Table 6 provides, the baseline situation and the expected results of the project.

Table 6: Objectives, baseline and expected results of the project

Indicator	Baseline	Targets
<ul style="list-style-type: none"> Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture, Agrarian Development, Coastal sectoral strategies by the of Conservation and Ministry of Economic Development 	< 05	<ul style="list-style-type: none"> >20 strategies and their associated actions implemented
<ul style="list-style-type: none"> Climate risk assessment is an integral part of development planning at village, national and district level 	Non-existent	<ul style="list-style-type: none"> Climate risk assessment included in planning processes for VDPs, district development plans and Gama Neguma/Divi Neguma national Programmes in 12 vulnerable districts

As per its original design, the project was to conduct climate risk assessments in 12 vulnerable districts to identify the areas with greater risk and train district planning officials to manage climate risks. At village level, the project was to support incorporation of climate risk assessment into every Grama Niladhari Division (GND) level Village Development Plan. The project was to deliver concrete adaptation measures in Puttlam, Kurunegala and Ratnapura districts, which are highly vulnerable to climate change, building on the government-funded Gama Neguma and Divi Neguma rural development programmes. The measures were to include enhanced water storage and its rational use, conservation of soil, coastal ecosystems for improved agricultural production, improved crop choice and to build infrastructure such as roads, irrigation systems and water supply which incorporate climate risk reduction. With the changed political and administrative conditions the project got substantially scaled down.

2.5 Main stakeholders

In the case of this project, the main stakeholders were the Ministry of Disaster Management, Ministry of Environment (now the Ministry of Mahaweli Development and Environment), Ministry of Agriculture, Department of Agrarian Development, Department of Coast Conservation, Department of National Planning, External resources Department, Department of Agriculture, District Secretaries, Divisional Secretaries, Provincial Department of Agriculture, Farmer Organizations, Women's Organizations and UNDP.

At district level, the project's main stakeholders were; The District Secretary (Chief Administrator) of each target district, Director Planning of the District, Planning Secretariat of the District. At sub-district level, the stakeholders include Divisional Planning Units, Village level mobilisers, Grama Niladhari (GN) Officers of GN units, Agrarian Extension Officer of GN units.

3. FINDINGS: PROJECT DESIGN AND FORMULATION

The main questions for TE were: (please see Annex B for the evaluation questions)

- Were the project's objectives and Outcomes clear, practicable and feasible within its time frame?
- Were the capacities of the executing institution(s) and its counterparts properly considered when the project was designed?
- Were lessons from other relevant projects properly incorporated in the project design?
- Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval?
- Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry?
- Were the project assumptions and risks well articulated in the PIF and project document?
- Whether the planned outcomes were "SMART" (specific, measurable, achievable, relevant and time-bound)?

At the time of project design, the idea of the project was to part-supplement the efforts made by the government towards two large-scale rural development programmes (Divi Neguma and Gama Neguma) by introducing a climate change resilience development component in these two programs and the planning process. These two programmes were active in all the 14022 Grama Niladhari (Village Administrative) units in all the 25 districts of Sri Lanka.

The objective outcomes and outputs were originally designed to address the requirements of Gama Neguma and Divi Neguma Programmes. These Programmes got terminated with the change of the Government in 2015. However, the focus on rural livelihood improvement and rural infrastructure development remained unchanged. Although, during its implementation, the design of the project underwent significant changes, the project objectives and their relevance were still valid.

3.1 Analysis of LFA/Results Framework

The project objective was to increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into rural development planning and budgeting. To achieve this objective, the project was organized into three Outcomes, with each of these three projected outcomes having their respective projected outputs and the corresponding set of activities which are detailed in Table 7.

Table 7: Original Targeted Outcomes and Outputs of the Project (As per Project Document)

	Output	Indicative Activities
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts	1.1 Climate risk assessments conducted in 12 vulnerable districts detailing climate related hazards, vulnerability hot spots and sensitive natural resources including the economic costs and benefits of alternative adaptation options	1.1.1 Develop climate exposure and sensitivity maps detailing geographical and physical concentration of risk and taking into account economic costs/benefits of alternative adaptation options in the agriculture and water sector for each division in the 12 target districts
		1.1.2 Adapt existing climate risk assessment and cost- benefit analytical tools for irrigation and rural water supply to support district and divisional planners and engineers to identify risks and adaptation options for the water sector
		1.1.3 Modify existing risk assessment and economic cost benefit analysis tools used for coastal area planning such as Coastlim and in agriculture such as FAOClim2.0 or Agricultural Water Stress Mapping/ or multi-sector tools such as CCAV and Uncertainty and Risk Analysis to support national and sub-national development planning

	Output	Indicative Activities
	1.2 Climate risks incorporated in to District and Divisional Development Plans in 12 target districts	1.2.1 Strengthen Divi Neguma/Gama Neguma Task Force at District and Divisional level with multi-sector representation to develop a menu of adaptation measures based on risk assessment (including consideration of costs/benefits of adaptation) on districts and divisions
		1.2.2 Climate-risk assessment and economic cost benefit analysis of adaptation options results incorporated into Divisional and District programmes for Divi Neguma and Gama Neguma in 12 target districts
		1.2.3 Climate resilient infrastructure controls and building codes applied to the revised district and divisional programme relating to infrastructure development
		1.2.4 Update the Agrarian Department Blue Book on crop selection in agro-ecological regions to incorporate climate risks
		1.2.5 Support District and Divisional-level Divi Neguma Task Force to conduct economic analysis of risk management options to support budgeting in to Divi Neguma and Gama Neguma programmes
	1.3 Village Development Plans (VDPs) and Village Resource Management Plans (VRMPs) incorporate climate smart measures in all GN divisions in 12 target districts	1.3.1 Community-level climate risk assessment tools such as VRA, CRiSTAL and CEDRA including appropriate economic tools modified and adapted to be used as part of the participatory local planning process
		1.3.2 Provide guidance and tools to GN-level mobilisers (Graduate Appointees) to integrate participatory risk assessment in to regular VDP/ VRMP process
		1.3.3 Conduct Community-based adaptation needs and technology gap assessments in all GN Divisions in the 12 target districts and incorporate climate risks in to VDPs and VRMPs of each GN
		1.3.4 Climate resilient land-use planning at village and local level promoted through revised VRMPs in the target villages
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes	2.1 Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction/ risk management measures	2.1.1 Divisional and district planners, technical department representatives in districts trained to use climate risk assessment tools developed in 1.1
		2.1.2 Selected officials trained as future trainers and formed in to 'resource pools' at provincial/ national level to support other districts
		2.1.3 Village officers implementing and monitoring Gama Neguma and Divi Neguma are trained to conduct participatory assessments of community-level climate risks and adaptation needs
		2.1.4 Support SLIDA Distance Learning Centre to develop a refresher course on using climate resilient planning tools for district and divisional planning officials
		2.1.5 Introduce climate resilient planning tools to regular in-house training programmes of Agrarian Development Department, Agriculture Department, Irrigation Department, Coast Conservation Department and Ministry of Local Government
	2.2 Develop institutional processes to review climate	2.2.1 Strengthen a multi-disciplinary Climate Change subcommittee within the National Divi Neguma/ Gama Neguma

	Output	Indicative Activities
	risks in new rural development investment	Task Force to provide technical support and guidance to project execution in the 12 target districts
		2.2.2 Conduct awareness and refresher programmes for subcommittee members from technical agencies and academia based on climate change risk assessments carried out in 1.1
		2.2.3 Conduct exposure visits and familiarization tours for officials of Ministry of Economic Development, National Planning Department, Ministry of Finance to target districts
	2.3 Knowledge codified and shared to enable replication and up-scaling of climate risk management beyond Gama Neguma and Divi Neguma	2.3.1 Establish youth volunteer corps through Divi Neguma to support the best practice exchange between other villages within the district and province
		2.3.2 Conduct exchange visits and community workshops to share best practices on climate smart local planning and climate resilient rural investments implemented through VDPs
		2.3.3 Develop case studies on successful adaptive practices in water management, land management and coastal zone management at local level for media and public awareness in all national languages
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks	3.1 Increasing climate resilience in rural livelihoods through climate smart VRMPs	3.1.1 Implement climate resilient water and soil conservation measures through an upgraded Divi Neguma support package in 3 districts
		3.1.2 Promote intercropping and crop/livestock diversification for improved livelihood resilience in Divi Neguma households in 3 districts
		3.1.3 Implement mangrove restoration to protect lagoon and coastal fishery in lagoon and brackish water systems in target coastal districts
	3.2 Rural Infrastructure constructed through the Gama Neguma Programme in 60 villages incorporating climate and disaster resilience measures	3.2.1 Protect local watersheds and catchment forests to ensure resilience of minor irrigation works and rural water supply schemes implemented through Gama Neguma in 60+ villages
		3.2.2 Protect rural roads, bridges, culverts from climate induced floods and landslides through simple engineering techniques in 60+ villages
		3.2.3 Protect rural buildings from climate induced natural disasters such as flood, drought and landslide through improved climate resilient engineering

The log-frame of the project, the indicators for monitoring and verification of the achievement (along with the baseline and target values for the indicators) were as given in Table 8.

Table 8: Original Project Log-Frame (as per project document)

Indicator ¹²	Baseline	Targets
Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting.		
<ul style="list-style-type: none"> Indicator 1: Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture, Agrarian Development, Coastal Conservation and Ministry of Economic Development 	< 05	<ul style="list-style-type: none"> >20 strategies and their associated actions implemented
<ul style="list-style-type: none"> Indicator 2: Climate risk assessment is an integral part of development planning at village, national and district level 	Non-existent	<ul style="list-style-type: none"> Climate risk assessment included in planning processes for VDPs, district development plans and Gama Neguma/Divi Neguma national Programmes in 12 vulnerable districts
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts		
<ul style="list-style-type: none"> Indicator 1-1: Number of Gama Neguma and Divi Neguma projects modified through climate risk assessments at GN and Divisional Level 	0	<ul style="list-style-type: none"> > 150 Gama Neguma Projects^{SEP} > 5 Divi Neguma Strategies including <ul style="list-style-type: none"> - crop selection for home gardens^{SEP}-perennial crops for small commercial farms -livestock choice - water and soil management incentives - inland/freshwater fishery
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes		
<ul style="list-style-type: none"> Indicator 2-1: Number of staff (disaggregated by gender) within national, ^{SEP}divisional and local planning units in 12 vulnerable districts reported to apply climate risk assessment tools and methods to new rural investment projects Indicator 2-2: Number of stakeholder groups reporting enhanced awareness of climate change risks and adaptation measures at national, district and village levels 	0	<ul style="list-style-type: none"> National officers of NPD, MoED, MoF = 20 Technical agencies and department= 50 District Planning and Samurdhi officers= 75, Village Mobilisers= 300 Local Authority Technical Officers =120 Trainers trained =15 >50% of key stakeholder groups listed below report improved awareness when measured before and after survey <ul style="list-style-type: none"> Officers of National Planning, Ministry of Finance and Ministry of Economic Development -Divi Neguma Task Force at National and District level District Planning Units -Divisional Planning Units -Village mobilisers- communities in risk prone GN units
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks		
<ul style="list-style-type: none"> Indicator 3-1: % increase in annual income of farmers (disaggregated by gender) as a result of project introduced adaptation measures implemented in home gardens and small farms Indicator 3-2: Total value of community driven rural infrastructure built following building codes and construction controls and guidelines for climate and disaster risk reduction. 	<ul style="list-style-type: none"> Annual income = or <USD1500 in target farm households 	<ul style="list-style-type: none"> 15% increase against baseline by 2015, 20% increase against baseline by 2016 > USD 2.25 million, At least 50% over the baseline value of Gama Neguma Investment in five villages per districts

The project was being implemented by the Ministry of Economic Development (MED) until January 2015. Following the Presidential election in January 2015 and the subsequent dissolution of the MED,

¹²Numbering of indicators was not there in the original log-frame, indicators has been numbered as part of MTR for easy reference

the project was not immediately allocated to another Ministry due to the new Government's focus on the 100 day programme, parliamentary elections and other matters. In June 2015, it was decided that from now onwards the project will be implemented by the Ministry of Disaster Management (as per a cabinet decision). At the first 'Project Board' meeting held after this decision, it was acknowledged that implementation of the project has delayed, the Project needs to be re-organized and implementation methodologies such as counterpart funding, and the role of the stakeholder's such as UNDP and government institutions needs to be revisited. Due to non-availability of funds and reduced time for implementation, it was decided by the Project Board¹³, to carry out those activities which were targeted towards Outcome 1 and Outcome 2, on a limited scale only (focused largely on the three districts and areas where activities for Outcome 3.1 were to be carried out). Also, for Outcome 3, it was decided to lay emphasis on increasing climate resilience in rural livelihoods (Output 3.1), as infrastructure improvement activities (Outcome 3.2) are capital intensive and the funds from the government (as originally envisaged) were no more available.

During the first board meeting (in June 2015) after allocation of the project to the Ministry of Disaster Management, it was decided that the project be re-organized. Although the project team did not formally produce a document as a new project design, it worked on the modified design of the project as per the directions of the Project Board. Table 9 provides the details of the activities which were decided to be carried out, as approved by the project board for different time periods taking into account the changed political context and subsequent institutional changes, serious deficiencies of government co-funding and carder availability, and difficulties faced in continuing with the original project design.

Table 9: Activities to be carried out as per work plans approved by the project board

Outcome / Output / Activity (work plans for year 2015, 2016 and 2017)
Outcome 1: National rural development programs Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 target districts (Implement through UNV programme for year 2015)
1.1: Conduct a joint session with department of Divi Neguma Development (DDD) and Gama Neguma Programme for incorporating climate change adaptation measures into livelihood development and community infrastructure development program
1.1.1 Implement the joint action plan together with DDD and Gama Neguma programme
1.2: Development of 46 divisional level climate exposure and sensitivity maps in Kurunegala and Puttalam districts in collaboration with UNV programme
1.2.1: Develop and agree on the methodology
1.2.2: identify the key resource persons and organize the data sources
1.2.3: Identify and capacity building of the divisions level resource pool to facilitate the work
1.2.4: Develop and present the 46 maps
1.3. Climate risk incorporated into district and divisions development plans in Kurunegala, Puttalam and Rathnapura districts
1.4. Village development Plans (VDPs) and Village Resource Management Plans (VRMPs) incorporate climate smart measures in 60 demonstration sites
1.4.1 Village Development Planning - consolidation of 45 VDPs in NWP and development of 15 VDPs for Rathnapura district
1.5. Develop drought risk reduction strategy
1.6 Development of Vulnerability maps - Finalize the vulnerability maps in Rathnapura district
1.7. Conduct the district orientation - Rathnapura district
1.8. Experience sharing amongst 12 districts
1.9. Study on climate resilient livelihoods in landslide prone areas in Rathnapura district
Outcome 2: National, district, divisions and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes
2.1: Establish the project advisory committee
2.2: Establish a sub-committee within DDD to ensue and endorse CCA into livelihood and community infrastructure development actions

¹³The project board in its meeting in July 2015 noted that with the changed conditions the project needs to be redesigned based on the current context and and the operational and administrative challenges

Outcome / Output / Activity (work plans for year 2015, 2016 and 2017)
2.3: Identify an operational mechanism covering district, divisional and village levels to facilitate village development plans in line with Divi Neguma and Gama Neguma programmes
2.4: Develop the training manual to train village volunteers on climate risk assessment and village development planning
2.5 Conduct two training of trainers programmes (one for each district) targeting divisional level resource pool (selected government officials and volunteers) on climate risk incorporated village development planning (Target number 46)
2.6 Conduct training programmes targeting village level volunteers on climate risk incorporated village development planning (target 500 village volunteers)
2.7 Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction / risk management measures
2.8 Capacity building for govt. staff in Puttalam and Rathnapura districts on climate change adaptation, disaster risk reduction, adaptive agriculture development
2.9 Awareness raising for Community members in selected GNDs in Puttalam and Rathnapura district on climate change adaptation, disaster risk reduction, adaptive agriculture development etc.
2.10 Awareness raising for school community on climate change adaptation in Puttalam and Rathnapura districts
Outcome 3: Concrete Adaptation Actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks
3.1: Irrigation development
3.1.1 Minor irrigation tank rehabilitation
3.1.2 Lift irrigation and micro irrigation
3.2 Agriculture Development
3.2.1 Market oriented commercial agriculture - Pineapple cultivation (mawatagama, waruyopola, allauwa, polgahawela, giriulla, ibnagamuwa, narammala) - Banana cultivation
3.2.2 Ecological home gardening
3.3: Facilitate and improve market chains for ecological products
3.4: Rural infrastructure development in 60 villages incorporating climate and disaster resilience measures
3.5: Piloting cost effective, climate and disaster resilient minor irrigation infrastructure development models in Daduruoya and Me oya basins
3.6: Ground water Harvesting
3.7: Develop local flood mitigation plans
3.8: Introduce innovative water management models with respect to climate change adaptation
3.9: Re-introduce traditionally climate and disaster resilient tank ecosystem of the rehabilitated tanks by the project (establish kattakadua, gasgommana and perahana
3.10: Increase climate resilience in rural livelihoods through climate smart VRMPs
3.11: Soil improvement as an adaptive measure
3.12: Market development
3.13: Promote field research and desk research studies on climate change adaptation in development
3.14: Road map for DRR and CCA research formulated
3.15: Climate resilient agriculture development programme in Kurunegala, Puttalam and Rathnapura districts - home gardening, micro irrigation, construction of run-off water harvesting tanks, trees farming, SALT farming etc.
3.16: Soil stabilization and erosion control activities and livelihood supportive perennial tree planting programme in Rathnapura district
3.17: Coastal flood and drought mitigation infrastructure development interventions in Puttalam district
3.18: Farmers market development in North Western Province
3.19: Agricultural market development interventions in Kurunegala, Puttalam and Rathnapura districts
3.20: Water management & drainage facilitation activities in Rathnapura district
3.21 Alternative livelihood development programme in Rathnapura district

As a part of the MTR, the review team, in collaboration with the project team prepared a modified log-frame for the project. Post MTR period, the project followed the modified log-frame. Table 10 provides the modified log-frame of the project.

Table 10: Modified Log-frame of the Project

	Indicator	Baseline	Targets
Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting.			
	<ul style="list-style-type: none"> Indicator 1: Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture, Agrarian Development, Coastal sectoral Conservation and Ministry of Economic Development 	< 05	<ul style="list-style-type: none"> >20 strategies and their associated actions implemented
	<ul style="list-style-type: none"> Indicator 2: Climate risk assessment is an integral part of development planning at village, national and district level in the most vulnerable districts 	Non-existent	Climate risk assessment included in planning processes for VDPs, District development plans and Gama Neguma/ Divi Neguma national programmes in 12 vulnerable districts
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts			
	<ul style="list-style-type: none"> Indicator A: Number of Divisional level plans having adaptation measures in the plans 	0	<ul style="list-style-type: none"> Divisional Plans 21
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes			
	<ul style="list-style-type: none"> Indicator B-1: Number of divisional and local planning units in the vulnerable districts reported to apply climate risk assessment tools and methods to development planning 		<ul style="list-style-type: none"> 15
	<ul style="list-style-type: none"> Indicator B-2: Number of stakeholder groups reporting enhanced awareness of climate change risks and adaptation measures at national, district and village level in 3 most vulnerable districts 		<ul style="list-style-type: none"> >50% of key stakeholder groups listed below report improved awareness when measured before and after survey <ul style="list-style-type: none"> Officers of National Planning, Ministry of Finance and Ministry of Economic Development -Divi Neguma Task Force at National and District level District Planning Units Divisional Planning Units Village mobilisers- communities in risk prone GN units
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks			
	<ul style="list-style-type: none"> Indicator C: Increase in annual income of farmers (disaggregated by gender) as a result of project introduced adaptation measures implemented in selected home gardens and small farms 	<ul style="list-style-type: none"> Annual income = or <USD1500 in target farm households 	<ul style="list-style-type: none"> 15% increase against baseline by 2015 20% increase against baseline by 2016

As explained by the project team, the modified log-frame could not change the project objectives and the outcomes of the project (due to procedural issues). Thus, the project objectives and the outcomes were kept the same (in-spite of the fact that many of the provisions in the project objectives and the outcomes are no more valid, due to changes in the administrative set-up of the government). In the modified log-frame, changes could be carried only at the outcome indicator level. Due to this reason, there is a bit of a mismatch between the activities which were decided to be carried out and what would have been required as per the project objectives (and the outcomes) provided in the modified log-frame. Thus, the planned outcomes as per the modified log-frame were clearly lacking when it comes to "SMART" (specific, measurable, achievable, relevant and time-bound).

In the present case, due to political changes in the country, the project got implemented in a much different manner than what was envisaged in the project design. Although the originally planned outcomes and the corresponding set of indicators seems 'SMART', they could not be tested in actual implementation.

3.2 Assumptions and Risks

A detailed risk analysis was conducted during the project preparation phase. The key project risks and the corresponding mitigation measures which were identified during the project preparation are given in Table 11.

Table 11: Project Risks and Risk Mitigation

Description of Risk	Risk Management Strategy
1. Strong focus on hardware delivery in rural development programmes of MoED without climate risk assessment and ‘soft’ interventions for capacity building	The project funds mainly aimed to overcome this deficit in current rural development planning and implementation through activities in Outcome (component) 1 and 3
2. Impacts of climate change are not assessed at district or local level making it difficult to design for location-specific adaptive actions	At the PPG stage, an assessment of vulnerability at district level was conducted and verified by district planning officials. Similar exercise has to be conducted at the sub-district level and village-level during project implementation. Each infrastructure project will have its own risk assessment
3. Simplified risk assessment methodologies are not available for training purposes	Project funds will be invested to design and train officials in simplified risk assessment methodologies. There is sufficient funding for this activity
4. Inter-agency coordination and data sharing is weak and could hamper effective delivery	The TAC established under the project management arrangements will try to overcome this risk. Technical agencies will be engaged directly in implementing and monitoring project activity
5. Continued financing for climate risk assessment and adaptation does not continue after the project	Demonstrating the cost- effectiveness of adaptation interventions is part of project activity in Component/Outcome 3. This, coupled with exposure visits to project districts by officials of Ministry of Finance and National Planning Department will ensure continued financing for climate risk reduction
6. Future maintenance of community structures created/ modified through SCCF funds	The project will be adding value and climate resilience to investments already planned and carried out through baseline projects. In that sense, the investments are sustained through the maintenance agreement of the baseline activity. Community infrastructure is either ^[SEP] maintained through ^[SEP] the Local Government ^[SEP] (roads, buildings, markets) or by the CBO (Farmer Organisation/ Women’s Organization). In terms of household-level investments, such as home gardens, small farms future maintenance will be part of the monitoring programme of village level extension officers; and beneficiaries will be incentivized to up-keep investments in soil and water conservation (see Annex 9 for details)
7. Building codes and guidelines developed through the project are not adopted by planners, architects and local authorities	This project will work with other related donor- funded initiatives in disaster risk reduction and local service delivery improvement to ensure that building codes and design guidelines are integrated in to practice. Working with the Green Building Council, the project will ensure that climate smart planning and climate risk reduction is fully integrated in to regular training programmes for builders, planners and architects.

Apart from the risks identified at the project preparation, a couple of additional risks are as follows:

- Lack of incentive and direction for agencies to incorporate climate change adaptation into sectoral development plans
- Resilience viewed as an outcome of preparedness rather than planning

- MoED programmes are highly target driven and focused on inputs. This attention to achieving hard targets could hinder the integration of processes that promote adaptation and address climate risk
- Some climate risks may prove difficult to ameliorate at a micro- level
- The adoption of simplified climate risk assessment methodologies in planning units and local authorities, given the pressures of infrastructure delivery
- Retaining trained staff in the key planning and technical positions after project completion

The success of the project in terms of achievement of the targets for the indicators and the project objectives is based on the following set of assumptions;

- Field exposure visits will be well attended by government officials
- Tested pilot actions could be replicated at a larger landscape level
- High level of community participation in assessing risks, planning interventions and monitoring impact
- Incentives for land and water management are accepted by Divi Neguma recipient households
- Cost of climate-proofing community infrastructure is not prohibitive

Project did not get implemented as per its original design due to the changes in the administration and political set up under which the project was implemented. With this, many of the original risk factors identified for project implementation were no more relevant. However, the risk factors towards sustainability of the project results still remain valid. More details about the risk factors to sustainability of the project results are discussed in Section 5.6.

Although, the risks that were identified during the project preparation stage were logical and robust, one of the significant risks which could not be identified at the project design stage is the possibility of political change leading to withdrawal of funds and resources committed by the counterparts. As mentioned before most of the risks identified at the project preparation stage are no more valid, as the project did not get implemented as per its original design.

3.3 Lessons from other relevant projects

At the time of project preparation, there was no project in Sri Lanka which made targeted efforts towards mainstreaming climate change adaptation and climate risk management. Some of the ongoing projects at the time of preparation of this project, with which this project was to co-ordinate are as follows:

- ‘Mangroves for the Future’ (MFF) project, which supported local community action for the restoration and sustainable use of coastal ecosystems. Enhancing community participation in coastal area management, including increasing the resilience of coastal and riverine communities to climate change.
- SPA-funded and IFAD-supported project ‘Participatory Coastal Zone Restoration and Sustainable Management in the Eastern Province of post-tsunami Sri Lanka’ (2008-2015), which aimed to overcome key barriers to restoration of the coastal ecosystems. The SCCF project was to build on the experiences and techniques demonstrated by this project and expand the reach of community-based adaptation through participatory ecosystem restoration, to additional vulnerability hot spots on the northern coastline.
- Community-based initiatives financed by the GEF Small Grants Programme, which has been operational in Sri Lanka since 1994.

There is no visibility regarding incorporation of the lessons learned from the above projects or any other project, in the design of the SCCF project.

3.4 Planned stakeholder participation

As mentioned in Section 2.5, the main stakeholders for the project were the Ministry of Disaster Management, Ministry of Environment (now the Ministry of Mahaweli Development and Environment), Ministry of Agriculture, Department of Agrarian Development, Department of Coast Conservation, Department of National Planning, External resources Department, Department of Agriculture, District Secretary, Divisional Secretary, Provincial Department of Agriculture, Farmer Organizations, Women's Organizations and the UNDP.

At district level, the project's main stakeholders were; The District Secretary (Chief Administrator) of each target district, Director Planning of the District, Planning Secretariat of the District. At sub-district level, the stakeholders include Divisional Planning Units, ^{SEP}Village level mobilisers, Grama Niladhari (GN) Officers of GN units, Agrarian Extension Officer of GN units.

During the preparation phase of the project, consultations were held with a range of government officials which included the officials of the Ministry of Economic Development, Ministry of Finance, National Planning and Directors of district planning units of all 25 districts. Table 12 provides details of the key stakeholders involved and their respective roles.

Table 12: Roles of Key Stakeholders

Stakeholder	Project-relevant responsibility/role
<i>Ministry of Economic Development</i>	
Minister of Economic Development	Policy guidance and implementation directives to support project execution nationally and in districts
Secretary, Ministry of Economic Development and Secretary, Ministry of Finance	Policy and financial guidance on project implementation structures and disbursement method. Chair of the National Project Steering Committee and leadership to the project
Additional Secretaries for Rural Development and Regional Development, Ministry of Economic Development	Implementation support to the project support unit in the Ministry of Economic Development
Director, Divi Neguma, Ministry of Economic Development	The key administrators of the project implementation. Support the day to day activities of the project support unit and provide technical guidance to district-level directors
Director, Gama Neguma, Ministry of Economic Development	
Regional Directors, Ministry of Economic Development	Provide implementation support in the relevant districts/ district clusters under their purview. Play a coordination role and will be especially important in capacity building and up- scaling lessons to non-project districts
<i>Other National Ministries and Departments in the Task Force</i>	
Director, Climate Change Division, Ministry of Environment	Provide policy direction and guidance for the project; and ensure that interventions are in line with the proposed adaptation strategies and environmental management policies. Play a key role in the project technical committee and National Project Steering Committee
Director, Policy Planning Division, Ministry of Environment	
Ministry of Finance	The key policy and budgetary decisions are made here. Assistance of the Ministry of Finance is sought to upscale and fund some urgent and pertinent adaptation actions that will be field tested through the project.
Ministry of Agriculture	Plays a key role in the project technical committee and National Project Steering Committee. They will be implementing partners of the Project
Ministry of Local Government	
Department of Agriculture	These are technical Departments that were working closely with the Ministry of Economic Development in implementing Divi Neguma and Gama Neguma. They were to play a key role in the Divi Neguma Task Force, which is the project's technical advisory committee. These Departments were to provide technical support through their research and development; technical extension and advisory services. They were to be the members of the project's technical committee
Department of Minor Export Crops	
Department of Livestock Development	
Department of Agrarian Development	
Disaster Management Centre	
Coast Conservation Department	

Stakeholder	Project-relevant responsibility/role
National Aquatic Development Authority	
Department of Small Industries	
Multilateral Agencies funding rural development projects	
World Bank	Funds and implements a number of projects for reconstruction of former conflict affected districts of Sri Lanka, including community infrastructure development and rehabilitation. Some lessons from the World Bank’s environmental safeguards programme were incorporated in designing adaptation in community infrastructure built through Gama Neguma
UN Food and Agriculture Organisation	Works widely with agriculture and fisheries sectors, especially in conflict affected districts.
GEF Small Grants Facility	SGP through its network of local organisations has worked in designing and field testing community- based adaptation models in different agro-ecological zones of the country through GEF and Ausaid funded projects. These projects have proved to be strong building blocks on which large scale adaptation actions for Gama Neguma and Divi Neguma have been designed.
International Organisations with climate adaptation experience	
International Water Management Institute	A large international research organisation headquartered in Sri Lanka and has produced large amounts of research on river basin management, small tank rehabilitation and water quality in Sri Lanka. IWMI was to be a key knowledge generation, research dissemination and training partner of the project
Practical Action	An international NGO working with appropriate technology, community development and local solutions. Practical Action implemented some of the first community-based adaptation projects in the country testing out salinity-resistant rice varieties and drought management through agronomic changes.
Ethical Tea Partnership	An international network that certifies tea products based on community and environmental standards. In Africa, the ETP has conducted a number of climate change adaptation projects with tea growers and was to support the project to implement some of these activities in tea growing vulnerable districts such as Ratnapura and Badulla.
Academia and Training Institutes	
University of Peradeniya	Conducts research on agricultural adaptation, crop management, agronomic practices and supports the Department of Agriculture to issue seasonal forecasts with crop recommendations etc.
University of Moratuwa	This is the country’s largest engineering university. It was to provide expert inputs on integrating standards and codes in to Gama Neguma and other development programmes.
Sri Lanka Institute for Development Administration (SLIDA)	The key training institute for local/district administrators, planners and officials. The Project was to integrate climate risk assessment training in to the current disaster management programme delivered through SLIDA
Other	
Green Building Council of Sri Lanka	The Green Building Council brings together private sector construction industry, academics, and engineers and architects to promote concepts of energy, water, and land use efficiency, disaster management and local materials in construction. In the project the council was to support training on climate resilience in building design and construction by integrating with regular green building training programmes.
Community Based Organisations such as Farmer Organisations (FO), Fishery Development Organisations, Rural Development Societies (RDS) and Women’s Societies	These organisations are the grassroots targets for the baseline projects and the mechanism through which rural development investment is conveyed in to villages. Many of these societies/organisations can handle direct contracts from the government, have their own bank accounts and are registered with the Divisional Secretary.

Due to change in the political and administrative set up during project implementation and the change in the project design, many of the stakeholders identified in the project design became irrelevant or could not be engaged meaningfully.

3.5 Replication approach

The project objectives and the ambition (in terms of the Outcomes and targets for indicators) were set at the national level. However, the provision of the activities in the project design were not up to the level required to achieve the ambitious targets. The project was to largely work with national technical agencies to design and implement location specific adaptation actions. In the design of the project, the action on the ground was focused on locations (districts and divisions) that demonstrate high level of vulnerability to climate change impacts. Implementation of these pilot projects was expected to lead to replication and upscaling across the districts and the provinces and the nation. Different provisions in the project design to achieve the replication and upscaling were as follows:

- Creation of knowledge and experience base within the development planning sphere for climate risk assessment and adaptation planning and establish it as an institutional practice among the key target government organisations.
- Exchange visits for ‘community based organizations’ to generate new interest among communities in the same district, or non-project target districts facing similar climate change issues; and generate new investment proposals from the corresponding Divisional Secretariats to District Planning Units.
- Case studies on successful practices to update the NCCAS of the Ministry of Environment. Such case studies were to be disseminated through media outlets to facilitate broader adoption and replication.
- Economic evaluation of results of the pilots to support financial assistance to resilience building actions through development programmes financed by Ministry of Economic Development and the donor community.

Due to change in the project design during the course of its implementation, the activities for replication of the pilots did not get the required level of attention. Following the recommendations of the MTR, the project team did carry out some of the activities listed above which has helped to improve the results of the project.

3.6 UNDP comparative advantage

PIF for the project provides the details of the UNDP comparative advantages as the GEF executing agency for the project, which is being referred here.

UNDP has a long history of supporting climate change adaptation and disaster risk reduction in Sri Lanka. As part of 2004 December tsunami recovery effort, UNDP disbursed a number of small grants to help communities restore their livelihoods in a disaster resilient manner. Small grants were used to set up home gardens with a diversified range of fruit and vegetables; establish and restore mangrove greenbelts; and install communal and household rainwater harvesting tanks. Under its Disaster Risk Management programme, UNDP had rehabilitated ancient tank systems as a drought risk reduction and flood prevention measure. In the district of Monaragala, UNDP had supported establishment of the community rainwater harvesting systems, where rainwater is captured in small tanks for purposes of irrigation and ground water recharge.

Through co-operation by the Ministry of Environment, UNDP had supported the Government of Sri Lanka to formulate a ‘Climate Change Policy’ and develop its ‘Second National Communication’ to the UNFCCC. Since 2009, UNDP is a key partner of the Department of Agriculture in the development of drought- and flood-resistant rice varieties and promotion of appropriate technologies to grow rice in flood- and salinity-prone areas. UNDP Sri Lanka, was also a core partner of the ‘Mangroves for the

Future’ programme, which empowered local communities to take action for the restoration and sustainable use of coastal ecosystems.

UNDP was to contribute to the success of the SCCF project in a number of ways. In financial terms, with a grant contribution of USD 2.1 million that was to be provided by the UNDP Bureau for Crisis Prevention and Recovery, UNDP was to co-finance the development of risk and vulnerability profiles, review of existing infrastructure development controls and building codes, piloting of climate-resilient land-use plans, and educational activities on climate risk management at the community level.

In technical terms, UNDP was well placed to integrate climate risk resilient planning considerations and instruments into a variety of donor-funded reconstruction and development projects (such as ‘Support to Reconstruction and Development in selected Districts in North and East Sri Lanka’, which represented a baseline project under the proposed SCCF initiative). Through long-standing partnerships with the Ministry of Disaster Management, the Ministry of Environment and the Department for Agriculture, UNDP had helped to develop a solid pool of materials which can be used for purposes of resilient land-use, construction, agriculture and water resources planning. Available tools include an ‘Integrated Strategic Environmental Assessment’ for Northern Sri Lanka (consisting of a comprehensive suite of GIS-based maps); a best practice guidebook on agricultural practices in flood- and drought-prone areas; educational and awareness materials about climate change and climate-related hazards (such as climate cartoons, videos, supplementary teaching materials for school grades 6-11, adult education materials), and a web-based repository of adaptation –related resource materials.

As many useful planning instruments tend to remain compartmentalized in the line ministries in which they were developed, UNDP was in an excellent position to consolidate a set of high-quality training and planning materials from different entry points into a cohesive climate risk management toolbox, and use the SCCF project as a platform to disseminate and infuse these planning tools into government- as well as bilaterally supported baseline programmes across the country. This was especially important in view of the large-scale investment and reconstruction programmes of the Ministry of Economic Development (such as Gama Neguma and Divi Neguma), which were not yet considering climate change related risks.

UNDP was well placed to facilitate a comprehensive integration of climate-smart planning aids and controls into the investment processes that were being promoted by the Ministry of Economic Development.

Due to the changes in the design of the project (due to political and administrative changes in the country), the advantages of UNDP being the executing agency of GEF for this project became handy to persuade the government and save the project.

3.7 Linkages between project and other interventions within the sector

As was mentioned in Section 3.3, at the time of project preparation there was no project in Sri Lanka which made targeted efforts towards mainstreaming climate change adaptation and climate risk management into large-scale planning and investment processes. Some of the other ongoing projects at the time of preparation of this project, with whom this project was to co-ordinate are as follows:

- ‘Mangroves for the Future’ (MFF) project, which supported local community action for the restoration and sustainable use of coastal ecosystems. Enhancing community participation in coastal area management, including increasing the resilience of coastal and riverine communities to climate change.
- SPA-funded and IFAD-supported project ‘Participatory Coastal Zone Restoration and Sustainable Management in the Eastern Province of post-tsunami Sri Lanka’ (2008-2015), which aimed to overcome key barriers to the restoration of coastal ecosystems. The SCCF project was to build on the experiences and techniques demonstrated by this project and expand the reach of community-

based adaptation through participatory ecosystem restoration to additional vulnerability hot spots on the northern coastline.

- Community-based initiatives financed by the GEF Small Grants Programme, which has been operational in Sri Lanka since 1994.

3.8 Management arrangements

In the beginning, the project was being implemented by the Ministry of Economic Development in the National Implementation Modality (NIM). With the change in the government, post the elections in January 2015, the Ministry of Economic Development was done away with. Generally, the Projects are re-assigned to different Ministries after changes to the Cabinet of Ministers. However, in the case of this Project, there was no clear successor to the Ministry of Economic Development.

In June 2015, the Project was assigned to the Ministry of Disaster Management (MDM) for implementation. Since then, the MDM, reconstituted the Project Steering Committee and Project Board, made arrangements for filling the consultancy staff positions to ensure speedy implementation of the Project (as the Ministry of Disaster Management is a smaller ministry, which cannot assign a full carder to the project)t. In view of the time overruns and other issues, it was decided that the project be implemented in assisted NIM. The Ministry held regular Project Board and Progress Meetings and supported the implementation through the regional staff employed by the Disaster Management Centre (DMC). The Ministry was entrusted with the task of identifying the stakeholders under the new setup, identifying the resources and bringing back the momentum of the Project that was on hold for about six months.

The arrangement for project management, after it was handed over to the MDM worked well. Management arrangements were put in place in terms of a project team comprising of a National Project Director and a Project Coordinator supported by the field staff and subject matter experts. Steering Committee and the Project Board were constituted to provide guidance to the project team

At the ground level, the project activities were implemented by Community Based Organizations (CBOs) that already existed in villages. Project implementation at grassroots, including the actual implementation of baseline investments, was handled by Farmer Organizations, Rural Development Societies and Women's Societies that exist in every village. There are well-established mechanisms and government norms through which these 'community based organizations' engage with the Divisional or District planning units, handle money and provide accounts. CBOs, through which project activities were carried out consisted of target beneficiaries. CBOs were a part of the Divisional Project Committee and gave inputs in the technical design of the adaptation actions. At the District and Divisional Secretariat levels, the Project activities were overseen by District Coordinating Committee, District Agriculture Committee and Divisional Coordination Committees.

4. FINDINGS: PROJECT IMPLEMENTATION

4.1 Adaptive management and Feedback from M&E used for adaptive management

The main questions for the TE were: (please see Annex B for the evaluation questions)

- Did the project undergo significant changes as a result of recommendations from the mid-term review? Or as a result of other review procedures? Explain the process and implications.
- If the changes were extensive, did they materially change the expected project outcomes?
- Were the project changes articulated in writing and then considered and approved by the project steering committee?
- Whether feedback from M&E activities was used for adaptive management?
- Whether changes were made to project implementation as a result of the MTR recommendations?

The project was being implemented by the Ministry of Economic Development (MED) until January 2015. Following the Presidential election in January 2015, and the subsequent dissolution of the MED, the project was not immediately allocated to another Ministry due to the new Government's focus on the 100 day programme, Parliamentary elections and other matters. In June 2015, it was decided that from now onwards the project will be implemented by the Ministry of Disaster Management. At the first Project Board meeting held after this decision, it was acknowledged that the implementation is delayed, the Project needs to be re-organized and implementation methodologies such as counterpart funding as well as the role of stakeholder's such as UNDP and government institutions needs to be revisited. Due to non-availability of funds and reduced time for implementation, it was decided by the Project Board to carry out the activities targeted towards Outcome 1 and Outcome 2, on a limited scale only (focused largely on the three districts and areas where activities for Outcome 3.1 were to be carried out). Also for Outcome 3, it was decided to lay emphasis on increasing climate resilience in rural livelihoods, as infrastructure improvement activities are capital intensive and the funds from the government (as originally envisaged) were no more available.

Although, following the board meeting the project team did not formally produce a document as a new project design, it worked on the modified design of the project as per the directions of the Project Board. At the MTR, the reviewers revised the log-frame of the project and recommended to get the approval for the changes made in the original log-frame. Required approvals for the revised log-frame were obtained from the project board and UNDP's Regional Bureau for Asia and the Pacific (RBAP). Further, based on the recommendation of the MTR, the project team followed the revised log-frame during post MTR period of project implementation.

Project implementation responded to changed conditions and risks, and took advantage of opportunities for partnerships and actions that supported the overall project objective. The main example of adaptive management and flexibility is the reformulation of the project results (outputs and activities) at the first Board Meeting after the project was allocated to the Ministry of Disaster Management. One of the other examples of adaptive management is the collaborative working with other ministries and administrative units of the government to implement the project in a collaborative manner. Considering the changed situation, wherein the availability of funds and time to accomplish the work had reduced significantly, collaborative working with the ministries and other administrative units of the government was the best strategy.

After the responsibility to implement the project got passed on to the Ministry of Disaster Management, agreements were made with the following ministries / departments / administrative units for effective implementation of different components of the projects in a collaborative manner.

- MOU with the District office, Department of Agrarian Development, Kurunegala. Under the MOU, financial assistance was provided from the project to incorporate climate change adaptation, disaster risk reduction and mitigation measures into the annual and medium term plans, as well as demonstration of climate resilient minor irrigation rehabilitation models.

Specifically, the MOU was for rehabilitating minor irrigation tanks during the years 2015 and 2016 in Kurunegala district in a disaster and climate resilient manner and promote climate change adaptation actions in the minor irrigation sector.

- MOU with district secretariat, Puttalam. Under the MOU, the district secretariat was provided capacity building services and financial assistance from the project, to incorporate climate change adaptation into coastal flood mitigation and drought risk reduction and physical infra-structure rehabilitation works during the year 2017 in selected project locations. The MOU included incorporation of climate change adaptation considerations into the development plans in Puttalam district. The district secretariat also implemented selected coastal flood mitigation and drought risk reduction physical infra-structure development works in collaboration with other relevant government agencies in the selected project locations in Puttalam district.
- MOU between UNDP and the Provincial Department of Agriculture – North Western Province (PDA), in Kurunegala. The MOU pertained to market oriented commercial agriculture development in collaboration with private sector agribusiness companies and exporters, agricultural market development, ecological home gardening, promoting traditional yams cultivation, off-season vegetable cultivation and construction of rainwater harvesting micro farm ponds in the Kurunegala and Puttalam districts. The scope under the MOU included enhancing climate and disaster sensitive market oriented commercial agriculture development by partnering with the government agencies and collaborating with the private sector agribusiness companies and exporters.
- MOU with the District Secretary of Rathnapura district. The project provided technical and financial assistance to incorporate climate change adaptation, disaster risk reduction and mitigation measures into the annual and medium term plans, demonstration of climate change resilient development planning, capacity building and demonstration of adaptation interventions in the district.

Some of the recommendations given at the MTR and the corresponding action by the project team are given in Table 13.

Table 13: MTR recommendations and actions by the project team

Recommendation	Action taken by project team	Comments at TE
<p>The project management team may carry out some communication and knowledge dissemination activities regarding the benefits of the adaptive actions carried out in the villages.</p> <p>This is expected to have a replication impact and benefit the communities in the areas around the villages where the adaptive measures have been implemented on the ground.</p>	<p>Developed case studies, documentaries, best practices, newspaper article abstracts, as well as experience sharing events have been carried out.</p> <p>Best practices and lessons learnt are being incorporated to other climate change adaptation projects which are being implemented by both government and UNDP including GCF/AF funded integrated water management units</p>	<p>The dissemination activities carried out by the project has benefitted the project results and achievement of the project objectives. This has helped the results of the project to scale up to the national level</p>
<p>During the remaining time for the project, a pilot of drip irrigation may be carried out in the pineapple cultivation promoted under the project. This will generate data to assess financial viability of drip irrigation in the pineapple cultivation and create a demonstration for the interested farmers. In future, drip irrigation might be linked to the credits from the financial institutions. Although pineapple is a drought resistant crop, the yields of the crop go down in case of a drought. It is</p>	<p>This has been carried out at two project locations</p>	<p>Although the project has implemented the drip irrigation at a couple of locations, no assessment of financial viability of drip irrigation and linkage for financial support from financial institutions</p>

considered that pineapple is a fit case for drip irrigation and may be technically and financially a feasible solution.		could be carried out due to time constraints.
For the tanks where the rehabilitation is still to be done / is being done, technical feasibility study of providing a shallow well by the side of the tank may be carried out and if found feasible, such a well be provided under the project for the drinking water needs. This is considering that drinking water is one of the major problems in the rural areas. The ground water is generally contaminated with chemicals and is not considered safe for drinking. The water in the tanks is considered to contain much less chemicals and is therefore, considered better.	There is no financial provision for this activity. But it will be taken up in UNDP's future projects such as GCF funded CRIWMP (Component 2)	
Collaborate with government and other UNDP programmes to achieve the project objectives to a greater level.	The Project has collaborated with other UNDP Projects and Government Institutions to achieve the Project Objectives to a greater level. UNV were involved in the project to make sure that the activities are carried out in an expeditious manner.	

4.2 Partnership arrangements

The main questions for TE were: (please see Annex B for the evaluation questions)

- Were there adequate provisions in the project design for consultation with stakeholder?
- Whether effective partnerships arrangements were established for implementation of the project with relevant stakeholders involved in the country/region, including the formation of a Project Board?

As mentioned in section 3.4, the project design had adequate provisions for stakeholder consultation and participation. However, the project could not be implemented as designed due to the changed political and administrative setup of the country (post elections in 2015). Post those changes, the project design was also changed significantly in accordance to that.

For implementation of the project in an effective manner, post the changes in its design and with the constraints of availability of funds and time, the project collaborated with the government departments and its administrative units to implement the project in a cost effective and timely manner. The arrangements made for collaborative working are detailed in section 4.1 above. With the changed situation, the availability of funds and time for project implementation got reduced significantly. Thus, collaborative working with the ministries and other administrative units of the government was the best strategy.

4.3 Project Finance

The main questions for TE were: (please see Annex B for the evaluation questions)

- Whether there was sufficient clarity in the reported co-financing to substantiate in-kind and cash co-financing from all listed sources?
- What are the reasons for differences in the level of expected and actual co-financing?
- To what extent project Outcomes supported by external funders were well integrated into the overall project?
- What is the effect on project outcomes and/or sustainability from the extent of materialization of co-financing?
- Whether there is evidence of additional, leveraged resources that have been committed as a result of the project?

The project was funded through the Special Climate Change Fund (SCCF) of GEF and was to have significant funds contribution by the government (through its Divi Neguma) and UNDP (through EU-

SDDP). The total budget and the sources of funds for the project were as given in Table 14.

Table 14: Project Budget and Sources of Funds (Figures in Million USD)

	Outcome 1	Outcome 2	Outcome 3	Management	Project
SCCF	0.316	0.557	2.092	0.156	3.121
Co-financing					
UNDP (Through EU-SDDP ¹⁴)	3.030		8.000		11.030
MoED (Through Divi Neguma)	3.150	3.850	39.000		46.000
Total	6.496	4.407	49.092		60.151

The project was signed in June 2014. The project was being implemented by the Ministry of Economic Development (MED) until January 2015. In June 2015, it was decided that from now onwards the project would be implemented by the Ministry of Disaster Management. Under the changed situation, the funds which were committed to the project as government support (counterpart funding) were no more available. The project did not get any funding support from the government and implementation has been entirely supported by the SCCF funding. Based on the Combined Delivery Reports (CDRs), Table 15 provides the details of the expenses incurred in different years of project implementation.

Table 15: Project Expenditure (figures in USD)

	Yr. 2014	Yr. 2015	Yr. 2016	Yr. 2017	Total
Outcome 1	29897	18258	110602	64583	223340
Outcome 2	4896	372	68931	389968	464167
Outcome 3	207985	1008502	1023100	89595	2329182
Project Management	17409	50794	137337	-116052	89488
Total	260187	1077926	1339970	428094	3106177

Non-availability of the co-financing reduced the scale and size of the project, some of the activities (e.g. Output 3.2) which were focused on pilots for infrastructure could be implemented in limited numbers only. As can be seen from the Table above, the utilization of funds from SCCF had been almost 100%. There was no counter-part or co-funding to the project. The project did not leverage any private sector or any other investment / funding.

As can be seen from Table 14 and Table 15, there is a significant variance between planned and actual expenditure for the project. Once again this is largely due to non-availability of counterpart funding (by MoED) and from EU-SDDP. However, the funds committed by SCCF were fully completely utilized. Distribution of expenditure of the funds provided by SCCF amongst different Outcomes is almost as per the original planned distribution.

During Q1 2016 a financial audit was carried out. The observations from the audit pointed out the initial delay of about five months (June 2014 to October 2014) due to non-receipt of funds from the General Treasury in time. The audit also pointed out the delay in implementation of the activities of the project for about six months (January 2015 to June 2015) due to change in the responsibilities of the line ministries. The audit report also raised concerns about the quality of civil work for the rehabilitation of tanks. Corrective actions were taken by the IP and UNDP to address the issue of the quality of civil works. All the audit recommendations were implemented by the project.

Post change of the IP (from Ministry of Economic Development to Ministry of Disaster Management) the project was implemented according to the NIM modality with additional support from UNDP. This lead to the use of the procurement procedures of UNDP where procurements were reviewed by the Country office as well as by the Regional Office. Competitive bidding procedures were adopted in most of the cases to ensure value for money. NIM modality with additional support from UNDP ensured timely flow of funds and payments to the partners and service providers. .

¹⁴EU Funded project – Support to Reconstruction and Development in selected Districts in North and East Sri Lanka (SDDP)

4.4 Monitoring and evaluation: design at entry

The main questions for TE were: (please see Annex B for the evaluation questions)

- Is the M&E plan well conceived at the design stage?
- Is M&E plan articulated sufficient to monitor results and track progress toward achieving objectives?
- Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?
- How effective are the monitoring indicators from the project document for measuring progress and performance?

The project design had made adequate provisions for M&E activities. The M&E plan was sufficient to monitor the results of the project. However, the M&E plan did not get tested as the project was implemented much differently than what the design of the project provided for. Following specific provisions were made in the project design towards M&E.

- Project Inception Workshop was to be held within the first 2 months of project start with those who were assigned roles in the project organization structure, UNDP country office and appropriate /feasible regional technical policy and program advisors as well as other stakeholders. The inception workshop was to also provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements.
- Quarterly reports to monitor the progress made
- Annual Project Review/Project Implementation Reports (APR/PIR): This reports were to be prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July).
- Periodic Monitoring through site visits by UNDP CO and the UNDP-GEF region-based staff to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand, the project progress. Field visits were to be followed up with BTOR
- The project was to undergo an independent Mid-Term Review at the mid-point of project implementation. The Mid-Term Review was to determine progress made toward the achievement of outcomes and identify course correction (if needed).
- The project was to undergo an independent Terminal Evaluation towards the end of the project. The terminal evaluation was to focus on the delivery of the project's results as initially planned (and as corrected after the mid-term review, if any such correction took place). The terminal evaluation was to look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals.
- Learning and knowledge sharing: Results from the project were to be disseminated within and beyond the project intervention zone through existing information sharing networks and forums.
- Financial audits on annual basis.

Adequate budgetary provisions were made for carrying out the monitoring and evaluation activities involving workshops and external parties (Inception Workshop, MTR, TE, Audits). The monitoring indicators from the project document for measuring progress and performance seem to be effective enough, however, they did not get tested in actual practice, as the project design had to undergo a significant change (due to political and administrative changes) during its implementation.

The M&E design at entry has been rated as Satisfactory.

4.5 Monitoring and evaluation: implementation

The main questions for TE were: (please see Annex B for the evaluation questions)

- Whether the logical framework was used during implementation as a management and M&E tool?
- What has been the level of compliance with the progress and financial reporting requirements/ schedule, including quality and timeliness of reports?
- What has been the effectiveness of the monitoring reports and evidence that these were discussed with stakeholders and project staff?
- What is the extent to which follow-up actions, and/ or adaptive management, were taken in response to monitoring reports (APR/PIRs)?

- **Whether APR/PIR self-evaluation ratings were consistent with the MTR. If not, were these discrepancies identified by the project steering committee and addressed?**

Annual PIRs were produced using the set of indicators provided in the log-frame. Quarterly reports were not produced, largely due to a lot of uncertainties about the project, during its implementation. The PIR did not include impact-oriented information but rather described things such as how many training sessions, how many home gardens, how many tanks rehabilitated etc. This was largely due to the fact that in actual practice the project was being executed not as per the log-frame of the project, but as per the work plans approved by the project board (which was different than what was required as per the log-frame). Post MTR period, once the log-frame was revised to take care of the changed situation, the project implementation was carried out as per the revised log-frame. However, still the reporting was carried out based on activities; largely because there was hardly any time between the MTR and the end date of the project, during which no PIR became due. Audits for the project could not be carried out.

Having reviewed the PIRs, it can be concluded that the project has had an active participation of the project manager and project UNDP counterpart in completing the monitoring and evaluation activities. The PIR findings in the documents reviewed were consistent with what was found in the interviews and general project appreciation during the mission.

Apart from progress reporting to UNDP and GEF, the project used the mandate of the Steering Committee to communicate its results within key governmental institutions and other stakeholders and to adapt to unexpected challenges over the project course.

The MTR of the project was carried out (although with significant delay) and its recommendations were accepted and implemented by the project management. The 'TE' of the project is being carried out now with slight delay. The PIR self-evaluation ratings for the year 2017 was 'Satisfactory', which is consistent with the rating at the time of TE.

M&E Plan Implementation has been rated as Satisfactory. Overall quality of M&E is rated as Satisfactory

4.6 UNDP and Implementing Partner / execution coordination, and operational issues

The main questions for TE were: (please see Annex B for the evaluation questions)

- **Whether there was an appropriate focus on results?**
- **Was there adequate UNDP support to the Implementing Partner and project team?**
- **Quality and timeliness of technical support to the Executing Agency and project team**
- **Were the management inputs and processes, including budgeting and procurement adequate?**

The management arrangements as presented in the Project Document had been clearly described and were based on common project management arrangement for UNDP's National Implementation Modality. However, as against the original plan to implement the project as NIM, it had to be implemented as an assisted NIM due to a change in the implementation partner.

While earlier the project was being implemented by the Ministry of Economic Development, later the project was assigned to the Ministry of Disaster Management. Accordingly, director of the MDM was assigned with the task of 'National Project Director'.

UNDP country office provided overall program, administrative, and financial oversight of the project progress in accordance with the common UNDP procedures and tracking tools available in Atlas system. The Project Steering Committee performed as a key decision-making body at a project strategic planning level. The role and responsibility of the steering committee became very critical as the project was to be implemented much differently (than what was provided in the project design and the corresponding log-frame).

The project suffered due to the need to make significant changes and down scaling of the project during the course of its implementation. However, the executing agency (UNDP) and the project team remained focused towards implementing the project and successfully persuaded the government counter parts to carry forward the project. It is largely due to this reason that the project could be saved and achieved significant positive results.

UNDP provided helpful and important support to the Project. However, UNDP could have usefully applied itself in its capacity as a knowledge management broker to an even greater extent. For example, UNDP could have done more sharing of lessons learned from other climate change adaptation projects at the stage of project design. **Quality of UNDP Execution has been rated as Satisfactory.**

The assisted national implementation modality for this project was good, given the fact that the availability of funds and time for implementation got significantly reduced due to the administrative and political changes. Project management and administration has been satisfactory. **The quality of Implementation by the Implementation Agency has been rated as Satisfactory.**

5. FINDINGS: PROJECT RESULTS

5.1 Attainment of Objectives

The main questions for TE were: (please see Annex B for the evaluation questions)

- What has been the achievements of the objectives against the end of the project values of the log-frame indicators, with indicators for outcomes/outputs, indicating baseline situation and target levels, as well as position at the close of the project?

The actual implementation of the project started late and in between the implementation of the project was on hold (from Dec 2014 to June 2015) due to political changes in the country and the changes in the government set up (the Ministry of Economic Development which was implementing the project was done away with and later the project was assigned to the Ministry of Disaster Management). The funds which were committed to the project as government support were not available anymore. Due to non-availability of funds and reduced time for implementation, it was decided by the Project Board¹⁵ to carry out the activities targeted towards Outcome 1 and Outcome 2 only on a limited scale (focused largely to the three districts and areas where activities for Outcome 3.1 were to be carried out). Also for Outcome 3 it was decided to lay emphasis on increasing climate resilience in rural livelihoods (Output 3.1), as infrastructure improvement activities (Outcome 3.2) are capital intensive and the funds from the government (as originally envisaged) were no more available.

Chapter 3 of the report, provides the details, regarding the log-frame of the project (as originally provided in the Project Document), highlighting the Outcomes and the respective Outputs. Also provided in the log-frame is the set of indicators to determine the achievement of the project against the projected Outcomes.

The MTR report of the project pointed out that the project could not be implemented as originally designed (as per Project Document) and the project design was significantly modified. At the time of the MTR, a modified log-frame for the project along with the indicators was prepared (with was subsequently approved). The MTR of the project was carried out on the basis of the modified log-frame. The implementation of the project post MTR was also guided by the modified log-frame.

For the TE, modified log-frame has been used as the basis. One of the important aspects is that the modified log-frame could not change the project objectives and the Outcomes of the project (due to procedural issues). As explained by the project team, due to the procedural issues, the project objectives and the outcomes were kept the same (in spite of the fact that many of the provisions in the project objectives and the outcomes are no more valid, due to changes in the administrative set-up of the government). Thus, in the modified log-frame, changes could be carried only at the Outcome indicator level. Due to this reason, there is a bit of a mismatch between the work and activities which were decided to be carried out and what was now required as per the project objectives (and the outcomes) provided in the modified log-frame. One of the other significant aspect in this case is that there is hardly any time gap between the MTR and TE (MTR report could be finalized only during second quarter of 2017, and the TE is being carried out towards the end of fourth quarter of 2017).

Details regarding attainment of the overall project objectives is presented in this section of the report. Achievement of different Outcomes of the project in terms of indicators has been presented first, which is followed by a presentation regarding the achievement of project objectives. This is because the achievement of the project objectives has been assessed both, in terms of the indicators (for project objectives as given in the log-frame) and in terms of the achievement for different planned Outcomes.

¹⁵The project board in its meeting in July 2015 noted that with the changed conditions the project needs to be redesigned based on the current context and the operational and administrative challenges

As per the requirements, the evaluation ratings for the achievements have been carried out for the three individual outcomes of the project and the project at an aggregate level as well. Assessment regarding attainment of the results has been carried out in terms of the indicators of the modified log-frame. Wherever relevant, the reasons for non-attainment of the target values of the indicators have also been provided.

Although, the rating¹⁶ for achievement of results is not mandatory for each indicator, a rating has been provided. This has been done to facilitate the ratings for the individual Outcomes of the project and the project at an aggregate level. The evaluation of the attainment of overall results has been carried out keeping in mind the main questions for TE, as given in the Box at the beginning of this section

5.1.1 Attainment of objectives– Outcome 1

Outcome 1: Development plans integrate climate risk information and adaptation measures in the most vulnerable districts

As per the original design of the project different Outputs for Outcome 1 of the project were as follows:

Output 1.1: Climate risk assessments conducted in 12 vulnerable districts detailing climate related hazards, vulnerability hot spots and sensitive natural resources including the economic costs and benefits of alternative adaptation options

Output 1.2: Climate risks incorporated into District and Divisional Development Plans in 12 target districts

Output 1.3: Village Development Plans (VDPs) and Village Resource Management Plans (VRMPs) incorporate climate smart measures in all GN divisions in 12 target districts

Indicative activities which were to be carried out under different Outputs of Outcome 1 are as given in Table 16.

Table 16: Activities Originally Planned under Outcome 1 of the project (as per project document)

Output	Indicative Activity
1.1 Climate risk assessments conducted in 12 vulnerable districts detailing climate related hazards, vulnerability hot spots and sensitive natural resources including the economic costs and benefits of alternative adaptation options	1.1.1 Develop climate exposure and sensitivity maps detailing geographical and physical concentration of risk and taking into account economic costs/benefits of alternative adaptation options in the agriculture and water sector for each division in 12 target districts
	1.1.2 Adapt existing climate risk assessment and cost- benefit analytical tools for irrigation and rural water supply to support district and divisional planners and engineers to identify risks and adaptation options for the water sector
	1.1.3 Modify existing risk assessment and economic cost benefit analysis tools used for coastal area planning such as Coastclim and agriculture such as FAOclim2.0 or Agricultural Water Stress Mapping/ or multi-sector tools such as CCAV and Uncertainty and Risk Analysis to support national and sub-national development planning
1.2 Climate risks incorporated in to District and Divisional Development Plans in 12 target districts	1.2.1 Strengthen Divi Neguma/Gama Neguma Task Force at District and Divisional level with multi-sector representation to develop a menu of adaptation measures based on risk assessment (including consideration of costs/benefits of adaptation) on districts and divisions
	1.2.2 Climate-risk assessment and economic cost benefit analysis of adaptation options results incorporated into Divisional and District programmes for Divi Neguma and Gama Neguma in 12 target districts
	1.2.3 Climate resilient infrastructure controls and building codes applied to the revised district and divisional programme relating to infrastructure development

¹⁶ Ratings for: Attainment of Results; Highly Satisfactory (HS): no shortcomings; Satisfactory (S): minor shortcomings; Moderately Satisfactory (MS): moderate shortcomings; Moderately Unsatisfactory (MU): significant shortcomings; Unsatisfactory (U): major problems; Highly Unsatisfactory (HU): severe problems

	1.2.4 Update the Agrarian Department Blue Book on crop selection in agro-ecological regions to incorporate climate risks
	1.2.5 Support District and Divisional-level Divi Neguma Task Force to conduct economic analysis of risk management options to support budgeting in to Divi Neguma and Gama Neguma programmes
1.3 Village Development Plans (VDPs) and Village Resource Management Plans (VRMPs) incorporate climate smart measures in all GN divisions in 12 target districts	1.3.1 Community-level climate risk assessment tools such as VRA, CRiSTAL and CEDRA including appropriate economic tools modified and adapted to be used as part of the participatory local planning process
	1.3.2 Provide guidance and tools to GN-level mobilisers (Graduate Appointees) to integrate participatory risk assessment in to regular VDP/ VRMP process
	1.3.3 Conduct Community-based adaptation needs and technology gap assessments in all GN Divisions in the 12 target districts and incorporate climate risks in to VDPs and VRMPs of each GN

With the changed project situation, many activities under this Outcome of the project got scaled down, as many of the activities planned originally were done away with. Further, the activities for achieving the three Outputs of Outcome 1 were carried out for the three most vulnerable districts (instead of 12 districts as provided in the project document). Different activities which were decided by the project board to be carried out under Outcome 1 of the project are as given in Table 17 below.

Table 17: Revised set of activities for Outcome 1 (as per work plans)

Activities as per modified project design (work plans for year 2015, 2016 and 2017)	
1.1: Conduct a joint session with department of Divi Neguma Development (DDD) and Gama Neguma Programme for incorporating climate change adaptation measures into livelihood development and community infrastructure development program	
1.1.1 Implement the joint action plan together with DDD and Gama Neguma programme	
1.2: Development of 46 divisional level climate exposure and sensitivity maps in Kurunegala and Puttalam districts in collaboration with UNV programme	
1.2.1: Develop and agree on the methodology	
1.2.2: identify the key resource persons and organize the data sources	
1.2.3: Identify and capacity building of the divisions level resource pool to facilitate the work	
1.2.4: Develop and present the 46 maps	
1.3: Climate risk incorporated into district and divisional development plans in Kurunegala, Puttalam and Rathnapura districts	
1.4: Village development Plans (VDPs) and Village Resource Management Plans (VRMPs) incorporate climate smart measures in 60 demonstration sites	
1.5: Develop drought risk reduction strategy	
1.6: Village Development Planning - consolidation of 45 VDPs in NWP and development of 15 VDPs for Rathnapura district	
1.7: Development of Vulnerability maps - Finalize the vulnerability maps in Rathnapura district	
1.8: Conduct the district orientation - Rathnapura district	
1.9: Experience sharing amongst 12 districts	
1.10: Study on climate resilient livelihoods in landslide prone areas in Rathnapura district	

At the time of TE, the status of achievement for different outputs of Outcome 1 is as given in Table 11.

Table 18: Status of Outputs of Outcome 1

Output (as per modified project design)	Status at TE
Output 1.1: Climate risk assessments conducted in 3 vulnerable districts detailing climate related hazards, vulnerability hot spots and sensitive natural resources including the economic	<ul style="list-style-type: none"> • Climatic vulnerability maps are produced for all the DSDs in Kurunegala, Puttalam and Rathnapura districts • Village level risk assessment is completed in 31 GNDs in 13 DSDs in Kurunegala district, 14 GNDs in 5

costs and benefits of alternative adaptation options	<p>DSDs in Puttalam district, and 15 GNDs in 4 DSDs in Ratnapura district</p> <ul style="list-style-type: none"> • Agriculture sector climatic risk assessment completed in Kurunegala and Puttalam districts. This was a part of the strategic plan for North Western Province. Vulnerability hot spots and sensitive natural resources are already identified.
Output 1.2: Climate risks incorporated into District and Divisional Development Plans in 3 target districts	<ul style="list-style-type: none"> • Climatic risks incorporated into divisional development plans in 13 DSDs in Kurunegala district, 5 DSDs in Puttalam district, and 4 DSDs in Rathnapura district
Output 1.3: Village Development Plans (VDPs) and Village Resource Management Plans (VRMPs) incorporate climate smart measures in all GN divisions in 3 target districts	<ul style="list-style-type: none"> • 14 VDPs in Puttalam district, 31 VDPs in Kurunegala district, and 15 VDPs in Rathnapura district incorporate climate smart measures.

The assessment regarding attainment of the Outcomes has been carried out keeping in mind the status of different activities of the project as given in Table 18 and 19.

Table 19: Status of Implementation of Activities of the Project for Outcome 1

Activity (as per modified Log-Frame)	Puttalam Dist. DS Division	Puttalam Dist. GN Division	Kurunegala Dist. DS Division	Kurunegala Dist. GN Division	Ratnapura Dist. DS Division	Ratnapura Dist. GN Division
Climate risk incorporated into district and divisional development plans	5 DSDs incorporated to divisional development plans		13 DSDs incorporated to divisional development plans		4 DSDs incorporated to divisional development plans	
VDPs and village resource management plans incorporate climate smart measures to 60 demonstration sites	Done in 5 DSDs	Done in 14 GNDs	Done in 13 DSDs	Done in 31 GNDs	Done in 4 DSDs	Done in 15 GNDs

Apart from the activity of incorporation of climate resilience and climate risk assessment in the divisional level development plans and village level development plans, the work was under progress for development of a drought risk-reduction strategy at the national level. At the national level, a cabinet sub-committee and technical working group was appointed through the facilitation of project for developing a drought risk reduction strategy. However, this was discontinued as the Ministry of Disaster Management changed its priorities due to flood situation (the Ministry Prioritised Post Disaster Need Assessments). Thus, the Ministry of Disaster Management successfully completed Post Disaster Needs Assessment with the support of the project.

Table 20 provides an overview of results (Outputs) for Outcome 1 of the project against the set of indicators (as per revised log-frame). Also given in the Table are the ratings towards achievement of results of each of the indicator.

Table 20: Results: Outcome 1-National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts

Indicators as per Modified Log-frame	Baseline	Revised Target	Status at MTR	Rating at MTR	Level at PIR -2017	Status at TE	TE Rating
Indicator A: Number of Divisional level plans having adaptation measures in the plans	0	23	<ul style="list-style-type: none"> 13 DSDs Kurunegala and 5 DSDs in Puttalam districts adopt climate resilient village development plans to allocate resources for the development Provincial Department of Agriculture - NWP develops strategic plan to convert general agriculture development plan to climate resilient agriculture development plan Department of Agrarian Development incorporates climate change adaptation aspects into the minor irrigation development programme in Kurunegala district 	MS	22 DSDs (13 in Kurunegala, 5 in Puttalam and 4 in Rathnapura) has adopted climate resilient village development plans and Divisional level climatic vulnerability assessments to allocate resources for the development	22 DSDs (13 in Kurunegala, 5 in Puttalam and 4 in Rathnapura) has adopted climate resilient village development plans and Divisional level climatic vulnerability assessments to allocate resources for the development	S

As has been stipulated before, during the implementation phase of the project, the Divi Neguma and Gama Neguma schemes of the government were done away with. Due to this reason, the indicators for this Outcome of the project were modified. Also, with the changed scenario, it was decided to implement the activities of the Outcome 1 of the project in 3 districts (instead of 12 as mentioned in the statement for Outcome 1).

In order to minimise the adverse impacts due to the changed situation, the project carried out the activities of knowledge sharing and experience sharing with other districts (which are vulnerable to change change) so that they can benefit from the project. The dissemination and expertise sharing was also targeted at upscaling of the climate resilience activities at other locations (other than the locations of the pilots) within the three districts, where the interventions under the project were carried out. More details about the activities carried out by the project for experience sharing are provided in section 5.2.4.

At the time of terminal evaluation, 22 DSDs (13 in Kurunegala, 5 in Puttalam and 4 in Rathnapura) adopted climate resilient village development plans and Divisional level climatic vulnerability assessments to allocate resources for the development activities. Apart from this, some of the other administrative units within the government were also using climate change vulnerability related parameters while allocating the funds, notable amongst them were the following;

- 3 District Secretariats and 3 District Planning Secretariats (Kurunegala, Puttalam and Rathnapura) were using divisional level climatic vulnerability maps to prioritize most vulnerable divisional secretariat divisions in the three districts for allocating development resources.
- Provincial Department of Agriculture in the North-Western Province developed strategic plan to convert general agriculture development plan to climate resilient agriculture development plan
- Department of Agrarian Development incorporated climate change adaptation aspects into the minor irrigation development programme in Kurunegala district
- SEMA minor tank rehabilitation programme adopted certain climate resilient design features and rehabilitation methods as a result of the collaboration with the project.

- Agriculture development plan of PDOA- Sabaragamuwa included climate smart agriculture.

The achievement against indicator A, has been rated as Satisfactory, although the achievement of results for the indicator of Outcome 1 is Satisfactory. **The achievement of results for Outcome 1 has been rated as Moderately Satisfactory**, considering that the Outcome 1 of the project required the work to be carried out in 12 districts (against the 3 districts where the work has been carried out). Further, the Outcome 1 of the project required integration of climate risk and adaptation programs in the two national rural development programmes, Divi Neguma and Gama Neguma.

5.1.2 Attainment of Objectives - Outcome 2

Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes

As per the original design of the project different Outputs for Outcome 2 of the project were as follows:

Output 2.1: Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction/ risk management measures

Output 2.2: Develop institutional processes to review climate risks in new rural development investment

Output 2.3: Knowledge codified and shared to enable replication and up-scaling of climate risk management beyond Gama Neguma and Divi Neguma

Indicative activities which were to be carried out under different Outputs of Outcome 2 are as given in Table 21.

Table 21: Activities Originally Planned under Outcome 2 of the project (as per project document)

Output	Indicative Activity
2.1 Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction/ risk management measures	2.1.1 Divisional and district planners, technical department representatives in districts trained to use climate risk assessment tools developed in 1.1
	2.1.2 Selected officials trained as future trainers and formed in to 'resource pools' at provincial/ national level to support other districts
	2.1.3 Village officers implementing and monitoring Gama Neguma and Divi Neguma are trained to conduct participatory assessments of community-level climate risks and adaptation needs
	2.1.4 Support SLIDA Distance Learning Centre to develop a refresher course on using climate resilient planning tools for district and divisional planning officials
	2.1.5 Introduce climate resilient planning tools to regular in-house training programmes of Agrarian Development Department, Agriculture Department, Irrigation Department, Coast Conservation Department and Ministry of Local Government
2.2 Develop institutional processes to review climate risks in new rural development investment	2.2.1 Strengthen a multi-disciplinary Climate Change subcommittee within the National Divi Neguma/ Gama Neguma Task Force to provide technical support and guidance to project execution in the 12 target districts
	2.2.2 Conduct awareness and refresher programmes for subcommittee members from technical agencies and academia based on climate change risk assessments

	carried out in 1.1
	2.2.3 Conduct exposure visits and familiarization tours for officials of Ministry of Economic Development, National Planning Department, Ministry of Finance to target districts
2.3 Knowledge codified and shared to enable replication and up-scaling of climate risk management beyond Gama Neguma and Divi Neguma	2.3.1 Establish youth volunteer corps through Divi Neguma to support the best practice exchange between other villages within the district and province
	2.3.2 Conduct exchange visits and community workshops to share best practices on climate smart local planning and climate resilient rural investments implemented through VDPs
	2.3.3 Develop case studies on successful adaptive practices in water management, land management and coastal zone management at local level for media and public awareness in all national languages

With the changes in the project design, many of the activities planned originally were done away with. Different activities which were decided by the project board to be carried out under Outcome 2 of the project are as given in Table 22 below.

Table 22: Revised set of activities for Outcome 2 (as per work plans)

Activity as per modified project design (for work plan 2015) (for work plan 2016) (for work plan 2017)	
2.1: Establish the project advisory committee	
2.2: Establish a sub-committee within DDD to ensue and endorse CCA into livelihood and community infrastructure development actions	
2.3: Identify an operational mechanism covering district, divisional and village levels to facilitate village development plans in line with Divi Neguma and Gama Neguma programmes	
2.4: Develop the training manual to train village volunteers on climate risk assessment and village development planning	
2.5 Conduct two training of trainers programmes (one for each district) targeting divisional level resource pool (selected government officials and volunteers) on climate risk incorporated village development planning (Target number 46)	
2.6 Conduct training programmes targeting village level volunteers on climate risk incorporated village development planning (target 500 village volunteers)	
2.7 Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction / risk management measures	
2.8 Capacity building for govt. staff in Puttalam and Rathnapura districts on climate change adaptation, disaster risk reduction, adaptive agriculture development	
2.9 Awareness raising for Community members in selected GNDs in Puttalam and Rathnapura district on climate change adaptation, disaster risk reduction, adaptive agriculture development etc.	
2.10 Awareness raising for school community on climate change adaptation in Puttalam and Rathnapura districts	

With the changed project situation, the activities planned under Output 2.3 were dropped. At the time of the TE, the status of achievement for different outputs of Outcome 2 was as given in Table 23.

Table 23: Status of Outputs of Outcome 2

Output (as per revised Log-Frame)	Status at TE
Output 2.1: Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction/ risk management measures	<ul style="list-style-type: none"> 675 Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction/ risk management measures in Kurunegala and Puttalam district
Output 2.2: Develop institutional processes to review climate risks in new rural development investment	<ul style="list-style-type: none"> Climate resilient village development planning is mainstreamed in 5 DSDs, 13 DSDs and 4 DSDs in Puttalam, Kurunegala and Rathnapura districts respectively

	<ul style="list-style-type: none"> • Provincial Department of Agriculture – North Western Province develops five-year strategic plan which includes with a mechanism for reviewing climatic risk and climate change risk sensitive development planning and implementation • Minor irrigation development project managed by Strategic Enterprise Management Agency of Presidential Secretariat is now amending their programme plan by incorporating climate resilient designing and social mobilization components • The project started to contribute to develop new national agriculture policy by incorporating climate change adaptation • Project contributed to conduct post disaster needs assessment with climate change and disaster management perspective.
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The assessment regarding attainment of the Outcomes has been carried out keeping in mind the status of different activities of the project as given in Table 24.

Table 24: Status of Implementation of Activities of the Project for Outcome 2

Activity (as per modified project design)	Puttlam District	Kurunegala District	Ratnapura District
Development planners, district engineers, urban and rural infrastructure planners are trained to recognize climate risk problems and apply or recommend targeted risk reduction / risk management measures	110 government officers trained	490 government officers trained	75 government officers trained
Develop institutional processes to review climate risk in new and rural development investments (district level)	Climate resilient village development planning is mainstreamed in 5 DSDs	Climate resilient village development planning is mainstreamed at 13 DSDs	Climate resilient village development planning is mainstreamed in 4 DSDs

Apart from the above at the level of the North-Western Province (comprising of two districts, Puttlam and Kurunegala), the Provincial Department of Agriculture has developed a five-year strategic plan that includes a mechanism for reviewing climatic risk and climate change risk sensitive development planning and implementation. Under this component of the project, climate change has been introduced in the planning process at the country level as well, with the following specific achievements.

- Minor irrigation development project managed by Strategic Enterprise Management Agency of Presidential Secretariat is amending their programme plan by incorporating climate resilient designing and social mobilization components
- The project initiated to contribute to develop new national agriculture policy by incorporating climate change adaptation
- Project implementing Partner (Ministry of Disaster Management) developed post disaster need assessment with climate change and disaster management perspective with the support of UNDP

The work plan of the project for the year 2017 included the activities pertaining to Outcome 2 for a number of activities at Rathnapura district. The MOU included the collaborative activities as detailed below:

- Study of climate resilient livelihood development in landslide prone areas based on community resilience framework.
- Impact assessment of the agriculture sector for future climatic scenarios (with the support of Department of Meteorology) for Ratnapura.
- Capacity building for government staff of District Secretariat, Divisional Secretariats, Provincial Department of Agriculture, and other relevant agencies in the areas of use of GIS and Remote Sensing for planning and implementation of development activities, climate change resilient development planning and climate change resilient agricultural livelihood development.
- Conduct awareness raising for community members in selected GNDs on climate resilient livelihood development and landslide risk reduction.
- Facilitate cross sector visits and exchange programmes for relevant government officials.
- Conduct awareness raising seminars and workshops for school communities on climate change adaptations.

However, due to time constraints only some of the above activities could actually be carried out. Table 25 provides an overview of results (Outputs) for Outcome 2 of the project against the set of indicators as listed in the revised log frame of the project. Also given in the Table is the rating for the achievement of results.

Table 25: Results for Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes

Indicators (as per modified Log-Frame)	Baseline	Revised Target	Status at MTR	Rating at MTR	Level at PIR-2017 ¹⁷	Status at TE	TE Ratings
Indicator B-1: Number of divisional and local planning units in 3 vulnerable districts reported to apply climate risk assessment tools and methods to development planning	0	15	<ul style="list-style-type: none"> • 5 DSDs in Puttalam district • 13 DSDs in Kurunegala district 	MS	On Track	<ul style="list-style-type: none"> • 5 DSDs in Puttalam district • 13 DSDs in Kurunegala district • 4 DSDs in Rathnapura district • 30 GNDs in Kurunegala, 15 GNDs in Puttalam and 15 GNDs in Rathnapura districts 	S
Indicator B-2: Number of stakeholder groups reporting enhanced awareness of climate change risks and adaptation measures at national, district and village levels in 3 most vulnerable		<ul style="list-style-type: none"> • >50% of key stakeholder groups listed below report improved awareness measured by before and after survey <ul style="list-style-type: none"> ○ Officers of National Planning, Ministry of Finance and 	<ul style="list-style-type: none"> • No Baseline survey has been carried out. End line survey may be carried out to determine the value of the indicator. • Progress has been assessed based on discussions with the 	MS	On Track	<ul style="list-style-type: none"> • No end-line survey could be carried out. Based on the trainings provided under the project the project team claims significant improvement in the level of awareness. In the absence of a 	MS

¹⁷ Self-Assessment by the Project Team. In the PIR the project team has used a different (although almost identical) set of indicators which were provided in the original log-frame of the project, while TE of the project is being carried out based on the modified log-frame (modified at MTR)

Indicators (as per modified Log-Frame)	Baseline	Revised Target	Status at MTR	Rating at MTR	Level at PIR-2017 ¹⁷	Status at TE	TE Ratings
districts		Ministry of Economic Development <ul style="list-style-type: none"> ○ District Planning Units ○ Divisional Planning Units ○ Village mobilisers-communities in risk prone GN units 	limited number of stakeholders			survey only qualitative assessment could be made for achievements against this indicator	

As has been stipulated before during the implementation phase of the project the Divi Neguma and Gama Neguma schemes of the government were done away with. Also, with the changed scenario it was decided to implement the activities of the Outcome 2 of the project in 3 districts (instead of 12 mentioned in the project document). The assessment regarding the attainment of results has been done in terms of the indicators in the Modified Log-Frame, which was prepared at the MTR. Given below is the achievement of the project for the two indicators for Outcome 2 of the project.

Indicator B-1

Specific achievements against this indicator are;

- 5 Divisional Secretariat Divisions in Puttalam district, 13 Divisional Secretariat Divisions in Kurunegala district and 4 Divisional Secretariat Divisions in Rathnapura district are applying climate risk assessment tools and methods in development planning.
- 60 Gram Nirdhari Divisions (GNDs) (31 in Kurunegala, 14 GNDs in Puttalam and 15 GNDs in Rathnapura districts) are applying climate risk assessment tools and methods in development planning.

The achievement against indicator B-1 has been rated as Satisfactory

Indicator B-2

No end-line survey could be carried out. In the absence of a survey only qualitative assessment could be made for achievements against this indicator. Based on the trainings provided under the project, the project team claims significant improvement in the level of awareness. Increased level of awareness towards climate change risks and adaptation is reported for about 675 government officers from district and divisional planning units including three District Secretariats (i.e. Kurunegala, Puttalam and Rathnapura districts). These includes offices from Secretariats in Kurunegala, Puttalam and Rathnapura districts, three District Planning Secretariats (Kurunegala, Puttalam and Rathnapura), Divisional Planning Secretariats in Kurunegala, Puttalam and Rathnapura districts, Former Department of Divinaguma Development (under the former Ministry of Economic Development), Technical Agencies including two Provincial Departments of Agriculture in North Western and Sabaragamuwa provinces, Department of Agrarian Development

The achievement against the Indicator, B-2 is rated as Moderately Satisfactory. This is considering that no end-line survey could be carried out and the achievement could be assessed only on a qualitative basis.

Considering the performance of the project against the modified indicators, the achievement of the results for Outcome 2 of the project has been rated as Moderately Satisfactory. Although, the achievement of results is more or less satisfactory. The results have been rated as Moderately

Satisfactory, considering that the Outcome 2 of the project required significant work at the national level as well. Further, the text for Outcome 2 requires integration of climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes (Although the Ministry of Economic Development which was administering these two programmes is no more in existence).

5.1.3 Attainment of objectives - Outcome 3

Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks

As per the original design of the project different Outputs for Outcome 3 of the project were as follows:

- Output 3.1: Increasing climate resilience in rural livelihoods through climate smart VRMPs
- Output 3.2: Rural Infrastructure constructed through the Gama Neguma Programme in 60 villages incorporating climate and disaster resilience measures

Different activities which were to be carried out under different Outputs of Outcome 3 are as given in Table 26.

Table 26: Activities Originally Planned under Outcome 3 of the project (as per project document)

Output	Activity
3.1 Increasing climate resilience in rural livelihoods through climate smart VRMPs	3.1.1 Implement climate resilient water and soil conservation measures through an upgraded Divi Neguma support package in 3 districts
	3.1.2 Promote intercropping and crop/livestock diversification for improved livelihood resilience in Divi Neguma households in 3 districts
	3.1.3 Implement mangrove restoration to protect lagoon and coastal fishery in lagoon and brackish water systems in target coastal district
3.2 Rural Infrastructure constructed in 60 villages incorporating climate and disaster resilience measures	3.2.1 Protect local watersheds and catchment forests to ensure resilience of minor irrigation works and rural water supply schemes implemented through Gama Neguma in 60+ villages
	3.2.2 Protect rural roads, bridges, culverts from climate induced floods and landslides through simple engineering techniques in 60+ villages
	3.2.3 Protect rural buildings from climate induced natural disasters such as flood, drought and landslide through improved climate resilient engineering

With the changed situation, many activities which were provided for in the project document were done away with. The project board decided to carry out following activities under this component of the project.

Table 27: Revised set of activities for Outcome 3 (as per approved annual work plans)

Activity as per modified project design (for work plan 2015) (for work plan 2016) (for work plan 2017)
Outcome 3: Concrete Adaptation Actions
3.1: Irrigation development
3.1.1 Minor irrigation tank rehabilitation
3.1.2 Lift irrigation and micro irrigation
3.2 Agriculture Development
3.2.1 Market oriented commercial agriculture
- Pineapple cultivation (mawatagama, waruyopola, allauwa, polgahawela, giriulla, ibnagamuwa, narammala)
- Banana cultivation
3.2.2 Ecological home gardening
3.3: Facilitate and improve market chains for ecological products
3.4: Rural infrastructure development in 60 villages incorporating climate and disaster resilience measures

Activity as per modified project design (for work plan 2015) (for work plan 2016)(for work plan 2017)
<i>3.5: Piloting cost effective, climate and disaster resilient minor irrigation infrastructure development models in Daduruoya and Me oya basins</i>
<i>3.6: Ground water Harvesting</i>
<i>3.7: Develop local flood mitigation plans</i>
<i>3.8: Introduce innovative water management models with respect to climate change adaptation</i>
<i>3.9: Re-introduce traditionally climate and disaster resilient tank ecosystem of the rehabilitated tanks by the project (establish kattakadua, gasgommama and perahana</i>
<i>3.10: Increase climate resilience in rural livelihoods through climate smart VRMPs</i>
<i>3.11: Soil improvement as an adaptive measure</i>
<i>3.12: Market development</i>
<i>3.13: Promote field research and desk research studies on climate change adaptation in development</i>
<i>3.14: Road map for DRR and CCA research formulated</i>
<i>3.15: Climate resilient agriculture development programme in Kurunegala, Puttalam and Rathnapura districts - home gardening, micro irrigation, construction of run-off water harvesting tanks, trees farming, SALT farming etc.</i>
<i>3.16: Soil stabilization and erosion control activities and livelihood supportive perennial tree planting programme in Rathnapura district</i>
<i>3.17: Coastal flood and drought mitigation infra-structure development interventions in Puttalam district</i>
<i>3.18: Farmers market development in North Western Province</i>
<i>3.19: Agricultural market development interventions in Kurunegala, Puttalam and Rathnapura districts</i>
<i>3.20: Water management & drainage facilitation activities in Rathnapura district</i>
<i>3.21 Alternative livelihood development programme in Rathnapura district</i>

Against the planned activities, the status of actual implementation is as given in Table 28.

Table 28: Status of Implementation of Activities of the Project for Outcome 3

Activity (as per modified project design)	Puttalam Dist.	Kurunegala Dist.	Ratnapura Dist.
Piloting cost effective, climate and disaster resilience minor irrigation, infrastructure development models	<ul style="list-style-type: none"> 11 tanks were identified for rehabilitation. However, actual rehabilitation of these tanks could not be carried out under the project for want of funds and time. This activity will now be taken up in subsequent climate change adaptation project (supported by GCF) 	<ul style="list-style-type: none"> Rehabilitation of 34 tanks – complete 	<ul style="list-style-type: none"> Construction of six access roads during disaster situations (flood) Construction of one small bridge, one culvert and a drainage facilitation system Construction of five small scale anicuts for water diversions Construction of one drinking water project
Lift irrigation and micro irrigation	<ul style="list-style-type: none"> 37 lift irrigation and micro irrigation units established 	<ul style="list-style-type: none"> 20 lift irrigation and micro irrigation units established 	<ul style="list-style-type: none"> 18 lift irrigation and micro irrigation units established
No. of Farmers / Kitchen Home Gardens	<ul style="list-style-type: none"> 420 home gardens established 	<ul style="list-style-type: none"> 930 home gardens established 	<ul style="list-style-type: none"> 105 home gardens established
Other climate resilient agricultural practices	<ul style="list-style-type: none"> Cultivation of short duration, drought tolerant crops in the highlands are promoted in 14 GNDs in 5 DSDs 	<ul style="list-style-type: none"> Cultivation of short duration, drought tolerant crops in the highlands as well as command areas of paddy 	<ul style="list-style-type: none"> Cultivation of short duration crops, drought tolerant crops, in the highlands as

Activity (as per modified project design)	Puttlam Dist.	Kurunegala Dist.	Ratnapura Dist.
		lands are promoted in 31 GNDs in 13 DSDs	well as command areas of paddy lands are promoted in 15 GNDs in 4 DSDs
No. of farmers / area under fruit cultivation as a alternative livelihood means practices	<ul style="list-style-type: none"> 49 farmers cultivate 35.5 acres of pineapple 	<ul style="list-style-type: none"> 113 farmers cultivate 89.5 acres of pineapple 	<ul style="list-style-type: none"> 15 farmers cultivating 15 acres of perennial fruit crops including Rambutan, Durian and Mango
Ground water harvesting	<ul style="list-style-type: none"> 17 runoff water harvesting tanks constructed 	<ul style="list-style-type: none"> 25 runoff water harvesting tanks constructed 	<ul style="list-style-type: none"> 06 rainwater harvesting tanks were distributed
Develop local flood mitigation plans	<ul style="list-style-type: none"> 6 VDPs of flood prone areas developed, flood mitigation plans which is part of VDP 	<ul style="list-style-type: none"> 7 VDPs of flood prone areas developed flood mitigation plans which is part of VDP 	<ul style="list-style-type: none"> 10 VDPs of flood prone areas developed flood mitigation plans which is part of VDP
Introduce innovative water management models with respect to climate change adaptation	<ul style="list-style-type: none"> Picher irrigation practiced in 30 home gardens 	<ul style="list-style-type: none"> Innovative on-farm water management model is introduced for 34 minor tanks. <ul style="list-style-type: none"> Dry soil preparation, ploughing with first rain, alternate wetting are some features of the model. Measuring the irrigation water quantity, and supply channel lining are some characteristics Dead storage increased to serve multiple use and grounds water recharging 	<ul style="list-style-type: none"> Resilient water management practiced in 82 plots including micro irrigation, soil conservation techniques, efficient on-farm water distribution
Re-introduce traditionally climate and disaster resilient tank ecosystems of the rehabilitated tanks (establish Kattakadua, gasgommana and perahana)		<ul style="list-style-type: none"> Kattakaduwa and gasgommana established in 34 tanks by planting 6,000 forest trees 	<ul style="list-style-type: none"> Established forest conservations in land slide prone areas in four DSDs (Alapatha, Kiriialla, Kollonna, Palmadulla) by planting 4,000 plants
Increase climate resilience in rural livelihood through climate smart VRMPs	<ul style="list-style-type: none"> Climate resilient village development planning is ongoing in 14 GN divisions in 5 DSDs. This includes the development of village resources profiles, Village Resources Management and development Committees, and development plans (live and ongoing process). 	<ul style="list-style-type: none"> Climate resilient village development planning is ongoing in 31 GN divisions in 13 DSDs. This includes the development of village resources profiles, Village Resources Management and development Committees, and development plans (live and ongoing process) 	<ul style="list-style-type: none"> Climate resilient village development planning is ongoing in 15 GN divisions in 4 DSDs. This includes the development of village resources profiles, Village Resources Management and development Committees, and development

Activity (as per modified project design)	Puttlam Dist.	Kurunegala Dist.	Ratnapura Dist.
			plans. (live and ongoing process)
Soil improvements as an adaptive measure	<ul style="list-style-type: none"> • Soil improvement through establishment of 420 ecological home gardens. Soil improvement through composting, mulching, erosion control, and other ecological farming technologies 	<ul style="list-style-type: none"> • Soil improvement through establishment of 930 ecological home gardens. Soil improvement through composting, mulching, erosion control, and other ecological farming technologies. 	<ul style="list-style-type: none"> • Soil improvement through establishment of 105 ecological home gardens. Soil improvement through composting, mulching, erosion control, and other ecological farming technologies.

Apart from the activities mentioned above, there were market development activities that have been carried out at the province level (North West province, which comprises of two districts of Puttlam and Kurunegala). Under the market initiatives, a farmers' market and 10 collection centres with 5000 consumers, 1000 ecological farmers and 100 vendors in the North-Western Province have been developed. Buy-back arrangements have been made with a private sector company (Hayleys) for 157 commercial pineapple farmers and 43 other commercial fruit farmers (Guava, pomegranate and passion fruits). A roadmap has been prepared for private sector engagement for climate resilient market development and the process is followed up with Provincial Secretary, Agriculture and Chamber of Commerce. At the time of TE, the status of achievement for different outputs of Outcome 3 is as given in Table 29.

Table 29: Status of Outputs of Outcome 3

Output (as per modified Log-Frame)	Status at TE
Output 3.1: Increasing climate resilience in rural livelihoods through climate smart VRMPs	<ul style="list-style-type: none"> • VDP process facilitated climate resilient livelihoods in 31 GNDs in Kurunegala, 14 GNDs in Puttalam and 15 GNDs in Rathnapura districts. This included climate change resilient ecological home gardening (1405 home gardens) • Drought tolerant paddy farming was established for 4,500 beneficiary families of 34 irrigation tanks rehabilitated by the project in Kurunegala district • Climate resilient poultry farming was introduced to 1,100 beneficiaries with ventilation facilitated movable poultry cages and improved local laying breeds withstand high temperature in North Western Province • Commercial Pineapple, Passion Fruits, Guava, Pomegranate, Mango farming promoted amongst 215 farmers in 14 GNDs in Puttalam district, 31 GNDs in Kurunegala district and 15 GNDs in Rathnapura. Initiated to facilitate marketing for pineapple, guava, pomegranate and passion fruit farmers through buy back guarantee. • Cultivation of 33,160 commercial scale tuber crops in 6 DSD and 10 GNDs in Kurunegala district. • 23 diversified small scale non-farm enterprises were established in Rathnapura district (three mushroom producing businesses, three fruits and vegetable collecting centres, four bee-keeping businesses, ten cut flower producing businesses, three food processing businesses) • Developed more than 100 agri-business entrepreneurs who collect the ecological agricultural products from 1350 ecological farmers in North Western Province and supply to 11 farmer's markets • Facilitate markets for 1350 agricultural producers in North Western Province through establishing 11 farmers' markets in North Western Province

Output 3.2: Rural Infrastructure constructed in 60 villages incorporating climate and disaster resilience measures	<ul style="list-style-type: none"> • Minor irrigation development works implemented in 31 GNDs by DAD in Kurunegala district incorporated climate resilient designs • Facilitated access to water and agricultural livelihoods for 18,000 people in Kurunegala district through the rehabilitation of 34 irrigation tanks • VDP process streamlined infra-structure development works including village road construction by Pradeshiya Babha (Local Authorities) takes flood and drainage facilitation into account in 31 GNDs in Kurunegala, 14 GNDs in Puttalam, and 15 GNDs in Rathnapura districts
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Apart from the activities mentioned in the above Table, work has been carried out under the MOU signed between District Secretary-Rathnapura and Ministry of Disaster Management, and Chief Secretariat-Sabaragamuwa province and Ministry of Disaster Management. Under this MOU, the project provided technical and financial assistance to incorporate climate change adaptation, disaster risk reduction and mitigation measures into the annual and medium term plans of the District Secretariat, District Planning Secretariat, Divisional Secretariats, Provincial Department of Agriculture, and demonstrate climate change resilient development planning, capacity building as well as adaptation interventions in the district. Some of the specific activities carried out under this MOU are as follows:

- Demonstration of climate change adaptation actions by implementing land degradation control and slope stabilization interventions in selected 15 GN divisions.
- Perennial tree planting programmes in selected sloping lands implemented
- Identification and implementation of feasible local solutions to stabilize fragile slope lands in moderate risk areas through divisional level climatic vulnerability assessments and climate resilient village development planning.
- Promotion of eco-friendly home gardens through appropriate sloping agricultural land technology methods through Provincial Department of Agriculture.
- Promotion of micro irrigation and water management activities through Provincial Department of Agriculture.
- Promotion and demonstration of an efficient on farm water supply and water management activities through Provincial Department of Agriculture.
- Promotion of diversified non-farm enterprises

Table 30 provides an overview of results (Outputs) for Outcome 3 of the project against the set of indicators.

Table 30: Results: Outcome 3 - Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks

Indicators (as per modified Log-Frame)	Baseline	Revised Target	Status at MTR	Rating at MTR	Level at PIR 2017 ¹⁸	Status at TE	TE Rating
Indicator C: Increase in annual income of farmers (disaggregated by gender) as a result of project introduced adaptation measures implemented in selected home gardens and small farms in the 3 most vulnerable districts	<ul style="list-style-type: none"> • Annual income = or <USD1500 in target farm households 	<ul style="list-style-type: none"> • 15% increase against baseline by 2015 • 20% increase against baseline by 2016 	<p>Actual income increase is not yet measured. Following are the anticipated income changes</p> <ul style="list-style-type: none"> • Additional income for 1,350 home gardeners in NWP throughout the year by selling home gardening products to local shops, and farmers market at premium price. • Nearly 2,000 families (8,000 people) will increase their income by increasing cropping 	MS	On Track	Achieved	HS

¹⁸ Self Assessment by the Project Team.

Indicators (as per modified Log-Frame)	Baseline	Revised Target	Status at MTR	Rating at MTR	Level at PIR 2017 ¹⁸	Status at TE	TE Rating
			<p>intensity from 0.7 at least to 1.5 through the rehabilitation of 34 minor tanks in Kurunegala district</p> <ul style="list-style-type: none"> • 200 commercial farmers will increase their income by harvesting at least 350,000 kg of pineapple, passion fruits, Guava and Pomegranate and earn at least 35,000,000 rupees after 6 to 10 months from today. • Nearly 2,500 families (10,000 people) will increase their income by cultivating a series of short duration drought resilient crops in highlands including maize in 45 GN divisions in North Western Province 				

When viewed in terms of the indicators, this has been a very successful component of the project with 35% to 100% income increase against the baseline situation. The project implemented a series of climate change adaptation activities in key sectors affected by climate change, including water and agriculture sectors. The irrigation rehabilitation and agriculture development activities carried out under the project improved the adaptive capacity of the people and coping capacity of the livelihood resource bases for climate change impacts, thereby setting the ground for improving the farmers' income. Some of the contributing factors towards increase in the income levels of the farmers are as follows:

- Pot cultivation (mostly chillies) was introduced as an adaptation to drought and floods by the project. This cultivation method enabled farmers to protect the crops even during drought since the pots can be maintained with very little amount of water compared to cultivation on the soil. The pots can also be transported in case of floods.
- The project introduced climate resilient home gardening and agriculture marketing systems in North Western Province in collaboration with PDOA-NWP. Under this the farmers market their ecologically produced agricultural products at the farmer's market established by the project in Kurunegala city. More than 1000 additional climate resilient home gardening beneficiaries market their ecologically produced agricultural harvest in 10 regional farmer's markets established by the project in collaboration with PDOA-NWP. Discussions with the farmers during the TE revealed that their income has increased by about 50-60 percent due to establishment of the farmer's market.
- Commercial pineapple crops through planting 500,000 pineapple suckers. The farmers have just started harvesting their pineapple crops and it is expected to harvest at least 250,000 kg of pineapple fruits annually. Compared to baseline income level, the family income of 162 pineapple farmers is expected to be increased at by about 48%.
- The improved water storage capacity of the minor tanks has improved the water levels and water availability periods of the ground wells in the down-stream settlements. Therefore, access to water for diversified livelihood activities such as farming, fishing, livestock rearing, home gardening, commercial farming and other multiple usages such as bathing and washing has improved. This has increased the cropping intensity in the surrounding areas of the 34 tanks from 0.8 to 1.25 leading to increase in agriculture by 56%.

In view of the achievements against indicator C, the achievement of the results for Outcome 3 of the project has been rated as Highly Satisfactory.

5.1.4 Attainment of Results - Project Objectives

Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting.

The objectives of the project were to be achieved by integrating the climate risk information and adaptation measures in the two mainstream rural development programs of that time (Divi Neguma and Gama Neguma). The project was to conduct climate risk assessments in 12 vulnerable districts to identify areas with greater risk; and train district planning officials to manage climate risks (Outcome 2). These districts were identified as the most vulnerable to the impacts of climate change in Sri Lanka (at the time of project preparation). As per the project document, the project was to work with a range of technical partners- such as the Departments of Agriculture, Irrigation, Livestock, and Disaster Management Centre. At village level, the project was to support Department of Divinaguma Development for incorporation of climate risk assessments into every Grama Niladhari Division (GND) level Village Development Plan. The project was to deliver concrete adaptation measures in Puttlam, Kurunegala, and Rathnapura districts, which are highly vulnerable to climate change (Outcome 3), building on the government-funded Gama Neguma and Divi Neguma rural development programmes. The measures were to include enhanced water storage and its rational use, conservation of soil, coastal ecosystems for improved agricultural production, improved crop choice and built infrastructure such as roads, irrigation systems and water supply which incorporate climate risk reduction.

The project could not be implemented as designed and got significantly scaled down. However, “as far as integrating climate risk information and adaption measures” is concerned, the objectives remained unchanged. The log-frame of the project was modified at the time of the MTR to account for the changed situation, wherein the project was not in a position to follow the original log-frame of the project (due to changed political and administrative set up in the country) and the project implementation was being carried out as per the work plans approved by the Project Board. As was explained by the project team, even the modified log-frame could not take care of the situation entirely due to procedural problems (changes in the project objectives and the indicators and the outcomes can’t be carried out during the course of implementation of the project; with the approval of the RTA, changes can only be carried out at the Outcome level indicators). In spite of the fact that the modified log-frame is not fully accounting for the changed situation of the project, terminal evaluation and the ratings for achievement is being done as per the modified log-frame (as per the procedural requirements). Table 31 below provides the progress towards achievement of the project objectives in terms of the indicators of the modified log frame. Also given is the rating for the achievement of results for the two indicators.

Table 31: Results – Project Objectives

Indicators (as per Log-Frame)	Baseline	Target	Status at MTR	Rating at MTR	Level at PIR 2017 ¹⁹	Status at TE	TE Rating
Indicator 1: Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture,	< 05	• >20 strategies and their associated actions implemented	Due to the changed project situation this part of the project pertaining to national level activities were dropped. These activities were carried out to	U	On Track	The project did achieve some results, but these results has remained more or less local and regional and restricted to the three districts where pilots were	MU

¹⁹ Self Assessment by the project team

Indicators (as per Log-Frame)	Baseline	Target	Status at MTR	Rating at MTR	Level at PIR 2017 ¹⁹	Status at TE	TE Rating
Agrarian Development, Coastal Conservation and Ministry of Economic Development			some extent in the three districts where the project activities were carried out.			implemented (rather than at the national level)	
Indicator 2 : Climate risk assessment is an integral part of development planning at village, national and district level	Non-existent	<ul style="list-style-type: none"> Climate risk assessment included in planning processes for VDPs, District development plans and Gama Neguma/ Divi Neguma national programmes in 12 vulnerable districts 	<ul style="list-style-type: none"> Climate risk assessment included in Village Development planning process in 45 GNDs in NWP Climate risk assessment included in Divisional Development planning process in 18 DSDs in NWP Climate risk assessment included in Agriculture Development planning in North Western Province Climate risk assessment included in minor irrigation development planning in Kurunegala district 	MS	On Track	The project has been able to achieve the required results only in three vulnerable districts where the pilots were implemented. Whereas, the target was to achieve these results in the 12 vulnerable districts. Apart from the local and regional level, there are some achievements at the national level as well	MS

The stated objective of the project, “Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting” is clearly targeted at the achievements of results at the national level. But due to scaling down of the project (due to changes in political and administrative set up during the course of project implementation), the project has become more or less regional in nature. Following paragraphs provide details of the achievements of the project objectives in terms of the two indicators.

Indicator 1:

Indicator 1, required achievements at the national level, however, due to scaling down of the activities, the achievements of the project have become more regional (and not national). In order to take care of this situation to the extent possible, the project board as part of its work in the year 2017, included the activities relating to sharing the experiences of the three districts (where the concrete adaptation actions had been defined and implemented) with other nine districts which are vulnerable to climate change. In this regard some of the specific activities which were carried out are as follows:

- Stakeholder experience sharing workshops (3) were conducted in Kurunegala, Puttalam and Rathnapura Districts with wider stakeholder participation
- An experience sharing workshops was conducted to share climate change adaptation experience of Rathnapura district with Kegalle district (the only other district in the Sabaragamuwa province)
- An exposure visit was conducted to Kurunegala district, by the stakeholders of Rathnapura district to share climate change adaptation experiences.
- Climate change adaptation experience was shared with the stakeholders from rest of the nine districts at two national level workshops organized by (a) Strategic Enterprise Management Agency (SEMA)²⁰ and (b) Ministry of Mahaweli Development and Environment.
- Adaptation experiences were shared with North Western Provincial level stakeholders at Blue Green Era exhibition organized by Provincial Council in Kurunegala
- Adaptation experience was shared at national level by publishing regular newspaper articles (weekly basis) in National newspapers over a period of one year
- A case study about the climate resilient irrigation development work, carried out under the project was prepared. This case study was shared with wider stakeholder communities by including it in a book on climate resilient minor tank restoration (written by Dr. Thennakon).

The above activities will certainly help in upscaling and replication of the adaptive actions implemented under the project, however, such upscaling and replication will be more at the local and regional level (and not at the national level). The project team claims (in PIR for 2017) that in terms of achievement against Indicator 1, following 20 strategies and their associated actions were implemented in water, agriculture and development planning sectors in Kurunegala, Puttalam and Rathnapura districts.

1. Provincial Department of Agriculture (PDOA) developed a comprehensive 5-year strategic plan for the North Western Province (NWP) to develop agriculture, incorporating climate change resilience with the support of the project. PDOA-NWP streamlined the provincial level agriculture development works according to the strategic plan.
2. Climate resilient agriculture development capacity building plan was prepared for the NWP and the training and capacity building works were streamlined according to the plan. This capacity building plan also facilitated implementation of the five-year strategic plan for climate resilient agriculture development.
3. Increasing the efficiency of agriculture supply chain through by passing ineffective, inefficient and exploitative actors is an adaptation strategy demonstrated by the project. Couple of climate resilient supply chain management models viz. (a) farmer's markets (b) forward sales agreements with buy back guarantee, were demonstrated in a participatory manner. PDOA-NWP is continuing these climate resilient supply chain management models beyond the project period.
4. As a result of the project interventions, PDOA-NWP and PDOA-Sabaragamuwa Province started providing farmer extension services for climate resilient ecological agriculture development in North Western and Sabaragamuwa Provinces which is a very good initiative to mainstream climate resilient agriculture within the two provinces.
5. Locally produced food consumption was promoted within the North Western Province through the establishment of 11 regional farmer's markets and consumer awareness programmes. This paved the way for sustainable consumption and production in the North Western Province.
6. The project developed climatic vulnerability assessment criteria for Kurunegala, Puttalam and Rathnapura districts and they were shared with District Secretariats and Planning Secretariats of the three districts.
7. The project developed divisional level vulnerability maps for 3 districts (Kurunegala, Puttalam and Rathnapura) which will be used for development planning, budget and other resource allocation by divisional development agencies.

²⁰ In Sri Lanka was established to ensure, that strategic state-owned enterprises are sustainably managed by providing expert guidance

8. The project developed guidelines for climate change sensitive village development planning, based on the community resilient framework of the Sri Lanka Comprehensive Disaster Management Programme, the national umbrella for disaster risk management 2014-2018.
9. The Ministry of Disaster Management, Disaster Management Centre and Divisional Secretaries are now utilizing community resilient guidelines for development planning. In addition, NGOs and INGOs are currently following the Community Resilience guidelines for their community based programming at the ground level.
10. Project introduced climate resilient village development planning to the Divisional Secretariats through the demonstration of 60 village development plans in Kurunegala, Puttalam and Rathnapura districts. Divisional Secretaries in Kurunegala district has already initiated allocating village development resources based on the climate resilient village development plan.
11. The project in collaboration with Department of Agrarian Development (DAD) ranked all minor irrigation tanks and cascade systems of a (Mee Oya) river basin based on climatic vulnerability. DAD now uses this ranking for selecting tanks for rehabilitation using regular government funds.
12. Project developed climate resilient minor irrigation development designs in collaboration with DAD who will use them for future irrigation development designing works by using regular government funds.
13. The project enhanced the capacity of DAD technical staff of Kurunegala district on climate resilient irrigation development, designing and implementation by implementing a comprehensive capacity building programme.
14. The project demonstrated minor tank ecosystem development as an adaptation strategy. This included the establishment of tank bund reservations, reed beds and tree girdles which controls salt contamination of paddy fields, siltation and evaporation water losses from the tank surface respectively etc.
15. The project introduced soil testing for de-siltation programmes in North Western Province which control infiltration water losses of newly rehabilitated irrigation tanks. The project capacitated selected government agrarian service centre of DAD to facilitate soil testing.
16. The project demonstrated the improvement of catchment characteristics of upstream home gardens as an adaptation strategy which controls soil erosion and siltation of minor tanks. PDOA-NWP is developing such home gardens using regular government funds now.
17. Project promoted rainwater harvesting an adaptation strategy for dry zone Sri Lanka. Two rainwater harvesting methods were demonstrated viz. (a) minor irrigation tank rehabilitation for multiple uses (b) run-off water harvesting for agriculture in collaboration with DAD and PDOA-NWP. Through these strategies, construction of ground water harvesting wells were discouraged in dry zone Kurunegala and Puttalam district including coastal belt where ground water quality has declined.
18. Project demonstrated cultivation of paddy and other filed crop combinations in minor tank irrigated paddy lands in the circumstances where tank water spread to command area ratio is less than 1. Cultivation meetings use this criterion to decide the crop combinations for any given season of cultivation.
19. The project revitalized traditional water management practices as an adaptation strategy to climate change induced issues in collaboration with DAD. This included practicing a highly democratic water sharing system called "Bethma" during comparatively dry "Yala" cultivation season.
20. Project reintroduced so called non-standard minor irrigation infrastructure components adopted by ancient people since some of them have relevance to the climate change induced issues. For example, the project reintroduced "Kata Sorrowwa" which is a sluice that irrigates water from the surface of the tank whereas modern sluices irrigate from the bottom. Water quality in the surface is deemed good and therefore "Kata Sorrowwa" is very relevant, when irrigation water quality issues are prominent.

The above points highlight some of the achievements of the projects in the three districts where the actions on the ground were carried out under the project. All this does not necessarily qualify as introduction of strategies. Further, the action is entirely at the local and regional level and not at the national level. **In view of this the achievement against the targets for Indicator 1 has been rated as Moderately Unsatisfactory (MU).** The reason for not that good performance of the project against this indicator is not attributable to the efforts under the project, but to the changes in the administrative and

political setup within the country during the course of project implementation. As has been said before, at the time of the MTR the project team wanted to make changes in the results framework (including the indicators), but the required changes in the project log-frame and the indicators for project objectives (to take care of the changed situation) could not be carried out due to the procedural issues.

Indicator 2:

The achievement against indicator 2 of the project objective has been only in three districts (instead of 12 originally targeted). Once again this is due to the changes made in the project design and the planned activities. The project has also achieved some results at the national level. Some of the specific achievements of the project against Indicator 2 are as follows:

- Climate risk assessment included in Village Development planning process in 45 GNDs of North Western Province and 15 GNDs of Rathnapura district
- Climate risk assessment included in Divisional Development planning process in 18 DSDs of North Western Province and 4 DSDs of Rathnapura district
- Climate risk assessment included in Agriculture Development planning in North Western Province and Sabaragamuwa Province
- Risk sensitive development planning in District Secretariats in Kurunegala, Puttalam and Rathnapura districts
- Climate change adaptation included in minor irrigation development planning in national level (new circular issued to incorporate climate change adaptation into minor irrigation rehabilitation planning)
- Climate change adaptation included into larger scale minor irrigation development projects of Strategic Enterprises Development Agency (SEMA) of Presidential Secretariat
- Incorporation of climatic change adaptation into national agriculture policy is in progress

In view of this the achievement against Indicator 2 has been rated as Moderately Satisfactory.

The ratings towards achievement of the project objectives needs to be done both, in terms of the achievement against the Indicators for the ‘Project Objectives’ and in terms of the achievement against different Outcomes of the project. Table 32 provides the summary of the achievements for different Outcomes of the project.

Table 32: Summary of achievement against different Outcomes of the project

Indicator	Rating for the achievement
Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions into development planning budgeting	S
<ul style="list-style-type: none"> • Indicator 1: Number of sectoral adaptation strategies identified by the project approved and budgeted by the Departments of Agriculture, Agrarian Development, Coastal Conservation and Ministry of Economic Development 	MU
<ul style="list-style-type: none"> • Indicator 2: Climate risk assessment is an integral part of development planning at village, national and district level 	MS
Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts	MS
<ul style="list-style-type: none"> • Indicator A: Number of Divisional level plans having adaptation measures in the plans 	S
Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development	MS

Indicator	Rating for the achievement
projects under the Gama Neguma and Divi Neguma programmes	
• Indicator B-1: Number of divisional and local planning units in the vulnerable districts reported to apply climate risk assessment tools and methods to development planning	S
• Indicator B-2: Number of stakeholder groups reporting enhanced awareness of climate change risks and adaptation measures at national, district and village levels staff in 3 most vulnerable districts	MS
Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks	HS
• Indicator C: Increase in annual income of farmers (disaggregated by gender) as a result of project - introduced adaptation measures implemented in selected home gardens and small farms	HS

As can be seen from the Table above, the performance of the Indicators for project objectives (Indicator 1 and Indicator 2) has not been that good. However, the achievement of the three Outcomes of the project has been more or less Satisfactory. In view of this, **the achievement of the ‘Project Objectives has been rated as Satisfactory (S).**

5.2 Relevance

The main questions for the TE were: (please see Annex B for the evaluation questions)

- To what extent is the activity suited to local and national development priorities and organizational policies, including changes over time?
- To what extent is the project in line with UNDP Operational Programs or the strategic priorities under which the project has been funded?

The policy framework of Sri Lanka which is relevant to this project, includes national policies on agriculture, environment, climate change and disaster management. Agriculture policies and national economic policies support the upliftment of smallholder farmers. The budget speech for 2016 notes that the farmers are a vulnerable segment of the society, battered by the changing weather patterns as well as the inability to get a reasonable price for their produce. The policies promote crop diversification, stronger role for the private sector to provide good quality seed, tax concessions for agriculture machinery, equipment and drip irrigation systems, and provision of storage facilities for farm products. Similar mention has been made in the budget speech for the year 2018, wherein it was pointed out that the changing weather patterns, including the prolonged droughts, frequent floods and landslides are the challenges being faced. One of the areas where the budget for the year 2018 had laid emphasis is the environmentally sustainable development strategy (Green Lanka). The budget speech recognises that unsustainable agricultural practices adopted over time have resulted in low productivity, degradation of the soil, compromising the quality of water and water sources; and a paradigm shift is needed to transit into eco-friendlier agriculture practices.

In Sri Lanka, the watershed conservation practices are in line with the environmental policies. The National Climate Change Policy of Sri Lanka (2010) recognizes the need to incorporate and address the climate change vulnerability in the national development agenda. It recommends taking a timely action to address the adverse impacts on crop and animal production and fisheries sector due to climate change, to minimize the impact on food production and to ensure food security by encouraging climate resilient-environmental friendly and appropriate innovative technologies, with due recognition of appropriate traditional knowledge and practices in food production. It further recommends promoting integrated watershed and water resources management as well as efficient water use.

The implementation of the ‘Disaster Management Policy’ in Sri Lanka is facilitated by several strategic plans including “Road Map Towards a Safer Sri Lanka 2005-2015”, which focuses on preparedness and response to disasters, awareness and creation of the legal and institutional structures, and contributing to an enabling environment for risk reduction. It promotes the communities, local governments and sub national agencies having necessary capacities and mechanisms to respond to, and recover from, disasters.

National Agriculture Policy of Sri Lanka aims at meeting the basic needs of the farming community in terms of food and nutrition security and enhancing employment opportunities and incomes. The policies promote production and utilization of organic fertilizers and gradual reduction in the use of chemical fertilizers. It also supports reduction in the use of synthetic pesticides through the promotion of bio – pesticides and integrated pest management. Therefore, the agricultural policy is complementary to the efforts of the government to reduce health hazards resulting from heavy metals from various forms of fertilizers and agrochemicals that are entering the human body through the food chain.

The Project interventions contribute to the achievement of these policy objectives. Therefore, it is concluded that the project has been designed, with due regard to the national policy framework of Sri Lanka.

With regard to the institutional framework, this report highlighted the political changes that in turn resulted in changing the implementation setup and was thus, accompanied by delays. It is apparent that the project was designed in response to the institutional framework that existed at the time of design. It may be appreciated that the subsequent changes to the institutional arrangements were beyond the control of the Project.

Further, the project was focused on implementation of priority adaptation interventions as identified by Sri Lanka’s Second National Communication to UNFCCC and Sri Lanka’s National Climate Change Adaptation Strategy. Key vulnerabilities identified in the Second National Communication were Agriculture/Food Security, Coastal Zones and Marine Ecosystems, Water Resources and Public Health.

Although, the overall objectives of the project and its relevance have not changed since the time of project design, the project design itself has undergone significant changes in the course of its implementation due to political changes and the changes in the institutional set up.

Apart from being in line with the policy framework of Sri Lanka (National Climate Change Policy, Development Policy Framework Roadmap for Disaster Risk Management), the project is fully compliant with UNDP’s environmental and social safeguards defined by integration of precautionary principles into programme/project management cycles. The very design of this project correlates to the main objectives of the safeguards – to prevent and mitigate undue harm to the environment and people at the earliest possible planning stage, and to identify and realize opportunities to strengthen environmental and social sustainability, including climate resiliency of programming. The selected sectors (agriculture, water resources management; infrastructure development; integrated coastal zone management) are in line with the priorities outlined in the GEF document. ^[1]_{SEP}

The relevance of the project has been rated as Relevant.

5.3 Effectiveness & Efficiency

The main questions for the TE were: (please see Annex B for the evaluation questions)

- To what extent the objectives have been achieved?
- To what extent the results have been delivered with the least costly resources possible?
- What are the positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention?

Although, the project activities got scaled down, the project has been able to achieve most of its objectives (on a lesser scale) envisaged. Due to scaling down of the project the effectiveness of the

project has reduced to some extent. The three Outcomes of the projects were to support the effectiveness of each other. For example, Outcome 2 of the project was to support Outcome 3 of the project and significantly increase its effectiveness. Outcome 3 was to act as a demonstration / pilot for other 9 most vulnerable districts, thereby encouraging development of policies and initiatives for climate resilient development, thereby supporting the Outcome 1 of the project. As has been pointed out in the MTR report, at the time of MTR, the efforts towards information dissemination regarding the project results (with the objective to achieve replication and up-scaling) were lacking.

Based on the recommendations of the MTR, steps were taken by the project team to showcase the implementation of the adaptive measures in the three most vulnerable districts to the officials and communities in the other 9 vulnerable districts. The actions by the project team included the development of knowledge products, dissemination of information, publication of articles etc. These actions have certainly helped to improve the effectiveness of the project.

Direct observable changes at the Outcome level of the project have been - adaptive actions implemented in the selected villages leading to targeted diversification of food availability, development of markets and increase in the income level of farmers. In spite of the fact that the actual implementation of the project started quite late and the project design had to undergo changes due to non-availability of funds from the government, the project team under the able guidance of the Project Board has been able to make a noteworthy progress towards the achievement of the Project Objectives.

Although there was a lack of time available to carry out the planned activities, the project team has been able to carry out the planned activities due to the collaborative approach followed by it. The results of the project can be expanded by showcasing the benefits of the adaptive measures, which have been implemented in the three most vulnerable districts. Action on this front is already underway. The project did not get the required level of funding and the results of the project have been achieved under the fund constrained conditions. The results of the project have been achieved in a cost effective manner.

The Effectiveness and efficiency of the project has been rated as Satisfactory.

5.4 Country ownership

The main questions for TE were: (please see Annex B for the evaluation questions)

- Was the project concept in line with development priorities and plans of Sri Lanka?
- Were the relevant country representatives from government and civil society involved in project implementation, including as part of the project steering committee?
- Was an inter-governmental committee given responsibility to liaise with the project team, recognizing that more than one ministry should be involved?
- Have the government(s), enacted legislation, and/or developed policies and regulations in line with the project's objectives?

The project is in line with the development priorities and plans of Sri Lanka. This has been explained in details in section 5.2. When it comes to the country ownership, there were some minor issues, which largely originates from the design of the project itself. The project has focused on the selected locations within the three districts of the country. The participation by the central government has been by way of chairmanship of the steering committee and members to the steering committee from different central ministries. The Project Steering Committee was established by the Implementing Partner (Ministry of Disaster Management), with core members comprised of representatives of different government ministries and departments. Considering that the Ministry of Disaster Management is one of the smallest ministries within the government setup and that the main focus of the project was the agriculture, improvements in livelihood, irrigation, water management, MDM had its limitations to implement the project at its own. To take care of this situation, the ownership of activities was obtained from the respective departments. The Ministry of Disaster Management was relevant as the 'Implementation Partner' with respect to its role for co-ordination with all the departments. However, as the steering committee has the members from other ministries and the role of the implementing agency was more or less administrative in nature, there were no adverse impacts on the execution of the project.

NIM implementation modality with additional support from UNDP, which was followed for this project was good. However, major decisions were made at the project board level (chaired by the Secretary of the MDM). MDM as the IP, fully handled the project continuously.

With regard to the institutional framework, this report highlighted the political changes that in turn resulted in changing the implementation setup and was thus, accompanied by delays. It is apparent that the Project was designed in response to the institutional framework that existed at the time of its design. It may be appreciated that the subsequent changes to the institutional framework were beyond the control of the Project.

5.5 Mainstreaming

The main questions for the TE were: (please see Annex B for the evaluation questions)

- **How is the project successfully mainstreaming other UNDP priorities, including poverty alleviation, improved governance, the prevention and recovery from natural disasters, and women's empowerment?**
- **Whether it is possible to identify and define positive or negative effects of the project on local populations (e.g. income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution, regeneration of natural resources for long term sustainability).**
- **Does the project objectives conform to agreed priorities in the UNDP country programme document (CPD) and country programme action plan (CPAP)?**
- **Whether there is evidence that the project outcomes have contributed to better preparations to cope with natural disasters.**
- **Whether gender issues have been taken into account in project design and implementation and in what way has the project contributed to greater consideration of gender aspects, (i.e. project team composition, gender-related aspects of pollution impacts, stakeholder outreach to women's groups, etc.)**

UNDP has a long history of supporting climate change adaptation and disaster risk reduction in Sri Lanka. In Sri Lanka, UNDP has been working as a key development partner of choice since 1967, to achieve sustainable human development in economic, social and environmental fronts. Working closely with the Government at the national, regional and local levels, and civil society and the private sector. UNDP aims at eradicating extreme poverty, and reducing inequalities and exclusion to protect both people and the planet. The project was fully compliant with UNDP's environmental and social safeguards defined by integration of precautionary principle into programme/project management cycles. The very design of this project correlates to the main objective of safeguarding to prevent and mitigate undue harm to the environment and people at the earliest possible planning stage, and to identify and realize opportunities to strengthen environmental and social sustainability, including climate resiliency, of programming. The selected sectors (agriculture, water resources management; infrastructure development; integrated coastal zone management) are in line with the priorities areas of UNDP.

The SCCF project is in line with the UNDAF Outcome: 4.1 Policies, programmes and capacities to ensure environmental sustainability, address climate change mitigation and adaptation, and reduce disaster risks at national, sub-national and community levels. The expected CP Outcome of the project are policies, programmes and capacities to ensure environmental sustainability, address climate change, mitigate, adapt and reduce disaster risks at national, sub national and community levels

The expected CPAP Output of the project is Output 4.2: Government agencies, community groups and private sector are equipped with mechanisms and practices to promote sustainable use of natural resources, biodiversity conservation and climate change adaptation

The development priorities of UNDP, where the project has contributed, are income generation/job creation, improved natural resource management arrangements with local groups, improvement in policy frameworks for resource allocation and distribution. Particularly on the front of income generation for the farming community, the results of the project have been significant.

About 40% of the personnel hired by the project were female. Females were hired irrespective of the nature of the work and contract. For example, females were hired for village development planning field coordinator positions, volunteer positions and ‘Implementing Partner’ carder position etc. Under the project women had benefited through irrigation development works and home gardening and market development works as well. While providing training and while carrying out capacity building efforts the project has ensured adequate participation by females. Segregation of participation by gender in different training and capacity building efforts carried out under the project was as follows:

	No of Participants	
	Males	Females
• Training of Village level government administration officers (Grama Niladharis) in Kurunegala, Puttalam and Rathnapura districts on risk assessments, vulnerability, resilience, climate change adaptation and climate resilient development planning and implementation.	35	25
• Training of Divisional level technical officers of Provincial Department of Agriculture and Department of Agrarian Development on climate and disaster resilient agriculture development planning, post disaster needs assessment, adaptive market system development, and climate change resilient agriculture technologies	289	107
• Training of Divisional level administration officers in 22 divisions in three district (Divisional Secretaries, Assistant Planning Directors, Samurdhi Officers, Planning Officers, Development officers, Social Service Officers) on risk assessment and climate resilient development planning	66	66
• Training of district level government officers on risk assessment, climate change adaptation and climate resilient development planning	21	7
• Training of farmers on climate resilient agriculture development in the districts of Kurunegala, Puttalam and Ratnapura	2507	2921

The project has helped both the female farmers and the male farmers to increase the income levels. Specifically, the home gardening program to generate additional incomes was targeted to benefit the female farmers. However, increased level of income originating from the home gardens, farmer’s markets has helped both the males and females equally. As a result of the project 5,428 (male 2507, female 2921) farmers got engaged in climate resilient agriculture and water management practices in Kurunegala, Puttalam and Rathnapura districts.

As is evident from the above, gender aspects were adequately taken care by the project team while implementing the project.

With a couple of pilots implemented in the Ratnapura district the project has led to reduction in the disaster risk and better preparation of the society to cope with the natural disasters like floods.

5.6 Sustainability

The main questions for the TE were: (please see Annex B for the evaluation questions)

- Are there financial risks that may jeopardize the sustainability of project outcomes?
- What is the likelihood of financial and economic resources not being available once GEF grant assistance ends?
- Are there social or political risks that may threaten the sustainability of project outcomes?
- What is the risk for instance that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained?
- Do the various key stakeholders see that it is in their interest that project benefits continue to flow?
- Is there sufficient public/stakeholder awareness in support of the project’s long-term objectives?
- Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits?

- Are requisite systems for accountability and transparency, and required technical knowhow, in place?
- Are there ongoing activities that may pose an environmental threat to the sustainability of project outcomes?

One of the risks to sustainability of the impacts created under the project is the availability of funds to carry out the maintenance of the adaptive actions carried out under the project. For example, maintenance of the tanks is a continuous requirement. There is no lack of knowledge regarding the need to maintain the tanks regularly. However, this was not happening due to lack of funds and budget allocation by the government. While the project has created a one-time impact by rehabilitating the tanks at selected locations, it has not been able to make the maintenance of tanks a continuous process. Further, the possibility of the communities undertaking the process of maintenance of tanks at their own in future are remote due to lack of availability of funds and also due to government policy like authority and jurisdiction to undertake such kind of activities. To take care of this, the communities have come out with the ways to generate revenues on a sustained basis (by putting a user charge for the services). These revenues will be used for maintenance of the tanks.

Other adaptive actions undertaken under the project like home gardening, micro irrigation, water management etc. are likely to sustain as these directly benefit the individual farmers and the market forces will motivate the farmers to make the required investment in such activities. Establishment of collection centers, farmers market development initiative and buy back guarantees will improve the sustainability of the agriculture development actions through establishment of the viable business models. Since all the agriculture development works were implemented through Provincial Department of Agriculture, sustainability will be further ensured through continuous follow up of activities through regular extension services of the government. Overall, the private and public partnership will improve the sustainability of the agriculture development actions. **The sustainability of the project from the view point of financial risks is considered to be Likely.**

The project has successfully created an inertia in the thinking within the government stakeholders, like national government entities, district / divisional administration and local authorities, regarding the need to integrate climate change adaptation issues in the development planning process. One of the 'risks' to sustainability of the achievement is the inability to sustain the shift, in the thinking within the national government entities.

Wherever adaptive actions have been implemented on the ground, they have created a positive impact in the incomes of the farming community. There are no socio-economic issues associated with the project. **From the view point of Socio-political risk to the sustainability of the impacts, the sustainability has been rated as Likely.** This is considering that there are a number of climate change adaptation projects which are under implementation in Sri Lanka. These projects will help to maintain and sustain the inertia in the thinking regarding the need to integrate climate change adaptation in the development planning process.

As such there is no institutional and governance risk to sustainability of the project results except for the fact that the institutional framework for implementation of climate change adaptive actions on the ground involves multiple agencies. **From the view point of institutional framework and governance risks, the sustainability of the project is Likely.**

There are no negative environmental impacts of the project, other than some minor impacts due to change in the land-use pattern. There is a remote possibility of environmental impacts due to changes in the cropping pattern as an adaptive measure. **From the view point of environmental risk, sustainability of the project is Likely.**

The overall sustainability of project results is rated as 'Likely'.

5.7 Impact

The main questions for the TE were: (please see Annex B for the evaluation questions)

- Whether, the project has demonstrated verifiable improvements in ecological status?
- Whether, the project has demonstrated verifiable reductions in stress on ecological systems through specified process indicators, that progress is being made towards achievement of stress reduction and/or ecological improvement?

The project was to address climate change induced problems in Sri Lanka. The climate-induced problem which the project was to address is recurrent climate change related impacts posing threats to the government's aim of developing strong rural economies. In order to address this problem, the project aimed at incorporation of adaptation to climate change into the design and implementation of rural livelihood development and rural infrastructure development programs.

The interventions carried out under the project included development of institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions with community participation. The achievement of the project objectives is satisfactory and the project made the required impacts. However, due to scaling down of the project, the achievements have been to a lesser extent. The project has demonstrated verifiable improvements in ecological status. Also, the project has demonstrated verifiable reductions of stress on the ecological system.

6. CONCLUSIONS, RECOMMENDATIONS & LESSONS

The main questions for the TE were: (please see Annex B for the evaluation questions)

- Did the project provide cost-effective solutions in order to address barriers?
- Are these solutions provided in an efficient way?
- What are the best and worst practices in addressing issues relating to relevance, performance and success?
- Corrective actions for the design, implementation, monitoring and evaluation of the project
- Actions to follow up or reinforce initial benefits from the project
- Proposals for future directions underlining main objectives

The problem which the project sought to address is the recurrent climate change induced impacts posing threats to the government's aim of developing strong rural economies. In order to address this problem, the project aimed towards incorporation of adaptation to climate change, into the design and implementation of rural livelihood development and rural infrastructure development programs. Proposed interventions included development of institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions pilots with community participation.

Through the Ministry of Economic Development's (MED) internal coordinating mechanisms, the project was to work with a range of technical partners such as the Departments of Agriculture, Irrigation, Livestock, and Disaster Management Centre. The project was to conduct climate risk assessments in 12 vulnerable districts, identify areas with greater risk; and train district planning officials to manage climate risks. At village level, the project was to support incorporation of climate risk assessments into every Grama Niladhari Division (GND) level Village Development Plan. The project was to deliver concrete adaptation measures in Puttlam, Kurunegala and Ratnapura districts, which are highly vulnerable to climate change, building on the government-funded Gama Neguma and Divi Neguma rural development programmes. The project suffered a setback due to dissolution of MED (following the election and change in government in January 2015, the project was not immediately allocated to another Ministry). In June 2015, it was decided that the project will now be implemented by the Ministry of Disaster Management. At the first Project Board meeting held after this decision, it was acknowledged that the implementation was delayed, the Project needs to be re-organized and implementation methodologies such as counterpart funding and the role of stakeholders such as UNDP and government institutions needs to be revisited. At the time of mid-term review, the result framework (log-frame) of the project was modified to take care of the changed situation. However, the project objectives and the corresponding indicators remained unchanged.

The project followed the modified log-frame during the post MTR period. Considering the changed situation, the achievements of the project in terms of its objectives has been satisfactory. However, when viewed in terms of the indicators, the achievement of project objectives is not that satisfactory. Modification of the project design (due to changed political situation) has considerably reduced the impact of the project. With the changed situation, the action under the project got restricted to three districts (against 12 districts as per the original log frame). The achievement of the project has become more regional than national. To take care of this situation to the extent possible, the project successfully carried out activities relating to sharing experiences of the three districts (where the concrete adaptation actions had been defined and implemented) with the other nine districts that are vulnerable to climate change; and also, to share the experience and results of the pilots at the national level.

One of the significant achievements of the project has been establishment of viable business models and markets, which will ensure sustainability of the results of the project. Considering the fact that due to political reasons, the project had to be redesigned during the course of its implementation, and that the funding from the government sources which was originally committed to the project was no more available, the achievement of results of the project is the best what could have been achieved.

In spite of the problems due to political and administrative changes, the project team and the project board remained focused and went ahead with the implementation of the project with its objectives intact. Due to this reason, the project could achieve its stated objectives.

6.1 Corrective actions for design, implementation, monitoring and evaluation of project

Recommendation 1: The project has facilitated implementation of the pilots for alternate means of livelihood (bee keeping, drying of foods etc.) by providing the required equipment. However, the equipment for such activities needs periodic replacement. To ensure sustainability, it would be helpful if the project includes the initiatives to make such equipment locally available. The initiatives to make the equipment locally available may include the designs and skills to the fabricators at the local level. Local availability of the equipment would also help in the replication of the initiatives, thus, multiplying the results manifold. It is recommended that the project design involving the pilots having provision of equipment, must combine such a provision with the development of the skills for fabrication of such equipment at the local level.

Recommendation 2: The project has supported development of entrepreneurship amongst the farming community at some locations. It is recommended that the project design includes activities facilitating development of entrepreneurship through introduction of specific courses (targeted at youth) at some of the vocational institutes / colleges, on specific opportunities (e.g. mushroom cultivation, drying processing of agro products, making of jams / juices / pickles), along with training on commercial aspects (marketing, accounting, management etc.). The effectiveness of such an initiative may be further increased via efforts towards the development of the micro enterprises and the availability of micro finance to the youths trained at these vocational institutes / colleges.

6.2 Actions to follow up or reinforce initial benefits from the project

Recommendation 3: The pilot under the project has been able to demonstrate that there is a great possibility of reduction in the expenditure (by the government) in the form of relief provided in case of disaster risk reduction (DRR) projects (e.g. construction of all weather approach roads / bridges). In some cases, the reduction in the expenditure for relief would pay for the capital expenditure done on the DRR projects. It is recommended that a case study highlighting the cost benefit analysis of the DRR pilots done under the project be carried out and further case studies be prepared to highlight the aspect of reduction in the relief expenditure.

Recommendation 4: In order to make good use of the success of the project, case studies / knowledge products (particularly from the pilots) may be produced and disseminated using different media. Such case studies / knowledge projects can also be the part of the curriculum on climate smart agriculture etc., which is being proposed under recommendation 8.

Recommendation 5: Making use of the training modules that were developed as part of the training activities undertaken under the project, the universities / colleges may introduce short duration courses for government officials and other stakeholders. These courses may include case studies and field trips to the pilots undertaken under the project. This will help to upscale the results of the project to the provincial and national level. An information centre on climate smart agriculture along with an information dissemination (in local language) mechanism (including a dedicated website) may be created and hosted in a university (please see recommendation 8 as well).

6.3 Proposals for future directions underlining main objectives

Recommendation 6: One of the adaptive measures, which could have been combined with the set of measures introduced under the project is Livestock (along with biogas) and fisheries. This may require involvement of the Department of Fisheries and the Department of Animal Husbandry. It is

recommended that future projects for climate change adaptation may include the measures like livestock, dairy (along with biogas).

Recommendation 7: While different climate smart measures introduced under the project have helped the local communities, combination of these measures with the post-harvest care can multiply the effectiveness of the measures (based on discussions with stakeholders it is estimated that presently there is 30-40 percent wastage). It is recommended that the future projects should include components pertaining to post harvest care.

Recommendation 8: One of the prerequisites to achieve the upscaling and replication of a successful demonstration is to ensure the availability of skilled / trained human resources on a sustained basis. This can be achieved by introducing courses relating to adaptation towards climate change (e.g. climate smart agriculture practices, adaptive practices for water management etc.) in the schools, colleges and the universities. It is recommended that a course on climate smart agriculture be introduced in one of the universities. Such a course may make good use of the case studies / knowledge products created under this project. Further, the demonstrations / field training at the sites of the pilots implemented under this project can be effectively used for the same. The university may also host a website to disseminate the information about 'climate smart agriculture'. (please see recommendations 4 and 5 as well).

Recommendation 9: The project has promoted alternate cropping of the paddy fields as one of the strategies to improve the resilience of the farming community. However, an important aspect to be noted in this regard is to make the required changes in the Paddy Lands Act, No. 1 of 1958 and the Agricultural Lands Act, No. 42 of 1973, to allow the use of Paddy Lands for alternate crops. Somehow, this important aspect got missed out in the design and implementation of the project. It is recommended that this policy reform may be taken up in a subsequent climate change adaptation project.

6.4 Best and worst practices in addressing issues relating to relevance and performance

Recommendation 10: As a part of an earlier project, some of the farmers are practicing rain water harvesting (from rooftop) at the household level, using tanks. The tanks were provided as a part of that project. The water collected through this system serves the drinking and cooking needs of the family for 6-9 months. The concept of roof top water harvesting using tanks did not get replicated (in-spite of the interest), due to high initial cost of the tank. The lesson learnt is that apart from demonstrations, it is also necessary to include the activities which will reduce the capital cost (e.g. training / technology transfer to fabricate tanks at the local level, use of alternate materials, mass production to get the benefit of the scale of operations, increase the sources of supply to bring in the market forces etc.). Since drinking water as well as the water requirement for the home gardening is one of the key issues, the future projects may explore the possibility to integrate rain water harvesting at the household level as one of the activities. The rain water harvesting component may include ideas to reduce the upfront cost. Please see recommendation 1 as well.

Recommendation 11: In most of the cases while selecting the beneficiaries, emphasis is often laid upon the attributes like most venerable, poorest etc. While it is good to do so, it will help to take on board some of the beneficiaries with good resources, to enable the upscaling of the activities.

Recommendation 12: At the pilots, as a part of home gardening, the use of plastic films / bags got promoted. While facilitating the use of plastic films for home gardening, education regarding the hazards associated with its usage may also be highlighted. This may be combined with the knowledge regarding safe disposal of used plastic films.

ANNEX A. TERMS OF REFERENCES

Terms of Reference (ToR)

Terminal Evaluation

Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka Project

Location:	Sri Lanka
Application Deadline:	20 th October 2017
Category:	Climate Change Adaptation
Type of Contract:	Individual Contract
Assignment Type:	International Consultant
Languages Required:	English
Starting Date:	31 st October 2017
Duration of Initial Contract:	31 st Oct 2017 – 31 st Dec 2017 (10 days in Sri Lanka)
Expected Duration of Assignment:	23 working days from 31 st Oct 2017 to 31 st Dec 2017

1. BACKGROUND

In accordance with UNDP and GEF M&E policies and procedures, all full and medium-sized UNDP support GEF financed projects are required to undergo a terminal evaluation upon completion of implementation. These terms of reference (TOR) sets out the expectations for a Terminal Evaluation (TE) of the Project 'Strengthening the resilience of post conflict recovery and development to climate change risks in Sri Lanka' project (PIMS 4863)

2. OBJECTIVE AND SCOPE

The Government of Sri Lanka has emphasized improving and uplifting rural economy and living standards, particularly in post conflict areas. The Government implemented two large-scale rural development programmes through the Ministry of Economic Development since year 2013. Climate change threatens the sustainability of these rural development programmes. Already the impact of climate-related weather anomalies is manifest in reduced agriculture productivity, in crop losses, in flood and landslide related damage to infrastructure and in increased uncertainty for farm based livelihoods. Therefore, the climate-induced problem which the project seeks to address is that recurrent climate-related impacts are posing a serious threat to the government's stated aim of developing strong rural economies that bridge the urban-rural income disparity, particularly in post conflict zones.

In order to address this risk, the Government of Sri Lanka in collaboration with UNDP developed the project 'Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka'. The project aimed to build adaptability to climate change into the design and implementation of two rural development programmes. Building resilience in rural development programmes to current and projected climatic change will include developing institutional capacities to assess risk, designing appropriate interventions and implementing adaptation actions with community participation.

Further to the general election in Jan 2015, the government was changed and the new government dissolved the Ministry of Economic Development, and downgraded the previous government's rural development programmes. Accordingly, after a hiatus of 6 months deliberation, the project was assigned to the Ministry of Disaster Management. Considering the above major change, Mid Term Evaluation proposed a modified log frame which changed the outcome level indicators of the project log frame. The Mid Term Evaluation did not change the Objectives, Objective Indicators and Outcomes

of the project. Based on Regional Technical Advisor and Project Board Approval, the project followed modified log frame during the post mid-term implementation.

Project Objective: Increase the resilience of communities to climate change induced hazards through integration of climate smart policies and actions in to development planning and budgeting.

Outcome 1: National rural development programmes Divi Neguma and Gama Neguma integrate climate risk information and adaptation measures in 12 vulnerable districts

Outcome 2: National, district, divisional and local technical staff have sufficient technical capacity to identify and integrate climate risk considerations in designing, approving and implementing development projects under the Gama Neguma and Divi Neguma programmes

Outcome 3: Concrete adaptation actions defined and implemented in selected vulnerable villages/ village clusters in the 03 target districts to increase resilience of rural development programmes to climatic risks

The TE will be conducted according to the guidance, rules and procedures established by UNDP and GEF as reflected in the UNDP Evaluation Guidance for GEF Financed Projects.

The objectives of the evaluation are to assess the achievement of project results, and to draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP programming.

3. EVALUATION APPROACH AND METHOD

The evaluator is expected to frame the evaluation effort using the criteria of relevance, effectiveness, efficiency, sustainability, and impact, as defined and explained in the following table.

Table 1: Evaluation Criteria

Evaluation Criteria	Description
1. Relevance	<ul style="list-style-type: none"> • The extent to which the activity is suited to local and national development priorities and organizational policies, including changes over time. • The extent to which the project is in line with the GEF Operational Programs or the strategic priorities under which the project was funded. • Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
2. Effectiveness	<ul style="list-style-type: none"> • The extent to which an objective has been achieved or how likely it is to be achieved.
3. Efficiency	<ul style="list-style-type: none"> • The extent to which results have been delivered with the least costly resources possible; also called cost effectiveness or efficacy.
4. Results	<ul style="list-style-type: none"> • The positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention. • In GEF terms, results include direct project outputs, short to medium-term outcomes, and longer term impact including global environmental benefits, replication effects and other local effects.
5. Sustainability	<ul style="list-style-type: none"> • The likely ability of an intervention to continue to deliver benefits for an extended period of time after completion. • Projects need to be environmentally, as well as financially and socially sustainable.

A set of questions covering each of these criteria have been drafted and are included with this TOR (Annex C). The evaluator is expected to amend, complete and submit this matrix as part of an evaluation inception report, and shall include it as an annex to the final report.

The evaluation must provide evidence-based information that is credible, reliable and useful. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular the GEF operational focal point, UNDP Country Office, project team, UNDP GEF Technical Adviser based in the region and key stakeholders.

Ground level project activities are implemented in Alapatha, Kirialla, Kolonna, Palmadulla, Bamunakotuwa, Galgamuwa, Ganewatta, Giribawa, Ibbagamuwa, Kotavehera, Maho, Maspota, Nikaweratiya, Pannala, Rideegama, Wariyapola, Chilaw, Karuwalagaswewa, Mundalama, Nattandiya and Nawagattegama Divisional Secretariat Divisions in Rathnapura, Kurunegala and Puttalam districts. The evaluator is expected to conduct a field mission to Kurunegala, Pullam and Rathnapura districts of Sri Lanka. The evaluator is expected to determine exact locations for field mission and meeting of stakeholders based on the given information and consultation with the project team.

Table 2: Geographical coverage of interventions

Districts	Divisional Secretariat Divisions	Type of activities implemented
Rathnapura	Alapatha, Kirialla, Kolonna, Palmadulla	Village development planning, Resilient livelihood development, resilient infrastructure (supply channels, culverts, drainage channels etc.)
Kurunegala	Galgamuwa, Ganewatta, Giribawa, Ibbagamuwa, Kotavehera, Maho, Maspota, Nikaweratiya, Pannala, Rideegama, Wariyapola	Village Development planning, Resilient livelihoods, Resilient infrastructure (minor irrigation tanks)
Puttalam	Chilaw, Karuwalagaswewa, Mundalama, Nattandiya, Nawagattegama	Village Development planning, Resilient livelihoods,

Table 2: Key stakeholders

Key Stakeholders	National Level	Provincial Level	District Level	Divisional Level	Village Level
External Resources Department	*				
Former Department of Divinaguma Development	*				
Ministry of Disaster Management,	*		*	*	
Department of Agriculture,	*				
Department of Agrarian Development,	*		*	*	*
Provincial Department of Agriculture-North Western Province,		*	*	*	*
Provincial Department of Agriculture-Sabaragamuwa Province		*	*	*	*
District Secretariats of Kurunegala, Puttalam and Rathnapura districts,			*		
Divisional Secretariats given in the table 01 above				*	*

The evaluator will review all relevant sources of information, such as the project document, project reports – including Annual APR/PIR, project budget revisions, midterm review report including the modified log frame, progress reports, GEF focal area tracking tools, project files, national strategic and legal documents, and any other materials that the evaluator considers useful for this evidence-based assessment. A list of available documents is given in annexure B of this TOR.

4. EVALUATION CRITERIA & RATINGS

An assessment of project performance will be carried out, based against expectations set out in the Project Logical Framework/Results Framework that was modified during the mid term evaluation (see [Annex A for the modified log frame](#)), which provides performance and impact indicators for project implementation along with their corresponding means of verification. The evaluation will at a minimum cover the criteria of: **relevance, effectiveness, efficiency, sustainability and impact**. Ratings must be provided on the following performance criteria. The completed table must be included in the evaluation executive summary. The obligatory rating scales are included in [Annex D](#).

Evaluation Ratings:			
1. Monitoring and Evaluation	rating	2. IA& EA Execution	rating
M&E design at entry		Quality of UNDP Implementation	
M&E Plan Implementation		Quality of Execution - Executing Agency	
Overall quality of M&E		Overall quality of Implementation / Execution	
3. Assessment of Outcomes	rating	4. Sustainability	rating
Relevance		Financial resources:	
Effectiveness		Socio-political:	
Efficiency		Institutional framework and governance:	
Overall Project Outcome Rating		Environmental:	
		Overall likelihood of sustainability:	

5. PROJECT FINANCE / COFINANCE

The Evaluation will assess the key financial aspects of the project, including the extent of co-financing planned and realized. Project cost and funding data will be required, including annual expenditures. Variances between planned and actual expenditures will need to be assessed and explained. Results from recent financial audits, as available, should be taken into consideration. The evaluator will receive assistance from the Country Office (CO) and Project Team to obtain financial data in order to complete the co-financing table below, which will be included in the terminal evaluation report.

Co-financing (type/source)	UNDP own financing (mill. US\$)		Government (mill. US\$)		Partner Agency (mill. US\$)		Total (mill. US\$)	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Grants			0.06	0			0.06	0
Loans/Concessions								
• In-kind support								
• Investments			46	0			46	0
Total			46.06	0			46.06	0

6. MAINSTREAMING

UNDP supported GEF financed projects are key components in UNDP country programming, as well as regional and global programmes. The evaluation will assess the extent to which the project was successfully mainstreamed with other UNDP priorities, including poverty alleviation, access to justice, improved governance, the prevention and recovery from natural disasters, climate change adaptation, and gender.

7. IMPACT

The evaluator will assess the extent to which the project is achieving impacts or progressing towards the achievement of impacts. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in ecological status, b) verifiable reductions in stress on ecological systems, and/or c) demonstrated progress towards these impact achievements.²¹

8. CONCLUSIONS, RECOMMENDATIONS & LESSONS

The evaluation report must include a chapter providing a set of **conclusions, recommendations and lessons**.

9. COMPETENCIES

Technical work

Expertise in Climate Change Adaptation, Water and Agriculture
Evaluation experience related to the national level multi-disciplinary projects

Other competencies

Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability.
Maturity and confidence in dealing with senior members of national institutions.
Excellent written communication skills, with analytical capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for the project evaluation.

Consultant Independence: The consultants cannot have engaged in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project's related activities

10. QUALIFICATIONS

Education:

A Master's degree in water, agriculture, social science, economics, environmental science or other closely related field

Professional Experiences

More than 10 years of international experience in project evaluation in the fields of climate change, rural development, environment, ecosystems or any other closely related fields
Professional experience related to climate change adaptation will be considered as an added advantage

Language

Fluency in reading, writing and speaking in English and excellent communication skills

11. IMPLEMENTATION ARRANGEMENTS

The principal responsibility for managing this evaluation resides with the UNDP CO in Sri Lanka. Environment Sustainability Disaster Resilience (ESDR) cluster of the UNDP CO will contract the evaluator and ensure the timely provision of per diems and travel arrangements within the country for the evaluation team. The Project Team will be responsible for liaising with the Evaluators team to set up stakeholder interviews, arrange field visits, coordinate with the Government etc.

²¹ A useful tool for gauging progress to impact is the Review of Outcomes to Impacts (ROtI) method developed by the GEF Evaluation Office: [ROtI Handbook 2009](#)

12. EVALUATION TIMEFRAME

The total duration of the evaluation will be 23days according to the following plan:

Activity	Timing	Completion Date
Preparation	3 days	9 th November
Evaluation Mission	10 days	27 th November
Draft Evaluation Report	8 days	13 th December
Final Report	2 days	31 st December

Activity	Completion Date/ Timing
Application closes	20 th October 2017
Selection of consultants (TE team)	26 th October 2017
Submission of project documents to TE team	2 nd November 2017
Document review and preparation of inception report	8 th November 2017
Submission of inception report	9 th November 2017
Submission of comments to inception report	13 th November 2017
Finalization of the Inception report	15 th November 2017
Evaluation Mission: stakeholder consultations, field visits	17 th November –27 th November 2017
Evaluation Mission: Presentation of initial finding	27 th November 2017
Submission of Draft Final Terminal Evaluation Report	13 th December 2017
Submission of comments to the Draft report	21 st December 2017
Final Terminal Evaluation Report Submission after incorporation of comments	31 st December 2017

13. EVALUATION DELIVERABLES

The evaluation team is expected to deliver the following:

Deliverable	Content	Timing	Responsibilities
Inception Report	Evaluator provides clarifications on timing and method	09 th November 2017	Evaluator submits to UNDP CO
Presentation	Initial Findings	End of evaluation mission. 27 th November 2017	To project management, UNDP Country Office and the Ministry of Disaster Management staff
Draft Final Report	Full report, (as per the report outline given in the Annex F)	13 th December 2017	Sent to Country Office, reviewed by Regional Technical Advisor, PCU, GEF Operational Focal Points
Final Report*	Revised report	31 st December 2017	Sent final report and management response to Management Support Unit of the Country office for uploading to UNDP ERC by the programme team

*When submitting the final evaluation report, the evaluator is required also to provide an 'audit trail', detailing how all received comments have (and have not) been addressed in the final evaluation report.

14. TERMINAL EVALUATION ARRANGEMENTS

The principal responsibility for managing this TE resides with the Commissioning Unit. The Commissioning Unit for this project's TE is UNDP Country Office in Sri Lanka.

The commissioning unit will contract the consultants and ensure the timely provision of per diems and travel arrangements within the country for the TE consultant/team. The Project Team will be responsible for liaising with the TE consultant/ team to provide all relevant documents, set up stakeholder interviews, and arrange field visits.

15. TEAM COMPOSITION

It is expected to hire an international evaluator for this evaluation. The consultants shall have prior experience in evaluating similar projects. Experience with GEF financed projects is an advantage. The evaluators selected should not have participated in the project preparation and/or implementation and should not have conflict of interest with project related activities.

International consultant must have the following qualifications and experiences:

- Minimum 10 years of relevant professional experience
- Excellent understanding of the local context, and in particular the climate change adaptation in south Asian context
- Evaluation experiences on climate change adaptation projects in South Asia region
- Proven experience with quantitative and qualitative data collection and analysis; evaluation methodologies, tools and sampling
- Experiences in using results-based management principles, theory of change /logical framework analysis for programming;
- Proven ability to produce analytical reports and high quality academic publications in English
- Ability to bring gender dimensions into the evaluation, including data collection, analysis and writing
- Strong interpersonal skills and ability to work with people from different backgrounds to deliver quality products within a short timeframe
- Be flexible and responsive to changes and demands;
- Be client-oriented and open to feedback.
- Substantive Knowledge of UNDP and GEF

16. DUTY STATION

Home based, including a 10-day mission of field visits to consult partners, stakeholders and field travel to Colombo, Kurunegala, Puttalam, Kandy, Rathnapura districts. International consultant shall stay total of 10 days (without international travel time) in Sri Lanka (including 8-day mission) until initial findings are presented.

17. EVALUATOR ETHICS

Evaluation consultants will be held to the highest ethical standards and are required to sign a Code of Conduct (Annex E) upon acceptance of the assignment. UNDP evaluations are conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluations'.

18. PAYMENT MODALITIES AND SPECIFICATIONS

%	Milestone
10%	At contract signing
40%	Following submission and approval of the 1ST draft terminal evaluation report
50%	Following submission and approval (UNDP-CO and UNDP RTA) of the final terminal evaluation report

19. APPLICATION PROCESS

Applicants are requested to apply online (<http://jobs.undp.org>) by (date).

Recommended Presentation of Proposal:

- Letter of Confirmation of Interest and Availability using the template provided by UNDP
- Updated CV and a Personal History Form
- Brief description of approach to work/technical proposal of why the individual considers him/herself as the most suitable for the assignment, and a proposed methodology on how they will approach and complete the assignment; (max 1 page)
- Financial Proposal
 - a) All Inclusive Lump Sum Fee (Professional Fee): US\$ ____
 - b) All-inclusive Lump Sum Fee (Costs other than Professional Fee): US\$ ____
 - c) Total Lump Sum Fee (a + b) US\$ ____

Note: Payments will be based on invoices on achievement of agreed milestones i.e. upon delivery of the services specified in the TOR and certification of acceptance by the UNDP.

All possible costs in his/her “**All Inclusive Lump Sum Fee/Daily Fee**” financial proposal including his/her consultancy and professional fee, Accommodation, Travel costs applicable for the 3-star class of hotels in Colombo, Sri Lanka, Airfare (to and from the home country of the consultant in economy class via the most economical/direct route), communication cost such as telephone/internet usage, ad-hoc costs, stationery costs. No costs other than what has been indicated in the financial proposal will be paid or reimbursed to the consultant. The UNDP will only pay for any unplanned travel outside of this TOR and Duty Station on actual basis and on submission of original bills/invoices and on prior agreement with UNDP officials. Daily per diem and costs for accommodation/meals/incidental expenses for such travel shall not exceed established local UNDP Daily Subsistence Allowance (DSA) rates.

For an Individual Contractor who is of 62 years of age or older, and on an assignment requiring travel, be it for the purpose of arriving at the duty station or as an integral duty required under the TOR, a full medical examination and statement of fitness to work must be provided. Such medical examination costs must be factored in to the financial proposal above. Medical examination is not a requirement for individuals on RLA contracts.

Criteria for Evaluation of Proposal: Only those applications which are responsive and compliant will be evaluated. Offers will be evaluated according to the Combined Scoring method – where the educational background and experience on similar assignments will be weighted at 70% and the price proposal will weigh as 30% of the total scoring. The applicant receiving the Highest Combined Score that has also accepted UNDP’s General Terms and Conditions will be awarded the contract.

Note:

- Please group all your documents into one (1) single PDF document as the system only allows uploading maximum one document.
- Qualified women and members of minorities are encouraged to apply.
- Incomplete applications will not be considered. Please make sure you have provided all requested materials.

Prepared by

(Sampath Abeyrathne – Technical Coordinator, Strengthening the Resilience of Post Conflict Recovery and Development to Climate Change Risks in Sri Lanka Project)

Approved by

(Vishaka Hidellage – Assistant Country Director, ESDR)

ANNEX B. TERMINAL EVALUATION CRITERIA AND QUESTIONS

Contents	Main questions and Terminal Evaluation Scope
3. Findings: Project design and formulation 3.1 Analysis of LFA/Results Framework 3.2 Assumptions and Risks [SEP] 3.3 Lessons from other relevant projects [SEP] 3.4 Planned stakeholder participation [SEP] 3.5 Replication approach 3.6 UNDP comparative advantage [SEP] 3.7 Linkages between project and other interventions within the sector [SEP] 3.8 Management arrangements	<ul style="list-style-type: none"> • Were the project's objectives and components clear, practicable and feasible within its time frame? • Were the capacities of the executing institution(s) and its counterparts properly considered when the project was designed? • Were lessons from other relevant projects properly incorporated in the project design? • Were the partnership arrangements properly identified and roles and responsibilities negotiated prior to project approval? • Were counterpart resources (funding, staff, and facilities), enabling legislation, and adequate project management arrangements in place at project entry? • Were the project assumptions and risks well articulated in the PIF and project document? • Whether the planned outcomes were "SMART"?
4. Findings: Project Implementation 4.1 Adaptive management 4.2 Partnership arrangements 4.3 Feedback from M&E activities used for adaptive management 4.4 Project Finance 4.5 Monitoring and evaluation: design at entry 4.6 Monitoring and evaluation implementation	<p><u>ADAPTIVE MANAGEMENT</u></p> <ul style="list-style-type: none"> • Did the project undergo significant changes as a result of recommendations from the mid-term review? Or as a result of other review procedures? Explain the process and implications. • If the changes were extensive, did they materially change the expected project outcomes? • Were the project changes articulated in writing and then considered and approved by the project steering committee? <p><u>PARTNERSHIP ARRANGEMENT</u></p> <ul style="list-style-type: none"> • Were there adequate provisions in the project design for consultation with stakeholder. • Whether effective partnerships arrangements were established for implementation of the project with relevant stakeholders involved in the country/region, including the formation of a Project Board? • Whether lessons from other relevant projects incorporated into project implementation? • Whether feedback from M&E activities was used for adaptive management? <p><u>PROJECT FINANCE / CO-FINANCE</u></p> <ul style="list-style-type: none"> • Whether there was sufficient clarity in the reported co-financing to substantiate in-kind and cash co-financing from all listed sources. • What are the reasons for differences in the level of expected and actual co-financing? • To what extent project components supported by external funders were well integrated into the overall project? • What is the effect on project outcomes and/or sustainability from the extent of materialization of co-financing? • Whether there is evidence of additional, leveraged resources that have been committed as a result of the project? <p><u>PROJECT MONITORING & EVALUATION (AT DESIGN AND AT IMPLEMENTATION)</u></p> <ul style="list-style-type: none"> • Is the M&E plan well conceived at the design stage? • Is M&E plan articulated sufficient to monitor results and track progress toward achieving objectives? • Was the M&E plan sufficiently budgeted and funded during project preparation and implementation? • How effective are the monitoring indicators from the project document for

Contents	Main questions and Terminal Evaluation Scope
4.7 UNDP and Implementing Partner implementation / execution coordination, and operational issues ^[1] _{SEP}	<p>measuring progress and performance;</p> <ul style="list-style-type: none"> Whether the logical framework was used during implementation as a management and M&E tool? What has been the level of compliance with the progress and financial reporting requirements/ schedule, including quality and timeliness of reports; What has been effectiveness of the monitoring reports and evidence that these were discussed with stakeholders and project staff; What is the extent to which follow-up actions, and/ or adaptive management, were taken in response to monitoring reports (APR/PIRs); Whether APR/PIR self-evaluation ratings were consistent with the MTR and TE findings. If not, were these discrepancies identified by the project steering committee and addressed? Whether changes were made to project implementation as a result of the MTR recommendations. <p><u>GEF IMPLEMENTING AGENCY EXECUTION - UNDP</u></p> <ul style="list-style-type: none"> Whether there was an appropriate focus on results Was there adequate UNDP support to the Implementing Partner and project team Quality and timeliness of technical support to the Executing Agency and project team Were the management inputs and processes, including budgeting and procurement adequate
5. Findings: Project Results	
5.1 Overall results	<p><u>OVERALL RESULTS</u></p> <ul style="list-style-type: none"> What if the Review the achievement of the objectives against the end of the project values of the log-frame indicators with \indicators for outcomes/outputs, indicating baseline situation and target levels, as well as position at the close of the project? How does the GEF Tracking Tool at the Baseline and the one completed right before the Midterm Review with that Prepared at the time of Terminal Evaluation compare? What are the possible issues while applying sustainable urban transport systems?
5.2 Relevance	<p><u>RELEVANCE</u></p> <ul style="list-style-type: none"> To what extent the activity is suited to local and national development priorities and organizational policies, including changes over time.? To what extent the project is in line with UNDP Operational Programs or the strategic priorities under which the project was funded?
5.3 Effectiveness & Efficiency	<p><u>EFFECTIVENESS</u></p> <ul style="list-style-type: none"> To what extent the objectives has been achieved? <p><u>EFFICIENCY</u></p> <ul style="list-style-type: none"> To what extent the results have been delivered with the least costly resources possible? What are the positive and negative, foreseen and unforeseen changes to and effects produced by a development intervention?
5.4 Country ownership	<p><u>COUNTRY OWNERSHIP</u></p> <ul style="list-style-type: none"> Was the project concept in line with development priorities and plans of the country? Were the relevant country representatives from government and civil society involved in project implementation, including as part of the project steering committee? Was an intergovernmental committee given responsibility to liaise with the project team, recognizing that more than one ministry should be involved? Have the government(s), enacted legislation, and/or developed policies and regulations in line with the project's objectives? <p><u>MAINSTREAMING</u></p> <ul style="list-style-type: none"> How the project is successfully mainstreaming other UNDP priorities,

Contents	Main questions and Terminal Evaluation Scope
<p>design, implementation, monitoring and evaluation of the project</p> <p>6.2 Actions to follow up or reinforce initial benefits from the project</p> <p>6.3 Proposals for future directions underlining main objectives</p> <p>6.4 Best and worst practices in addressing issues relating to relevance, performance and success</p>	<ul style="list-style-type: none"> • What are the best and worst practices in addressing issues relating to relevance, performance and success? <p><u>RECOMENDATIONS</u></p> <ul style="list-style-type: none"> • Corrective actions for the design, implementation, monitoring and evaluation of the project • Actions to follow up or reinforce initial benefits from the project • Proposals for future directions underlining main objectives

ANNEX C. DOCUMENTS REVIEWED

Minutes of Board Meetings	
	Board Meeting - 8 Apr 2015
	Board Meeting - 9 Jun 2015
	Board Meeting - 18 Dec 2015
	Board Meeting - 25 Aug 2016
	Board Meeting – 1 Nov 2016
	Board Meeting – 17 Jan 2017
	Board Meeting – 23 August 2017
Field Mission / Back to office Reports	
PIR and Progress Report	
	PIR 2014
	PIR 2015
	PIR 2016
	PIR 2017
Mid Term Review	
	Mid Term Review Report
	Management Response to Mid Term Review Report
Progress Reports	
	Progress Report 2014
	Progress Report 2016
	Progress Review 21 June 2017
	Summary of Cascade Development
	North West Province – Agriculture Progress Report
	Ratnapura Progress Report
Reports of Farmer’s Market	
Vulnerability Reports	
	Vulnerability Report - Kurunegala and Puttalam Districts
	Vulnerability Report - Ratnapura
Project Documents	
	Project Document
	Inception Report
	Project Preparation Grant (PPG)
	Review Sheet - Full Size Proposal
	LPAC Meeting 12 Nov 2013
	Audit Report 2015
	Sri Lanka Country program
	Project Initiation (PIF)
Vulnerability Maps for Two Districts	
Work Plan - Budget	Initiation Plan 2011
	Q3 2015
	Q4 2015
	Q3 and Q4 2016
	Q1 2016
	AWP 2014
	AWP 2015
	AWP 2016
	Activity Wise 2014 2015
	AWP 2017
Tracking Tool	

MOUs for Project Implementation	
	MOU with District Secretary - Rathnapura District
	MOU with Department of Agrarian Development
	MOU with District Secretary - Puttalam District
	MOU with Provincial Department of Agriculture
Report on Geographic Areas Selection	
Reports on Training Sessions	
VDP Reports	
Report of Agriculture sector in North Western Province	
Guidelines and Frameworks	
Irrigation Development Reports	
Combined Delivery Reports (CDR)	
	CDR 2014
	CDR 2015
	CDR 2016
	CDR 2017
Consultants Reports	
Knowledge Products	
	TV programmes
	Videos
	Published newspaper articles
	Case studies
	Summary of knowledge materials produced and disseminated

ANNEX D. PERSONS INTERVIEWED, MISSION AGENDA AND ITINERARY

Time	Description	Participants
Wednesday 6th December 2017	Visit to climate resilient farmer venders in Palugaswewa and Maho (Kurunegala District)	Assistant Director – Agriculture District Director – Agriculture Agriculture Instructors Women Farmer Vendor
	Discussion with World Vision-Anamaduwa, Climate Resilient Market System Development (Puttalam District)	World Vision staff Assistant Director-Agriculture Agriculture Instructor
Thursday 7th December 2017	Visit to a Farmer	Farmer - Mr. D A Chandrapal
	Climate resilient agriculture site visit and discussion with Farmers in Maha Andarawewa (Puttalam district)	Assistant Director – Agriculture Agriculture Instructor Farmers
	Discussion with Divisional Officer and KPNS/ Farmer Organization leaders (Galgamuwa Division in Kurunegala district)	
	Discussion with Assistant Director of Agriculture, Galgamuwa and Agriculture Instructors	Mr. Liyanage – Asst. Director
	Field visit 1 - Galgamuwa	
	Field Visit 2	
Friday 8th December 2017	Commercial Agriculture field visit at Kurunegala ADA zone	
	Discussion with Dr Wanigasundara, University of Peradeniya,	
	Discussion with Dr. Punyawardana, Department of Agriculture, Peradeninya	
Saturday 9th December 2017	Farmer Market – Kurunegala city	
	Discussion with Provincial Department of Agriculture and Janathakshana Guaranteed Limited	
	Discussion with farmers market vender forum	
Monday 11th December 2017	Meeting in Provincial Department of Agriculture – Sabaragamuwa Province	Provincial Director, District Director and Assistant Director
	Visit to agriculture products collection centre in Kattange	Agriculture Instructor, growers and vender
	Climate resilient agriculture site visit - Kattange	Agriculture Instructor, Farmers
Tuesday 12th December 2017	Meeting with Divisional Secretary, Kiriella, Assistant Director of Agriculture, Kiriella	Divisional Secretary, Assistant Director-Planning, Assistant Director of Agriculture
	Diversified agricultural livelihoods in Ranhotikanda	Agriculture Instructor, Farmers
	Meeting with Home Gardening Community	
	Visit to Home Gardens	
	Meeting with Commercial Farmers – Alapatta Division	Mr J P Guuawardana – Additional Director of Agriculture Commercial Farmers Entrepreneurs
Wednesday 13th December 2017	Meeting at the office of District Secretary-Rathnapura	Mr. SHM Manjula, Assistant Director
	Meeting with UN Volunteers	Ms. Florita Gunosekara Ms. Sharmalee Jayasinghe
	Meeting in UNDP	UNDP Deputy Country Director, UNDP Asst. Country Director

Time	Description	Participants
		Technical Coordinator, Agriculture Specialist, Programme Analyst
	Meeting in the Ministry of Disaster Management, National Project Director	Project Director, National Project Coordinator, Technical Coordinator
Thursday, 14th December 2017	Presentation of Initial Findings	Ms. Vishaka Hidellege, UNDP Ms. Sureka Perera, UNDP Mr. Sampath Abeyratne, UNDP Mr. Chaminda Fernando, UNDP Ms. Florita Gunasekara, UNV Mr. Tashya De Silva, UNDP

ANNEX E. ABOUT THE EVALUATOR

Mr. Dinesh Aggarwal has a Master's degree in Engineering with vast consulting experience of more than 30 years working across different domains relevant to climate change mitigation, climate change adaptation and disaster risk reduction (DRR), which includes; industries, buildings, appliances, urban development, agriculture, energy access and power generation, energy efficiency, renewable energy, waste management, transport, bio-fuels, advanced weather systems, adaptation towards livelihood, food security, coastal zone management, resilience towards climate change etc.

During his more than 30 years of working experience, He has provided the services to the clients in the public sector, UN organizations, Bi-lateral organizations as well as to the private sector. His areas of work included providing research based inputs towards development, financing and implementation of the projects and business ventures. The areas of work included business prospecting, feasibility studies, revenue modelling for the projects and ventures for industrial, energy and infrastructure development projects.

Since last more than 15 years Dinesh is working in the area of environment, low carbon growth, climate change mitigation, climate change adaptation, disaster risk reduction (DRR) and sustainability. His work in the area of climate change mitigation and adaptation and DRR, includes financing, private sector participation, policy and regulatory aspects, technology solutions, project based approaches and sectoral / programmatic approaches, insurance, risk mitigation, evaluation and review of projects and programs, development of projects and programs to address climate change impacts etc. Specifically, in the area of climate change adaption and disaster risk reduction his experience includes advanced weather information, early warning systems, adaptation towards livelihood, food security, coastal zone management, resilience towards climate change etc.

In the immediate past for four consecutive years, Dinesh worked for United Nations Framework Convention on Climate Change (UNFCCC) as a member of the Methodologies Panel. Apart from working on the climate change mitigation and adaptation projects funded by the multilateral organizations like World Bank and Asian Development Bank, he has in the past worked on the projects funded by donor agencies like DFID, GIZ, CIDA and multilateral agencies like UNDP /GEF, UNICEF, UNIDO.

ANNEX F. CONSULTANTS CODE OF CONDUCT FORM

Evaluators/reviewers:

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. They should provide maximum notice, minimize demands on time, and respect people's right not to engage. Evaluators must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. Evaluators are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncover evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. Evaluators should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, evaluators must be sensitive to and address issues of discrimination and gender equality. They should avoid offending the dignity and self-respect of those persons with whom they come in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, evaluators should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Are responsible for their performance and their product(s). They are responsible for the clear, accurate and fair written and/or oral presentation of study limitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

Evaluation/reviewer Consultant Agreement Form

Agreement to abide by the Code of Conduct for Evaluation in the UN System

Name of Consultant: Dinesh Aggarwal

I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.

Signed at Noida, India



Signature:

Terminal Evaluation Report Reviewed and Cleared By:

Commissioning Unit

Name: _____

Signature: _____

Date:

UNDP-GEF Regional Technical Advisor

Name: _____

Signature: _____

Date:

(to be completed by the Commissioning Unit and UNDP-G