FP016

Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management (CRIWMP)

Sri Lanka

June, 2026

Final Evaluation Report

This report presents the Final Evaluation of the Green Climate Fund (GCF)-funded project “Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management (CRIWMP)”. The evaluation was independently commissioned by the Accredited Entity (AE), UNDP, and submitted to GCF. GCF assumes no responsibility for the accuracy of the

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Final Evaluation of GCF-Financed Project:

Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management (CRIWMP)

Sri Lanka

UNDP PIMS # 5752 GCF ID # FP016

June 2026

Final Evaluation time frame:	15th September 2025 to 30th June 2026
Region and countries included in the project:	Regional Bureau for Asia and the Pacific (RBAP) Sri Lanka
Executing Agency	Ministry of Agriculture, Livestock, Land and Irrigation
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Acronyms and Abbreviations

ADB	Asian Development Bank
ADPC	Asian Disaster Preparedness Center
AIA	Archaeological Impact Assessments (
AMA	Accreditation Master Agreement
APR	Annual Progress Reports
AWP	Annual Work Plan
BoQs	Bill of Quantities
BRH	Bangkok Regional Hub
CBO	Community Based Organization
CDR	Combined Delivery Report
CRIWMP	Climate Resilient Integrated Water Management Project
CRWSSP	Climate Resilient Water Safety and Security Plans
CSA	Climate Smart Agriculture
CSO	Civil Society Organization
CWSS	Community Water Supply Systems
DAC	Development Assistance Committee
DAD	Department of Agrarian Development
DMC	Disaster Management Centre
DNCWS	Department of National Community Water Supply
DOA	Department of Agriculture
DOER	Department of External Resources
DOM	Department of Meteorology
DONP	Department of National Planning
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
DSC	District Steering Committee
EE	Executing Entity
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Safeguards
FAA	Funded Activity Agreement
FACE	Funding Authorization and Certificate of Expenditure
FE	Final Evaluation
FGD	Focus Group Discussion
FO	Farmer Organization
FP	Funding Proposal
FPIC	Free Prior Informed Choice
GAP	Gender Action Plan
GBV	Gender-Based Violence
GCF	Global Climate Fund
GESI	Gender Equity and Social Inclusion
GoSL	Government of Sri Lanka
GRC	Grievance Redress Committee
GRES	Gender Results Effectiveness Framework
GRM	Grievance Redress Mechanism
HACT	Harmonized Approach to Cash Transfers
HSBC	Hongkong and Shanghai Banking Corporation (
IEU/IEO	Independent Evaluation Unit/Independent Evaluation Office (GCF)
IFAD	International Fund for Agricultural Development
IMCC	Inter-Ministerial Coordinating Committee
IE	Interim Evaluation
IP	Implementing Partner

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IPP	Indigenous Peoples Plan
IWM	Integrated Water Management
JICA	Japan International Cooperation Agency
JSB	Japanese Supplementary Budget
KII	Key Informant Interviews
LDN	Land Degradation Neutrality
LKR	Sri Lankan Rupee
LNOB	Leave No One Behind
MALLI	Ministry of Agriculture, Livestock, Land and Irrigation
MDM	Ministry of Disaster Management
MMDE	Ministry of Mahaweli Development & Environment
MOF	Ministry of Finance
MOI	Ministry of Irrigation
NDA	National Designated Authority (GCF)
NIM	National Implementation Modality
NWSDB	National Water Supply and Drainage Board
OECD	Organization for Economic Co-operation and Development
O&M	Operations and Maintenance
PALM	Participatory Action for Liberation and Mobilization
PID	Provincial Irrigation Department
PMU	Project Management Unit
PRF	Project Results Framework
ProDoc	UNDP Project Document
PWD	Persons with Disability
QA/QC	Quality Assurance / Quality Control
RP	Responsible Party
RTA	Regional Technical Advisor
SES	Social and Environmental Standards
SMART	Criteria of specific, measurable, achievable, relevant, timely
FE	Final Evaluation
SapSri	South Asia Partnership Sri Lanka
SES	Social and Environmental Standards
SESP	Social and Environmental Screening Procedure
SLRCS	Sri Lanka Red Cross Society
SOP	Standard Operating Procedures
TAC	Technical Advisory Committee
TOC	Theory of Change
TOR	Terms of Reference
TOT	Training of Trainer
UNCCD	United Nations Convention to Combat Desertification
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group

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Project Information Table

Project Title:	Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management (CRIWMP)		
UNDP PIMS#:	5752	**GCF ID#:**	FP016
Quantum ID:	00070975	**Quantum Award ID**	00105445
Country:	Sri Lanka	**Region:**	Asia and the Pacific
Start Date (FAA effectiveness):	28th June 2017	**Planned completion Date:**	28th June 2024
Project Document Signed:	7th July 2017	**Revised completion date:**	28th December 2025
GCF Accredited Agency:		UNDP	
UNDP Corporate Outcome and Output:		**CF OUTCOME 3:** By 2027, people and communities in Sri Lanka, especially the vulnerable and marginalized, are more resilient to climate change and disaster risks, have enhanced water and food security, and equitably benefit from ambitious climate action and increasingly sustainable management and protection of the environment and natural resources **Output: 4.1** Natural resources protected and managed to enhance sustainable productivity and livelihoods	
Executing Entity:		Ministry of Agriculture, Livestock, Land and Irrigation (formerly Ministry of Mahaweli Development and Environment)	
Responsible Parties:		Department of Agrarian Development Department of Agriculture Department of National Community Water Supply National Water Supply and Drainage Board Ministry of Defense Ministry of Defence	
Project Financing:		**At CEO Endorsement US$**	**At FE US$**
(1) GCF financing:		38,084,000	37,886,866
(2) UNDP contribution:			
(4) Government:		14,000,000	17,316,894
(5) Other partners:			
(6) Total co-financing [2+3+4+5]:		14,000,000	17,316,894
TOTAL PROJECT COSTS [1+6]:		**52,084,000**	**55,203,760**

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1 Executive Summary

1.1 Brief Overview of the Evaluation Purpose and Objective

This Final Evaluation (FE) assesses the performance and results of the project *Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events through an Integrated Approach to Water Management* (CRIWMP), implemented from 2017 to 2025 with $38.08M in financing from the Green Climate Fund (GCF) and $17.32M in co-financing from the Government of Sri Lanka (GoSL).

The evaluation was conducted in accordance with UNDP and GCF evaluation guidelines. Its purpose is to assess the relevance, coherence, effectiveness, efficiency, and sustainability of project interventions; determine overall performance; assess safeguards implementation; identify lessons learned; and provide actionable recommendations to inform future climate adaptation programming.

The project aimed to enhance the resilience of smallholder farmers in Sri Lanka's Dry Zone through an integrated cascade-based approach to water management, combining:

(i) Rehabilitation and upgrading of Village Irrigation Systems (VIS) and promotion of Climate-Smart Agriculture (CSA).
(ii) Climate-resilient drinking water supply solutions.
(iii) Strengthened hydrometeorological observing, forecasting, and advisory systems.

1.2 Summary of the Evaluation Scope and Main Areas of Inquiry

Evaluation Scope

The evaluation covered the full implementation period (2017–2025) and all three outputs across all project sites. It assessed performance at infrastructure, institutional, financial, gender and social inclusion, and sustainability. Key areas of inquiry included:

- Alignment with national policies and climate priorities.
- Effectiveness of the cascade-based Integrated Water Management (IWM) model.
- Delivery against quantitative and qualitative targets.
- Institutional performance - Project Board, District Steering Committees (DSC), Cascade Management Committees (CMC).
- Social and Environmental Standards compliance, including Social and Environmental Screening Process (SESP), Environmental and Social Management Plans (ESMP), Grievance Redress Mechanism (GRM), and Indigenous Peoples Plan (IPP).
- Adaptive management during COVID-19 and the national economic crisis
- Financial management and co-financing performance.
- Sustainability and prospects for scaling and replication.

Methodology and Data Collection

A mixed-methods approach was applied, including:

- Comprehensive desk review, e.g., Project Document (ProDoc), Annual Progress Reports (APR) 2017–2024, Interim Evaluation, risk registers, financial reports, and safeguards documentation.
- Key Informant Interviews (KII) with national ministries, district officials, UNDP staff, Project Management Unit (PMU) staff, contractors, CSOs, and development partners.
- Focus Group Discussions (FGD) with Farmer Organisations (FO). Women's groups, individual entrepreneurs, and Cascade Management Committees (CMCs).
- Direct observation of drinking water supply infrastructure, hydrometeorology measurement infrastructure, VIS, CSA adoption, and advisory system use.
- Review of GRM and IPP implementation documentation.

Triangulation was applied across all data sources to ensure robustness and validity of findings.

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1.3 Summary of Key Evaluation Findings

CRIWMP was implemented in a highly volatile context marked by COVID-19 disruptions, institutional restructuring, project suspension, and a severe macroeconomic crisis. Despite these challenges, the project delivered strong results across all evaluation criteria.

Evaluation Criteria	Key Finding Statements	Rating*
Relevance	The project design was aligned with Sri Lanka's Dry Zone climate vulnerabilities and national irrigation, agriculture, disaster risk management, and climate strategies. The cascade-based IWM approach appropriately addressed interlinked water, livelihood, and climate risk challenges.	HS
Coherence	Strong internal coherence across outputs generated synergistic outcomes. External coherence with national programmes and donor initiatives was evident, with the cascade model complementing broader sector reforms.	HS
Effectiveness	The project achieved most outcome and output targets. VIS rehabilitation, CSA adoption, and hydrometeorological strengthening were particularly strong. Drinking water targets were revised following restructuring due to hydrogeological constraints and cost escalation; nevertheless, climate-resilient systems were delivered to vulnerable communities. Women's participation and income gains were substantial.	HS
Efficiency	Financial delivery was strong, with GCF grant disbursement exceeding 94% at the time of evaluation. Government co-financing reached approximately 191% of original commitments. Adaptive management mitigated implementation delays and cost pressures despite severe macroeconomic disruption.	HS
Sustainability	Institutional ownership is strong, including formal recognition of CMC and integration of approaches into sector programming. Long-term sustainability depends on institutionalizing the cascade IWM / CMC model, and the formation of a national leadership team implementing a roadmap targeting all cascades within dry-zone watersheds supported by sustainable financing.	ML

* See **Annex 9** for complete description of GCF rating scales – (**HS**) Highly Satisfactory and (**ML**) Moderately Likely.

In addition, the performance of both the Implementing Agency (UNDP) and the Executing Agency (GoSL) is assessed as Highly Satisfactory, reflecting strong fiduciary management, adaptive leadership during crisis periods, and effective coordination across agencies and districts.

Gender integration moved beyond numerical participation targets to deliver measurable empowerment outcomes, with women comprising approximately half of beneficiaries and reporting increased income generation, strengthened leadership roles within CMC, and enhanced adaptive capacity through CSA and water management interventions.

Safeguards implementation was compliant and operational. ESMP measures were embedded in contracts and Bills of Quantities; a functioning two-tier GRM resolved the majority of grievances at community level; and the IPP was implemented in relevant areas.

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1.4 Summary of Concluding Statements

The FE concludes that the CRIWMP successfully demonstrated the practical applicability and value of a cascade-based IWM model for climate adaptation in Sri Lanka's Dry Zone.

The project delivered tangible infrastructure improvements, strengthened community-level governance structures, enhanced climate information systems, and supported diversified and more resilient agricultural livelihoods. The integrated design enabled synergies between irrigation rehabilitation, CSA adoption, drinking water access, and disaster preparedness.

Strong government ownership and exceptional co-financing were decisive factors in sustaining implementation through national crises. Adaptive management mechanisms — including restructuring ensured continuity and delivery under highly constrained conditions.

Gender integration moved beyond participation targets to support economic empowerment. SES systems functioned effectively, with no unresolved systemic grievances identified.

Achieving the scaling up necessary within Sri Lanka's Dry Zone (estimated over 2000 cascades present) requires national leadership, the securement of sustainable financing and strong partnerships and capacity building with District governments and CSO partners to activate implementation of the IWM/CMC model across all cascades in the dry zone.

Overall project performance is assessed as Highly Satisfactory, with sustainability assessed as Moderately Likely, subject to timely implementation of post-project institutional measures.

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1.5 Recommendations

Recommendation	Implementation Steps	Responsible Party	Priority & Timeline	Justification	Linkage
Category A: Strategic Scaling and Reinforcement Actions					
1. Institutionalize cascade IWM and CMC model through development of a national leadership team to develop a roadmap targeting all cascades within dry-zone watersheds.	a. Create a government Inter-Agency Coordination Body to provide leadership for ***activation*** of the Cascade Management Model b. Clarify roles and responsibilities across agencies c. Embed climate-resilient design standards for VIS rehabilitation and water management. d. Develop a Cascade Activation Work Plan to initiate implementation in high priority cascades	Ministry of Irrigation (MOI) National Planning Department	High 0-6 months	• Supports scaling and paradigm shift • Converts project learning into a systematic national development approach • Cascade IWM model is self-sustaining once activated	• KF 2 & 5 • C 1 & 4
2. Develop a sustainable multi-source financing strategy to activate the cascade IWM/CMC model in priority cascades.	a. Develop a business case scenario to secure sustainable financing for country-wide activation. b. Conduct cost-benefit analysis of CRIWMP expenditures against economic returns for VIS rehabilitation, CWSS construction and agrometeorology forecasting.	UNDP MOI	High 0-6 months	• Financial support required to support implementation of a Cascade Activation Work Plan • High Value for Money can be demonstrated through a cost-benefit analysis	• KF 5 • C 4
3. Outline an implementation strategy for the Cascade Activation Work Plan.	a. Identify leadership at Central government level and participation of sub-national government agencies in on the ground implementation. b. Identify a Technical Assistance Team with the qualifications required to support and oversee implementation (TAT to be contracted). c. Identify local social mobilization leadership CSOs to be engaged to mobilize and develop the necessary capacity for community engagement.	MOI	Medium 0-12 months	• Leadership and coordination required at Central government level • Technical support informs design and provides capacity development to government partners. • Effective FO and CBO participation dependent upon CSO support.	• KF 2 & 5 • C 1 & 4

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Recommendation	Implementation Steps	Responsible Party	Priority & Timeline	Justification	Linkage
4. Secure long-term institutional hosting and financing for hydrometeorological systems	a. Formalise ownership and hosting of CRIWMP-supported stations and platforms within DOM, MOI and DMC b. Establish dedicated government budget lines for O&M and system upgrades c. Integrate CRIWMP systems into national early-warning and advisory architectures	Department of Meteorology (DOM), MOI, Ministry of Finance (MOF)	Medium 0-12 months	• Ensures sustainability and scalability of Output 3 investments and protects high-value forecasting infrastructure	• KF 6 • C 5
5. Develop a national knowledge package and platform to share cascade-based IWM and innovation.	a. Consolidate technical standards, governance models, gender practices, and financing modalities b. Produce practitioner-oriented guidance for replication in other Dry Zone watersheds d. Disseminate through national agencies and development partners	MOI UNDP	Medium 0-12 months	• Capturing CRIWMP learning systematically will support efficient national replication and scaling.	• KF 1 & 2 • C 6
Category B: System Strengthening and Corrective Actions					
6. Deepen Gender and Human Rights integration in future Cascade IWM/CMC work.	a. Include explicit women's empowerment and social inclusion outcomes and targets in adaptation projects. b. Integrate gender-transformative and human rights-based leadership, decision-making, and protection considerations (e.g. GBV risk mitigation) into Cascade IWM/CMC work.	MOI UNDP	Medium 0-12 months	• CRIWMP demonstrated successful strategies for women's empowerment and human-rights based approaches. • Formal recognition enhances these outcomes.	• KF 4 • C 3
7. Institutionalise gender leadership benchmarks beyond community level	a. Introduce minimum gender representation and leadership benchmarks in district and cascade-level coordination bodies b. Provide leadership and governance training for women representatives c. Monitor qualitative empowerment outcomes, not only participation rates	UNDP	Medium 0-12 months	• Evidence shows women's empowerment is strongest where women hold decision-making authority, not just numerical representation.	• KF 4 • C 3

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Recommendation	Implementation Steps	Responsible Party	Priority & Timeline	Justification	Linkage
8. Strengthen contingency planning for macroeconomic and systemic shocks in future GCF projects	a. Integrate macroeconomic risk scenarios into project risk registers b. Introduce flexible budgeting, procurement and indexed cost assumptions c. Define restructuring triggers and decision pathways at design stage	UNDP GCF Focal Point	Medium 0-12 months	• CRIWMP experience shows macroeconomic shocks can materially affect implementation feasibility and timelines.	• KF 3 • C 2
9. Enhance behavioural and institutional change tracking in M&E systems. to APRs.	a. At project design stage include metrics to track behavioural and institutional change. b. In APR include analysis of outputs that documents behavioural change such as shifts in water governance, farmer advisory uptake patterns, and institutional integration of activities noting the implications in terms of women's empowerment, transformational change, and sustainability	UNDP	Medium 0-12 months	• Deeper behavioural and institutional change tracking would strengthen learning dimensions of M&E framework.	• KF 6 • C 5

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2 Introduction

2.1 Purpose and objective of the FE

As the Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management (CRIWMP) project approaches completion, a Final Evaluation (FE) is required to comprehensively assess the project's effectiveness, impact, and sustainability. The FE has assessed the extent to which the project has achieved its intended objectives and outcomes, identify key lessons learned, and examined its long-term viability.

The FE has rigorously assessed implementation performance, adaptive management, risks to sustainability, compliance with the Global Climate Fund (GCF) Funded Activity Agreement (FAA)/ Funding Proposal (FP) obligations, the approved Restructuring Proposal, FAA amendments, Gender Equity and Social Inclusion (GESI), country ownership, and potential for replication and scaling-up. Furthermore, the FE has analyzed the project's contribution to climate-resilient development pathways and documented unintended positive and negative outcomes, to provide insights which can be used to inform future programme design, policy formulation, and strategic decision-making. Refer to **Annex 1** for the FE Terms of Reference (TOR).

The objectives of the FE as stated in the TOR are to:

1. Assess the project's achievements against its objectives and expected outcomes across the three components.
2. Analyze the effectiveness of collaboration among the Ministry of Agriculture, Livestock, Land and Irrigation, government agencies, and Civil Society Organizations (CSO).
3. Evaluate the integration of cross-cutting issues such as gender equality, inclusivity – Leave No One Behind (LNOB), human rights and environmental safeguards.
4. Provide recommendations for sustaining project outcomes and enhancing similar future initiatives.

2.2 Scope

The FE has assessed the CRIWMP from the start date of 28th June 2017 to the completion date of 28th December 2025. The FE scope includes all project activities in each of the three watersheds where the project was implemented. A 14-day field mission visited a selection of sites across the three project watersheds with representation of the full range of project activities (see field mission schedule and map of sites visited in **Annex 4**). Key evaluation criteria identified in the FE TOR include:

- Relevance
- Coherence
- Effectiveness
- Efficiency
- Impact
- Sustainability

The FE team has also evaluated the CRIWMP's adherence to UNDP principals of Gender Equality and Women's Empowerment (GESI) and LNOB in project implementation. The full scope of the FE can be seen in the evaluation matrix provided in **Annex 2**, with indicators, data sources and the methodology used to address each question.

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2.3 Evaluation Approach and Methodology

2.3.1 Evaluation Methodological Approach

This FE adopted a theory-based, mixed-methods approach, consistent with UNDP Evaluation Guidelines, the GCF Evaluation Policy, OECD-DAC criteria, and UNEG norms and standards. Following a theory-based approach in addition to assessing the achievement of Project Results Framework (PRF) indicator targets, the FE analyzed the project's underlying Theory of Change (TOC), including the validity of the project design problem analysis, causal pathways, and key assumptions to determine if they were valid and functioned as intended to provide recommendations for upscaling of project activities. An Inception Report was prepared and reviewed providing a detailed outline of the proposed methods to be used for the FE.

A theory-based approach was selected because CRIWMP is a complex, multi-component climate adaptation intervention operating simultaneously at ecological, institutional, and community levels. Assessing such a programme requires examination not only of outputs and target achievement, but also of causal pathways, underlying assumptions, institutional linkages, and the plausibility of long-term resilience outcomes. The evaluation therefore tested the validity of the project's problem framing, the logic connecting outputs to outcomes, and the assumptions underpinning sustainability and paradigm shift ambitions.

The FE methodology (theory-based mixed-methods contribution analysis) is conceptually distinct from the data collection tools employed (desk review, interviews, focus group discussions, and field observations), which are described in the report sections below.

The FE reconstructed and validated the original TOC presented in the ProDoc, incorporating refinements to reflect restructuring decisions and contextual changes during implementation. This reconstruction allowed assessment of whether causal assumptions remained valid under evolving economic, institutional, and implementation conditions.

The FE methodology combined quantitative and qualitative evidence. Quantitative data from the PRF, financial records, and monitoring reports were analysed alongside qualitative data gathered through interviews, focus group discussions, and site observations. This combination allowed verification of reported results while also capturing institutional, behavioural, and governance dynamics that are not easily measured through indicators alone.

Cross-cutting themes, including gender equality, Leave No One Behind (LNOB) principles, safeguards compliance, stakeholder participation, and risk management were embedded throughout the evaluation rather than treated as standalone issues. The FE team investigated Gender-Based Violence (GBV) as a potential negative outcome of women's empowerment in Key Informant Interviews (KII) and Focus Group Discussions (FGD) with women. Particular attention was given to the implementation of the Environmental and Social Management Plans (ESMP), the Grievance Redress Mechanism (GRM), and the Indigenous Peoples Plan (IPP), consistent with UNDP and GCF requirements.

2.3.2 Evaluation Data Sampling and Data Collection Methods

The evaluation relied on both ***primary data*** and ***secondary data***.

Secondary data were obtained through a comprehensive desk review of project documentation, including the Funding Proposal, Funded Activity Agreement, Project Document, Annual Performance Reports (2017–2024), Interim Evaluation, restructuring documentation, financial reports, monitoring data, safeguards records, and relevant national

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policy documents (see **Annex 3** for a complete list of documents reviewed). This review informed refinement of evaluation questions, reconstruction of the ToC, and identification of issues requiring field verification.

Primary data were collected during a two-week in-country mission conducted from 15 to 29 October 2025, covering Colombo and all seven project districts: Anuradhapura, Kurunegala, Puttalam, Vavuniya, Mannar, Trincomalee, and Polonnaruwa (see **Annex 4** for complete outline of field mission). Data collection during the field mission combined Key Informant Interviews (KII), Focus Group Discussions (FGD), and structured site observations.

KII were conducted with a wide range of project implementing partners and stakeholders including representatives of the Executing Agency, Responsible Parties, UNDP Country Office staff, Project Management Unit personnel, district and divisional administrators, civil society partners, and technical experts (see **Annex 5** for a complete list of persons interviewed). Semi-structured KII and FGD guides were developed based on the Evaluation Questions Matrix (**Annex 2**) enabling consistent yet flexible inquiry across stakeholder categories. Sample KII and FGD interview guides for government, implementing partners, and community beneficiaries are provided in **Annex 6**.

FGD were held with farmer groups, women beneficiaries, Cascade Management Committee members, and community water organizations (see **Annex 4** showing field mission meetings). Where feasible, women participants were consulted separately to enable candid discussion of gender-related outcomes. FGDs explored perceived changes in water availability, cropping practices, income diversification, advisory use, governance dynamics, and sustainability prospects.

Field observations formed a critical component of data collection. Site visits were conducted across representative cascade systems, irrigation structures, drinking water schemes, CSA demonstration plots, and meteorological installations. Observations focused on infrastructure functionality, visible maintenance practices, evidence of advisory use, participation in governance structures, and consistency between reported outputs and ground conditions.

Given the scale of the project (20 cascades across three river basins), a purposive stratified sampling strategy was applied. Sampling ensured geographic spread across basins and districts, representation of all major output types, inclusion of both early and later-phase implementation sites, and diversity in community contexts. The objective was analytical representativeness rather than statistical representativeness, ensuring coverage of varied implementation contexts sufficient to draw credible evaluative conclusions.

2.3.3 Evaluation Data Analytical Methods

Data analysis proceeded in several structured stages.

First, the ToC was reconstructed and tested against observed evidence. This involved examining whether the root causes identified in the project design remained valid, whether causal pathways were plausible and observable, and whether key assumptions, particularly regarding institutional sustainability and coordination, held true in practice (see **Annex 10**).

Second, the PRF indicators were assessed using SMART criteria (Specific, Measurable, Achievable, Relevant, Time-bound) (see **Annex 11**). Achievement against baseline, mid-term, and end-of-project targets was reviewed using monitoring data and corroborated through field evidence, including the achievement of targets for women. Attention was paid to the realism of targets under Output 2 following restructuring (see **Annex 12**).

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Third, financial and efficiency analysis examined expenditure trends, disbursement rates, budget reallocations, and mobilisation of co-financing. This analysis assessed the adequacy and utilisation of inputs relative to achieved results, while considering macroeconomic disruptions.

Qualitative data from interviews and FGDs were systematically analysed and organised according to evaluation criteria, including relevance, effectiveness, efficiency, coherence, sustainability, gender outcomes, adaptive management, and safeguards implementation. Patterns were identified across stakeholder groups, and areas of convergence or divergence were analysed. The FE team was intentional in the inclusion of women in KII and FGD, with meetings held specifically with women's groups and with questions directed to women in mixed groups to ensure gender representation. The Gender Results Effectiveness Scale (GRES) has been used to provide an assessment of qualitative and quantitative data to assess the depth and quality of gender results.

Project monitoring data were cross-checked against physical verification during site visits and corroborated through stakeholder testimony to assess reliability and consistency.

2.3.4 Data Synthesis and Triangulation / Verification Methods

To ensure robustness and credibility, findings were derived through systematic triangulation of data across three dimensions.

1. Data source triangulation compared documentary evidence, stakeholder interviews, FGD, and field observations. Reported achievements were not accepted at face value but cross-checked against multiple sources (documents, KII, FGD, onsite infrastructure observations) wherever possible.
2. Stakeholder triangulation compared perspectives across national agencies, district authorities, community institutions, beneficiaries, and UNDP. Differences in perception were analysed to understand institutional dynamics and contextual variation.
3. Methodological triangulation combined quantitative performance data with qualitative insights. For example, reported increases in CSA adoption were examined alongside field observation and beneficiary testimony to assess actual behavioural change.

Where inconsistencies emerged, clarification was sought through follow-up communication with the PMU or UNDP. Preliminary findings were presented in a validation meeting at the conclusion of the field mission, enabling factual clarification while preserving independent evaluative judgment.

This multi-source and multi-method approach ensured adequate coverage of institutional, technical, financial, and beneficiary perspectives appropriate to the scale and complexity of the intervention.

2.3.5 Evaluation Step-By-Step Phase Approach

The evaluation followed a phased approach beginning with inception, during which the evaluation matrix, sampling strategy, and methodological tools were refined and agreed. The Inception Report formalised the evaluation framework and approach.

The desk review phase was followed by field data collection across seven districts. After the field mission, data were analysed through ToC testing, SMART indicator assessment, thematic coding, and financial review. Findings were synthesised and drafted into a draft FE report, which underwent stakeholder review for factual accuracy and completeness before finalisation.

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The evaluation approach remained consistent with the TOR and approved Inception Report. No substantive methodological deviations were made, although minor adjustments to the field itinerary were required due to scheduling constraints.

2.3.6 Methodological Limitations

The CRIWMP FE is a large-scale programme evaluation conducted within defined time and resource constraints. Given the geographic spread of interventions across multiple districts and cascades, it was not feasible for the FE Team to meet all stakeholders or visit all project sites. These constraints were mitigated through diversified stakeholder engagement, purposive sampling, systematic triangulation, and cross-verification against documentary evidence.

In addition to logistical constraints, certain limitations related to data access and availability were encountered. Some activities were still under implementation at the time of the field mission, limiting access to finalised monitoring data for a small number of output indicators. In some instances, historical monitoring data across multiple APR required consolidation to ensure consistency. Disaggregated data (e.g., by gender, age, and vulnerability status) were not uniformly available across all outputs. Furthermore, macroeconomic volatility complicated interpretation of cost-efficiency comparisons over time.

These data-related limitations were addressed through multiple mitigation measures. Monitoring data were cross-checked against physical site verification and stakeholder testimony during field visits. Financial data were reviewed alongside FAA amendments, restructuring documentation, and AWP to ensure consistency. Where indicator data were incomplete or inconsistently reported across years, clarification was sought from the PMU and UNDP. Triangulation across documentary evidence, KII, FGD, and direct observation strengthened confidence in findings.

Where language barriers limited stakeholders' ability to fully understand interview questions or express themselves in their preferred language, interpreters were engaged to facilitate communication in Sinhala or Tamil, thereby improving clarity, inclusiveness, and accuracy of responses.

The FE team is confident the mitigation measures applied were effective in ensuring that conclusions are based on sufficient, credible, and corroborated evidence (see **Table 1**). The convergence of information across multiple data sources provides a high degree of confidence in the validity of the evaluation findings.

Table 1. Evaluation Limitations and Mitigation Measures

Limitation / Constraint	Mitigation Measures Applied	Effectiveness of Mitigation
Limited time to visit all 20 cascades	Purposive stratified sampling of representative sites	Effective – representative coverage achieved
Activities still under implementation	Cross-check of data with physical verification and stakeholder interviews	Effective – sufficient evidence gathered for assessment
Incomplete or inconsistent historical monitoring data	Clarification with PMU; comparison across APRs and restructuring documents	Effective – inconsistencies resolved through verification
Limited disaggregated data in some outputs	Supplemented with qualitative data from FGDs and KIIs	Partially mitigated – qualitative evidence strengthened analysis
Macroeconomic volatility affecting cost comparisons	Reviewed FAA amendments and restructuring documents; contextualised financial analysis	Effective – financial trends interpreted within context
Language barriers	Use of interpreters in Sinhala and Tamil	Effective – improved accuracy of stakeholder responses

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2.4 Ethics

The FE was conducted in line with the UNEG Ethical Guidelines for Evaluators and the Code of Conduct (**Annex 7**). The FE used right-based, gender-responsive methodologies and consider human rights issues of Gender Equality and Social Inclusion (GESI), Leave No One Behind (LNOB), Persons with Disability (PWD), distinct cultural groups and any other disadvantaged groups. A Gender Results Effectiveness Framework (GRES) was used to integrate gender-responsive analysis. The FE team will be careful to ensure the FE does not reinforce discrimination and nor mask inherent biases and values throughout the evaluation process, considering cultural dimensions.

The FE captured sex-disaggregated data and other axes of data disaggregation, such as PWD, age, ethnicity, income, where data were available in the monitoring results. The FE team created safe spaces for women to share their views in evaluation discussions conducted in local language with the aid of a translator.

The FE team has assessed how the CRIWMP has addressed UNDP priorities of gender equality, rights-based approach, capacity development, women's empowerment, poverty–environment nexus, crisis prevention and recovery, disaster risk reduction, climate change mitigation and adaptation, and avoidance of gender-based violence where relevant. The FE has assessed how the CRIWMP followed and implemented environmental and social safeguards measures in line with the UNDP's Social and Environmental Standards (SES).

2.5 Structure of the FE report

The FE report follows guidance in FE TOR (**Annex 1**), a brief FE report outline is as follows:

1. Executive Summary (3-4 pages)
   - Provides a brief project description, a summary of project progress, a final evaluation ratings table, a concise summary of findings, conclusions and lessons learned and a summary table of recommendations.
2. Introduction (2-3 pages)
   - Outlines the purpose, objective, and scope of the FE. The FE methodology, data collection, analysis and ethics and the limitations to the evaluation.
3. Project Description (3-5 pages)
   - The project description outlines the development context, problems that the project sought to address and threats and barriers to implementation that were targeted. The project strategy, implementation arrangements, timing and milestones, key stakeholders and project sites will also be outlined.
4. Findings
   - The FE findings provide data and analysis on the project design, implementation and results and impacts.
5. Main Findings, Conclusions, Lessons Learned, and Recommendations
6. Annexes

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3 Project Description

3.1 Project start, duration and milestones

The CRIWMP project started June 28th, 2017, had a planned completion date of June 28th, 2024, and was granted an 18-month extension with a revised completion date of December 28th, 2025. Project implementation encountered major challenges as a result of disruptions caused by, the COVID-19 pandemic which delayed some project activities in 2020 and 2021, three central government elections with an associated interruption of activities by government implementing partners and the transfer of the project from the Ministry of Mahaweli Development and Environment to the Ministry of Irrigation, and a country-wide socio-economic crisis in 2023.

The CRIWMP was under suspension from April 2021 to October 2022 (516 days) during which time UNDP prepared and submitted a restructuring proposal to GCF due to the unforeseen increase in the unit cost of delivering potable water to target populations under project Output 2 *Enhancing climate resilient, decentralized water supply and management solutions to provide year-round access to safe drinking water to vulnerable communities*. The restructuring proposal resulted in Amendment 1 to the FAA signed September 19th, 2022, acknowledging changes in project inputs for Activity 2.2 and the related impact potential (see **Annex 8**). On October 3rd, 2023, FAA Amendment 2 provided the 18-month project extension noted above.

An Interim Evaluation (IE) was completed in June 2021 with an overall rating of moderately satisfactory progress towards results. The IE provided 15 recommendations addressed by UNDP through a management response with management actions proposed to address the concerns identified.

The CRIWMP FE was conducted from September 15th, 2025, to March 31st, 2026, with a 16-day field mission October 14th to 29th, 2025.

3.2 Development context

Sri Lanka is a small island nation lying between 6°N and 10°N latitude and 80°E and 82°E longitude in the Indian Ocean, with a land area of approximately 65,000 km^2 and a population of approximately 23.3M in 2025. The island consists of a rugged south-central highland core, an intermediate belt of rolling uplands, and broad low-lying coastal plains characterized by a dry zone in northern and eastern plains region where the CRIWMP was implemented.

Environment
Sri Lanka's central and southern parts are home to montane forests, sub-montane forests and lowland rainforests with drier monsoon forests located in the dry zone. At the beginning of the 20th century 70% of Sri Lanka had a biodiversity rich forest which has been reduced to the present 29% forest cover to accommodate human land use, mainly for agriculture and settlements. Forest cover reduction has resulted in increased soil erosion, siltation, loss of natural wetlands, and loss of biodiversity. The productivity of 34% of agricultural land is either declining or under stress.

Climate
Sri Lanka has two tropical monsoon seasons resulting in two cultivation periods, one named the ***Maha*** which occurs during the north-east monsoon and brings rain to the Dry Zone from December to February and the second the ***Yala*** which is the stronger southwest monsoon which brings rain to the southwest and central highland wet zones from May to September.

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Annual rainfall varies from 900 mm in south-eastern lowlands, to 1,000 to 1,750 mm in the Dry Zone, to over 5,500 mm on the southwestern slopes of the Central Highlands.

The Dry Zone climate is characterized by higher temperatures, lower and highly seasonal rainfall, and a pronounced dry period lasting 6–8 months, with most precipitation coming during the northeast monsoon. The dry period combined with high evapotranspiration create a landscape dominated by scrub forests, drought-tolerant agriculture and water scarcity for local populations.

Climate Change
IPCC's fifth assessment report predicts Sri Lanka, is vulnerable to drought, flood, food shortages and heat-related mortality. Sri Lanka faces significant threat from extreme heat, with the number of days surpassing 35°C, potentially rising from a baseline of 20 days to more than 100 days by 2090. Temperature rise is likely to put downward pressure on agricultural yields and household food security. Climate change impacts in the Dry Zone also affect people's access to safe drinking water where droughts reduce the sufficiency of water supply and falling water volumes increase the concentration of pollutants. Women traditionally manage household water, family gardens, and livestock and are in the frontline of managing impacts of reduced water availability and disaster impacts.

Economic / Socio-economic
Sri Lanka has experienced profound socio-economic turbulence since 2017, driven by the 2020–2022 economic crisis, the pandemic, fiscal imbalances, and external debt pressures. The country was re-classified back to lower-middle-income status in 2020, and although human development remains comparatively strong in the region (2023 HDI: 0.782; rank 76/193), living standards deteriorated sharply during the crisis, with inflation peaking above 70% in 2022, severe shortages of fuel, food, and medicines, and a marked decline in real incomes. The economy is slowly stabilizing in 2023–2025 with IMF-supported reforms, but recovery is uneven: services still dominate GDP, agriculture remains a critical livelihood sector, and public debt sustainability remains a core challenge.

Regional inequalities have widened, with rural, estate, and conflict-affected districts especially in the Northern, Eastern, Uva, and North Central Provinces experiencing the greatest setbacks. In Sri Lanka poverty nearly quadrupled during the economic crisis from 4.1% in 2016[1] to around 25% in 2023[2], with the majority of poor households still depending on climate-sensitive agriculture, micro-employment, and migration remittances. Youth unemployment and women's labour force participation remain structural concerns, while food insecurity increased significantly during the crisis, particularly in dry-zone districts highly exposed to droughts and price shocks. Climate vulnerability continues to intensify these disparities, and peripheral and post-conflict regions remain the most socially and economically deprived.

Institutional
The institutional context for the CRIWMP is shaped by Sri Lanka's long-established but fragmented ~~rural~~ drinking water and irrigation governance system, where responsibilities are shared across multiple agencies such as the Ministry of Irrigation, MASL, Department of Agrarian Development, Department of Agriculture, Ministry and agencies in charge of drinking water, and Disaster Management authorities. While these institutions have substantial technical expertise and a long history of managing tanks, cascades, and smallholder agriculture, coordination across agencies and between central, provincial, and

[1] Department of Census and Statistics (DCS). 2016. Poverty Indicators: Household Income and Expenditure Survey 2016. Colombo: DCS.
[2] World Bank. 2022. Sri Lanka Development Update: Protecting the Poor and Vulnerable. Washington, DC.

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local levels has remained a persistent challenge. Recent policy reforms including the National Adaptation Plans, the National Policy on Climate Change, and growing emphasis on integrated watershed and cascade management, have created momentum for more coherent, climate-responsive planning. The CRIWMP was designed to builds on the evolving institutional landscape by strengthening inter-agency coordination, enhancing local governance capacities, including FOs and CBOs, and operationalizing decentralized approaches to ensure sustainable water management and climate-resilient rural livelihoods.

Policy
The CRIWMP was designed to be aligned with Sri Lanka's national priorities for rural economic development, food security, and climate-resilient agriculture, and directly supports the Government's SDG commitments on poverty reduction, sustainable agriculture, and inclusive growth. Agriculture still employs a large share of the rural population, and the Government prioritizes improving irrigation, watershed management, and water security—core focus areas of the project.

The project supports key national policies, including the National Agriculture Policy, National Watershed Management Policy (2004), the National Climate Change Policy, NDCs, National Adaptation Plans, and the Comprehensive Disaster Management Programme, all of which emphasize climate adaptation and water management for Dry Zone farming. CRIWMP also contributes to the Sustainable Sri Lanka 2030 Vision and the National Policy Framework (Vistas of Prosperity and Splendour) by enhancing agricultural water availability, efficiency, and climate-resilient livelihoods in vulnerable rural districts.

3.3 Problems that the project sought to address

The CRIWMP sought to address the following problems for communities of the Dry Zone.

- The impacts of rainfall variability, flooding and drought exacerbated by climate change which directly affect food security, potable water availability, household (HH) income, and community safety.
- Deteriorating Village Irrigation System (VIS) infrastructure due to changing patterns of governance, general lack of maintenance, especially during the period of Sri Lanka's civil war (1983 to 2009), flash flooding due to climate change, and inadequate income to support VIS maintenance leading to further erosion of Dry Zone community well-being.
- Communities in the Dry Zone are exposed to highly mineralized water (groundwater, shallow wells, tube wells), with elevated levels of hardness, fluoride, and dissolved salts which have been identified as contributing factors among many, resulting in Chronic Kidney Disease of Unknown Aetiology (CKDu) which leads to early morbidity.
- Women are in the frontline of managing impacts of reduced water availability and disaster impacts as result of their traditional roles managing household water, family gardens and livestock.

The CRIWMP was intended to overcome the following threats and barriers.

- Limited technical and financial capacity of CBOs, FOs, and government organizations to coordinate, design, plan and implement integrated watershed/cascade management solutions.
- Historic conflicts and grievances and a lack of organization among communities associated with water management.
- Limited early warning systems for extreme events, particularly flooding and poor local weather forecasting solutions to assist FO planning and management.
- Limited co-ordination among central and provincial government agencies intended to support communities.

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- Increasing climate related impacts with little or no climate-resilient infrastructure for agriculture or water supply.
- Limited technical capacity of supporting government agencies to guide CSA/climate resilient practices, including cascade management and innovative irrigation management, sprinkler and drip irrigation systems for agriculture.

3.4 Project Description and Strategy

The CRIWMP is a transformative initiative designed to strengthen the resilience of smallholder farmers in Sri Lanka's dry zone, who face increasing vulnerability to climate change impacts. Funded by a $38.08M USD grant from the GCF and supported by $14M USD in government co-financing, the project operates at a watershed and cascade scale to develop integrated watershed management solutions for irrigation, Climate-Smart Agriculture (CSA), agro-meteorological advisory services, and drinking water.

CRIWMP operates across three river watersheds, the Malwathu Oya, Mi Oya, and Yan Oya, covering the districts of Kurunegala, Puttalam, Anuradhapura, Mannar, Trincomalee, Vavuniya, and Polonnaruwa. The primary objective of CRIWMP is *to enhance the resilience of smallholder farmers to climate variability and extreme weather events through integrated water management.* The project was intended to provide direct benefits for 770,500 individuals and indirect benefits for 1,179,800 people by improving water management, promoting climate-resilient agricultural practices, reducing flood risks, supporting targeted programs for women participating in alternative income generating activities and community water supply management, and provide improved climate and weather information for agriculture and disaster risk management (DRM).

The CRIWMP is intended to drive a paradigm shift in water resource management in Sri Lanka's Dry Zone by adopting a holistic, integrated watershed and cascade management approach that addresses multiple water management uses and including irrigation, agriculture, livelihoods, drinking water, and DRM.

At the community level, CRIWMP has employed a bottom-up approach by engaging local NGOs that facilitated meetings to build the capacity of FOs and CBOs allowing them to participate in Cascade Management Committees (CMC) developing integrated water resource management plans.

The project is structured around three key outputs:

Output 1: Upgrading and enhancing the resilience of village irrigation systems and scaling up climate-resilient farming practices in three river basins of the Dry Zone.
- Focuses on improving climate-risk-informed water management for agricultural production.
- Upgrades to interconnected VIS within cascade systems and associated agricultural practices.
- Enhances surface and groundwater availability and quality.

Output 2: Enhancing climate-resilient, decentralized water supply and management solutions to provide access to safe drinking water to vulnerable communities.
- Delivers drinking water solutions to vulnerable communities.
- Addresses water quality issues through source replenishment, enhanced storage capacity, and improved supply systems.

Output 3: Strengthening weather/climate and hydrological observing, forecasting and water management systems to enhance the adaptive capacity of smallholder farmers to droughts and floods.

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- Improves weather/climate and hydrological observation, forecasting, and water management.
- Provides farmers with timely weather advisories & early warnings for droughts & floods.
- Supports planning for water release from irrigation tanks.

3.5 Project Implementation Arrangements

CRIWMP is implemented under UNDP's National Implementation Modality (NIM), with the Ministry of Agriculture, Land, Livestock, and Irrigation (referred to as MOI in this report) serving as the project Executing Entity (EE). Previously, the project was under the Ministry of Mahaweli Development and Environment (MMDE), but the portfolio was re-assigned following the 2024 elections.

The Project Board provided strategic direction and oversight, comprising representatives from the Ministry of Agriculture (MOA), UNDP, the Department of External Resources, the Department of National Planning, and key Responsible Parties, including the Department of Agrarian Development (DAD), the Department of National Community Water Supply (DNCWS), the National Water Supply and Drainage Board (NWSDB), the Department of Meteorology (DOM), and the Disaster Management Centre (DMC). The Project Board was supported by a Technical Advisor Committee (TAC) providing technical oversight (e.g., review of designs, standards, and methodologies), ensuring technical credibility (e.g., cascade rehabilitation, Climate Smart Agricultural (CSA) packages, and hydrometeorological investments) and advise (e.g., flood modelling, climate analytics, and engineering approaches).

At sub-national level, DSC played a critical operational role in coordinating CRIWMP implementation across line agencies, resolving field-level bottlenecks, and anchoring cascade and water supply interventions within district administrative systems. DSC also proved essential to adaptive management and continuity during periods of national disruption.

The CRIWMP had two lead technical teams, one situated in the MOI and one in the UNDP CO, providing essential management, procurement and technical support to all project activities. There was also a CRIWMP sub-office based in Anuradhapura bridging UNDP CO and central government teams with local government and community field support. In the field the CRIWMP was also supported by the following four Civil Society Organizations (CSO), South Asia Partnership Sri Lanka (SapSri), Participatory Action for Liberation and Mobilization (PALM), Sri Lanka Red Cross Society (SLRCS) and Janathakshan. The CSOs conducted community mobilization and capacity development providing an important foundation for project success. Central government and provincial government implementing partners as described in **Section 3.6** also provided critical leadership, policy development and on the ground project implementation.

The CRIWMP also worked with private sector engineering consultants and civil works contractors to design, survey and construct improved cascade irrigation systems, water supply systems and automated meteorological and water measuring stations. The CRIWMP also engaged academia in the development of training modules and in flood survey and modelling exercises.

3.6 Main stakeholders

The CRIWMP is a multi-agency, multi-level government partnership, with core responsibilities split across several government agencies as noted below and in **Table 2**.

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- Central government oversight bodies Department of External Resources (DoER), Department of National Planning (DoNP), and MOI formerly MMDE for planning, financing, and national coordination.
- Irrigation and agriculture agencies DAD, DOA, MOI, Provincial Irrigation Department (PID) for cascade rehabilitation and Climate Smart Agriculture (CSA).
- Water supply agencies DNCWS and NWSDB for climate-resilient drinking water systems.
- Disaster/climate information agencies DOM and DMC for early warning and forecasting systems with technical support and data provided by MOI.
- At the local level, representatives of central and provincial government stakeholders and District and Divisional Secretariat administrations are directly involved in project implementation and community interface.

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Table 2. Key government stakeholders involved in CRIWMP.

Stakeholder	Institutional Role	Nature of Engagement	Extent of Involvement
A. Government Stakeholders			
Ministry of Agriculture, Livestock, Land and Irrigation (MALLI)	Executing Agency	Overall project ownership; accountable for management, implementation, and delivery of outcomes; chairs Project Board. Strategic oversight, policy alignment, inter-agency coordination, approval of annual work plans and budgets	High and continuous engagement throughout the project lifecycle; exercised formal execution authority and oversight across all outputs
Department of Agrarian Development (DAD)	Lead technical partner for minor irrigation	Responsible Party for technical supervision of Village Irrigation System (VIS) rehabilitation; coordination at cascade level; support to CMCs and FOs	Core operational partner with sustained field-level engagement across project districts; central to institutionalisation of cascade governance
Irrigation Department (ID)	Engineering authority	Technical validation of engineering designs; hydrological coordination; quality assurance	Periodic but critical technical engagement, particularly during infrastructure design and rehabilitation phases
Department of Agriculture (DOA)	CSA technical lead	Development and dissemination of CSA packages; farmer training and extension, and engages in participatory planning of cropping practices.	Continuous technical engagement supporting adoption of CSA practices across cascades
Department of Meteorology (DOM)	Hydrometeorological lead	Installation and operation of weather stations; generation of advisories; system integration	High technical involvement under Output 3; responsible for long-term hosting of forecasting systems
Disaster Management Centre (DMC)	DRM coordination authority	Integration of flood forecasting into national early warning systems; dissemination coordination	Regular engagement in strengthening institutional linkages between meteorological data and disaster response systems
National Water Supply and Drainage Board (NWSDB)	National water authority	Technical standards and oversight for major drinking water supply systems; providing technical water quality guidance and expanding drinking water services under Output 2.	Targeted technical engagement, particularly in design validation and compliance with national standards
Department of National Community Water Supply (DNCWS)	Community water implementation partner	Co-financing partner. Supervision of rural water schemes; capacity building of community water CBOs	Direct and sustained operational involvement in design, construction supervision, and post-construction support
District and Divisional Secretariats	Sub-national administrative coordination	Chairing District Steering Committees; resolving inter-agency bottlenecks; facilitating local approvals. Facilitate field-level planning, multi-stakeholder coordination, chair agriculture committees, and integrate CRIWMP into local planning.	High and continuous coordination role; essential for field-level implementation continuity

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Stakeholder	Institutional Role	Nature of Engagement	Extent of Involvement
Irrigation Department & Provincial Irrigation Departments (PID)	Sub-national administrative coordination	Support technical design, implementation, and monitoring of irrigation upgrades in cascades; engage in district and divisional coordination committees; and support installation of stream gauges within project watersheds.	Regular administrative facilitation and local oversight during infrastructure and community mobilisation phases
B. Non-Government Stakeholders			
UNDP Sri Lanka	GCF Accredited Entity / Implementing Agency	Fiduciary management; safeguards oversight; adaptive management; reporting to GCF; technical quality assurance	Continuous, high-level engagement across strategic, financial, safeguards, and technical dimensions throughout implementation
Green Climate Fund (GCF)	Funder	Financing; strategic oversight; approval of restructuring and extensions	Oversight engagement, formal reporting and review mechanisms; strategic decision-making on extensions and restructuring
Civil Society Organizations (CSOs)	Community facilitation partners	Community mobilisation; gender integration; institutional strengthening of CMCs and water CBOs; GRM facilitation	Sustained, field-based engagement; critical for social mobilisation, inclusion, and conflict resolution
Farmer Organizations (FOs)	Community-based irrigation institutions	Water allocation; participation in VIS O&M; contribution to cascade governance	High operational engagement at community level; direct beneficiaries and co-managers of rehabilitated systems
Cascade Management Committees (CMCs)	Multi-stakeholder cascade governance bodies	Planning and coordination across tanks; conflict resolution; O&M oversight	Central institutional innovation of the project; continuous engagement in decision-making and coordination functions
Community-Based Organizations (Water CBOs)	Drinking water governance bodies	O&M of rural water systems; tariff collection; maintenance planning	Direct operational responsibility for post-construction system management; essential to sustainability
Private Sector Partners (including JSB-linked entities)	Market linkage and value chain actors	Forward sales agreements; commercial scaling of CSA; income diversification	Targeted but catalytic engagement, enabling expansion of CSA beyond original project footprint
Contractors and Engineering Firms	Infrastructure implementers	Construction of VIS and water supply systems; compliance with ESMP requirements	Time-bound but intensive engagement during construction phases; accountable for safeguards compliance
Academic and Technical Experts	Advisory support	Technical validation; training modules; specialised inputs	Periodic engagement providing specialised expertise and knowledge transfer
Development Partners (e.g., IFAD, World Bank programmes)	Complementary programme actors	Alignment and potential replication of cascade and resilience approaches	Indirect engagement; contribute to external coherence and scaling pathways

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3.7 Limitations to the evaluation

Given the available time for the FE field data collection, the field mission was limited to a sample of project sites in the three watersheds where the CRIWMP was implemented. Out of the 20 cascades where the project was implemented 5 (25%) were visited by the FE team. This limited the range of local government stakeholders and beneficiaries visited. Nonetheless, the FE team was able to meet with all local NGO implementing partners and the full range of local government agencies engaged in project implementation. The FE team met with multiple beneficiary groups, including cascade management CBOs, FOs, women's organizations, water supply CBOs and entrepreneur groups and individuals. The FE team observed the responses to FE investigative questions received from stakeholders and beneficiaries was both comprehensive in scope and self-reinforcing.

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4 Findings

The FE findings for the CRIWMP are organized according to the report format provided in the FE TOR and are intended to address evaluative questions shown in the Evaluation Matrix (**Annex 2**). The narrative provided is based on data analysis and triangulation of project documents, KII and FGD conducted with the PMU, project implementing partners, government stakeholders and project beneficiaries, and site visits to observe infrastructure.

In addition to the narrative assessment provided, some finding sections are accompanied by a GCF rating which are summarized in **Table 3**.

Table 3. Summary of Final Evaluation Findings

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

* See **Annex 9** for complete description of GCF rating scales
Highly Satisfactory (HS); Satisfactory (S), Moderately Satisfactory (MS); Moderately Unsatisfactory (MU); Unsatisfactory (U); Highly Unsatisfactory (HU); Unable to Assess (U/A).
Likely (L); Moderately Likely (ML); Moderately Unlikely (MU); Unlikely (U); U/A – unable to assess.

4.1 Project Design/Formulation

4.1.1 Analysis of Project Results Framework and Theory of Change

Clarity, feasibility and country-drivenness of objectives and components
The CRIWMP's objective, *to strengthen the resilience of smallholder farmers in the Dry Zone to climate variability and extreme events through an integrated approach to water management*, was clearly articulated and consistently reflected across the Theory of Change (TOC) and Project Results Framework (PRF). The TOC frames a long-term goal of *strengthening the resilience of smallholder farmers…through an integrated approach to water management*, with a single outcome of strengthened adaptive capacity and reduced exposure to climate risks, supported by three mutually reinforcing outputs on improved VISs/CSA, safe resilient drinking water supply systems, and improved climate/hydrological forecasting and information dissemination.

The TOC analysis (**Annex 10 Tables 10.1 & 10.2**) has concluded that the CRIWMP has provided and can continue to provide a sustainable model for transformative change in rural

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communities living in the dry zone with the outcome and output pathways as fully achieved. This provides evidence that the framing and operationalisation of the objective were practicable within the project's timeframe when adequately managed and provided with the necessary financial and technical resources.

The CRIWMP design is firmly country-driven given that it focuses on VIS, rural drinking water, and flood/drought early warning in the Dry Zone, areas explicitly identified as national priorities in climate adaptation and rural development policy. Success of the CRIWMP has relied on central government leadership with sub-national government implementation and CSO supported community-based cascade management, which are core impact drivers.

Consistency of outputs with the TOC and coherence of the intervention logic
The three outputs map cleanly to the causal chain in the TOC:

- **Output 1**: upgrading VIS and scaling up CSA, with impact drivers around building government and community capacity, restoring VIS infrastructure, and promoting women's enterprise development.
- **Output 2**: climate-resilient, decentralised drinking water supply through NWSDB water supply extension to rural communities, DNCWS supported and CBO managed Community Water Supply Systems (CWSS), rainwater harvesting and groundwater recharge.
- **Output 3**: strengthening observing, forecasting and advisory systems for flood control and agrometeorology, and improving community use of climate information.

In the TOC analysis (**Annex 10 Tables 10.1 & 10.2**) each output is linked to a clearly defined intermediate state that works toward achievement of the long-term goal for increased resilience of Dry Zone small-holder farming communities. Including, participatory, integrated watershed management within project cascades for Output 1; target communities have climate-resilient, year-round access to safe water for Output 2; and government utilizes improved weather and hydrologic forecasting systems to reduce flood risk, improve water management for agriculture and improve flood early warning.

Analysis of the TOC against the CRIWMP implementation indicated the intervention logic is coherent and realistic where it combines infrastructure, capacity development, and institutional arrangements (Cascade Management Committees, CBOs, CSOs, government agencies) under a shared cascade-based management model. The one area of concern in the TOC analysis relates to government technical capacity and financing to sustain hydrometeorology systems and to expand flood modelling to other watersheds, indicating that while the logic is sound to support and create tangible benefits, long-term resourcing to sustain and scale up Output 3 are challenging.

The intervention logic assumed that combining infrastructure rehabilitation with institutional strengthening and climate information services would generate synergistic resilience outcomes. This assumption proved valid in project cascades, where irrigation rehabilitation, CSA adoption, and advisory services reinforced one another.

To situate the TOC intervention logic more clearly, the FE Team recommends reconstructing the design logic as follows:

> ***Inputs:*** GCF financing, GoSL co-financing, technical expertise, institutional partnerships.
>
> ***Activities:*** VIS rehabilitation; CMC strengthening; CSA training; installation of weather stations; development of advisories; construction of drinking water systems.

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Outputs: Functional irrigation systems; operational CMCs; adopted CSA practices; climate-resilient water systems; advisory dissemination.

Outcomes: Improved water security; enhanced agricultural productivity; strengthened institutional coordination; increased adaptive capacity.

Intended Impacts: Reduced vulnerability of Dry Zone smallholders to climate variability; improved environmental sustainability of cascade ecosystems.

The outputs were therefore coherent and internally reinforcing, though Output 2 required restructuring due to hydrogeological and cost constraints.

SMART analysis of Project Results Framework indicators

The indicators in the CRIWMP PRF were assessed as largely meeting SMART criteria (**Annex 11**), with most being specific, measurable, achievable, relevant, and time-bound with PRF indicators supporting by clear baselines and end-of-project targets. Beneficiary-focused indicators, particularly those relating to climate-resilient agriculture, safe drinking water access, and early warning advisories, were well-defined and quantitatively robust, with sex-disaggregated targets that strengthened relevance and monitoring utility. The SMART analysis also noted some overlap and lack of clarity between some CSA-related indicators, reducing specificity and complicating attribution of results. In conclusion while the PRF indicators met most SMART criteria, its effectiveness would have been enhanced by clearer differentiation between closely related indicators.

Overall, the PRF was sufficiently robust to support evaluation of outputs and intermediate outcomes, though long-term environmental resilience impacts extend beyond the evaluation period.

Capturing of broader development impacts and use of gender-responsive indicators

The TOC appropriately recognised that climate adaptation in cascade systems would generate broader development co-benefits, including improved livelihoods, food security, reduced water conflicts, and strengthened local governance. The project also sought to capture wider development impacts for women, through income generation, gender equality and livelihood benefits. These are validated through the following FE team observations.

- Significant transformative change because of the government and community participation in CMC with demonstrated social, economic, and environmental benefits achieved under Output 1.
- Significant, measurable economic cost-benefits for women and men through improved management of cascade command areas, home gardens, marketing, rural enterprise development and reduced social and economic impacts from flooding and drought.
- Strong participation and uptake of women's enterprise opportunities with evidence of upscaling and replication.
- Upscaling of the CMC model by the International Fund for Agricultural Development's (IFAD) Smallholder Agribusiness Resilience Project (SARP) and the World Bank's Integrated Rural Development & Climate Resilience Programme (IRD&CRP).
- The DAD issued Circular No. 06/2023 on the establishment and continuity of CMC, formally recognising them within DAD implementation arrangements.

The CRIWMP design and monitoring and evaluation (M&E) framework incorporated socio-economic gender-responsive targets in a systematic way, allowing the project to demonstrate both climate resilience outcomes and distributional gains for women and vulnerable groups.

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Addressing issues of human rights, gender and leave no one behind

A review of the CRIWMP Project Document indicates that concepts aligned with Leave No One Behind (LNOB) and social inclusion were incorporated at design stage primarily through structured vulnerability targeting and gender mainstreaming. The project explicitly prioritised smallholder farmers in drought-prone Dry Zone districts and identified beneficiary criteria that included women-headed households, young unemployed women, households affected by disability or chronic kidney disease, conflict-displaced or resettled families, flood-affected households, and nutritionally vulnerable groups. This targeting framework reflects a pro-poor and vulnerability-based approach consistent with LNOB principles, even if the terminology of LNOB was not explicitly used. Geographic targeting of historically marginalised and post-conflict districts further reinforced an equity-oriented design.

Gender integration was particularly strong and systematically embedded in the design. The project included quantified targets for female beneficiaries, support to women's producer groups, women-led community-based water management structures, and enterprise development initiatives aimed at strengthening women's economic participation. Gender considerations extended beyond participation metrics to include time savings from improved water access, leadership in governance structures such as FOs and CMC, and enhanced access to information and markets. In contrast, while disability, minority status, and youth vulnerability were recognised in beneficiary selection criteria, these dimensions were not supported by dedicated disaggregated monitoring indicators. Inclusion of persons with disabilities and ethnic minorities was therefore implicit through vulnerability targeting rather than explicitly structured through tracking mechanisms. The FE team notes the project includes "households with disability" among its beneficiary targeting criteria, demonstrating recognition of disability-related vulnerability at design stage. However, this recognition was not accompanied by dedicated disability-specific indicators or structured monitoring mechanisms.

While safeguard screening and mitigation measures were incorporated, the integration of LNOB and human rights concepts was framed more through vulnerability and equity targeting than through an explicit human rights-based analytical framework. Overall, the design demonstrates strong pro-poor and gender-responsive intent, some attention to disability and minority inclusion, and appropriate safeguard screening consistent with UNDP and GCF requirements.

Linkages from outputs to outcomes and the paradigm shift objective

The TOC analysis (**Annex 10 Tables 10.1 & 10.2**) concludes that each output pathway has been fully achieved and is contributing to the long-term resilience goal as noted below.

- **Output 1** leads to participatory cascade management, restored infrastructure, CSA adoption, and women's enterprises, which in turn increase agricultural productivity, food security, reduce flood damage, and improve livelihoods.
- **Output 2** delivers safe, sustainable, community managed, climate-resilient water systems and rainwater harvesting, improving health and reducing vulnerability to drought.
- **Output 3** enhances agrometeorological forecasting used by farmers to improve crop management, flood mapping and community use of early warning systems to reduce risk and enabling better water and crop management.

The TOC articulated a pathway whereby integrated cascade-based interventions would catalyse systemic change in water governance and climate adaptation planning. Collectively, the three successful output pathways underpin the CRIWMP's *paradigm shift* to a cascade and watershed-based, inter-sectoral approach to water management that integrates irrigation, food security, socio-economic well-being, drinking water security, and Disaster Risk Reduction (DRR)into one model. The TOC analysis concludes the model is a *sustainable template for transformative change* and it has recommended a government

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Inter-Agency Coordination Body be formed and a sustainable financing business case scenario developed for nationwide activation of the Cascade Management Model paradigm shift.

How the design helped or hindered achievement of goals
The integrated project design was a key strength. By linking irrigation, agriculture, drinking water, and climate information services within a cascade framework, the project addressed multiple dimensions of vulnerability simultaneously.

On balance, the design helped the project achieve its goals much more than it hindered them. The integrated cascade approach, with leadership by central government, sub-national implementation, and community mobilisation led by CSOs, are identified as key design pillars that should continue underpinning future implementation. The CRIWMP design had an explicit focus on capacity development of CBOs, FOs, and government agencies, coupled with targeted women's enterprise support, which has resulted in significant social and economic benefits and strengthened local institutions. Analysis of the PRF (**Annex 12**) shows most outcome and output indicators are achieved suggesting that the core design logic has translated into tangible results.

There are some design-related constraints highlighted by the restructuring of the CRIWMP which occurred because of the profound challenge providing potable water to rural communities. Due to the higher than anticipated cost to install CWSS a restructuring proposal was prepared and Amendment 1 to the FAA approved (**Annex 8 Table A8.1**) The restructuring proposal adjusted the target for PRF Indicator 8 (*Number of households with year-round access to reliable and safe water supply*), reducing the number of households from the original 217,000 to 122,715 (**Annex 8 Table 8.3**). The restructuring proposal did not adjust the target for the related PRF Indicator 9 (*Number of women engaged in managing and maintaining community drinking water supply schemes*), with the end of project remaining at 20,00 women. Consequently, the original end of project target for the number of women engaged in managing and maintaining CWSS was not achieved (**Annex 12 Indicator 9**). Nonetheless, based on the CRIWMP constructing 7 (out of an original target of 35) CWSS, the FE evaluators considered the final achievement for Indicator 9 which reported 9,241 women engaged in managing and maintain CWSS as ***Satisfactory***. The rating was based on there being fewer CWSS and therefore fewer opportunities for women to be engaged in managing and maintaining CWSS.

So, while the design created strong enabling conditions for impact, the targets associated with Output 2 were too ambitious for the available resources.

Realism and adequacy of inputs, strategies and sequencing
The planned inputs and strategies are evaluated appropriate and realistic for achieving the intended project results. The GCF grant and government co-financing achieved VIS rehabilitation, community water systems, rainwater harvesting and improved hydrometeorological infrastructure leading to improved water management and access to safe water, better weather forecasting for farmers and improved flood management and DRR.

The sequencing is also logical starting with institutional and capacity strengthening and CSO engagement of communities in cascade planning for infrastructure investments, livelihood support and uptake of weather and flood forecasting.

The TOC included implicit phased withdrawal assumptions, relying on strengthened local institutions (CMCs, FOs, water CBOs) and departmental mandates to sustain outcomes. While institutional ownership is strong, long-term sustainability remains contingent on sustaining O&M financing, particularly of hydrometeorological systems.

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In conclusion, the TOC was coherent, contextually grounded, and largely validated through implementation. While certain contextual risks were underestimated, the integrated cascade-based model provides a credible and replicable framework for climate adaptation in Sri Lanka's Dry Zone.

4.1.2 Assumptions and Risks

CRIWMP assumptions and risks
Across both the Funding Proposal (FP) and the ProDoc, the assumptions and risks were well-articulated, clearly categorised, and accompanied by detailed management measures. The risks identified in the FP/ProDoc were realistic and aligned with the scope and nature of CRIWMP: engineering works in sensitive environments, community-managed water supply, hydrometeorological instrumentation, inter-agency coordination requirements, and climate-related unpredictability.

The ProDoc identified practical implementation risks such as sediment movement, water contamination, construction noise, waste production, and impacts from early warning system installations. These were grounded in actual field conditions and standards for irrigation rehabilitation. All risks were assessed as ***Moderate to Low*** before mitigation and ***Low*** after mitigation (**Annex 13 Table 13.1**).

The ProDoc also anticipated key risks in community-managed systems and government Operations and Maintenance (O&M) capacity. These assumptions were logical and ultimately proven accurate. Coordination risks were well anticipated given the multi-agency nature of CRIWMP, and proposed mitigation measures logical including, CMC structures, and the establishment of Standard Operating Procedures (SOP).

Externalities (e.g. climate shocks, economic crises, etc.) and project risks
The CRIWMP accurately identified climate and weather-related risks to project implementation and instituted effective weather monitoring and communication mitigation strategies. The project did not identify the risks or mitigation measures associated with delayed start-up which did occur leading to the loss of originally identified water supply locations, leading to the identification of new, more remote water sources with poorer water quality. Risk analysis did consider financial constraints within government institutions but not at the scale which occurred during the country-wide, socio-economic crisis of 2023.

Environmental and Social Risks under SESP and their management measures
The CRIWMP was categorised as **Category B (*Medium Risk*)** under UNDP/GCF Social and Environmental Screening Procedures (SESP) at project design stage. The ProDoc demonstrates that environmental and social risk screening was conducted in accordance with UNDP's Social and Environmental Standards (SES). Six environmental risks were identified during screening, of which two were rated ***Moderate*** and four were rated ***Low***. Identified risks related primarily to construction impacts, sediment management, community safety during infrastructure rehabilitation, and potential environmental disturbance associated with irrigation and water supply works (**Annex 13**, **Table 13.2**).

Mitigation measures were clearly articulated at design stage through the Environmental and Social Management Plan (ESMP), with responsibilities embedded within contractor terms of reference and implementation guidelines. Safeguards provisions were integrated into procurement processes and operational planning. A Grievance Redress Mechanism (GRM) and Grievance Redress Committee (GRC) were also established at design stage to address potential social or environmental complaints arising during implementation. Gender considerations were incorporated within the screening process, and vulnerability targeting was reflected in implementation design.

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During implementation, safeguards monitoring was conducted in line with SES requirements. APR documentation, safeguards tracking sheets, and field mission observations indicate that mitigation measures were applied and monitored. Grievance records demonstrate that complaints were logged, reviewed, and resolved at district level. No significant adverse environmental or social impacts were reported during implementation. The FE's analysis determined that, following mitigation, all identified risks were effectively reduced to Low and no residual adverse impacts were observed

While safeguards screening at entry was procedurally compliant and proportionate to the project's risk profile, disability-specific inclusion measures and structured minority-focused safeguards were not elaborated in detail beyond general vulnerability targeting language. Nevertheless, field consultations did not reveal evidence of exclusion or unmanaged social risk.

Overall, the project's safeguards architecture was robust. Risks were identified systematically at design stage, linked to clear mitigation measures, embedded within procurement and operational procedures, and monitored during implementation. The continuity between design-stage screening and implementation-stage verification strengthens confidence that environmental and social risks were appropriately managed throughout the project lifecycle.

4.1.3 Lessons from other relevant projects incorporated into project design

Lessons from previous investments in minor irrigation, rural water supply and climate-risk management were embedded in the CRIWMP design. The Funding Proposal notes that the project draws on a long history of Dry Zone water management projects, including the World Bank supported *Village Irrigation Rehabilitation Project* and *National Irrigation Rehabilitation Project* implemented by the GoSL, the GEF funded *Strengthening the Resilience of Post-Conflict Recovery and Development to Climate Change Risks in Sri Lanka* implemented by UNDP, the JICA funded *PEACE Project*, and World Food Programme small tank rehabilitation initiatives. From more recent landscape-based pilots (Plan International's cascade-based small tank project and the IUCN / Hongkong and Shanghai Banking Corporation (HSBC) C*ascade Restoration Project*, the design adopted a cascade-wide approach, use of cascade-level farmer committees, and the revival of traditional tank system elements combined with modern engineering solutions and community co-management of land and water. These lessons informed the design and implementation strategy for Output 1, treating cascades as hydrological management units, embedding FOs and CBOs in planning and maintenance, and using tested cost benchmarks and design standards from earlier projects to ensure technical and financial feasibility.

For rural drinking water and climate-information services, the design similarly built on proven models while addressing identified gaps. The project design incorporated lessons learned from two phases of the World Bank funded Community Water Supply and Sanitation Project, which piloted community-managed CWSS, incorporating those lessons into Output 2 by formalizing CBO-managed schemes and climate-risk–informed design and O&M arrangements. For Output 3, the ProDoc references UNDP's regional experience in scaling up CSA in Viet Nam and agrometeorological advisory and early-warning systems in India, using these to justify investments in localized climate advisories, flood forecasting and farmer decision-support tools. At the same time, the Funding Proposal explicitly critiques earlier Sri Lankan projects for being either non-climate-risk-informed or too narrowly sectoral and uses this analysis to justify CRIWMP's integrated, river-basin, multi-sector design that simultaneously tackles VIS rehabilitation, drinking water, and climate/hydrological information as an adaptation "package" rather than isolated interventions.

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4.1.4 Planned stakeholder participation

Consideration of stakeholder perspectives during project design
Stakeholder perspectives were well integrated into the CRIWMP design. The ProDoc shows that the design process drew on extensive national consultations involving the MMDE (now MOI), key technical agencies, provincial administrations, community-based water management groups, and FOs. This helped ensure that those most affected by water insecurity and climate variability, including smallholder farmers, women-led water CBOs, and cascade-level user groups, had their needs and knowledge systems reflected in the project logic. The design incorporated participatory approaches across all three outputs, including farmer-centred adaptation practices, community-managed drinking water systems, and advisory services co-developed using both technical forecasts and local knowledge. The Inception Report confirms that the initial design was validated in a multi-stakeholder forum where beneficiaries, implementers, and technical institutions reviewed and refined indicators, safeguards, monitoring arrangements, and operational roles. Overall, stakeholder perspectives were adequately and systematically considered, contributing to a design that was contextually grounded and institutionally anchored. An outline of planned stakeholders at the project design stage are shown in **Table 3**.

Planned stakeholder interactions - Stakeholder Engagement Plan
Within the ProDoc there is a Stakeholder Engagement Plan, that provide a comprehensive and structured stakeholder participation strategy (see **Table 4**). Planned engagement mechanisms included cascade-level water management committees bringing together FOs and drinking water CBOs across all project cascades; direct participation of ~240,000 people, with an additional 205,500 people to be engaged through SMS advisories. The Cascade Management Committees (CMC) were intended to serve as ongoing platforms for collective decision-making on water allocation, climate advisory uptake, and sustainable maintenance practices. At institutional levels, planned interactions were structured through the Project Board, Inter-Ministerial Coordinating Committee (IMCC), TAC, DSC, Provincial and District line agencies, and community organisations. The Inception Workshop further set expectations for continuing engagement through joint work planning, M&E validation, review of the Environmental and Social Management Plan (ESMP) and gender action plan, alignment of reporting and communication lines, and agreement on implementation roles. Overall, stakeholder engagement was designed to be continuous, multi-tiered, and integrated into all components of implementation.

Table 4. Planned Stakeholder Engagement Arrangements (Design Stage)

Stakeholder Group	How Identified in Project Design	Planned Roles & Responsibilities	Planned Interaction Mechanisms
Smallholder farmers, women-led CBOs, drinking-water users	• Identified through river basin vulnerability assessments, VIS analyses, community consultations	• Participate in cascade committees; use advisories; co-produce knowledge on farming and water practices	• Cascade Water Management Committees, trainings, participatory advisories, SMS-based early warning
Farmer Organisations & Cascade Committees	• Recognized as core institutions in VIS governance	• Local decision-making, water allocation, maintenance duties	• Formation of 50 committees; regular meetings; input into Output 1–3 activities
Responsible Parties (DOA, DAD, NWSDB, DNCWS, MDM)	• Identified based on statutory mandates	• Technical implementation, supervision, data management, community support	• Project Board, technical working groups, joint planning sessions

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Stakeholder Group	How Identified in Project Design	Planned Roles & Responsibilities	Planned Interaction Mechanisms
Implementing Partner – MMDE	• Lead institution for water & climate adaptation policy	• Strategic leadership, financial oversight, approvals	• Chairing Project Board, inception workshop, supervision of PMU
UNDP	• Accredited Entity role; technical capacity	• Procurement oversight, safeguards, quality assurance, risk & M&E oversight • Financial oversight • Project reporting	• Project Board, supervision missions, technical advisory meetings
Senior Beneficiary (MMDE Additional Secretary, NDA reps)	• Represents interests of beneficiaries	• Ensure outputs meet community needs; validate changes	• Project Board participation and decision-making
IMCC	• Needed for multi-sector coordination	• Policy alignment and issue resolution	• Periodic coordination meetings
Technical Advisory Committee (TAC)	• Required for technical credibility	• Technical oversight, review and advice	• Scheduled technical review meetings
Provincial & District Agencies	• Local institutional stakeholders	• Frontline support, supervision, extension services	• Inception workshop, field-level coordination and monitoring
CSOs and Media	• Actors supporting communication and inclusion	• Awareness, mobilisation, gender and community engagement	• Participation in inception workshop; communications strategy activities

Identification and negotiation of partnership arrangements prior to approval
Partnership arrangements were clearly defined, negotiated and formalized prior to approval through the ProDoc, FAA, and Accreditation Master Agreement (AMA). MMDE was designated as Implementing Partner with accountability for financial execution, results delivery, monitoring, and reporting. Five Responsible Parties (RP), the DOA, DAD, DNCWS, NWSDB, and the Ministry of Disaster Management (MDM), were selected based on their institutional mandates and operational capacity, with roles negotiated and described in detail. Governance was structured through a Project Board comprising an Executive (Secretary, MMDE), Senior Supplier (UNDP), and Senior Beneficiary (Additional Secretary Water Resources Planning) and the National Designated Authority (NDA), with clearly defined decision-making powers, escalation procedures, risk-management responsibilities, and oversight functions. UNDP's roles as Senior Supplier and Project Assurance provider were also formally agreed, covering procurement oversight, quality assurance, safeguards compliance, technical guidance, and M&E support. These arrangements indicate that partnerships were systematically identified, roles were clearly allocated, and responsibilities were negotiated prior to project approval, ensuring institutional readiness for implementation.

4.1.5 Linkages between project and other interventions within the sector

CRIWMP was designed to build on and align with a wide landscape of complementary interventions in Sri Lanka's water resources, climate resilience, agriculture, and disaster-risk reduction sectors. The Funding Proposal outlines how the project design drew from and is linked to relevant government programmes including, the World Bank funded *Dam Safety and Water Resources Planning Project*, the ADB funded *Mahaweli Water Security Investment Program*, and national programmes of the MOI, DOM, DMC, and DOA. These linkages were considered foundational where the CRIWMP positioned itself as the "climate-

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resilient layer" that would integrate hydrology, agriculture, irrigation rehabilitation, and flood management into a coherent basin-level model, complementing rather than duplicating parallel initiatives.

The ProDoc also makes clear that CRIWMP's cascade-based approach was designed to fill gaps left by existing sectoral interventions specifically, the absence of integrated minor-irrigation and drinking-water planning at the micro-basin level. The project planned formal coordination mechanisms with ongoing investments in irrigation and rural water supply (e.g., NWSDB rural schemes, MOI rehabilitation programmes, DAD community agriculture initiatives), with outputs intended to complement government-financed VIS rehabilitation and ADB/World Bank infrastructure initiatives by adding climate-risk analytics, community-based planning, and institutional strengthening. The *Climate Modelling and Flood Forecasting* components of the CRIWMP were explicitly built to integrate with and strengthen national platforms already under the DOM the DMC, ensuring interoperability with CRIWMP's flood-risk work and the national early-warning architecture.

The CRIWMP Inception Workshop Report confirms that coordination with other programmes was operationalized from project start-up. Government agencies, including MOI, NWSDB, DOA, DAD, DOM, DMC, Universities, and District Secretariats, agreed to avoid duplication with parallel ADB, World Bank, and JICA projects by using CRIWMP technical assessments (hydro-meteorological modelling, climate-risk analytics, soil mapping, CSA packages) to inform their own sectoral programmes. In addition, the proposed formation of Cascade Management Committees (CMC) was highlighted as a mechanism that would allow CRIWMP to integrate community-based planning into other agencies' investment pipelines. Similarly, CRIWMP's community water supply model was intended to complement and strengthen the ongoing "Rural Water Supply and Sanitation Programme" of NWSDB and provincial councils.

4.2 Project Implementation

4.2.1 Adaptive management

Indicators and baselines used for performance measurement.
The CRIWMP had a generally well-articulated PRF with quantified baselines (typically zero) and mid-term/final targets for all fund-level, outcome and output indicators from the outset. The SMART analysis (**Annex 11**) confirms that core indicators such as total direct/indirect beneficiaries, numbers of males and females with year-round access to safe water, households with upgraded VIS, and farmers reached through climate-resilient agriculture packages all had numerically specified targets and data disaggregation for gender and, in some cases, inside/outside-basin stratification. APRs consistently report against these baselines and targets, showing cumulative progress and whether the project is on track or has exceeded targets.

Adaptive management through Project Results Framework target tracking.
The indicator framework and baselines were actively used by the PMU in project management as noted in APR reporting and Annual Work Plans (AWP). APRs systematically tracked annual and cumulative progress against each indicator, comparing current values to mid-term and final targets and noted those indicators where targets were revised because of the approved restructuring proposal. The APR narratives reflect use of PRF tracking to flag where the project is "on track", ahead or lagging and to justify adjustments in implementation approaches and timelines. For example, in Output 2, where delays and technology choices led to a shift toward community-supported pipeline extensions and advanced filtration systems.

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The ProDoc and Inception Report assign the Project Board a clear role in appraising APRs, monitoring results and recommending changes to workplans and project strategy. This is reflected in practice in APR 2021 to 2024 which show indicator performance informed key decisions, such as reallocation of co-financing to more feasible and higher-demand drinking-water interventions, adjustment of beneficiary targets via restructuring, and prioritization of catchments and VIS where cropping intensity and beneficiary ratios could be maximized. As the CRIWMP neared project closure, the project was clearly managing to indicator-level performance, reporting that outputs and beneficiary numbers had reached or exceeded targets as evidence to underpin the completion and consolidation strategy.

Extent to which adaptive management approach was applied.
The project applied a strong adaptive management approach, especially after early implementation challenges and the 2021 restructuring. APRs from 2019 onward document iterative responses to climatic, political, institutional and financial shocks. For example, the 2019 APR details how construction schedules for VIS were re-planned based on medium-range weather forecasts after unseasonal rains disrupted works, and how engagement with new political leadership and senior officials following elections was used to secure AWP approvals and maintain momentum. APR 2021 reports on the formal restructuring proposal to address co-financing deficits, changes in EE and more realistic beneficiary target numbers for Output 2, alongside changes in implementation modalities (e.g., shifting supervision away from private firms and recruiting additional technical and M&E staff).

Later APRs show continued adaptative management such as:

- Reallocation of co-financing to a community-involved pipeline extension programme with NWSDB and communities, approved by the Project Board.
- Adjustment of technologies and siting for advanced water filtration following lab testing and local acceptance issues.
- Expansion of agro-met and flood advisory systems as their utility for construction planning and farmer decision-making became evident.
- Deliberate consolidation and sustainability measures, such as cascade-level management plans, O&M funds at VIS level, and district/divisional coordination mechanisms to institutionalize practices beyond the project period.

Overall, the pattern is of a project that used monitoring data, risk analysis and stakeholder feedback to regularly adjust activities, targets, modalities and partnerships.

Project Board involvement in CRIWMP adaptive management.
The Inception Report's description of the Project Board's role of addressing issues raised by the NPD, providing guidance on new risks, agreeing countermeasures, and approving revisions, was borne out in practice, with the Project Board functioning as the main forum for high-level adaptive decisions throughout the project cycle. The Project Board played a central and increasingly active role in adaptive management, in line with its design mandate to provide guidance on risks, appraise APRs and decide on project changes. Notably, the Project Board approved reallocating USD 416,000 and later USD 455,000 of co-financing to community-involved pipeline extension sub-projects with NWSDB and communities, as a major adaptive shift in Output 2 implementation. As the impact of the economic crisis on communities increased, the Project Board reviewed and approved opportunities for the CRIWMP to provide increased support for agricultural economic development, particularly livestock, while still meeting the project' outputs.

As noted in **Section 3.5** the Project Board was supported by a TAC which provided credible, technical advice to the Board to inform their adaptive management decision making. Project Board adaptive management was also informed by DSC that provided timely local information on implementation issues to assist in resolving field-level challenges with locally appropriate solutions.

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4.2.2 Actual stakeholder participation and partnership arrangements

Project development and leverage of partnerships.
Over the nine-year implementation period CRIWMP demonstrated progressively stronger partnership development with national, provincial, and community-level institutions. Early years focused on building technical partnerships with RPs (DOA, DAD, NWSDB, DNCWS) and district authorities, alongside establishing Project Board and Technical Working Committee mechanisms. By 2018, the project had institutionalized community participation in VIS design, involving women, youth, and FO members in engineering consultations to ensure relevance and ownership of water infrastructure decisions. Partnerships expanded over time to include the Ministry of Agriculture, Livestock, Land and Irrigation (MALLI) for national CSA guidelines, private sector co-financing for catchment restoration, and technical collaboration with the DOM for advanced forecasting systems.

By 2022–2024, partnerships had matured into multi-level coordination platforms involving ministers, provincial chief secretaries, district steering committees, CBOs, NWSDB, the Governor of NWP, and Divisional Secretaries, reflecting broad political and administrative ownership. The community-involved pipeline extension programme became a model of co-financed service delivery, implemented jointly with NWSDB and community groups, and scaled using GoSL funds. These partnerships enabled the project to remain resilient through political transitions, economic crises, and delays in GCF disbursement, sustaining progress and advancing institutionalization of Integrated Water Management (IWM) approaches.

Government stakeholder support of effective project implementation.
The project benefited from significant central and local government support, reflected both in policy alignment and operational engagement. National institutions contributed actively to project governance, participating in Project Board meetings. Government agencies also provided direct technical inputs, such as VIS and CWSS design and construction oversight, reviewing and advancing national CSA guidelines through the participation of DAD and contributing to the National Water Resources Policy revision. During 2021–2022, when GCF disbursements were delayed, central authorities ensured continuity by financing VIS upgrades with government funds, demonstrating strong national ownership.

At district and divisional levels, government decision-making played a critical role in maintaining momentum. District and Divisional Coordination Committees, including CMC, consistently engaged in reviewing progress, resolving bottlenecks, and facilitating field implementation (notably for VIS clearances, land approvals, and irrigation scheduling). In later years, high-level political endorsement, including recognition by the President in 2024, reinforced the project's strategic relevance. Government responsiveness, authority in resource allocation, and adaptive decision-making contributed materially to efficient implementation despite contextual challenges.

Stakeholder involvement and public awareness support.
CRIWMP's public-facing components, including, agrometeorology advisories, farmer trainings, CBO formation, climate resilient water safety and security planning, and community pipeline extensions, played a major role in accelerating uptake of climate-resilient practices. The expansion of weather advisory dissemination systems was reported to reach hundreds of thousands of farmers (e.g., 459,024 beneficiaries in 2021), with women representing 51% of those reached, which strengthened adaptive farming decisions. The project also delivered large-scale household and institutional communication on climate resilient water safety and security, integrating climate risks and adaptive options for drinking

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water, CSA technologies, and disaster preparedness, fostering strong awareness of climate risks and disaster response strategies.

Actual stakeholder interaction versus what was planned.
Actual stakeholder interaction exceeded what was envisioned at the project design stage. The ProDoc focused on FOs, CBOs, and district agencies, implementation demonstrated a much broader engagement landscape, with stakeholder interaction involving national ministries, provincial councils, divisional coordination committees, CMC members, women's groups, NWSDB, DNCWS, DOM, private sector partners, and political leadership. This expansion contributed to scaling advisory systems nationally, additional co-financing for infrastructure, and the embedding new policies ensuring sustainability (e.g. CMC, CSA guidelines, groundwater recharge policies).

The CRIWMP did encounter challenges in stakeholder engagement during due to COVID-19, political instability, and delayed GCF disbursements, which limited some planned activities and slowed multi-stakeholder coordination. The Interim Evaluation conducted in 2021 identified gaps in consultation processes under Output 2, around water source selection and community expectations, prompting improvements in subsequent years. Based on FE team field mission observations stakeholder engagement structures were strong at all administrative levels, demonstrating the project had achieved adaptive recovery and enhanced governance alignment.

CRIWMP approach to the inclusion of women and other diverse groups.
Gender mainstreaming under CRIWMP became progressively stronger and more systematic throughout implementation. The project consistently collected sex-disaggregated beneficiary data and targeted women farmers for CSA training and adoption. Women's groups, widows, persons with disabilities, and youth were specifically included in technology package dissemination and livelihood stabilization efforts. Additionally, women participated in CBO leadership roles for water supply schemes and in participatory monitoring committees for safeguards, aligning well with UNDP gender-responsive requirements.

APR evidence shows during implementation, gender responsiveness was significantly strengthened as water supply committees reached high female participation; women increasingly engaged in decision-making on irrigation scheduling, CSA adoption by women, O&M CWSS training, and participation in pipeline extension planning and construction. The Gender Action Plan (GAP) was adaptive, expanding inclusion of vulnerable categories during the economic crisis (2021–2023) and showed clear improvements in representation, agency, and climate-resilient livelihood access.

4.2.3 Project Finance and Co-finance

Variances between planned and actual GCF grant expenditures.
The CRIWMP GCF grant was $38.084 million. The data provided to the FE team (per the Project Completion Report) showed a cumulative budget expenditure of $37.93 million (99%), with some variation between components (Output 1 = 106%; Output 2 = 94%; Output 3 = 88%; Project Management = 93%) (**Table 5**). The increase in Output 1 spending above 100% reflects both cost escalation and deliberate prioritisation of VIS rehabilitation, an area with high political and livelihood relevance. Under-utilizations of budget in Output 2 (96%) and Output 3 (90%) is consistent with implementation challenges documented in APRs, including difficulties in identifying reliable water sources (2018–2019), procurement delays, COVID-19 restrictions, supply chain disruptions, and fuel/energy price shocks. These required redesign of water supply modalities and re-profiling of hydro-meteorological investments.

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Annual workplans and APRs explained that key cost variances were driven by national crises and adaptive implementation decisions. For example, COVID-19 and the 2022 economic crisis delayed construction and increased material costs; the restructuring approved in 2021–2022 required adjusting timelines and reallocating funds internally.

The project management budget per the FAA is $3,483,520 (9.2% of the GCF grant). The project management costs reported include both project administration costs and some direct project costs such as salaries for a project engineer and other technical officers. Project management spending of $3,256,012 included $45,172 of accruals, and remained therefore within planned spending limits, suggesting that administrative and coordination costs were contained within reasonable levels relative to the scale of project operations.

Annual expenditure patterns show that actual spending during the first two years (2017–2018) was significantly below the original ProDoc Budget projections, reflecting start-up delays associated with large scale projects that require significant multi-stakeholder engagement, technical design and procurement, establishment of institutional and field-level implementation arrangements and community engagement (**Figure 1**). In 2020 the impact of COVID-19 restricted project activities and the associated spending (**Figure 1**). In later years, from 2021 onward AWP budgets increased and actual expenditures accelerated to implement and complete delayed infrastructure and programmatic activities. This AWP budgets and actual spending reflect the adaptive management of the project in response to external disruptions, including the COVID-19 pandemic, the project restructuring proposal (**Annex 8**) and Sri Lanka's macroeconomic crisis, all of which required adjustments to implementation sequencing.

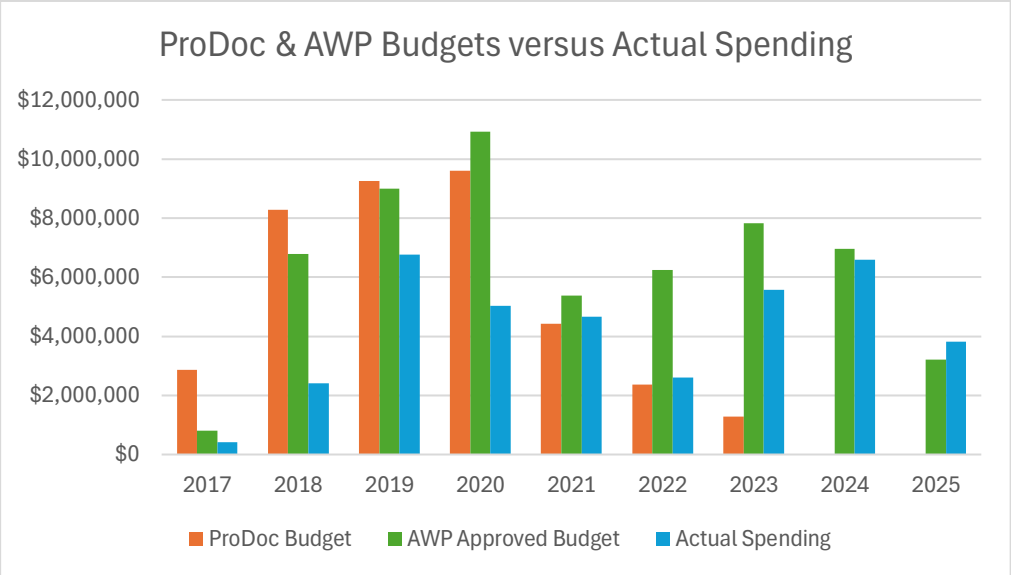


Figure 1. Bar graph of ProDoc budget, Annual Work Plan budget and Actual Spending.

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Table 5. GCF financial data provided by CRIWMP PMU (data from ProDoc and the Project Completion Report)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	Accruals	Totals
OUTPUT 1											
ProDoc Budget	1,019,055	5,049,169	5,448,095	5,908,344	2,054,177	1,171,468	393,813	0	0		**21,044,121**
AWP Budget	420,630	3,013,565	4,832,699	5,418,899	3,695,034	4,265,972	4,884,340	4,971,846	1,919,987		
Actual Spending	153,095	1,582,291	4,107,809	2,555,735	1,748,999	850,397	3,428,022	4,993,662	2,786,254	0	**22,206,265**
%Actual/AWP	15%	31%	75%	43%	85%	73%	870%				**106%**
OUTPUT 2											
ProDoc Budget	926,556	2,022,402	2,464,920	2,332,663	1,470,889	422,790	264,412	0	0		**99,04,632**
AWP Budget	112,158	2,386,190	2,481,581	4,045,900	0	664,224	1,543,297	422,864	392,570		
Actual Spending	129,529	409,235	1,376,937	1,699,446	2,256,319	1,348,349	1,278,466	583,048	191,317	0	**9,272,645**
%Actual/AWP	14%	20%	56%	73%	153%	319%	484%				**94%**
OUTPUT 3											
ProDoc Budget	482,172	779,180	785,430	783,702	391,097	260,321	169,826	0	0		**3,651,728**
AWP Budget	89,982	771,000	932,0000	894,700	862,446	689,204	727,400	857,994	403,848		
Actual Spending	13,823	97,691	861,141	407,635	360,335	182,345	339,108	470,109	464,929	0	**3,197,115**
%Actual/AWP	3%	13%	110%	52%	92%	70%	200%				**88%**
PROJECT MANAGEMENT											
ProDoc Budget	440,096	436,994	565,939	569,314	515,175	509,271	446,731	0	0		**3,483,520**
AWP Budget	177,230	619,245	747,961	567,400	818,864	630,600	677,200	713,500	484,007		
Actual Spending	128,884	325,757	412,576	362,725	304,915	214,478	535,989	545,261	380,256	45,172	**3,256,012**
%Actual/AWP	29%	75%	73%	64%	59%	42%	120%				**93%**
TOTALS											
ProDoc Budget	**2,867,879**	**8,287,745**	**9,264,384**	**9,594,023**	**4,431,338**	**2,363,850**	**1,274,782**	**0**	**0**		**38,084,000**
AWP Budget	**800,000**	**6,790,000**	**8,994,241**	**10,926,899**	**5,376,344**	**6,250,000**	**7,832,237**	**6,966,204**	**3,200,412**		
Actual Spending	**425,331**	**2,414,974**	**6,758,463**	**5,025,541**	**4,670,568**	**2,595,569**	**5,581,585**	**6,592,079**	**3,822,756**	**45,172**	**37,932,037**
%Actual/AWP	**53%**	**36%**	**75%**	**46%**	**87%**	**42%**	**71%**	**95%**	**119%**		**99%**

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Variances between expected and realised co-financing
Under the FAA, the GoSL committed USD 14 million in co-financing (cash + in-kind). At the time of FE, the GoSL had contributed $17,316,894, which is 124% of the planned co-financing (**Table 6**). This represents a positive variance and reflects a high degree of national ownership. The largest share came from the Department of Agrarian Development, whose cumulative cash contribution exceeded USD 26 million. Other ministries and departments contributed in-kind resources but did not submit disaggregated final values.

The strong co-financing performance was an important factor contributing to project success by compensating for the delays that occurred during the early and mid term of the project. The dramatic scaling-up of project activities after 2021 aligns with post-economic crisis budget releases, government prioritisation of irrigation rehabilitation, and alignment with presidential priorities. The FE concludes that co-financing mobilisation substantially exceeded commitments and played a critical role in enabling project success.

Table 6. Co-Financing data provided by CRIWMP PMU (data current to 19th Nov. 2025; cumulative co-financing data provided was not broken down according to name of government agent providing co-financing by as outlined in FAA).

Source of Co-financing	Name of Co-financer	Type of Co-financing	Co-financing amount per FAA Amend. 2 (US$)	Actual Amount Contributed at FE (US$)	Actual % of Expected Amount
GoSL	Department of Agrarian Development	cash	5,500,000	17,316,894	124%
		in-kind	500,000		
	Department of Agriculture	in-kind	1,140,000		
	Department of National Community Water Supply	cash	2,000,000		
		in-kind	110,000		
	National Water Supply	cash	3,500,000		
		in-kind	500,000		
	Ministry of Disaster Management	in-kind	750,000		
		TOTALS	**14,000,000**	**17,316,894**	**124%**

Assessment of financial controls and budget decision-making.
Financial controls were generally strong and compliant with UNDP NIM and Harmonized Approach to Cash Transfers (HACT) standards. Financial control was supported by a layered Quality Assurance / Quality Control (QA/QC) system that involved the following.

i. UNDP corporate financial controls.
ii. PMU management by financial and procurement staff.
iii. Periodic internal control reviews of RPs and implementing partners.
iv. Spot checks across 2023–2025.

Audit findings confirm that implementing partners (SAPSRI, PALM, Janathakshan, SLRCS) maintained separate bank accounts (PALM was corrected), regular reconciliations, documented procurement procedures, authorised expenditures and proper use of Funding Authorization and Certificate of Expenditure (FACE) forms.

Issues identified were moderate and procedural, not systemic: e.g., SAPSRI's use of Excel rather than automated budget-vs-actual reporting; some delays in FACE reporting; PALM's initial use of a common bank account; minor under-reporting by SLRCS (LKR 48,110). All were accompanied by clear management responses, updated policies or corrective actions.

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Timely flow of funds, while affected by macroeconomic restrictions and procurement delays, was not hindered by internal control failures. The combination of controls allowed the PMU and UNDP to make informed budget decisions throughout implementation.

Assessment of due diligence in fund management, including periodic audits
The project demonstrated consistent due diligence in fund management. The APRs and Project Board meetings confirm annual financial performance reporting and compliance with FAA financial covenants. Internal control reviews conducted in 2023 for SAPSRI, Janathakshan, SLRCS and PALM, as well as spot checks in 2024–2025, provided transaction-level verification of expenditure eligibility, documentation, procurement compliance and bank reconciliation accuracy.

When the CRIWMP Executing Agency was transferred from the Ministry of Mahaweli Development and Environment to the Ministry of Irrigation an audit of the (CDR) 2023 to UNDP was conducted.

Audits were conducted on implementing partners (SLRCS, SAPSRI, Janathakshan, and PALM) and the Executing Agency (MOI). The audit reviews assessed control environments (governance, HR files, asset management, anti-fraud policies), ensuring fiduciary robustness. None of the audits identified material weaknesses, fraud, or ineligible expenditures. The depth and frequency of reviews exceeded minimum GCF requirements, reflecting a proactive approach to risk management. No audit reported misuse of funds, integrity breaches, or significant internal control breakdowns. The major findings of audits were procedural and fully manageable.

Assessment of Appropriateness and relevance of changes to fund allocations
Although the core GCF grant envelope remained unchanged ($38.084m), internal reallocations occurred through annual workplans and the formal restructuring/extension (2021–2022). The FE team assessed the revisions as relevant and appropriate as outlined below.

- During the period of project suspension, the 2021 AWP was not rolled out, thought there was a continuation of activities commenced in 2020. This led to restructuring of budget allocations when the project restarted.
- There were budget adjustments due to price escalation and the fuel crisis, with planned VIS upgrading shifted from local contractors to the Irrigation Department allowing the completion of VIS rehabilitation.
- The Restructuring Proposal to GCF in 2021 which was responding to the increased cost to construct CWSSs, resulted in a reduction in the number of CWSS constructed and an agreed reduction in the number of direct beneficiaries under activity 2.2.
- There was a shifting Output 2 budget resources to more feasible water supply modalities, including participation of NWSDB working with communities on pipeline extensions for CWSS and DNCWS constructing large filtration units for CWSS.
- The AWP budgets for Output 3 were adjusted inline with changes in activity timelines resulting from delayed procurement and the request for development of district-level flood Standard Operating Procedures (SOP) which required close coordination with the District Disaster Management Centres.

Available evidence demonstrates that CRIWMP carried out budget reallocations within Outputs, primarily Outputs 1 and 2, in response to rising construction costs, supply-chain disruptions, and changes in implementation modality. There is no documentation indicating that funds were reallocated across Outputs. All budget adjustments appear to have been made internally within Output budgets to maintain deliverability under evolving contextual constraints.

Given that total GCF spending reached 99% at the time of the FE, with no unproductive

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surplus and no overspend at project level, and that GoSL co-financing exceeded expectations by 124%, the FE concludes that budget revisions were both strategic and performance-enhancing, directly supporting delivery of outcomes and sustainability measures.

Concluding FE Financial Assessment
GCF grant execution, despite timing variances and contextual shocks, remained strong at 99%. Co-financing performance significantly exceeded expectations, demonstrating exceptional national ownership. Financial controls were sound, progressively strengthened, and supported by regular audits and spot checks, none of which revealed material weaknesses. Budget revisions and adaptive reallocations were justified and effective in safeguarding delivery of results.

The CRIWMP demonstrated strong overall financial performance, with the GCF grant reaching 99% utilisation (USD 37.93M of USD 38.08M) by the final evaluation, reflecting effective fund utilization despite a complex implementation context marked by procurement delays, COVID-19 disruptions, and Sri Lanka's 2022 economic crisis. Expenditure patterns show that the project's budgetary challenges were primarily related to timing rather than structural under-delivery. Major adjustments were required within Outputs 1 and 2 to respond to price escalation, supply chain shocks, and changes in implementation modality. Budget re-allocations were made within project Outputs, not across them, consistent with the GCF policy requiring formal approval for cross-output changes. Output-level adjustments were endorsed through the 2021 restructuring and Project Board review and approval.

Government co-financing performance was exceptionally strong, with GoSL contributing $17,316,894, 124% of the original commitment, demonstrating high national ownership and sustained policy support

Financial management systems were robust and compliant with UNDP's HACT and NIM frameworks, supported by regular bank reconciliations, documented procurement procedures, the use of FACE forms, and annual financial reporting to GCF.

Overall, the CRIWMP exhibited good financial efficiency, strong fiduciary standards, and exemplary national co-financing performance. Adaptive financial management allowed the project to navigate significant macroeconomic, logistical, and operational challenges while maintaining alignment with GCF requirements and achieving high levels of delivery.

4.2.4 Coherence in climate finance delivery with other multilateral entities

Project partner capacities and commitments.
Regarding climate finance coherence, the project engaged strategically with multilateral and bilateral partners and their operations including the following.

- **World Bank** implementing the Climate Smart Irrigated Agriculture Project and later Climate Resilience Multi-Phase Programmatic Approach (Cres MPA) flood programme.
- **Asian Development Bank** (ADB) implementing the Mahaweli Water Security Improvement Project and disaster-resilience initiatives.
- **International Fund for Agricultural Development** (IFAD) implementing the Smallholder Agribusiness Partnerships Programme and Smallholder Agribusiness and Resilience Project.
- **Japan International Cooperation Agency** (JICA) undertaking capacity building for rural water schemes.
- **Regional actors** such as United Nations Convention to Combat Desertification (UNCCD) and Asian Disaster Preparedness Center (ADPC) through drought and transparency workshops.

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These linkages were selected and engaged to participate in project implementation and to expand the reach of CRIWMP work, promoting the scaling up of CRIWMP approaches to IWM, particularly the cascade management model.

Coherence and complementarity of local climate change interventions
There is strong evidence of coherence and complementarity with other climate-relevant investments at local and sector levels. From 2018 onward, APRs highlight how the TAC and project team actively shared methodologies, guidelines and tools with World Bank, ADB and IFAD projects working in overlapping geographies and themes (irrigated agriculture, minor tanks, climate-resilient agriculture, water security). The National CSA Guideline, developed under CRIWMP leadership with the MOA, was subsequently adopted by the World Bank-funded Climate Smart Irrigated Agriculture Project and IFAD-funded programmes, providing a common national framework for CSA interventions across multiple financing streams.

Similarly, the project's work on technical guidelines for irrigation works, flood forecasting and agrometeorology advisories has been taken up by the Irrigation Department, ADB disaster-resilience operations, and the World Bank Climate Resilience and Ecosystem Services (CRES) Multi-Phase Programmatic Approach (MPA) programme, which plans to replicate CRIWMP flood models in 22 river basins. At the local level, CSO partners have begun to replicate cascade-based approaches in non-project districts using their own or other donors' funds (e.g. SLRCS applying the model in Hambantota; SAPSRI seeking resources for Mannar). This illustrates a coherent ecosystem where the CRIWMP cascade management model provides the framework for IWM across multiple finance sources.

CRIWMP support to local initiatives on climate change adaptation and mitigation
CRIWMP is complementarity on ***adaptation***, particularly restored VIS and efficient water management and ***mitigation*** through CSA practices that include Alternating Wet-Dry (AWD) paddy and the use of improved weather forecasting to reduce crop inputs. APRs document multiple cases where CRIWMP investments and practices were deliberately *layered* with other initiatives such as, cascade planning, CSA training and VIS O&M plans dovetailing with national irrigation rehabilitation programmes (such as "Vari Saubhagya") and with World Bank and ADB projects focusing on tank rehabilitation and water productivity, enabling those programmes to adopt CRIWMP's climate-resilient standards rather than creating new development models.

At the community level, CRIWMP's agrometeorology advisory systems, CWSS and RWH schemes, and climate-resilient farming systems complement local NGO and CSO initiatives by providing tested technical content, climate information and institutional mechanisms (CMC, climate resilient water-safety and security planning, participatory monitoring), which others can plug into. Evidence of SLRCS and SAPSRI using the approach in other districts, and the use of CRIWMP-generated infrastructure and climate data by an ADB "Building Disaster Resilience" project, underline this complementary role. Overall, the project has functioned as a methodological and institutional anchor for a wider set of local adaptation efforts supported by different financiers.

CRIWMP's contribution to low-emission, climate-resilient sustainable development
CRIWMP has made an important contribution to a paradigm shift in mainstreaming an integrated, cascade-based, climate-resilient approach into Sri Lanka's broader rural development and climate-finance ecosystem. The CRIWMP has set new standards for minor irrigation rehabilitation (VIS), combining traditional tank-cascade knowledge with modern hydrology and community-based monitoring and adaptive management, ecosystem restoration and climate-informed decision making. CRIWMP's impact has achieved: (i) national CSA guidelines used by multiple large-scale programmes; (ii) DAD's national circular institutionalising CMC; (iii) government adoption (MOI and DMC) and planned replication of flood forecasting models in 22 basins under the World Bank Cres MPA; and

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(iv) use of CRIWMP practices in South Asia drought policy processes and UNCCD/ADPC regional work.

While mitigation was not CRIWMP's primary focus, CSA practices (e.g. AWD, diversified cropping, reduced input use) and efficient water management contribute to lower-emissions and resource-efficient production, which has produced environmental co-benefits. Going forward, the FE recommends the formation of a National Inter-Ministerial Coordination Body to provide leadership for activation of the Cascade Management Model country wide (see report Recommendation 1, which notes the body to be formed by MOI and the National Planning Department with leadership to be determined during formation). This can be supported through development a business-case scenario to aid government in securing sustainable financing for country-wide activation. Government working with development partners (e.g. UNDP, World Bank, ADB) are encouraged to outline an implementation strategy for activation of the Cascade Management Model based on three key components:

1. Leadership by a National Inter-Ministerial Coordination Body engaging Central Government stakeholders linked with on-the-ground implementation by sub-national government agencies working CSOs and communities.
2. A Technical Assistance Team that is contracted to provide technical input and M&E support to implementation by Central and sub-national stakeholders.
3. Engagement of local CSOs to conduct community mobilization and capacity development needed for effective community participation in CMCs.

Following this approach the CRIWMP would build on its success, driving a coherent and effective climate-resilient IWM development pathway for Sri Lanka's Dry Zone.

4.2.5 Monitoring & Evaluation

Monitoring and Evaluation (Highly Satisfactory)

M&E Design at Entry

Quality of the Results Framework
At project entry, the CRIWMP included a structured PRF with clearly defined outputs, outcome-level indicators, baselines, and end-of-project targets. The PRF reflected logical alignment with the TOC, linking infrastructure rehabilitation, institutional strengthening, and climate information systems to improved resilience of smallholder farmers and rural communities.

Indicators were largely measurable and aligned with GCF investment criteria, particularly under adaptation impact metrics (**Annex 11**). Baseline values were generally well established at project inception, enabling measurable comparison of outcome-level progress over time, although some institutional and behavioural baselines were qualitative in nature. However, while gender-disaggregated indicators were incorporated, systematic disability- or minority-disaggregated indicators were limited. During implementation, some indicator refinements were introduced through restructuring (**Annex 8**), demonstrating adaptive calibration of targets rather than fundamental design flaws.

Overall, the PRF design was assessed as sound, with strong logical coherence and measurable performance indicators, providing a solid foundation for M&E.

Adequacy of M&E Budget and Resources
The ProDoc provided a budget of $575,000 for M&E, equivalent to 1.5% of the total GCF grant. The PRF did not establish M&E as a standalone output component; rather, M&E costs were embedded within the project management cost allocation and supported through specific budget lines for APR preparation, financial audits, IE, FE, and safeguards

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compliance. This structure was consistent with standard UNDP/GCF large-scale adaptation projects.

Review of the ProDoc budget tables indicates that sufficient resources were allocated to support: (i) PMU staffing responsible for monitoring and reporting; (ii) field-level coordinators and technical officers engaged in site verification; (iii) external evaluations; (iv) audit and HACT spot-check procedures; and (v) environmental and social safeguards monitoring. The decentralised staffing model, with Colombo-based management complemented by district-level technical presence, enabled routine field monitoring and real-time data collection rather than reliance solely on periodic reporting.

The FE team's review of M&E implementation evidence through document review and stakeholder interviews confirmed the allocated M&E resources were adequate. APR were well prepared and submitted consistently, the IE (2021) was completed and its recommendations acted upon, and the FE was commissioned in accordance with GCF requirements. Regular financial audits, internal control reviews, and safeguards monitoring activities were also undertaken. Field-level monitoring visits were frequent and structured, supported by digital tracking systems and dashboards maintained by the PMU.

There is no indication in APRs, audit documentation, or stakeholder interviews that monitoring activities were constrained due to insufficient funding. On the contrary, the existence of real-time dashboards, weekly coordination meetings, structured field verification visits, and adaptive restructuring decisions demonstrates that M&E functioned as an active management tool rather than a compliance exercise.

Overall, the evaluation finds that the ProDoc M&E budget allocations, embedded within PMC and evaluation lines, were adequate to support systematic monitoring, fiduciary oversight, safeguards compliance, adaptive management, and structured project closure planning.

M&E Design Process and Stakeholder Involvement

At the design stage the M&E system was structured around:

- UNDP/GCF reporting requirements.
- National government institutional reporting structures.
- Technical output monitoring.

Nonetheless there is evidence that stakeholder consultations during project formulation informed output selection and vulnerability targeting that are included in the M&E PRF. In addition, the inclusion of community-level governance structures (e.g., FOs, CMCs, CWSS committees) as embedded components with the implementation design ensured participatory M&E implementation mechanisms were built into the delivery structure.

Exit Strategy and Continuity of Monitoring

A formal Exit Strategy was prepared in accordance with the FAA and finalised in 2025. The strategy articulated a structured, phased transition approach, outlining institutional handover arrangements, operation and maintenance (O&M) responsibilities, capacity-building measures, and continuity mechanisms for technical systems. The Exit Strategy focused primarily on securing sustainability of implemented investments rather than outlining a new expansion phase.

At the asset level, the Exit Strategy provided credible arrangements for sustaining rehabilitated VIS, cascade infrastructure, and CWSS. Strengthened FOs and CMCs were assigned responsibility for routine maintenance, supported by clarified roles between community institutions and relevant line agencies. For CWSS, structured fee collection mechanisms were institutionalised to finance ongoing operation and maintenance, with provisions to protect vulnerable households through targeted fee waivers. These arrangements enhance the likelihood that infrastructure assets will remain functional beyond project closure.

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At the institutional level, sustainability was reinforced through formal handover of hydrometeorological equipment, modelling tools, advisory dissemination systems, and technical guidelines to relevant government agencies. The integration of advisory platforms within agro-meteorological cells and the embedding of design standards within ministry procedures support continuity of climate-informed planning. Training-of-Trainers (ToT) approaches and capacity-building programmes strengthened technical competencies within line agencies and district institutions, reducing dependency on project-specific staffing.

The Exit Strategy also supported continuity of monitoring functions. Reporting tools, dashboards, and operational procedures were transferred to government counterparts, and monitoring responsibilities were incorporated within institutional mandates. These measures strengthen institutional ownership and reduce the risk of post-project discontinuity.

However, while the Exit Strategy established credible mechanisms for sustaining implemented investments and institutional functions, it did not articulate a quantified national roll-out roadmap, a fully costed expansion plan, or a sequenced geographic scale-up framework for replication of the cascade-based IWM model beyond the 20 project cascades. No medium-term financing strategy was presented to support expansion, nor were specific government budget commitments or donor pipeline linkages identified for scaling to additional watersheds. As such, while the institutional and technical foundations for replication have been established, scale-up remains contingent on future fiscal prioritisation and resource mobilisation rather than on a predefined and financed national replication strategy.

In summary, the Exit Strategy was robust in securing operational and institutional sustainability of project investments and systems. It provided structured handover arrangements, embedded technical functions within government institutions, and supported local O&M financing mechanisms. However, it did not convert the demonstrated model into a costed and programmatically sequenced national scale-up plan. Sustainability of existing assets is therefore assessed as strong, while sustainability of geographic expansion depends on future policy and financing decisions.

M&E Plan Implementation

M&E Competencies and Project Team Capacity

The FE found that M&E competencies within the PMU were strong and operationally embedded. Monitoring responsibilities were distributed across technical coordinators, district-level engineers, safeguards focal points, and financial officers, ensuring that data collection and verification were integrated into routine implementation activities. The decentralised staffing model enabled continuous field-level oversight rather than reliance solely on periodic reporting.

Monitoring data were subject to internal verification processes, including cross-checking of district-level reports, spot validation during field visits, and reconciliation of physical progress with financial disbursement records.

In addition to internal PMU capacity, the project contributed to strengthening monitoring-related competencies among government counterparts and community-level stakeholders. Training programmes and structured engagement mechanisms enhanced the ability of Agrarian Service Centers, irrigation officers, CWSS technical staff, and disaster management officials to collect, interpret, and use data related to infrastructure performance, water allocation, and climate advisories. The integration of hydrometeorological tools and advisory platforms into government operations required training in data interpretation and operational decision-making, thereby strengthening institutional monitoring capacity.

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At community level, FOs, CMCs, and CWSS management committees were supported to participate in infrastructure verification, O&M tracking, grievance handling, and water allocation oversight. While this was not framed as formal M&E training, capacity-building efforts enhanced community ability to monitor system functionality, report technical issues, and engage constructively with implementing agencies. ToT approaches further supported continuity of monitoring competencies beyond project closure.

Grievance committees and community monitoring sheets strengthened transparency and accountability, and their use demonstrated practical understanding of monitoring and reporting procedures. Women's participation in CMCs and CWSS committees contributed to inclusive oversight processes, and gender-disaggregated participation data were systematically collected.

Overall, the project strengthened monitoring competencies not only within the PMU but also among government institutions and community structures. This broadened participation in oversight processes, supported adaptive management, and enhanced sustainability of monitoring functions beyond the project lifecycle.

Quality of Monitoring Reports and APRs

Annual Performance Reports (APRs) were comprehensive, timely, and aligned with GCF reporting requirements. Indicator progress was systematically tracked, deviations from planned targets were explained transparently, and contextual disruptions, such as COVID-19 and macroeconomic instability, were documented clearly. The consistency between APR reporting and independent evaluation findings further indicates that monitoring data were reliable and systematically maintained.

While reporting effectively captured physical progress and indicator achievement, annual narratives were primarily output- and target-focused. Greater systematic reflection on behavioural and institutional change trajectories could have further strengthened the learning dimension of reporting. For example:

- Under **Output 1**, reporting could have included structured evidence on how water allocation practices changed over time within cascades, whether inter-farmer conflicts decreased, or how coordination between irrigation authorities and FOs evolved across seasons.

- Under **Output 2**, analysis could have documented changes in household water-use behaviour, time savings for women across multiple years, or longitudinal improvements in community management performance and fee recovery stability.

- Under **Output 3**, deeper examination of institutional uptake, such as documented reductions in flood response time, integration of advisory data into formal planning documents, or frequency of advisory usage by farmers across cropping cycles, would have illustrated progression from installation to institutionalisation.

Such analysis would not necessarily require additional data collection but rather structured reflection on existing monitoring data to capture behavioural adaptation and institutional integration pathways. Nevertheless, the absence of this deeper narrative analysis does not diminish the overall robustness of the monitoring system, which functioned effectively for compliance, performance tracking, fiduciary oversight, and adaptive management purposes.

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Monitoring Field Visits and Participatory Oversight

Field monitoring was conducted regularly throughout implementation by PMU technical staff, senior engineers, and district-level coordinators. These visits were used to verify construction quality of rehabilitated VIS, assess compliance with design standards and ESMP requirements, track physical progress against work plans, and identify operational bottlenecks requiring corrective action. Monitoring was not limited to end-stage verification but occurred during key phases of construction and installation, allowing for real-time adjustments and quality assurance.

Participatory monitoring mechanisms complemented technical oversight. FOs, CMCs, and CWSS management committees were involved in verifying completion of works, monitoring irrigation performance, and overseeing operation and maintenance arrangements. Joint site visits between technical officers and community representatives strengthened transparency and facilitated direct feedback on functionality and service delivery. These mechanisms reduced information asymmetry between implementing agencies and beneficiaries and enhanced local ownership of infrastructure assets.

At community level, grievance committees provided an additional layer of oversight. Grievance monitoring sheets documented complaints, actions taken, and resolution status in districts such as Kurunegala and Anuradhapura, demonstrating operational safeguards implementation. The use of digital communication platforms, including WhatsApp groups linking PMU staff, engineers, CSO representatives, and district officials, enabled rapid escalation and resolution of field-level issues. This communication model supported timely corrective action and strengthened adaptive management capacity.

The M&E did not report any worker or community occupational health and safety incidents, during CRIWMP project implementation.

Women participated in participatory monitoring processes through representation in CMCs and CWSS committees. Gender-disaggregated participation data were collected, and field consultations indicated that women contributed actively to discussions on water allocation, maintenance priorities, and service reliability. While community representatives were not involved in designing the formal M&E framework, their engagement in field verification and grievance processes contributed substantively to implementation oversight and accountability.

Overall, the combination of structured technical field visits and community-based participatory oversight strengthened implementation transparency, safeguarded infrastructure quality, and reinforced the credibility of reported progress.

Assessment of Monitoring Plan Implementation

The ProDoc outlined key monitoring activities including APR preparation, financial audits, safeguards compliance monitoring, IE, FE, and capacity building for sustainability. Progress against these planned activities is summarised in **Table 7** below.

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Table 7. Assessment of ProDoc Monitoring Plan Implementation

M&E Activity (ProDoc)	Planned	Implemented	Assessment
• Annual Performance Reports (APR)	Annual submission to GCF	Completed annually	Fully implemented; comprehensive and timely
• Financial audits and spot-checks	Annual	Conducted under UNDP HACT procedures	Strong fiduciary compliance
• Safeguards monitoring (SES, ESMP)	Ongoing	Monthly and quarterly tracking	Implemented effectively
• Interim Evaluation	Mid-term	Completed (2021)	Implemented and recommendations addressed
• Final Evaluation	Project completion	Ongoing (current FE)	Implemented
• Field monitoring visits	Regular	Weekly and structured district reviews	Strong implementation
• Capacity building for post-project M&E	Planned	ToT workshops and handover completed	Continuity supported

Overall M&E Assessment

The CRIWMP M&E system was robust, decentralised, participatory, and adaptive. It combined strong fiduciary oversight with real-time operational monitoring and community-level engagement. Monitoring reports were high quality and aligned with donor and national requirements. The project demonstrated strong internal learning capacity, particularly in adapting targets and delivery modalities during contextual disruptions.

Areas for improvement include deeper analytical integration of monitoring data into annual narrative reporting and stronger disaggregation of vulnerability indicators.

Overall, M&E performance was assessed as Highly Satisfactory, reflecting effective design at entry, strong implementation capacity, and institutionalisation of monitoring practices beyond project closure.

A table detailing the FE analysis of the M&E programme is provided in **Annex 14**.

Rating: (HS) Highly Satisfactory

4.2.6 UNDP implementation/oversight and Executing Entity execution

Assessment of UNDP's Implementation and Oversight as Accredited Entity
UNDP delivered effectively on its responsibilities as Accredited Entity for CRIWMP across the project cycle, from project formulation through supervision and completion. During identification and preparation, UNDP supported the GoSL in translating national priorities on IWRM and climate resilience into a GCF-compliant Concept Note and Funding Proposal, including articulation of paradigm shift potential, PRF, GCF Environmental and Social Safeguards (ESS) and gender considerations. While the original design was ambitious, particularly under Output 2, it was appropriately appraised and endorsed, and start-up arrangements (FAA, AMA, governance structures, PMU) were established in line with GCF requirements.

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During implementation, UNDP provided consistent oversight through financial management, procurement support, safeguards supervision, GRM oversight, and results-based reporting via APRs. UNDP's oversight role also included monitoring through field visits, contributing to an independent assessment of progress, risk management and in gathering information essential to guiding and managing adaptive management Importantly, UNDP played a critical role in adaptive management during periods of significant disruption (COVID-19, economic crisis, political transition), including supporting development of a formal GCF-approved restructuring proposal, budget re-profiling, extension of the implementation period, and revised delivery modalities (e.g. community-involved pipeline extensions). UNDP also participated in Project Board meetings and led oversight mechanisms such as HACT-based spot checks, internal control reviews, and audit follow-up, and the Interim Evaluation. UNDP also supported consolidation, sustainability planning, and preparation for conducting the IE and FE, indicating a generally effective end-to-end performance, notwithstanding some delays and learning costs associated with scale and complexity.

***Rating:* (HS) Highly Satisfactory**

Assessment of the Executing Entity (MMDE, MOI) Implementation

Overall, the EE, which initially was the MMDE and subsequently the MOI, demonstrated an effective capacity to manage and administer CRIWMP's day-to-day implementation under UNDP oversight, despite operating in a highly volatile political, economic and climatic context. During the startup years, MMDE provided appropriate institutional anchoring and policy alignment, facilitating coordination across multiple line agencies and enabling project start-up, annual work planning, and early delivery of Output 1 and Output 3 activities. The transition of executing responsibility to MOI strengthened operational implementation, particularly for large-scale VIS rehabilitation and integration with national irrigation programmes, allowing the project to leverage government systems, mobilise substantial co-financing, and maintain delivery momentum during periods of delayed GCF disbursement, COVID-19 disruptions and the 2022–2023 economic crisis.

The APRs and Project Board records indicate that the EE maintained functioning coordination mechanisms with RPs, provincial and district authorities, implementing partner CSOs and community institutions, and was responsive to implementation challenges. This included supporting the 2021–2022 project restructuring, approving revised workplans and timelines, and enabling adaptive shifts in delivery modalities. Financial management and fiduciary performance under the EE were sound, supported by UNDP's HACT framework, periodic internal control reviews, and spot checks. While delays in procurement, reporting timelines, and inter-ministerial coordination were observed, especially during periods of government transitions, the EE demonstrated administrative continuity and ownership to ensure that the project achieved high budget utilization, exceeded co-financing commitments, and delivered results broadly in line with the PRF.

***Rating:* (HS) Highly Satisfactory**

Overall project implementation, execution, coordination and operations

Despite significant external shocks (COVID-19, economic crisis, price escalation and political transitions), CRIWMP was effectively implemented and operationally managed, with strong coordination between UNDP, the Executing Entity and line agencies enabling adaptive delivery, high fund absorption, and achievement (or over-achievement) of most output and beneficiary targets.

***Rating:* (HS) Highly Satisfactory**

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4.2.7 Risk Management

Maintaining CRIWMP risk register

The FE Team analysis of evidence from the risk log and the APRs suggests that the risk register was maintained and updated, and that it captured the core operational, institutional and safeguard risks throughout implementation. The APR risk reporting documents mitigating actions taken by the PMU and partners especially around water source identification, political changes, and the economic crisis, indicating that risk tracking was an active management function rather than a static design product.

That said, the original risks identified focused on “project-internal” and technical risks, rather than on systemic macro-risks such as national fiscal stress and global price shocks. Nonetheless, these external risks were handled effectively through interaction with the Project Board and reported on in the APR narrative regarding the restructuring process. External risks did not translate into major unmanaged exposure given that once these macro-risks manifested, they were explicitly recognised by the PMU, mitigation measures were negotiated (e.g. scope and target adjustments, additional co-financing mobilisation, schedule extension), with management reflected in subsequent CRIWMP planning.

Social and Environmental Standards (SES) Implementation

SES management was implemented by the PMU through relevant plans, monitoring of project activities and communication with implementing partners and contractors. There are the SESP and ESMP prepared at the design stage, and more detailed instruments developed during implementation, including site-specific ESMPs for VIS upgrades, Archaeological Impact Assessments (AIA), ESMPs for CWSS locations, and Climate Resilient Water Safety and Security Plans (CRWSSP) for water supply systems. The APRs across multiple years confirm full compliance with national environmental and cultural heritage legislation (Forest Ordinance, Fauna and Flora Protection Ordinance, National Environment Act, Antiquities Ordinance) and with FAA clauses requiring adherence to ESMP and SESP. Concrete measures included erosion and sediment control, waste management at construction sites, water quality monitoring protocols for CWSS, rainwater harvesting systems, and hospital/school advanced water filters, voluntary land consent and purchase procedures, and active community participation through CMCs and Participatory Monitoring Committees.

The safeguard measures appear to have been highly effective as the APRs have not reported any significant adverse environmental or social impacts, non-compliance findings, or category changes. The FE analysis of risks, such as sedimentation, water contamination, and construction noise, were downgraded to low risk based on the mitigation practices followed (**Annex 13**). The main adjustment made by the CRIWMP were qualitative strengthening rather than fundamental redesign, for example, the project adding systematic AIAs for all VIS restoration work from 2018 onwards, there was extended groundwater pump-testing and monitoring durations to better capture climate-stress conditions, and the embedding of CRWSSPs and ESMP clauses in all contracts and engineering, construction, and civil works procurement Bill of Quantities (BoQs).

New risks arising during project implementation

The PMU also maintained a continuous, comprehensive log of events in Sri Lanka that posed a potential risk CRIWMP implementation, disrupting or negatively impacting project activities. This included events such as tropical cyclones, climate shocks, project construction-related activities, COVID-19, the economic crisis, the Easter attack in 2019 reported as a terrorist bomb blast, disruptions in release of project funds, and elections, etc. Each risk entry was dated, cause assessed, impacts outlined, risk category identified, impact and likelihood levels assessed to determine risk level, a responsible person identified to address the risk, activities for treatment outlined, and a final risk treatment status noted

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when completed. This approach encouraged early recognition and rapid treatment new risks as they arose, encouraging adaptive management to reduce the negative impacts to project implementation.

New risks and material changes to existing risks were consistently reported on through the Annual Progress Reports (APR) and the independent Interim Evaluation. The most significant being: (i) the loss of originally identified water sources and the much poorer-than-expected groundwater profile for Output 2, (ii) political turnover and restructuring of ministries, (iii) COVID-19, and (iv) the national economic crisis, including fuel and construction-material shortages and price escalation. These shocks directly affected implementation by delaying community water schemes, increasing unit costs, and slowing procurement and field activities, particularly for Output 2, and eventually led to a formal restructuring and recalibration of beneficiary targets and budgets for rural water supply and the 4th disbursement schedule.

Risk identification and monitoring relied on a combination of tools: the formal risk register/risk log maintained by the PMU, the SESP and Environmental and Social Management Plan (ESMP) (with their own risk matrices), the APR Section 4 reporting template on environmental, social and gender risks, and regular project coordination and Project Board meetings. Action plans were developed and followed for the critical risks, including a structured programme of new hydrogeological investigations and due diligence for CWSS sites, intensified safeguard due diligence for new locations, and the development of a restructuring proposal to address Output 2's cost and scope pressures. These measures, and the negotiation of revised disbursement and implementation arrangements with GCF and the NDA, are clear evidence of escalation and adaptive management when risks moved beyond routine tolerance.

Overlooked Risks

Most of the major implementation and safeguard risks were anticipated at design, with certain systemic risks underestimated or only partially reflected in the original risk register. For example, the depth and duration of the national economic crisis, the global COVID-19 pandemic and associated supply shocks, were risks which were not possible to foresee during the project design stage, due to their unprecedented nature. The consequences of these unforeseen risks were significant, with cost escalation for civil works, temporary under-delivery in Output 2, delays in some VIS contracts, and a compressed implementation schedule towards the later years of the project.

While water scarcity and groundwater quality risks were recognised in project design, the scale of the problem for CWSS development (high failure rate of initial sites, longer transmission lines, need for higher-end treatment) was underestimated at design, contributing to the eventual reduction in the number of full schemes that could be financed under the original budget and the need for project restructuring (**Annex 8**). These are less "completely overlooked" risks than "under-weighted" and demonstrate that macro-economic costs and hydrogeological constraints need more conservative assumptions in future designs.

The FE has also identified the following additional risks that may accompany the activities associated with the CRIWMP:

- The potential environmental impact resulting from the disposal of sediment removed from tanks during VIS rehabilitation.
- The food production and associated food security and/or economic losses that may result from the restoration of natural habitat within agricultural production areas located in upper cascade watersheds.

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- The negative social outcomes that may occur because of women's participation in economic empowerment activities, where empowerment can incite backlash in the form of Gender-Based Violence (GBV).

Project Board engagement in risk management

The APRs and the Interim Evaluation evidence that the PB, District Steering Committees and Technical Advisory Committee were kept informed of emerging and evolving risks, particularly around Output 2, related to the project restructuring and disbursement delays. PB meetings were used to review progress, discuss constraints (including economic and political shocks), and agree on mitigation and acceleration measures.

Grievance Redress Mechanism

The CRIWMP established a formal, multi-tier Grievance Redress Mechanism (GRM) aligned with UNDP and GCF environmental and social safeguards requirements. The GRM comprised a two-level structure: (i) a Tier 1 Grievance Redress Committee (GRC) at Grama Niladhari (GN) / community level, including FO representatives, CMC members, contractors, technical officers, CSO facilitators, and PMU safeguards staff; and (ii) a Tier 2 GRC at Divisional Secretariat level, involving Agrarian Development Officers, Divisional Secretaries, CSOs, Mediation Board representatives, and the PMU. The mechanism was supported by complaint registers, standard operating procedures, and defined escalation pathways. The IE confirmed that this structure was appropriate, accessible, and fit-for-purpose for managing construction and livelihood related grievances arising from VIS rehabilitation and water supply interventions.

The GRM was systematically disclosed and operationalised throughout implementation. Information on grievance procedures, contact points, and escalation options was disseminated through community meetings, stakeholder consultations, GRM brochures, notice boards at Agrarian Services Centres and Divisional Secretariats, and engagement facilitated by partner CSOs. APR confirm that communities were informed of both the project-level GRM and external accountability mechanisms, including UNDP's Stakeholder Response Mechanism and the GCF Independent Redress Mechanism. The consistent reporting of grievances received, resolved, and pending across multiple years demonstrates that the GRM was actively and effectively used by beneficiaries and affected persons to resolve grievances, rather than existing solely as a procedural safeguard.

Social and Environmental Standards (SES) Screening and Implementation

At the design stage, CRIWMP was subject to UNDP Social and Environmental Screening and risk categorisation, consistent with UNDP and GCF safeguard requirements. Environmental and social risk mitigation measures were incorporated into project planning documents, including ESMP provisions integrated into engineering designs and contractual obligations. An Indigenous Peoples Plan (IPP) was prepared where required.

The evaluation finds that SES provisions were largely adhered to during implementation. ESMP requirements were embedded within construction contracts and Bills of Quantities, and compliance monitoring occurred during infrastructure implementation. A two-tier Grievance Redress Mechanism (GRM) was established and operational at community and district levels. Available documentation and stakeholder consultations indicate that grievances were resolved at local level, with no evidence of systemic or unresolved safeguard violations.

While procedural safeguard compliance was evident, documentation of safeguard performance reporting varied in depth across reporting periods. More systematic tracking of social inclusion outcomes (particularly disability inclusion) would strengthen safeguard transparency in future interventions.

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In summary, SES screening procedures were appropriately conducted at design stage and were generally adhered to during implementation, with no significant safeguard breaches identified.

4.3 Project Results and Impacts

4.3.1 Progress towards objective and expected outcomes

Overall, the CRIWMP has made substantial progress towards its development objective of strengthening climate resilience and adaptive capacity in the Dry Zone, delivering most core outputs at or above planned targets for resilient VIS, CSA adoption, decentralized CWSS supply, and farmer uptake of climate information services. Critically, CRIWMP has successfully demonstrated and mainstreamed the paradigm shifting CMC model of IWM in Sri Lanka.

At the output level, the CRIWMP has exceeded the majority of its targets, with particularly strong performance under Outputs 1 and 3, where physical infrastructure, climate-resilient agricultural practices, and hydrometeorological information services were implemented at or above planned levels and reached a substantial number of intended beneficiaries. Output delivery was affected by several contextual and design-related factors, including macroeconomic shocks, COVID-19 disruptions, procurement delays, and CWSS cost escalations, which necessitated a formal GCF-approved restructuring in 2021. The restructuring led to adjustments in the scope and delivery modalities under Output 2, where the number of community water supply schemes was reduced and alternative, more cost-efficient implementation approaches were adopted. The project maintained overall effectiveness, continued delivery within revised budgets, and protect core outcome-level results.

Strong stakeholder involvement was key contributing factor to project achievements. National and provincial governments provided significant financial and in-kind technical co-financing support that contributed to CRIWMP's sustained implementation during COVID-19 and the economic crisis. CSO mobilization and empowerment of communities (CSO, FO) was also critical to project success allowing community members to effectively participate in, contribute to, and adopt and apply project outputs.

Overall, CRIWMP Outcome and Output achievement remained aligned with the project's objective and TOC, demonstrating a functional adaptive delivery model rather than rigid adherence to original designs in a highly dynamic operating context.

***Rating:* (HS) Highly Satisfactory**

4.3.2 Relevance

Relevance at Project Initiation

At the time of project formulation, CRIWMP was grounded in a well-evidenced analysis of Sri Lanka's climate vulnerability, particularly within the Dry and Intermediate Zones where recurrent droughts, floods, water scarcity, and rainfall variability posed systemic risks to agricultural productivity, drinking water security, and rural livelihoods. Sector diagnostics, national adaptation planning documents, and irrigation system assessments available during project preparation consistently identified deteriorating Village Irrigation Systems (VIS), sedimented cascade tanks, unreliable water distribution, and inadequate flood management as major constraints to resilience. In addition, limited integration of climate risk into sub-national water planning and insufficient early warning and preparedness capacities were widely recognised institutional gaps.

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The project design responded directly to these structural and governance challenges. By combining irrigation rehabilitation, climate-resilient drinking water systems, hydrometeorological strengthening, and institutional coordination mechanisms, CRIWMP addressed both physical infrastructure deficits and underlying planning and coordination weaknesses. Documentation review indicates that stakeholder consultations conducted during preparation—including engagement with central ministries, provincial authorities, and affected communities—helped ensure that project components reflected locally articulated needs. The intervention therefore demonstrated a sound and contextually grounded understanding of the socio-economic and institutional dimensions of climate risk at project inception.

Relevance and Responsiveness to Contextual Change

Throughout implementation, CRIWMP remained relevant and demonstrated responsiveness to evolving political, economic, and operational conditions. The project's core emphasis on rehabilitating minor irrigation infrastructure, strengthening climate-resilient Community Water Supply Schemes (CWSS), and enhancing flood and drought risk management continued to align closely with both community-level priorities and government sector mandates. Field consultations confirmed that irrigation reliability, water access, and climate-informed farming remained pressing concerns during implementation.

Importantly, the project adapted to significant contextual disruptions, including COVID-19 restrictions, macroeconomic instability, procurement delays, and cost escalation. Documentation review and stakeholder interviews confirmed that implementation modalities were adjusted where necessary—for example, revising VIS upgrade approaches, modifying drinking water system targets and technical models, extending timelines, and resequencing activities under Output 3. These adaptive measures preserved the strategic focus on climate resilience while maintaining alignment with the original objectives. Rather than diluting relevance, such adjustments reinforced it by ensuring that project outputs remained feasible, context-sensitive, and responsive to emerging constraints.

Alignment with UNDP Country Programme and UNSDCF Priorities

CRIWMP was highly aligned with the UNDP Sri Lanka Country Programme Document (CPD 2018–2022 and 2023–2027). Under the 2018–2022 CPD, the project directly contributed to Outcome 2: *"Climate change mitigation and adaptation strengthened, disaster risk reduction enhanced, and natural resource management improved."* The project operationalised this outcome by strengthening sub-national water governance, improving irrigation efficiency, promoting climate-smart agriculture (CSA), and enhancing hydrometeorological services.

Under the 2023–2027 CPD, CRIWMP remained aligned with the Green and Resilient Recovery pillar, particularly outputs focused on climate adaptation, environmental sustainability, and risk-informed development. The cascade-based Integrated Water Management (IWM) model translated CPD strategic objectives into tangible local-level implementation.

The project also aligned with the United Nations Sustainable Development Cooperation Framework (UNSDCF) priority area on *Resilient and Green Recovery*, particularly objectives related to climate resilience, equitable access to water resources, and disaster risk reduction. Documentation review and interviews with UNDP and government stakeholders confirmed that the project was perceived as a flagship adaptation initiative contributing to national resilience objectives.

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Alignment with National and Sub-National Priorities
CRIWMP was strongly aligned with Sri Lanka's national sector strategies and policy frameworks.

Under the National Agriculture Policy (2021), the project supported the objective of promoting climate-resilient and environmentally sustainable agricultural systems by rehabilitating minor irrigation infrastructure and promoting CSA technologies. Rehabilitation of Village Irrigation Systems (VIS) directly addressed declining water-use efficiency and increasing climate variability in Dry Zone farming systems.

Under the National Disaster Management Policy (2010), CRIWMP contributed to strengthening early warning systems and community-level disaster preparedness through improved flood forecasting and climate advisory services. Output 3 interventions aligned with national commitments to strengthen risk-informed planning and hazard mitigation.

The project was also consistent with the National Drinking Water Policy (2024), particularly its objective of expanding equitable access to safe, reliable rural water supply systems. Community Water Supply Schemes (CWSS) and Rainwater Harvesting (RWH) interventions targeted low-income and CKDu-affected communities, addressing long-standing rural water insecurity.

At sub-national level, stakeholder interviews with District Secretariats and line departments confirmed that minor irrigation rehabilitation, sediment removal, tank restoration, and climate advisory services were priority investment needs. District officials consistently reported that fiscal constraints had limited maintenance of minor irrigation systems prior to CRIWMP, making the project highly responsive to articulated financing and capacity gaps.

Alignment with GCF Investment Criteria and Donor Strategy
CRIWMP remained highly consistent with the Green Climate Fund's investment criteria throughout implementation.

- Under **Impact Potential**, the project targeted increased resilience of smallholder farmers in drought- and flood-prone districts.
- Under **Paradigm Shift Potential**, the cascade-based IWM model demonstrated an integrated approach combining infrastructure, agriculture, drinking water, and climate information systems, with potential for replication.
- Under **Sustainable Development Potential**, the project contributed to food security, income diversification, water access, gender equality, and strengthened governance. Under **Needs of the Recipient**, the project addressed clearly identified climate vulnerabilities in economically marginal rural communities.

Documentation review and interviews confirmed that adaptive restructuring during COVID-19 and the economic crisis preserved alignment with GCF adaptation objectives while adjusting delivery mechanisms.

Contribution to SDG Targets and Indicators
CRIWMP directly contributed to several SDG targets, including:

- **SDG 6.1:** Universal and equitable access to safe and affordable drinking water.
- **SDG 6.4:** Increased water-use efficiency and sustainable withdrawals.
- **SDG 13.1:** Strengthened resilience and adaptive capacity to climate-related hazards.
- **SDG 2.4:** Sustainable food production systems and resilient agricultural practices.
- **SDG 15.1:** Sustainable use of terrestrial ecosystems.

The cascade rehabilitation approach improved water retention, reduced sedimentation impacts, and enhanced distribution efficiency, contributing simultaneously to SDG 6 and SDG 13 targets. Promotion of CSA practices aligned directly with SDG 2.4.

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Relevance to Stakeholder and Beneficiary Needs
Evaluation evidence from stakeholder interviews, FGDs, and field observations confirmed that CRIWMP addressed pressing local needs.

Smallholder farmers reported that prior to intervention, unreliable water supply frequently resulted in crop losses during dry seasons and reduced cropping intensity. Sedimented tanks and degraded irrigation channels constrained productivity. CSA training and advisory services addressed knowledge gaps related to climate variability and risk-informed cropping decisions.

Communities benefiting from CWSS and RWH schemes reported that water scarcity—particularly in CKDu-affected and low-income areas—had imposed health, time, and financial burdens. Fee waivers for qualifying households reduced barriers to participation.

District-level officials emphasised that coordination gaps between irrigation, agriculture, and disaster management agencies had previously limited integrated water planning. The establishment and strengthening of Cascade Management Committees responded directly to this institutional need.

LNOB, Gender Equality and Social Inclusion
CRIWMP operationalised Leave No One Behind principles primarily through pro-poor geographic targeting and strong gender mainstreaming.

The project targeted economically and climatically vulnerable Dry Zone communities, including districts with post-conflict characteristics and limited fiscal investment. Monitoring data confirmed that women consistently represented approximately 51 percent of total beneficiaries across outputs and outcomes, demonstrating sustained gender parity in access to irrigation services, CSA adoption, drinking water, and climate information services.

Beyond access, the project supported measurable empowerment outcomes. Women farmers exceeded adoption targets for climate-resilient technologies, and field consultations confirmed increased participation in governance structures such as CMCs and water management committees.

The Project Document had explicitly identified households with persons with disabilities (PWD) as a vulnerable beneficiary category. In implementation, inclusion of PWD and other vulnerable groups was primarily operationalised through vulnerability-based targeting and fee waivers under CWSS schemes. Field consultations did not reveal evidence of exclusion; however, systematic disaggregation of monitoring data by disability or ethnicity was limited.

Overall Relevance Assessment
Overall, CRIWMP demonstrated highly satisfactory relevance. The project aligned specifically with UNDP CPD outcomes, UNSDCF priorities, national agricultural, water and disaster management strategies, GCF investment criteria, and relevant SDG targets. Evaluation evidence from documentation review, stakeholder interviews, and field visits confirmed that interventions directly responded to articulated needs of smallholder farmers, district authorities, and climate-vulnerable communities. Relevance was sustained throughout implementation through adaptive management in response to contextual shocks, reinforcing the project's strategic coherence and continued justification.

Rating: (HS) Highly Satisfactory

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4.3.3 Coherence

Overall, CRIWMP exhibited outstanding ***internal coherence*** with six (6) globally funded developments projects and ***external coherence*** across other government programmes and with five (5) externally funded development projects. The list of supplementary projects that CRIWMP collaborated and assessment of the funding sources and implementing agencies; project operating regions and period; kinds of CRIWMP's involvement, scale of support extended and the impact made on the project outcomes, including challenges/difficulties faced and the lesson learned, which demonstrate the nature and the strengths of the coherences are listed in the **Annex 15 Table 15.1** Internal Coherence and **Annex 15 Table 15.2** External Coherence.

CRIWMP collaboration with other project partners improved livelihood diversification, household food security and nutrition through diversified farming (crop and livestock), and the family income through the strengthening of local markets, and the improvement of supply chain linkages from farm to market. The collaborations outlined in **Annex 15** were complementary to the achievement of project outcomes and the potential replication and scaling up CRIWMP's resilience objectives. Importantly collaboration strengthened the institutional coherence of the cascade IWM model with key stakeholders working at national, provincial and local levels.

Effective coherence with internal and external collaborations contributed to identification of challenges/difficulties/gaps/issues/limitations from the highest levels (policy making) to the grassroot levels (beneficiaries) when executing targeted project objectives with all levels of stakeholders. These included: coordination complexity with multiple implementing entities; poor knowledge and understanding about project related disciplines; lack of coordination and networking, disregard /unaware/impassive attitudes; lack of financial support and availability of precise technologies and quality inputs; lack of coordination in production value chain systems; meaningless duplication etc. The FE noted that, with the effective coherence among the project implementing agencies, sustainable solutions for the challenges encountered were found and theses were communicated to higher authorities leading to policy level interventions needed to address these challenges in the future.

Some of the lesson learned from coherence among different entities and project partners were:

- Jointly design project activities from the inception (UNDP + CRIWMP) ensures better coherence and avoids fragmented interventions.
- Training designs must be tailored to beneficiary needs and market opportunities; Cascade-level targeting through Cascade Management Committee is effective for scaling up water and food security interventions.
- Coordinated beneficiary identification enhances efficiency, prevents duplication and minimize social unrest.
- Supply chain strengthening is critical to sustain farmer incomes and market stability; Private sector partnerships can complement CRIWMP's technical expertise but require strong coordination mechanisms.
- Joint monitoring and evaluation frameworks improve efficiency and allow adaptive management.
- Water supply remains the most limiting factor for continuous cultivation, but with advanced irrigation systems cultivation can be carried out throughout the year with higher cropping intensity.
- Proper market linkages remain the most significant constraint, and this issue needs to be addressed across all value chains.

Overall, it was evident that CRIWMP had effective internal and external coherence with relevant stakeholders and projects, generating mutually beneficial outcomes through

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cooperation, compromise, or negotiation, that promoted stronger relationships and contributed to overall sustainability of project outcomes.

4.3.4 Effectiveness

The FE determined the CRIWMP was effective in delivering its intended outputs and generating measurable resilience gains across irrigation systems, drinking water security, and climate risk management. The project moved beyond infrastructure delivery to demonstrate early behavioural change, institutional uptake, and strengthened governance mechanisms. Ten of eleven outcome-level indicators met or exceeded end-of-project targets despite significant contextual disruptions.

For clarity, effectiveness is assessed by Output.

Output 1: Climate-Resilient Village Irrigation Systems (VIS) and Cascade-Based Integrated Water Management
Under Output 1, the project rehabilitated 20 tank cascades using climate-resilient design standards and operationalised a cascade-based Integrated Water Management (IWM) model. Infrastructure investments included tank desilting, bund strengthening, spillway rehabilitation, field channel improvement, and enhanced tank access. These investments restored water storage capacity and improved seasonal reliability.

Beyond physical rehabilitation, the establishment and strengthening of Cascade Management Committees (CMCs) represented a structural governance shift. The project moved communities and agencies from fragmented tank-level interventions toward coordinated cascade-level water governance. Field consultations indicated improved collective decision-making, clearer maintenance responsibilities, and stronger accountability between Farmer Organizations (FOs) and government agencies.

Climate-Smart Agriculture (CSA) practices, including Alternate Wetting and Drying (AWD), water-level indicators, and improved agronomic techniques, contributed to reduced climate sensitivity of paddy systems. Farmers reported improved cropping intensity and yield stability, with increased productivity particularly during dry periods. The integration of irrigation rehabilitation with CSA and agro-meteorological advisories strengthened the climate-resilience pathway embedded in the Theory of Change.

The transformational contribution under Output 1 lay not only in infrastructure rehabilitation but in embedding climate risk considerations into everyday water management decisions and strengthening institutional coordination mechanisms at cascade level.

Output 2: Climate-Resilient Community Water Supply Schemes (CWSS) and Rainwater Harvesting (RWH)
Output 2 translated infrastructure investments into tangible household-level benefits and resilience gains. Climate-resilient CWSS and rooftop RWH systems increased year-round access to safe drinking water in vulnerable communities, including CKDu-affected and low-income communities while also targeting PWD.

Community-managed O&M models strengthened ownership and sustainability of assets. Women's participation in CWSS governance structures was substantial, contributing to strengthened leadership roles in local water management. Fee waivers for qualifying low-income and vulnerable households reduced financial barriers to access.

Intermediate outcomes included reduced reliance on unsafe water sources during drought, reduced time spent collecting water, particularly for women, and improved water security for schools and public institutions. Schools also reported improved performance of students as

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a result of secure access to water during dry hot periods. These changes represented concrete improvements in household resilience and reduced exposure to climate variability.

Although construction challenges and cost escalations constrained the pace of implementation, adaptive management ensured that revised technical models and sequencing preserved output relevance and achieved intended resilience benefits.

Output 3: Hydro-Meteorological Strengthening, Flood Forecasting and Agro-Advisories

Under Output 3, the project installed rain gauges, stream gauges, and agro-meteorology stations, and developed flood modelling tools, risk maps, and Standard Operating Procedures (SOPs). The development of farmer advisories and digital tools, including the Anawaki application, strengthened climate information dissemination.

The effectiveness of this output extended beyond installation of equipment. Evidence indicates institutional uptake of modelling outputs, integration of climate data into provincial planning, and operational use of SOPs during extreme events. Agencies reported improved anticipatory decision-making and reduced flood response times.

For farmers, agro-advisories supported better alignment of planting decisions with rainfall forecasts, contributing to improved agricultural input management and reduced climate-related losses. These outcomes reflect early institutionalisation of science-based planning within government operations.

Cross-Cutting Effectiveness: LNOB, Gender Equality and Social Inclusion

CRIWMP delivered measurable gender equality outcomes across outputs. Women represented approximately 51 percent of total beneficiaries across resilience, irrigation, water supply, and climate information services. Importantly, gender parity was maintained across key indicators, including adoption of climate-resilient livelihood options, increased income generation, and improved access to drinking water.

The number of women farmers implementing climate-resilient agriculture technologies exceeded targets (21,749 against a target of 16,677), demonstrating effective gender-responsive extension strategies. Women's participation in CMCs and CWSS management structures reflected empowerment through strengthened agency in water governance.

Inclusion of persons with disabilities (PWD) and other vulnerable groups was operationalised primarily through vulnerability-based targeting and fee waivers for CWSS participation. While no evidence of exclusion was identified, systematic disaggregation by disability or ethnicity remained limited.

Overall, gender mainstreaming was assessed as substantive and embedded, contributing not only to access but to empowerment and leadership outcomes.

Adaptive Management and Overcoming Constraints

The project encountered significant constraints, including political transitions, COVID-19 restrictions, economic crisis, procurement disruptions, and construction cost escalation. Through adaptive management supported by UNDP, the PMU, Project Board, Technical Advisory Committee (TAC), and District Steering Committees (DSCs), delivery modalities were revised, timelines extended, and implementation approaches adjusted.

These adaptations preserved output delivery and strengthened resilience outcomes rather than compromising them. In several instances, knowledge-intensive interventions such as CSA and advisory services yielded rapid gains even when infrastructure timelines were affected.

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Progress Toward Impact

In summary, CRIWMP demonstrated credible progress along its intended impact pathway by integrating infrastructure rehabilitation, institutional strengthening, and climate information systems into a coherent adaptation model. While long-term impact indicators, such as avoided economic losses over multiple climate cycles, will materialise beyond the project timeframe, intermediate outcomes indicate movement toward sustained climate resilience.

The cascade-based Integrated Water Management approach strengthened systemic coordination across water governance levels, signalling a shift from asset-level rehabilitation to watershed-scale management. Community water systems translated climate adaptation investments into tangible household-level resilience, particularly reducing drought exposure and vulnerability. Meanwhile, the institutional uptake of hydro-meteorological tools and advisory services reflected early embedding of science-based planning within government operations.

Collectively, these changes indicate that the project progressed beyond delivery of outputs toward institutionalisation of adaptive practices, strengthened governance structures, and improved anticipatory decision-making. The convergence of infrastructure, institutions, and information systems represents a plausible and evidence-supported pathway toward durable resilience outcomes aligned with GCF impact areas.

A summary of progress toward impact is presented in **Table 8**.

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Table 8. Summary of CRIWMP Progress to Impact

Project Output	Key Interventions Delivered	Immediate Results Achieved	Observed Changes / Potential Benefits	Contribution to Transformational Change
Output 1: Climate-Resilient Village Irrigation Systems (VIS) and Cascade-Based IWM	Rehabilitation of 20 tank cascades; desilting, bund strengthening, spillway upgrades; field channel improvements; CSA promotion (AWD, water-level indicators); establishment/strengthening of Cascade Management Committees (CMCs)	Restored storage capacity and irrigation reliability; functioning cascade-level governance structures; increased CSA adoption	Improved cropping intensity and yield stability; reduced water conflicts; improved coordination between FOs and line agencies; increased women participation in CMCs	Institutionalisation of cascade-based IWM model; integration of climate risk into irrigation planning; strengthened local water governance and collective action
Output 2: Climate-Resilient Community Water Supply Schemes (CWSS) and Rainwater Harvesting (RWH)	Construction/upgrading of CWSS; rooftop RWH systems; community O&M structures; fee waivers for vulnerable households	Increased year-round access to safe drinking water; operational community water management systems	Reduced reliance on unsafe water sources; reduced time burden (especially for women); increased household water security in CKDu-affected and low-income communities	Strengthened community-level ownership of water assets; enhanced social inclusion; reduced climate-induced health and livelihood vulnerability
Output 3: Hydro-Meteorological Strengthening, Flood Forecasting and Agro-Advisories	Installation of rain and stream gauges; flood modelling tools; risk maps; SOPs; agro-meteorology stations; Anawaki app and farmer advisories	Improved flood forecasting capacity; operational SOPs; dissemination of climate advisories	Enhanced anticipatory planning by agencies; improved crop decision-making by farmers; reduced response time during extreme events	Institutional uptake of science-based planning; embedding climate data into sub-national decision-making processes
Cross-Cutting: Gender Equality and LNOB	Gender-responsive targets; CSA outreach to women; women participation in CMCs and CWSS governance; vulnerability-based targeting	Women represented ~51% of beneficiaries; women farmers exceeded CSA adoption targets (21,749 vs 16,677 target)	Increased women's participation in decision-making; strengthened economic agency; reduced domestic water burden	Movement toward gender-responsive and partially gender-transformative adaptation model; improved equity in access to climate resilience benefits
Adaptive Management (Enabling Factor)	Restructuring approvals; revised VIS and CWSS delivery models; timeline extensions; sequencing adjustments	Maintained delivery momentum despite COVID-19 and economic crisis	Preservation of output relevance; recovery from procurement and cost escalation delays	Demonstrated institutional resilience and adaptive governance under crisis conditions

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Overall Effectiveness CRIWMP
Overall, CRIWMP was highly effective in delivering its intended outcomes and demonstrating early transformation consistent with the Theory of Change. The project exceeded 10 of 11 outcome-level indicators and generated measurable improvements in water reliability, drinking water access, climate-informed decision-making, and women's empowerment.

While long-term impact indicators, such as avoided losses over multiple climate cycles, will materialise beyond project completion, the convergence of infrastructure rehabilitation, institutional strengthening, community governance, and climate information systems represents a credible pathway toward sustained, scalable climate resilience.

***Rating:* (HS) Highly Satisfactory**

4.3.5 Efficiency

CRIWMP utilization of resources
CRIWMP resources were utilized in an economical and effective manner, particularly given the prolonged macroeconomic shocks, supply-chain disruptions, and price escalations experienced during implementation. The project maintained a high absorption rate of the GCF grant over project's timeline, with some delays in early and mid-implementation periods that were subsequently mitigated through extensions and restructuring rather than loss of GCF funds. The value for money improved over time because of adaptive measures, particularly changes in implementation modalities, such as, government-implemented VIS rehabilitation and community-involvement in pipeline extension for CWSS. The latter reduced unit costs and allowed outputs to be delivered within revised budget plans. The project also demonstrated strong leverage of government co-financing (191% of original commitment), through direct grants, in-kind contributions, staff time, and use of national infrastructure.

The CRIWMP also has numerous examples of value for money in the context of the investments made in each of three Outputs. Some examples include:

- Improved cascade water-use efficiency and CSA paddy management results increased farmer income and food security.
- Agrometeorology forecasting informs farmer planning for planting. the application of agricultural inputs (fertilizer, herbicides, pesticides) and the timing of harvesting resulting in more efficient production methods that increase the economic value of harvests and reduce costs associated with the use of inputs.
- Enhanced flood forecasting improves flood management resulting in the avoided costs associated with crop losses and repairing damaged infrastructure.
- CWSS and RWH systems reduce women's time required to access water, increasing the time available for other activities, such as income earning activities.
- Women's engagement in climate resilient home garden systems and marketing strategies substantially increase HH income, family nutrition and health.
- Support to entrepreneurs in the agricultural sector (poultry raising, egg production, egg incubators and chick production, goat raising, animal feed production, mango plantation, spiny gourd nursery and production, seed purification for rice and other crops, etc.) all demonstrated significant economic returns with many entrepreneurs supporting replication and the investment of profits in the scaling up of the rural economy.

Efficiency of project management structure and governance mechanisms
CRIWMP was implemented through a multi-tiered governance and management structure comprising the PMU housed within the Executing Agency, supported by UNDP as Accredited Entity, and overseen by a Project Board, TAC, and DSCs. This structure was

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designed provided efficient, balanced fiduciary oversight, technical coordination, and sub-national implementation across three outputs and multiple line agencies.

Overall, the FE found that the governance arrangements functioned effectively and efficiently, including during periods of operational strain. The Project Board met regularly and provided strategic oversight and guidance, particularly during restructuring and timeline extension decisions. Stakeholder interviews indicated that Board-level engagement facilitated timely decision-making and maintained alignment with GCF requirements and national priorities.

UNDP applied financial management and control mechanisms in accordance with Harmonized Approach to Cash Transfers (HACT) procedures, including spot checks, internal control reviews, and regular financial reporting. These measures strengthened fiduciary oversight while supporting timely disbursement of funds. Stakeholders reported that UNDP's role in budget planning, financial monitoring, and payment processing contributed to implementation continuity, particularly during the final phase when expenditure accelerated to meet delivery targets.

Coordination between UNDP and the Executing Entity initially the MMDE and later the MOI, was consistently described by stakeholders as constructive and solution oriented. Despite institutional transitions and contextual disruptions, the partnership model supported efficient execution and adaptive management. Clear delineation of responsibilities between UNDP (fiduciary and safeguards oversight) and the Executing Agency (technical delivery) preserved national ownership while ensuring compliance with GCF standards.

At the sub-national level, coordination mechanisms such as DSC and CMC strengthened inter-agency collaboration across irrigation, agriculture, disaster management, and water supply institutions. While the multi-actor structure required coordination effort and introduced transaction costs, it reduced fragmentation and improved coherence of cascade-level implementation.

The evaluation acknowledges that procurement complexity, design revisions, and contextual shocks contributed to early implementation delays. However, these delays were mitigated through proactive governance mechanisms, restructuring approvals, and adaptive sequencing of activities. The management structure demonstrated institutional resilience and responsiveness under crisis conditions, enabling recovery of delivery momentum in later years.

Overall, the project management and governance mechanisms were assessed as efficient and fit-for-purpose given the scale, geographic spread, and technical complexity of CRIWMP. The balance between strategic oversight, fiduciary control, technical coordination, and national ownership supported effective implementation and contributed to the project's overall Highly Satisfactory efficiency rating.

Timeliness of Outputs and Adaptive Management

CRIWMP experienced delays in early implementation, particularly related to procurement processes, design revisions, hydrogeological constraints affecting Community Water Supply Schemes (CWSS), and disruptions caused by COVID-19 and the national economic crisis. These constraints affected sequencing and pacing of outputs, particularly Outputs 2 and 3.

However, the evaluation found that project management responded proactively through adaptive measures, including:

- Revision of VIS upgrade delivery modalities.
- Adjustment of CWSS technical models and beneficiary targets.
- Sequencing and rephasing of Output 3 procurement.

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- Extension of project timelines with GCF approval.
- Reallocation within outputs to safeguard priority interventions.

These adjustments preserved strategic alignment with the Theory of Change and prevented erosion of intended outcomes. Later implementation phases demonstrated accelerated expenditure and output delivery, reflecting recovery from earlier delays.

By project completion, ten of eleven outcome-level indicators met or exceeded end-of-project targets (see **Annex 12**) suggests that while timeliness was affected in the early years, adaptive management mechanisms were effective in restoring delivery momentum and maintaining outcome achievement.

CRIWMP achievements against baselines and GCF investment criteria
The CRIWMP demonstrated substantial and measurable change against the project baselines for GCF fund-level impact areas.

Fund Level Impact: A 1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions

- Total beneficiaries reached 1,985,250 (51% women), against a planned 1.89 million, representing strong performance at scale, while direct beneficiaries exceeded targets, 805,399 (51% women) achieved versus 705,818 planned.
- Similarly, beneficiaries adopting climate-resilient livelihood options reached 569,214 (51% women), exceeding the target of 453,118.

Fund Level Impact: A 2.0 Increased resilience of health and well-being, and food and water security

- The number of males and females with year-round access to reliable and safe water supply despite climate shocks and stresses reached 465,911 (51% women) against a target of 453,118.

These results align strongly with the GCF investment criteria on increased resilience of livelihoods, food security, and water security.

Rating: (HS) Highly Satisfactory

4.3.6 Overall Outcome

Overall, the project achieved a ***Highly Satisfactory*** outcome, reflecting strong relevance, effectiveness and efficiency in delivering climate-resilient irrigation, water supply and climate information services at scale. The CRIWMP ***HS*** rating meets GCF criteria with relevance ***HS***, effectiveness ***HS*** and efficiency ***HS***. Taken together, the project demonstrates strong relevance, effectiveness and efficiency in achieving climate resilience and water security outcomes at scale, with only moderate efficiency constraints that did not materially undermine overall performance.

Rating: (HS) Highly Satisfactory

4.3.7 Comprehensive assessment of impact of COVID-19 on project implementation

COVID-19 caused implementation delays, particularly for Output 1 irrigation works and consultancy-based activities that depended on community consultations, travel, and contractor mobilization. Restrictions on public gatherings, inter-district travel, and health concerns delayed preliminary investigations, construction supervision, and field-based training, while supply-chain disruptions affected procurement timelines. The project classified the severity as “Facing delays”, but no major restructuring or scope changes were required,

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with challenges reported as resolved through the proposed mitigation measures that included:

- ***Reprogramming of activities and timelines:*** During 2020–2021, several planned field activities, farmer trainings, community mobilization events, and construction works were postponed or re-sequenced due to lockdowns and travel restrictions. APRs note that AWP were adjusted to prioritize activities that could proceed with minimal field presence, while others were deferred to later years once restrictions eased.
- ***Shift to smaller, decentralized engagement formats:*** Instead of large gatherings, the project adopted small-group, village-level consultations and trainings, particularly for farmer organizations and water user groups. This allowed continuation of CSA dissemination, water management training, and community engagement while complying with health regulations.
- ***Greater reliance on government partners and decentralized execution:*** The implementation of VIS work continued by using local government Irrigation Departments as these agencies had a field presence in the CRIWMP and they could operate locally without relying heavily on external contractors.
- ***Use of remote coordination and advisory mechanisms:*** Project coordination, supervision, and stakeholder meetings (including some technical discussions and planning processes) were conducted through virtual platforms, while seasonal climate advisories and early warning information dissemination under Output 3 continued through established communication channels rather than in-person events.
- ***Safeguarding of critical service delivery outcomes:*** Despite disruptions, the project maintained its progress on core resilience outcomes, notably irrigation rehabilitation, drinking water access, and dissemination of climate and hydrological advisories, ensuring that essential climate adaptation benefits were not interrupted for vulnerable communities.

Overall, the CRIWMP responded proactively to COVID-19 with actions documented in APR, endorsed the Project Board. Disruptions were overcome by reprogramming workplans, decentralizing implementation through government partners, shifting to smaller and remote engagement modalities, and prioritizing continuity of essential adaptation services, which mitigated implementation delays and safeguarded achievement of key outputs despite unprecedented operational constraints.

4.3.8 CRIWMP Sustainability

CRIWMP financial sustainability

CRIWMP GCF investments have largely been embedded within government systems including, cascade management through District CMC and participating government stakeholders; support to CWSS and other drinking water interventions by NWSDB and DNCWS; hydrometeorological data collection, analysis and reporting services by DOM and DOA; real time flood mapping and reporting by MOI and community DRM by DMC. The commitment shown by government during the FE field mission was substantial, a factor which increases the likelihood that core benefits will continue beyond GCF funding.

The communities' contributions to financial sustainability noted by the FE team were substantial. Cascade management FOs reported earnings from tank leasing for fisheries and horticulture, CBO managed CWSS reported earnings from water sale revenue. Both reported reserve saving bank accounts capable of covering both O&M and major repairs as needed. Both also reported separate savings account supporting community needs (e.g. elephant fencing) and upscaling activities (e.g. water bottling venture). The cost-benefits provide real incentives for communities to sustain CRIWMP outputs.

The GoSL has significant fiscal constraints, particularly in the post-economic crisis period,

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and these present ***moderate risks*** to the sustained public financing needed to scale up IWM beyond the project areas. Opportunities for sustainable financing could be strengthened through development of a business case for investment based on cost-benefit analysis of CRIWMP outputs. The FE team has concluded the CRIWMP model is a sound public investment programme capable of attracting external sustainable financing.

Rating: (ML) Moderately Likely

CRIWMP Socio-Political Sustainability

The project benefited from strong national ownership, alignment with national development and climate resilience priorities, and sustained engagement of key line ministries, provincial institutions, and CSOs. Community ownership, particularly among FOs and CBOs, was high, reflecting the tangible livelihood, water security and risk-reduction benefits provided by CRIWMP. The public awareness and acceptance of interventions such as cascade-based VIS rehabilitation, decentralized water supply solutions, improved agrometeorology reporting and DRM were strong.

While political transitions and administrative restructuring occurred during implementation, these did not undermine stakeholder commitment to project outcomes. Gender results, particularly women's participation in water management and climate-resilient livelihoods, are structural and long-term, embedded within community institutions, thus ensuring socio-political sustainability.

CRIWMP generated operational SOPs, technical guidelines, training materials and TOT training systems delivered in local languages and embedded within line agencies that support the sustainability and replicability of project outcomes. The FE team recognizes there is an opportunity to more formally catalogue these products and where possible embed them within national training frameworks or institutions to strengthen national upscaling opportunities for the cascade management IWM model. Socio-political sustainability in the context of the upscaling to other watersheds and cascades is dependent on the ability of government to follow the CRIWMP model. Going forward this requires government engage in developing IWM capacity within local CSOs/NGOs and then government working with these CSOs/NGOs to empower communities to effectively and fully participate in the transition to IWM of cascades, including participating in CMC and adopting sustainable VIS and CSA management.

Rating: (L) Likely

Institutional Framework and Governance Sustainability

CRIWMP deliberately strengthened existing institutional mandates mainstreaming IWM approaches within government planning and implementation structures rather than creating new parallel structures, increasing resilience to future institutional or staff changes and enhancing long-term sustainability of IWM model. Notable is the formal adoption of cascade management model, through legislation requiring the formation of CMC for each cascade chaired by the District Secretary. The CMC has a TOR that includes stakeholder membership and roles and responsibilities. Institutional and governance sustainability is also enhanced through CRIWMP output alignment with GoSL irrigation, agriculture, water, DRM, and climate development policies.

Institutional capacity was developed through upgraded systems flood forecasting and agrometeorology data collection and analysis, multiagency training of technical staff, development and institution of SOPs (notably for flood forecasting and DRR), and the formation of inter-agency coordination mechanisms (e.g. MOI and DRC; DOA, DAD and DOM). Sustainability is reliant on the retention of trained staff and continued inter-ministerial/department coordination. The FE team observed institutional champions within

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line agencies and districts, suggesting good prospects for continuation and replication. CRIWMP approaches have already demonstrated mainstreaming into future planning cycles, including scaling up, and the institutional changes introduced are generally conducive to advancing gender equality and a human-rights-based approach.

Rating: (L) Likely

Environmental Sustainability

CRIWMP interventions are fundamentally restorative and adaptive in nature, improving water efficiency, reducing climate vulnerability, and strengthening ecosystem-based water management, thereby supporting long-term environmental sustainability. The FE team did not find any major environmental risks posed by project activities particularly when appropriate social and environmental safeguards are applied consistently.

Nonetheless, the FE team notes the predicted increasing climate variability, extreme weather events, and potential upstream land-use pressures present moderate external risks that could reduce the long-term environmental benefits. Continued community investment in cascade O&M, prevention of destructive land use practices, particularly in headwater catchments, and ongoing application of adaptive management approaches will enhance long term environmental sustainability.

Rating: (L) Likely

Overall Likelihood of Sustainability

The CRIWMP has established strong technical, institutional, and community-level foundations that support the continuation of key benefits within the project watersheds beyond GCF financing, particularly through rehabilitated VIS, decentralized CWSS, strengthened hydro-meteorological services and associated enhanced farmer advisory systems and improved flood forecasting, flood management and DRR. These outputs are embedded within existing government mandates (MOI, DAD, NWSDB, DNCWS, DOM, DMC), and are aligned with national policies and sector strategies, improving prospects for institutional and political sustainability. Community ownership mechanisms, including FOs and CBOs with significant women's participation, further reinforce local-level continuation of benefits.

Within the three CRIWMP watersheds there are a reported 300 cascade systems, the project rehabilitated 20 cascades. Within the Dry Zone of Sri Lanka there are reported to be more than 2000 cascade systems highlighting the enormous need to scale up the IWM model tested and proven to be successful by CRIWMP. This raises the issue of financial sustainability and government capacity to meet the challenge of scaling up.

There currently is limited fiscal space within annual public budget allocations to support scaling-up of the CRIWMP model to other watersheds. In addition, implementation of the IWM model requires effective coordination of project stakeholders (central government and subnational across multiple sectors), technical staff (engineers for VIS rehabilitation, CSA trainers, modeling experts for flood mapping, etc.) for capacity development of government stakeholders and program design and engagement of local CSOs for community mobilization and capacity development.

Overall sustainability is assessed as Moderately Likely, with strong institutional and community foundations in place, but with moderate risks related to long-term financing, inter-agency coordination, and the scale-up capacity of government systems once GCF support ends.

Rating: (ML) Moderately Likely

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4.3.9 Innovativeness in results areas

CRIWMP demonstrated a strong degree of programmatic, technical, and institutional innovation by operationalizing an integrated, basin-level adaptation model that combined climate-resilient irrigation rehabilitation, decentralized drinking water supply, and strengthened hydro-meteorological services into a single, coherent framework for climate resilience. Rather than implementing parallel sectoral interventions, the project tested and demonstrated a cascade-based IWM model, providing practical thought leadership on how climate adaptation can be coordinated across VIS, CSA, CWSSs, and DRM at basin and sub-basin scales.

This included the following innovations:

- The project's cascade-based IWM approach moved government from sectoral approaches by establishing a mechanism in the CMC for collective thought leadership on the management of minor irrigation systems that included all relevant government stakeholders working with FOs.
- Once rehabilitated VIS introduced innovative water management systems (paddy water level measurement technologies) and CSA paddy farming techniques (AWD, agrometeorology informed decision-making) to establish a resilient, sustainable and more productive IWM system.
- Government stakeholders have been introduced to advanced flood modelling technologies and climate/weather down-scaling that are now embedded in SOPs improving DRR and VIS and paddy management.
- CRIWMP initiated a shift to greater community involvement in CWS including community participation in construction to reduce costs and strong CBO management with strong participation of women creating a sustainable model for CWSS operation and maintenance.
- The CRIWMP implementation demonstrated the value of engaging local CSOs as implementing partners working with government to mobilize communities and to develop capacity in communities to meaningfully participate in cascade VIS management as integral members of the CMC and their role in monitoring of VIS construction rehabilitation, providing quality assurance control.

There is a real potential to unlock additional climate finance pathways, by developing a business case scenario using documented evidence from CRIWMP on the investment value for money through cost-benefit analysis of VIS restoration, investment in CWSS and enhanced flood modelling and agrometeorological data collection, analysis and reporting supporting the scalable proven cascade IWM model.

Taken together, these innovations demonstrate strong potential to unlock additional climate finance by providing an evidence-based, scalable investment model. CRIWMP has generated sufficient operational experience to support development of a business case for scaling the cascade IWM model, including cost–benefit analysis of VIS rehabilitation, decentralized CWSS, and investments in hydro-meteorological services. Going forward, systematic consolidation of CRIWMP lessons, economic analysis of demonstrated returns, and packaging of the model for replication could position the Government and UNDP to mobilize additional financial resources through multilateral development finance, and national budget allocations to upscale climate-resilient water management in Sri Lanka.

4.3.10 Unexpected results, both positive and negative

CRIWMP demonstrated a strong capacity to adapt and evolve in response to both internal lessons learned and external shocks, including climatic variability, COVID-19 disruptions, macro-economic instability, and market cost escalations. Within the project management framework, adaptive management was enabled through good communication by the PMU

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with implementing partners, inter-agency technical working meetings and later, at the local level, CMCs bringing together FO leaders, line agency staff, and local authorities. This allowed the project to adjust delivery modalities to maintain progress toward outcomes despite significant constraints. The strong contributing role of local CSOs and CBOs/FOs emerged organically as an adaptive response to implementation risks and capacity gaps, enhancing local ownership and delivery effectiveness beyond what was originally envisaged.

Several unintended positive outcomes were observed. These include deeper-than-expected institutional integration across irrigation, drinking water, meteorology, disaster management, and agriculture sectors through the CMCs, which evolved into practical, effective and sustainable coordination platforms rather than simple consultative bodies for project implementation. Women's participation in CBO CWSS management and CSA adoption exceeded expectations in qualitative terms, contributing to women's social and economic empowerment outcomes, something which is not fully captured in the PRF indicators. Early evidence suggests that CRIWMP-supported flood modelling, seasonal forecasting and agrometeorological tools are now embedded within national agencies (DOM, DMC, MOI) and they are being disseminated through existing government systems, enabling their operational use beyond CRIWMP watersheds thereby accelerating institutional learning at national and district levels with broader community benefits.

An important positive outcome resulted from the engagement of the Janasaviya Business (JSB) financing programme, a private-sector, livelihood and enterprise support mechanism. JSB private sector financing enabled CRIWMP to expand the scale and scope of its results through replication of CSA practices, market-linked commercial cultivation, and third season cropping supported through forward sales agreements, thereby contributing to increased incomes for farmers and demonstrating a pathway for sustainability and scale-up. JSB contributed to a paradigm shift of moving CSA adoption from subsistence and demonstration scale toward market-oriented production, reducing market risk for farmers through forward sales agreements, and strengthening the sustainability of CSA adoption by linking productivity gains to predictable income streams rather than one-off grants.

The FE team observed an unintended negative effect on a community where the intent of CRIWMP was to provide RWH systems for community members that meet a comprehensive set of vulnerability criteria evaluating their need for a sustainable, resilient water supply system. The higher-than-expected cost of RWH tank systems, combined with limited financial resources placed a cap on the number of HH RWH that could be installed in one community. In one community visited by the FE Team, it was observed that while 50 HHs met the criteria to be eligible for a RWH system, the project had limited the number of available RWH systems to 22, based on a decision taken by the District level coordination committee to allow for an equitable distribution of RWH resources among the project communities. FGD conducted by the FE Team in one community revealed those that received RWH systems are aware other community members are "jealous", leading to the informal sharing of water from the RWH systems to other HHs., This practice has reduced the efficacy of RWH's ability to provide a sustainable, resilient water supply during periods of prolonged drought for the HHs that received a RWH.

In future the PMU and project coordination committees should evaluate the potential positive and negative outcomes of development activities, considering scenarios where (1) project activities are undertaken comprehensively within a limited number of communities, versus (2) project activities take a less comprehensive approach implemented within many communities. In general, development projects such as CRIWMP work at a "pilot scale" demonstrating proof of concept and putting in place sustainability mechanisms to support scaling up of successful project activities to meet the larger need identified. In this case, there was no evidence CRIWMP had established a mechanism for the community visited to acquire the additional RWH systems required to meet the communities needs.

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4.3.11 Country ownership

Country ownership of CRIWMP is most clearly demonstrated through strong, proactive government and community engagement during implementation, particularly under challenging conditions. During COVID-19 and the national fuel crisis, line agencies did not withdraw but instead stepped in to sustain delivery, with the MOI and provincial Irrigation Departments providing fuel, machinery, engineering staff, and supervision to continue VIS rehabilitation works when contractors faced severe constraints. The NWSDB demonstrated ownership by contributing pipes, technical staff, and installation support, while working directly with rural communities to deliver lower-cost, community-involved CWSS models that improved affordability and sustainability. The DOA supported livelihood outcomes beyond formal project outputs by facilitating market access for farmers, including provision of space and logistical support for regular community marketing initiatives. At the watershed level, multi-sectoral CMCs, bringing together irrigation, agriculture, disaster management, water supply agencies, local authorities, and farmer organizations, operationalized genuine shared ownership, enabling coordinated decision-making and transformative change in cascade-based integrated water management. Collectively, these actions reflect ownership that goes beyond policy alignment, demonstrating government commitment, flexibility, and resource mobilization to sustain CRIWMP outcomes under real-world constraints.

Beyond pilot implementation, CRIWMP demonstrates strong evidence of country ownership through emerging replication and institutionalization of its cascade-based IWM model. National policy now requires the formation of CMC chaired by the District Secretariat cascade management following multi-sectoral approach working with CBOs/FOs. The cascade IWM model is also being incorporated by government into other large-scale investments, such as the World Bank supported water and climate resilience programme in the Dry Zone. This adoption by government reflects both confidence in the technical robustness of the model and government recognition of its value for addressing systemic drought, flood and water governance challenges at scale. While full nationwide replication remains constrained by fiscal and coordination capacity, these policy, institutional and investment-level signals demonstrate meaningful progress toward scaling the CRIWMP approach beyond the original watersheds.

Overall, CRIWMP exhibits strong country ownership, characterized by policy alignment, government leadership in implementation, effective use of national systems and delivery approaches, and the policy adoption of CMC with government supporting scaling up through other multilateral financed projects in support of Sri Lanka’s long-term climate-resilient development initiatives.

4.3.12 Gender equality and women’s empowerment

CRIWMP moved beyond reliance on sex-disaggregated beneficiary reporting by explicitly designing and financing activities that targeted women’s economic empowerment, leadership, and decision-making across multiple result areas. The PRF confirms that women consistently represented approximately 51% of direct and indirect beneficiaries across outcomes, including climate-resilient livelihoods, access to safe water, and climate advisory services, demonstrating parity in reach alongside scale (**Annex 12**). More importantly, CRIWMP allocated targeted resources for project activities of women-led livelihood interventions, agri-processing, seed paddy, groundnut, maize seed production, and poultry farming, where women held primary roles in group formation and leadership, production, financial management, post-harvest processing and marketing. These activities generated measurable income, savings, and food security benefits, with strong returns on investment and clear evidence of enhanced women’s financial autonomy and leadership within households and producer groups.

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The project incorporated a gender-responsive and human rights-based approach in both implementation and governance mechanisms. Women were systematically engaged in CWSS (management, operations and maintenance), FOs, CMC, and value-chain enterprises, with documented participation in decision-making, record-keeping, and operations. Women beneficiaries demonstrated awareness of their roles, entitlements, and benefits, particularly in income-generating activities where women retained control over earnings and reinvestment decisions. Comparative results show that women achieved outcomes commensurate with, and in several livelihood pathways stronger than, those of men—especially in poultry farming and agri-processing, where women served as primary caretakers, managers, and income decision-makers. Overall, CRIWMP's gender results extend beyond short-term participation toward structural changes in women's economic agency, skills, and leadership, supporting longer-term gender equality outcomes within climate-resilient rural development.

CRIWMP had no explicit, formal requirement for 50% women staffing in the PMU or 50% women representation on Project Board or other governance structures created by the project. Senior level governance bodies (Project Board, Technical Advisory Committee, inter-ministerial mechanisms) were constituted according to government institutional roles, where representation reflects the prevailing public service gender compositions. While there were specific targets for women beneficiaries (consistently ~50–51% across fund-level, outcome, and output indicators) in the PRF there were no requirements for women's representation in FOs, CBOs, CMCs, or VIS-level subcommittees. Within these committees' women often hold treasury, record-keeping, or operational roles.

FE KII and FGD conducted with women and women's groups included questions regarding GBV. Women reported no incidents of GBV, with some women reporting increased respect arising from their economic empowerment. Nonetheless, the CRIWMP project had no explicit analysis, programming, or discussion linking women's empowerment under CRIWMP to GBV prevention, mitigation, or response The FE team suggests it is important to explicitly recognize GBV as a potential contextual risk, particularly during social-political empowerment, economic empowerment, infrastructure works or asset allocation. The CRIWMP could have more strongly linked women's economic empowerment to protection, voice, and safety considerations, even where GBV prevalence is not the primary project focus.

Evaluation of the CRIWMP against GRES criteria the FE has concluded the project demonstrates results consistent with GEN2+ (Gender-responsive results - improved access and participation) approaching GEN3 (Gender-transformative results - changes in power relations, agency, and decision-making). The project achieved strong gender-responsive outcomes (GEN2 level). Women consistently represented approximately 51 percent of beneficiaries across outputs and outcomes, demonstrating parity in access to irrigation services, climate-resilient livelihood support, drinking water systems, and climate information services. Gender-responsive indicators were embedded in the Results Framework, and monitoring data confirm that end-of-project targets were met or exceeded while maintaining gender balance. This indicates systematic mainstreaming rather than incidental inclusion.

The FE also found evidence which demonstrated movement toward gender-transformative results (GEN3). Women exceeded end-of-project targets in adopting climate-resilient agricultural technologies (21,749 women against a target of 16,677), and qualitative evidence from FGD indicates strengthened agency in household decision-making and participation in CMCs and community water governance structures. Women's engagement in managing Community Water Supply Schemes and diversified livelihood enterprises reflects expanded leadership and economic roles linked directly to resilience outcomes.

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However, while empowerment effects are evident, the project did not explicitly articulate a transformative gender theory of change focused on structural power shifts, nor did it systematically track long-term changes in intra-household power relations or institutional gender norms. As such, while transformative elements are present, they are not comprehensively institutionalised or measured.

Overall based on quantitative achievement of gender targets, parity of access across results areas, demonstrable empowerment outcomes, and increased participation of women in governance and economic activities, CRIWMP is assessed as strongly gender-responsive (GEN2) with emerging gender-transformative characteristics (GEN3 elements).

4.3.13 Cross-cutting Issues

Positive and negative effects on local populations.
CRIWMP generated significant positive socio-economic and environmental effects at the community level, including increased agricultural productivity and incomes through rehabilitated VIS and CSA, diversified climate-resilient livelihoods particularly for women, and improved food and water security. Environmental benefits include restoration of cascade hydrology, improved groundwater recharge, reduced flood and drought risks, improved protection and restoration of cascade headwaters, reduced GHG emissions through AWD paddy management, reduced water pollution through agrometeorology-informed agricultural input management, and more sustainable water allocation arrangements through CMCs. Negative effects were limited but included localized social tensions where HH benefits associated with RWH systems were unable to meet total community demand due to cost constraints, highlighting equity trade-offs in resource-limited settings.

Alignment with UNDP CPD and country programme priorities.
CRIWMP demonstrates strong alignment with the priorities, outcomes, and modalities identified in both relevant UNDP CPD. The 2018–2022 CPD explicitly positions UNDP to "*address additional data gaps on vulnerability by establishing regional climate profiles, climate risk inventories and assessments*" and to strengthen "*environmental and biodiversity concerns in economic development planning*" including the integration of climate risk management and evidence-based policy advocacy. CRIWMP directly contributes to these commitments through watershed-level climate data generation, hydrometeorology monitoring systems, and basin-level climate-risk-informed planning. The CPD further highlights the need for area-based approaches and integrated natural resource management across vulnerable districts which is the geographic and thematic focus of the CRIWMP. The CPD's results framework emphasizes improving "*resilience to climate variability and disasters*" which corresponds to CRIWMP's outputs on flood modelling, early warning capacity, and climate-resilient agriculture.

The 2023–2027 CPD deepens this strategic alignment with the CRIWMP by prioritizing support to communities in the dry zone "*most vulnerable to the effects of climate change*" and promoting strengthened environmental protection and natural resource management, including climate-resilient livelihoods and flood/disaster risk reduction. CRIWMP's IWM model, which includes rehabilitated VIS, decentralized drinking water, cascade governance, CSA, and advanced flood-risk analytics, aligns closely with CPD Outcomes 1 & 2 commitments to advance green-led economic development, climate resilience, and improved livelihood security. The CPD also emphasizes gender-transformative approaches, area-based integration, use of national execution, and strengthening national monitoring systems; these elements are central to CRIWMP's design and implementation, demonstrating consistency with UNDP's CPD

Disaster risk reduction and climate change adaptation/mitigation.

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CRIWMP made a substantial contribution to disaster preparedness and climate adaptation by strengthening hydro-meteorological monitoring, flood forecasting, seasonal climate advisories, and SOPs for flood management and irrigation decision-making. These outputs improved anticipatory action and reduced climate-related risks to agriculture, drinking water supply, and livelihoods. While mitigation was not a primary focus, improved water-use efficiency, reduced crop losses, and CSA AWD paddy practices all delivered climate mitigation co-benefits.

Inclusion of poor and marginalized groups

The project demonstrated strong inclusion of poor and climate-vulnerable rural households, with benefits reaching women, smallholder farmers, PWD and water-insecure communities in the Dry Zone. While indigenous groups were not explicitly targeted as standalone categories, the geographic and poverty-based targeting framework ensured broad inclusion of disadvantaged populations. Indigenous Peoples safeguards were applied in accordance with UNDP and GCF requirements in project areas where Indigenous or socially vulnerable communities were present. An Indigenous Peoples Plan (IPP) was prepared and implemented, with measures including culturally appropriate consultations, inclusion of Indigenous community representatives in local decision-making structures, and tailored livelihood and water interventions responsive to local needs. The project's GRM was accessible to Indigenous communities and provided an additional safeguard for addressing concerns. Review of APRs and the IE indicates that IPP measures were implemented as planned and contributed to inclusive participation and benefit-sharing, with no unresolved grievances related to Indigenous Peoples reported.

Poverty–environment nexus.

CRIWMP effectively operationalized the poverty–environment nexus by linking ecosystem-based IWM with income generation and food security. Investments in VIS rehabilitation, CSA, economic livelihood activities for women and sustainable CWSS reduced vulnerability to climate shocks while enabling HHs to stabilize and diversify livelihoods. Environmental restoration functioned as a foundation for sustained poverty reduction and resilience.

Human rights-based approach.

Through inclusive governance mechanisms (e.g., CMCs, FOs and CBOs), equitable access to water and livelihood assets, and transparency in beneficiary selection and implementation processes, the project operationalized key human rights principles of participation, non-discrimination, accountability and access to services, even where these were not always framed explicitly as rights-based interventions by the CRIWMP.

Disability Inclusion

The CRIWMP included criteria that prioritized the inclusion of PWD under *Output 2 Enhancing climate-resilient, decentralized water supply and management solutions to provide access to safe drinking water to vulnerable communities*, this included provision of RWHS for PWD and in communities receiving CWSS the waiving of fees associated with connection to safe drinking water. The FE team also noted under *Output 3: Strengthening weather/climate and hydrological observing, forecasting and water management systems to enhance the adaptive capacity of smallholder farmers to droughts and floods* DRM systems improved by the CRIWMP prioritized the safety of PWD, including identification of PWD in communities with high flood risk and evacuation strategies ensuring PWD would be among the first to targeted during a flood event.

4.3.14 Replication and Scalability

The CRIWMP has put in place a reasonably robust set of exit measures to support replication and scale-up, including a component-based phase-out, transfer of assets and responsibilities to line agencies and CBOs, O&M financing plans for cascades and CWSS,

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institutionalization of technical guidelines (VIS upgrading, CSA, climate resilient water safety planning) and the establishment of CMCs in all of the 20 project cascades, each with a cascade management plan. These measures are complemented by CSA manuals, district trainer pools, climate-advisory apps and portals, and structured co-investment arrangements with DAD, DOA, NWSDB, DNCWS and community organizations, as set out in the CRIWMP Exit Strategy. Taken together, they provide a sound basis for sustaining core functions in the three project river basins and providing a working model of IWM for replication.

Considering the scale of need (over 2,000 cascades in the Dry Zone) and constrained fiscal space in Sri Lanka the current exit strategy is more of a site-level sustainability plan than an implementation-ready pathway for national scale-up. Considerable work is required to address the replication and upscaling needs.

The successful achievements of CRIWMP are founded on enabling local and institutional conditions that are not yet uniform across the Sri Lanka. Successful replication is therefore dependent upon providing the technical and financial resources for the following.

a. Functioning, motivated CMCs chaired by the District Secretariat and supported by multi-sector line agencies;
b. Active and capacitated FOs/CBOs (with strong women's participation) able to manage VIS, CWSS and O&M funds;
c. Continued technical backstopping for hydrometeorology systems, flood modelling and CSA from national and provincial agencies; and
d. Access to markets and startup financing for climate-smart livelihoods.

Where these elements are present, as demonstrated in the CRIWMP cascades, the likelihood of sustaining and incrementally expanding results is high. Where they are weak (e.g. districts without strong CSO partners, limited engineering capacity, or fragmented coordination), replication is unlikely.

Overall, the actions and results are likely to be sustained within the project cascades, with some good prospects for incremental replication in adjacent cascades, because government systems (DAD, NWSDB, DNCWS, DOA, DMC, DOM), have been deliberately used and strengthened by CRIWMP, financial and O&M responsibilities are being transferred to responsible government agencies and communities, and communities have demonstrated the capacity to co-invest and fully participate in the CRIWMP model. The transition from a project-driven to a fully government-financed and nationally scaled model remains unlikely without a strong national leadership and the development of a business case scenario to secure sustainable financing.

In addition, the CRIWMP has embedded post-project social and environmental safeguards capacity through the following four mechanisms:

1. Government stakeholders participating in CRIWMP tank and irrigation system rehabilitation and in community water supply installations have developed an awareness of ESMP requirements and a capacity to include ESMP requirements in future contracts and Bills of Quantities to ensure continued safeguard compliance in infrastructure design and operational procedures.
2. The CRIWMP has developed capacity in a 530-member ToT pool of public officers who are integrated into Provincial Council systems to sustain O&M and technical competencies, including environmental and social safeguard elements.
3. All safeguard tools, guidelines, and monitoring templates developed and utilized by the CRIWMP have been formally handed over to MOI, DAD, NWSDB, DNCWS, and DMC.
4. The CRIWMP has developed social and environmental safeguard capacity and accountability mechanisms within the community-level stakeholders participating in

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CMCs, FOs, CBOs, and Divisional Secretariat GRM structures that will continue to function post-project closure.

Other critical factors that will require attention include: securing long-term predictable budget lines for ongoing cascade-level IWM; formalizing and supporting national guidance on CMC establishment, membership and roles and responsibilities; maintaining and expanding the required technical cadres (engineering, CSA, flood modelling, social mobilization) within government; and deepening partnerships with CSOs and private sector actors for community mobilization, market linkages and enterprise development.

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5 Main Findings, Conclusions, Recommendations and Lessons Learned

5.1 Main Findings

The CRIWMP was assessed as ***Highly Satisfactory*** in relevance, effectiveness, and efficiency, and ***Moderately Likely*** in sustainability, resulting in an overall outcome rating of ***Highly Satisfactory***, in line with the GCF evaluation framework. This assessment was based on review of project documentation, Annual Performance Reports, financial records, stakeholder interviews across seven districts, and field visit observations. The FE team concluded the CRIWMP was strongly grounded in Sri Lanka's national development priorities, climate adaptation commitments, and UNDP Country Programme outcomes, and addressed clearly identified climate, water, and livelihood vulnerabilities for communities dependent upon Dry Zone cascade systems through an integrated, basin-level intervention model

Relevance (HS)
CRIWMP was highly relevant to Sri Lanka's climate vulnerability context, particularly in the Dry Zone, where climate variability, water scarcity, flood risk, and rural livelihood fragility intersected and negatively affected farming communities. Documentation review confirmed strong alignment with national irrigation, agriculture, drinking water, and disaster risk reduction strategies. Stakeholder interviews at national and district levels reinforced that the project addressed clearly identified sectoral needs and UNDP's CPD and Strategic Plan and GoSL SDGs 2, 6, and 13. Field observations of rehabilitated cascade systems and community water schemes confirmed that interventions responded directly to local water insecurity and climate exposure.

The project remained relevant throughout implementation, even as it responded to major contextual shocks (COVID-19 and the economic crisis), as evidenced by restructuring decisions and revised delivery modalities documented in APRs and confirmed through interviews.

Effectiveness (HS)
Despite delays and external constraints, CRIWMP largely achieved or exceeded its planned outputs and demonstrated measurable progress against the PRF Indicators and GCF investment criteria. Documentation review and monitoring data confirmed rehabilitation of VIS under a cascade-based IWM model, expansion of climate-resilient CSA practices supported by agrometeorological advisories, deployment of decentralized drinking water solutions, and strengthening of flood forecasting systems. Field visits confirmed the physical functionality of rehabilitated tanks, CSA demonstration plots, and drinking water systems.

Adaptive management was a defining strength. Review of restructuring documentation and stakeholder interviews confirmed that revised delivery modalities and timeline extensions enabled recovery from procurement delays and cost escalations, safeguarding overall outcome achievement. Gender-responsive measures were implemented effectively, with monitoring data and FGD evidence indicating meaningful participation of women in CSA adoption and governance structures.

Efficiency (HS)
The project demonstrated Highly Satisfactory efficiency. Financial documentation, audit reports, and spot-check records confirmed sound fiduciary oversight and appropriate use of funds. While early implementation experienced delays due to procurement constraints and contextual shocks, expenditure accelerated in later years, resulting in high GCF grant utilisation and co-financing levels exceeding planned government commitments.

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Efficiency constraints arose from unexpectedly high costs associated with CWSS (including hydrogeological limitations and construction cost increases), procurement delays under Output 3, and necessary design adjustments. However, documentation review and interviews indicated that adaptive management and GCF-approved restructuring mitigated these challenges effectively.

Sustainability (Moderately Likely)
CRIWMP established solid technical, institutional, and community foundations that supported continued benefits at local levels. Field visits confirmed functioning irrigation infrastructure and active community-level management structures (FOs, CBOs, CMC). Institutional embedding within line ministries and strengthened capacity at district level (CMC) and community level (FO) supported sustainability prospects.

However, documentation and stakeholder interviews indicated moderate risks to scaling and replication beyond project sites. These risks were associated with fiscal constraints, inter-agency coordination demands, and the human-resource intensity required to establish cascade-based IWM implementation. Sustainability was therefore assessed as strong at site level but more uncertain for national-scale expansion without a clearly defined financing strategy and leadership.

LNOB, Gender Equality and Social Inclusion
The evaluation found that CRIWMP demonstrated strong pro-poor geographic targeting and substantive gender integration. Monitoring data confirmed that women represented approximately half of beneficiaries across outputs and outcomes, indicating sustained gender parity in access to irrigation services, climate-resilient livelihoods, drinking water systems, and climate information services. Field consultations provided qualitative evidence of strengthened decision-making roles for women within CMCs and livelihood groups.

Inclusion of PWD and other vulnerable groups was incorporated primarily through vulnerability-based targeting, including prioritisation of low-income households and CKDu-affected communities. Fee waivers under CWSS reduced financial barriers for qualifying households. However, documentation review indicated that systematic disaggregation of outcomes by disability or ethnicity was limited, constraining quantitative assessment of differential impacts.

Country Ownership and Partnerships
Country ownership and government leadership was strong throughout implementation. Financial documentation confirmed substantial government co-financing exceeding original commitments. Stakeholder interviews documented proactive problem-solving by line ministries and district authorities during COVID-19 disruptions. Field-level coordination between ministries, CSOs, and community organizations was consistently observed across districts.

Innovativeness and National Paradigm Shift Potential
CRIWMP demonstrated innovation through operationalisation of a basin-level cascade-based IWM model integrating infrastructure, agriculture, drinking water, and climate information systems. Documentation review and interviews indicated institutional learning and policy experimentation with potential for replication. However, stakeholders emphasised that scaling would require sustained financing and high-level policy anchoring.

5.2 Conclusions

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A summary of the Main Findings is presented in **Table 9**. Building on those findings, the following concluding statements synthesise the evaluation's key insights and implications for stakeholders.

Table 9. Summary of Key Findings by Evaluation Criterion

Evaluation Criterion	Key Finding Statement	Primary Evidence Sources
Relevance	Highly aligned with national priorities and climate vulnerability context; remained relevant under crisis conditions	ProDoc review, APRs, stakeholder interviews, field observations
Effectiveness	Outputs largely achieved; cascade-based IWM operationalised; adaptive management mitigated shocks	PRF data, restructuring documents, site visits, KIIs, FGDs
Efficiency	Strong fiduciary controls; later stage acceleration offset early delays	Financial reports, audit records, APRs
Sustainability	Strong site-level sustainability; moderate risks for national scaling	Field visits, ministry interviews, institutional analysis
LNOB & Gender	Strong gender parity and empowerment outcomes; limited disability-disaggregated tracking	PRF data, FGDs, design review
Country Ownership	Government co-financing exceeded commitments; strong implementation leadership	Financial documentation, stakeholder interviews
Innovation	Cascade IWM model demonstrated replicable potential	Field observations, policy discussions

1. ***CRIWMP Demonstrated a Viable Integrated Model for Climate-Resilient Water Governance***
   The FE concludes that CRIWMP successfully demonstrated an integrated, cascade-based water governance model capable of addressing interconnected climate risks affecting irrigation, drinking water, and disaster management systems in Sri Lanka's Dry Zone. By combining VIS rehabilitation, CSA, CWSS and hydro-meteorological strengthening within a basin-level framework, the project moved beyond fragmented infrastructure delivery toward systemic adaptation.

   This integrated design addressed both structural vulnerabilities (degraded irrigation assets, unreliable drinking water, weak early warning systems) and institutional coordination gaps. The cascade-based IWM model represents a technically sound and operationally tested approach with demonstrated potential for replication. The project's high relevance and effectiveness ratings are substantiated by achievement of outcome-level targets, documented behaviour change in water governance practices, and institutional uptake of climate advisory systems.

2. ***Adaptive Management and Strong Governance Were Central to Project Success***
   The evaluation finds that CRIWMP's effectiveness and efficiency were closely linked to strong governance mechanisms, proactive UNDP and Executing Agency coordination, and adaptive management in response to contextual shocks. Political transitions, COVID-19 restrictions, macroeconomic instability, and cost escalations could have significantly undermined performance; however, restructuring, sequencing adjustments, and flexible implementation approaches preserved outcome achievement.

   This demonstrates that large-scale climate adaptation programmes require institutional resilience and management agility alongside technical design strength. The lesson for

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future programming is clear: complex, multi-output adaptation interventions must embed adaptive management mechanisms from the outset and maintain strong fiduciary and coordination systems combined with effective M&E and internal communication mechanisms that support adaptive management and safeguard delivery under volatile conditions.

While adaptive management proved effective in this project, future large-scale climate programmes would benefit from embedding structured contingency planning and scenario-based implementation frameworks from the outset (see Recommendation 8).

3. ***Gender Integration Was Substantive, While Broader Social Inclusion Can Be Further Strengthened***

CRIWMP achieved measurable gender equality outcomes, with women comprising approximately half of total beneficiaries and exceeding targets in adoption of climate-resilient agricultural technologies. Women's participation in CMC and water governance structures contributed to strengthened agency in climate adaptation decision-making. Women's empowerment is also reflected in strong adoption of CSA practices supporting enhanced income generation.

However, while vulnerability targeting was strong, systematic disability-disaggregated tracking and minority-specific safeguards were limited. The evaluation concludes that future programming should move beyond vulnerability targeting toward more explicit social inclusion frameworks with structured monitoring and reporting of disability and minority outcomes. The lesson for UNDP and GCF is that gender mainstreaming can be substantive and measurable, but broader LNOB frameworks require equally systematic operationalisation.

These findings support recommendations to institutionalise gender leadership benchmarks and strengthen disability-disaggregated monitoring (see Recommendations 6 and 7).

4. ***Sustainability of Implemented Investments Is Strong, but National Scaling Requires Deliberate Policy and Financing Commitments***

The Exit Strategy provides credible mechanisms for sustaining rehabilitated infrastructure, advisory systems, and institutional capacities. Operation and maintenance financing arrangements for cascades and CWSS, integration of hydrometeorological systems within government mandates, and ToT approaches strengthen continuity beyond project closure.

However, the evaluation concludes that while the project established technical and institutional foundations for replication, it did not articulate a quantified national roll-out roadmap, costed expansion framework, or sequenced geographic scale-up plan. Sustainable financing for scale-up remains contingent on future fiscal prioritisation and external resource mobilisation. In addition, the FE finds that structured sequencing and technical guidance for activating additional cascades will be necessary to ensure that scaling maintains integration quality and governance standards. Without deliberate national commitment and structured financing pathways, expansion of the cascade-based IWM model will depend on subsequent programming rather than the immediate transition to replication and scaling up which is required country-wide.

This finding underscores the need for a structured national scaling roadmap supported by multi-source financing arrangements (see Recommendations 1, 2 and 3).

5. ***Monitoring and Evaluation Systems Were Robust and Enabled Learning and Accountability***

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CRIWMP's M&E system was well designed and effectively implemented. Monitoring was embedded within operational management, supported by decentralised staffing, participatory oversight mechanisms, and strong fiduciary controls. The M&E system also included good involvement of community stakeholders contributing to their engagement and commitment to sustain project outputs. The existence of a formal Exit Strategy further strengthens sustainability of monitoring systems.

While APRs were comprehensive and compliant, future programmes could enhance learning value by more systematically documenting behavioural and institutional change trajectories. Nevertheless, M&E did function well as a management instrument, rather than just a compliance mechanism, with M&E supporting adaptive decision-making throughout implementation.

This insight informs Recommendation 9 on strengthening contingency planning and learning systems.

6. CRIWMP Generated Strategic Insights for UNDP and GCF on Scaling Integrated Adaptation

Beyond project-specific achievements, CRIWMP offers broader strategic insights:

- Integrated water governance models can produce resilience gains when infrastructure, institutions, and information systems are aligned.
- Adaptive management is indispensable in climate-vulnerable and fiscally constrained contexts.
- Gender-responsive design can produce measurable empowerment outcomes.
- Scaling requires explicit leadership and financing architecture with policy anchoring beyond pilot demonstration.

For UNDP and GCF, the project reinforces the importance of coupling demonstration investments with structured national scaling frameworks to achieve paradigm shift at sector level.

Overall Conclusion

Overall, CRIWMP was a highly relevant and effective climate adaptation intervention that successfully demonstrated a technically sound and institutionally viable cascade-based water governance model in Sri Lanka's Dry Zone. The project achieved strong outcome-level performance despite contextual shocks and established credible foundations for sustained local resilience.

The central challenge moving forward is not proof of concept, but conversion of pilot-scale success into national-scale transformation. This will require deliberate institutional mainstreaming, structured sustainable financing pathways, strengthened social inclusion mechanisms facilitated by local NGO/ CSO, and sustained inter-agency coordination. The recommendations provided in **Section 6.**4 are designed to address these strategic priorities and build on the lessons identified in **Section 6.3**.

A summary of the linkage between the Key Findings and the corresponding Conclusions, illustrating how the evaluation evidence was synthesised into strategic insights that underpin the recommendations is provided in **Table 10**.

Table 10. Linkage Between Key Findings and Conclusions

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Key Finding (KF)	Key Summary Finding Statement	Linked Conclusion (C#)
KF1	CRIWMP demonstrated high relevance through strong alignment with national climate, irrigation, and water governance priorities and maintained contextual responsiveness during implementation shocks.	**C 1** Integrated Cascade Model Demonstrated Viable Climate Adaptation Pathway
KF2	The cascade-based IWM model delivered measurable resilience gains and strengthened local water governance institutions through integrated infrastructure, CSA, and advisory systems.	**C 1** Integrated Cascade Model Demonstrated Viable Climate Adaptation Pathway
KF3	Adaptive management, strong UNDP–Executing Agency coordination, and effective governance mechanisms mitigated contextual disruptions and preserved outcome achievement.	**C 2** Adaptive Governance Was Central to Project Success
KF4	Gender mainstreaming resulted in measurable empowerment outcomes, while disability-disaggregated and minority-focused monitoring mechanisms were limited.	**C 3** Gender Integration Was Substantive, While Broader Social Inclusion Can Be Strengthened
KF5	Sustainability of implemented assets and institutional functions is credible; however, national scaling lacks a costed, sequenced, and financed expansion framework.	**C 4** Sustainability of Investments Is Strong, but Scaling Requires Structured Financing
KF6	The M&E system was robust, adaptive, and participatory, though deeper behavioural and institutional change tracking would strengthen learning dimensions.	**C 5** Monitoring and Evaluation Systems Were Robust and Adaptive
KF1-5 Synthesis	The combined evidence demonstrates that integrated, multi-level water governance adaptation models require structured scaling architecture to achieve national paradigm shift.	**C 6** CRIWMP Generated Strategic Insights for UNDP and GCF

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5.3 Lessons Learned

The lessons below are derived from the Main Findings and Conclusions and provide strategic insights to inform future programming. Several lessons directly inform the recommendations presented in **Section 5.4**.

Lesson 1. ***Integrated cascade-level water management is more effective than sector-specific interventions.***
The CRIWMP demonstrates that treating cascades as integrated hydrological, social, and institutional units generates synergistic benefits across VIS rehabilitation, CSA, drinking water security, DRR, and livelihoods, delivering more durable resilience outcomes than isolated sectoral investments.

Lesson 2. **Strong government ownership and co-financing can offset major implementation shocks.**
Exceptional GoSL ownership, reflected in co-financing exceeding commitments by 191 percent, was critical in sustaining implementation momentum through COVID-19 disruptions, political transitions, and the national economic crisis.

Lesson 3. **Community institutions require sustained facilitation, not one-off capacity building.**
The CRIWMP demonstrated that CMCs, FOs, and CWSS CBOs performed best when activation of the cascade management model includes multiple training sessions led by CSOs with government participation and long-term support committed by government to achieve the capacity development needed to support adaptive learning, collaborative governance practice, and collaboration of multiple communities in VIS rehabilitation and management.

Lesson 4. **Women's empowerment outcomes are strongest when women control productive assets and income streams.**
Gender-intentional livelihood interventions that combined training, inputs, and market access produced stronger empowerment outcomes than participation-only approaches, particularly where women exercised decision-making authority over assets and revenues.

Lesson 5. **Soft gender targets paired can be enhanced through the inclusion of leadership targets.**
CRIWMP achieved strong gender outcomes through gender-responsive indicators and accountability mechanisms, though future programmes would benefit from complementing this approach with institutionalised leadership benchmarks, such as gender-responsive rotation of CBO leadership.

Lesson 6. **Drinking water interventions require conservative targeting and early source validation.**
Output 2 demonstrated that hydrogeological constraints, water quality risks, and cost escalation can significantly affect feasibility and ambitious beneficiary targets must be grounded in early technical validation to avoid later restructuring.

Lesson 7. **Adaptive management mechanisms are essential in long-duration climate projects.**
Careful risk event tracking by the PMU, paired with effective PMU communication and collaboration with implementing partners, regular use of APRs, PRF tracking, and active Project Board oversight, combine to enable timely course corrections, restructuring, and re-prioritisation under rapidly changing climatic, political, and economic conditions where necessary.

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Lesson 8. Hydrometeorological investments deliver high value but face sustainability risks without sufficient capacity development and formal hosting arrangements.
Agrometeorological and flood forecasting systems proved highly useful for CMCs, FOs, individual farmers and DMCs. The long-term benefits and the necessary upscaling require greater institutional capacity development (MOI and DOM) in flood modelling and securement of the recurrent financing required for instrumentation O&M.

Lesson 10. Macroeconomic shocks pose material risks to infrastructure-heavy climate adaptation projects.
The 2022–2023 economic crisis demonstrated the need for contingency planning beyond conventional project design risk assessments, to include potential large-scale risks such as inflation, fuel shortages, and procurement disruptions.

Lesson 11. Embedding safeguards requirements into engineering contracts improves compliance.
Mainstreaming ESMP and environmental clauses into BoQs and contracts ensured consistent safeguards performance across multiple contractors and sites.

Lesson 12. CRIWMP confirms that GCF-funded adaptation projects can achieve a paradigm shift when design, institutions, and financing are aligned.
The cascade IWM model provides a credible national template for climate-resilient rural development when supported by coordinated leadership, financing strategies, and institutional anchoring.

Lesson 13: Moving from Vulnerability Recognition to Structured Disability Inclusion
While CRIWMP appropriately recognised households with persons with disabilities (PWD) as a vulnerable beneficiary category at design stage, disability inclusion was primarily operationalised through general vulnerability targeting rather than through structured monitoring or tailored accessibility measures. Future climate resilience programmes would benefit from incorporating disability-disaggregated indicators, accessibility considerations in infrastructure design, and targeted outreach strategies to ensure that inclusion of PWD moves beyond recognition toward systematically measurable outcomes.

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5.4 Recommendations

The recommendations below are derived directly from the Key Findings (**Section 5.1**) and Conclusions (**Section 5.2**). They are grouped into two categories:

(A) Strategic Scaling and Reinforcement Actions to consolidate and expand project gains; and
(B) System Strengthening and Corrective Actions to address identified gaps and strengthen future programming.

The recommendations table identifies ***High priority*** recommendations which are those necessary to secure scaling and institutional sustainability within the next 6 months and ***Medium priority*** recommendations to strengthen systems and inclusion mechanisms over the next 12 months. Key Finding (**KF**) and Conclusion (**C**) linkages are also identified in the recommendations table below.

Recommendation	Implementation Steps	Responsible Party	Priority & Timeline	Justification	Linkage
Category A: Strategic Scaling and Reinforcement Actions					
1. Institutionalize cascade IWM and CMC model through development of a national leadership team to develop a roadmap targeting all cascades within dry-zone watersheds.	a. Create a government Inter-Agency Coordination Body to provide leadership for ***activation*** of the Cascade Management Model b. Clarify roles and responsibilities across agencies c. Embed climate-resilient design standards for VIS rehabilitation and water management. d. Develop a Cascade Activation Work Plan to initiate implementation in high priority cascades	MOI National Planning Department	High 0-6 months	• Supports scaling and paradigm shift • Converts project learning into a systematic national development approach • Cascade IWM model is self-sustaining once activated	• KF 2 & 5 • C 1 & 4
2. Develop a sustainable multi-source financing strategy to activate the cascade IWM/CMC model in priority cascades.	a. Develop a business case scenario to secure sustainable financing for country-wide activation. b. Conduct cost-benefit analysis of CRIWMP expenditures against economic returns for VIS rehabilitation, CWSS construction and agrometeorology forecasting.	UNDP MOI	High 0-6 months	• Financial support required to support implementation of a Cascade Activation Work Plan • High Value for Money can be demonstrated through a cost-benefit analysis	• KF 5 • C 4
3. Outline an implementation strategy for the Cascade Activation Work Plan.	a. Identify leadership at Central government level and participation of sub-national government agencies in on the ground implementation. b. Identify a Technical Assistance Team with the qualifications required to support and oversee implementation (TAT to be contracted). c. Identify local social mobilization leadership CSOs to be engaged to mobilize and develop the necessary capacity for community engagement.	MOI	Medium 0-12 months	• Leadership and coordination required at Central government level • Technical support informs design and provides capacity development to government partners. • Effective FO and CBO participation dependent upon CSO support.	• KF 2 & 5 • C 1 & 4

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Recommendation	Implementation Steps	Responsible Party	Priority & Timeline	Justification	Linkage
4. Secure long-term institutional hosting and financing for hydrometeorological systems	a. Formalise ownership and hosting of CRIWMP-supported stations and platforms within DOM, MOI and DMC b. Establish dedicated government budget lines for O&M and system upgrades c. Integrate CRIWMP systems into national early-warning and advisory architectures	DOM, MOI, MOF	Medium 0-12 months	• Ensures sustainability and scalability of Output 3 investments and protects high-value forecasting infrastructure	• KF 6 • C 5
5. Develop a national knowledge package and platform to share cascade-based IWM and innovation.	a. Consolidate technical standards, governance models, gender practices, and financing modalities b. Produce practitioner-oriented guidance for replication in other Dry Zone watersheds d. Disseminate through national agencies and development partners	MOI UNDP	Medium 0-12 months	• Capturing CRIWMP learning systematically will support efficient national replication and scaling.	• KF 1 & 2 • C 6
Category B: System Strengthening and Corrective Actions					
6. Deepen Gender and Human Rights integration in future Cascade IWM/CMC work.	a. Include explicit women's empowerment and social inclusion outcomes and targets in adaptation projects. b. Integrate gender-transformative and human rights-based leadership, decision-making, and protection considerations (e.g. GBV risk mitigation) into Cascade IWM/CMC work.	MOI UNDP	Medium 0-12 months	• CRIWMP demonstrated successful strategies for women's empowerment and human-rights based approaches. • Formal recognition enhances these outcomes.	• KF 4 • C 3
7. Institutionalise gender leadership benchmarks beyond community level	a. Introduce minimum gender representation and leadership benchmarks in district and cascade-level coordination bodies b. Provide leadership and governance training for women representatives c. Monitor qualitative empowerment outcomes, not only participation rates	UNDP	Medium 0-12 months	• Evidence shows women's empowerment is strongest where women hold decision-making authority, not just numerical representation.	• KF 4 • C 3
8. Strengthen contingency planning for macroeconomic and systemic shocks in future GCF projects	a. Integrate macroeconomic risk scenarios into project risk registers b. Introduce flexible budgeting, procurement and indexed cost assumptions c. Define restructuring triggers and decision pathways at design stage	UNDP GCF Focal Point	Medium 0-12 months	• CRIWMP experience shows macroeconomic shocks can materially affect implementation feasibility and timelines.	• KF 3 • C 2

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Recommendation	Implementation Steps	Responsible Party	Priority & Timeline	Justification	Linkage
9. Enhance behavioural and institutional change tracking in M&E systems. to APRs.	a. At project design stage include metrics to track behavioural and institutional change. b. In APR include analysis of outputs that documents behavioural change such as shifts in water governance, farmer advisory uptake patterns, and institutional integration of activities noting the implications in terms of women's empowerment, transformational change, and sustainability	UNDP	Medium 0-12 months	• Deeper behavioural and institutional change tracking would strengthen learning dimensions of M&E framework.	• KF 6 • C 5

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Annex 1. Final Evaluation Terms of Reference

Annex 1; Terms of Reference (ToR) for Terminal (Final) Evaluation (TE)

1. INTRODUCTION

This is the Terms of Reference (ToR) for the Terminal/Final Evaluation (TE) of the UNDP-supported GCF-financed project titled *"*Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management*"* Project (reference no- PIMS#5752), herein referred to as Climate Resilient Integrated Water Management Project (CRIWMP), with the Ministry of Agriculture, Land, Livestock, and Irrigation serving as the Implementing Partner (IP). The project started on June 2017 and is in its 8th year of implementation following an extension. This ToR sets out the expectations for the TE.

2. PROJECT BACKGROUND AND CONTEXT

Project/outcome title: "Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management" (Reference No. PIMS#5752)		
Corporate outcome and output CF OUTCOME 3: By 2027, people and communities in Sri Lanka, especially the vulnerable and marginalized, are more resilient to climate change and disaster risks, have enhanced water and food security, and equitably benefit from ambitious climate action and increasingly sustainable management and protection of the environment and natural resources Output : 4.1 Natural resources protected and managed to enhance sustainable productivity and livelihoods		
Country: Sri Lanka		
Region: RBAP		
Date project document signed: 07th July 2017		
Project dates	Start date (FAA Effectiveness): 28th June 2017	Planned end date (Completion date): 28th Dec 2025

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Project budget	
GCF (grant):	US$ 38,084,000
UNDP co-financing:	US$ 0
Government co- financing:	US$ 14,000,000
Total:	US$ 52,084,000
Project expenditure at the time of evaluation	96% from the total budget
Funding source: Green Climate Fund (GCF)	
Implementing Party: Ministry of Agriculture, Land, Livestock, and Irrigation	
Project Locations, at seven districts: Kurunegala, Puttalam, Anuradhapura, Mannar, Trincomalee, Vavuniya, and Polonnaruwa	

The project was designed to support the Government of Sri Lanka to strengthen the resilience of smallholder farmers in Sri Lanka's dry zone, who are facing increased risks of climate change. The project has adopted a river basin approach to deliver an integrated package of interventions for irrigation and drinking water in the Malwathu Oya, Mi Oya and Yan Oya watersheds in the dry zone. These watersheds cover the districts of Kurunegala, Puttalam, Anuradhapura, Mannar, Trincomalee, Vavuniya and Polonnaruwa.

The key objective of this project is to strengthen the resilience of smallholder farmers to climate variability and extreme weather events through an integrated approach to water management. The primary measurable benefits include resilient water and agricultural management for 770,500 direct beneficiaries and 1,179,800 indirect beneficiaries who will gain from improved water management, resilient agriculture practices, and the provision of climate and weather information.

The project envisions initiating a paradigm shift in how water resources are managed, especially in the dry and intermediate climate zones of Sri Lanka. This shift is catalyzed through an integrated approach incorporating climate change concerns; understanding linkages across river basins/sub-river basins; and covering multiple uses of water including irrigation, agriculture, livelihoods, drinking water and disaster management. The Project's bottom-up approach to integrated water management involves the preparation of integrated cascade water resource development and management plans. These plans cover a host of water management aspects including drinking water management, groundwater management, climate-smart agriculture development, catchment management plans, disaster preparedness plan, etc. These aspects correspond to the three outputs of the project while also recognizing the interconnectedness of the said outputs.

The project is structured around three key outputs:

Output 1: Upgrading and enhancing the resilience of village irrigation systems and scaling up climate-resilient farming practices in three river basins of the Dry Zone. This output mainly focuses on improved climate-risk informed water management for agricultural production in the selected river basins by upgrading the inter-connected cascade systems and associated agricultural practices. These interventions will also lead to restoration and improvements in surface and groundwater availability as well as quality.

Output 2: Enhancing climate-resilient, decentralized water supply and management solutions to provide access to safe drinking water to vulnerable communities. This output intends to deliver drinking water solutions to poor farmer households through a multi-pronged partnership approach involving source replenishment, enhanced storage capacity, improved supply of clean and safe drinking water and addressing root causes of water quality issues.

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Output 3: Strengthening weather/climate and hydrological observing, forecasting and water management systems to enhance the adaptive capacity of smallholder farmers to droughts and floods. Strengthening weather/climate and hydrological observing, forecasting and water management systems to enhance the adaptive capacity of smallholder farmers to droughts and floods. This includes providing access to weather/climate-related knowledge, advisories and early warning for storms and flooding including the planning of water release from irrigation tanks.

Paradigm Shift of CRIWMP

The Climate Resilient Integrated Water Management Project (CRIWMP) represents a fundamental paradigm shift in Sri Lanka's approach to water resource management. For the first time, an integrated, holistic framework is being implemented—one that harmonizes irrigation systems, climate-smart farming practices, and sustainable drinking water supply and management. By incorporating climate change considerations and recognizing the intricate linkages across river basins and sub-river basins, the project ensures a comprehensive and adaptive strategy that addresses multiple water-use needs. This transformative approach not only strengthens water security but also establishes a replicable model for climate-resilient development in Sri Lanka.

Resources from the Green Climate Fund, in conjunction with government co-financing, will invest in improving the community irrigation water infrastructure and associated agricultural practices, scaling-up decentralized drinking water systems, and strengthening early warnings and forecasting for flood-response and water management. The grant from the Green Climate Fund is USD 38.08 million, with a government co-financing contribution of USD 14 million.

CRIWMP is implemented under UNDP's National Implementation Modality (NIM) with significant UNDP support for implementation. The implementing partner (IP) for the project is the Ministry of Agriculture, Livestock, Land & Irrigation. Initially, the IP was the Ministry of Mahaweli Development and Environment, which was later succeeded by the Ministry of Irrigation. After the 2020 elections, the portfolio of irrigation and water management was transferred to a newly established ministry, necessitating the project to align with the revised institutional framework. The IP for the project remains unchanged; however, the title of the Ministry has been revised, and its portfolio has been expanded following the Presidential and Parliamentary elections in 2024. Following the 2024 elections, the ministry's title was updated to the Ministry of Agriculture, Livestock, Land & Irrigation, reflecting an expansion of its scope and responsibilities. Despite these administrative changes, the IP's role and commitment to the project have remained consistent.

The Project Board is responsible for providing overall direction, and consists of a wide group of project stakeholders including the Ministry of Irrigation, UNDP, the Department of External Resources, the Department of National Planning, and several Responsible Parties to the project, including the Department of Agrarian Development, the Department of Agriculture, the Department of National Community Water Supply, the National Water Supply and Drainage Board, and the Ministry of Disaster Management.

COVID19 & Its Impacts on Project Implementation

The COVID-19 pandemic significantly impacted project implementation in 2020, disrupting agricultural value chains, delaying interventions, and straining co-financing commitments from the Government of Sri Lanka. In response, the project, in collaboration with the Ministry of Agriculture, supported climate-smart urban agriculture for 2,600 households, provided health and safety resources for disaster relief, and facilitated emergency preparedness planning. Lockdowns and travel restrictions delayed key activities, including irrigation and water management interventions, while import restrictions and rising input costs further hindered implementation. Additionally, the reallocation of water sources and financial constraints affected planned community water supply schemes. Given these challenges, UNDP engaged with the GCF to reassess project objectives and feasibility. The project underwent a restructuring process during 2020–2021, leading to delays in implementation and

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financial delivery, with the 2021 Annual Work Plan (AWP) limited to ongoing activities from 2020. The restructuring proposal approved by the GCF Secretariat provides more details.

Impact of the 2022 Socio-Economic Crisis on Project Implementation

The socio-economic crisis in Sri Lanka in 2022, exacerbated by the energy & food insecurity crisis, foreign exchange shortages, and inflation, significantly impacted project implementation. The government allocated LKR 40 million (USD 111,110) towards the project's climate-smart agriculture (CSA) component, while UNDP mobilized an additional USD 2 million from international donors and the private sector to provide 191 MT of other field crop (OFC) seeds and cash grants to beneficiaries. However, severe challenges arose due to escalating construction costs, shortages of imported materials, high transport expenses, and frequent power outages, which delayed project activities. Fuel shortages and price escalations further hindered implementation, requiring adaptive measures such as revised cost estimates, remote meetings, and joint field visits. The economic hardships also shifted community priorities toward immediate subsistence needs, delaying planned engagement activities under Output 02 to 2023. Additionally, the prolonged closure of schools prevented the regular operation and maintenance of installed water filtration units, leading to frequent breakdowns. Despite these constraints, the project continued to adapt its interventions to mitigate the crisis's impacts to deliver planned interventions.

Despite political, economic, and pandemic-related challenges, CRIWMP has made substantial progress in implementing integrated water management solutions while establishing a foundation for replication and scaling up. The project successfully engaged key national stakeholders and development partners, securing high-level recognition from the government and financial institutions. By 2024, CRIWMP has exceeded its original beneficiary target, directly supporting 790,743 individuals—85% of the population in the targeted river basins—achieving 102.5% progress. Core activities also advanced significantly, with implementation rates ranging from 88% to 100%. These achievements underscore the project's resilience and its potential for sustainable expansion.

3. OBJECTIVES AND PURPOSE OF THE EVALUATION

As the Project approaches completion, a Final Evaluation (TE) is imperative to comprehensively assess the project's effectiveness, impact, and sustainability. As part of the CO's evaluation plan, this TE is being conducted to provide an assessment of the achievement of project results against what was expected to be achieved and draw lessons that can both improve the sustainability of benefits from this project, and aid in the overall enhancement of UNDP and GCF programming. The TE report promotes accountability and transparency and assesses the extent of project accomplishments. Results and recommendations of the TE will be used by GCF, UNDP and national stakeholders for designing other relevant interventions in the future, ensuring national ownership and sustainability of project results. In addition to that, lessons learnt and recommendations from this TE will be used by the country programme board during its annual review and final review of the country programme, for proper adjustments and improvement of other project/programme design, implementation and evaluation. The evaluation will rigorously assess implementation performance, adaptive management, risks to sustainability, compliance with Funded Activity Agreement (FAA[1])/Funding Proposal (FP) obligations, gender equity, country ownership, and potential for replication and scale-up. Furthermore, it will analyze the project's contribution to climate-resilient development pathways and document any unintended positive or negative outcomes, ensuring that the insights gained inform future programme design, policy formulation, and strategic decision-making.

[1]FAA : http://info.undp.org/docs/pdc/Documents/LKA/Executed_FAA_UNDP_SriLanka_07062017.pdf

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In assessing implementation of the project and its alignment with FAA obligations and the UNDP project document, the FE will take into consideration assessment of the project in line with the following evaluation criteria from the UNDP Evaluation Guidelines, GCF IEU TOR (GCF/B.06/06) and GCF Evaluation Policy, along with guidance provided by the Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), and the UNDP Evaluation Guidelines.

Key criteria of this TE including:

1. Relevance
2. Effectiveness
3. Coherence
4. Efficiency
5. Sustainability
6. Gender Equality and Women's Empowerment
7. Impact

Additional evaluation criteria can be considered by TE's consultants as following:

1. Adaptive management
2. Stakeholder Participation
3. Monitoring & Evaluation
4. Accredited Entity (AE) oversight and Executing Entity (EE) execution
5. Risk Management, including Social and Environmental Standards and project's Grievance Redress

Mechanism (GRM)

6. Coherence in climate finance delivery with other multilateral entities
7. Country ownership
8. Innovativeness in results areas - extent to which interventions may lead to paradigm shift towards

low-emission and climate resilient development pathways

9. Replication and scalability – the extent to which the activities can be scaled up in other locations within the country or replicated in other countries (this criterion, which is considered in document GCF/B.05/03 in the context of measuring performance could also be incorporated in independent evaluations)
10. Unexpected results, both positive and negative.

Please also refer to the GCF Investment Criteria (Impact Potential; Paradigm Shift Potential; Sustainable Development Potential; Needs of the Recipient; Country Ownership; and Efficiency and Effectiveness) as complementary evaluation criteria. The Theory of Change (Toc) will be the core basis of the evaluation.

Objectives of the Evaluation The evaluation aims to:

I. Assess the project's achievements against its objectives and expected outcomes across the three components.
II. Analyze the effectiveness of collaboration among the Ministry of Agriculture, Livestock, Land and Irrigation, government agencies, and CSOs.
III. Evaluate the integration of cross-cutting issues such as gender equality, inclusivity (leave no one behind), human rights and environmental safeguards.
IV. Provide recommendations for sustaining project outcomes and enhancing similar future initiatives.

In the Funding Proposal package, an economic analysis is included in which a stream of benefits expected to be generated from the project is presented. Collect verifiable, quantifiable benefits from the project and compare with the ex-ante economic analysis.

The terminal evaluation process will begin before operational closure of the project on 28th December 2025, allowing the evaluation mission to proceed while the project team is still in place, yet ensuring the project is

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close enough to completion for the evaluation team to reach conclusions on key aspects such as project sustainability. Field mission is expected to be conducted right after completion of field activities. The consultants to be hired to undertake the assignment will be independent of the organizations that were involved in designing, executing or advising on the project.

The preparation of the TE report will be based on consultation with UNDP team in Country Office and Regional Technical Adviser (TA) and will be proceeded with close coordination with the Project Management Unit (PMU) under the Ministry of Agriculture, Livestock, Lanad and Irrigation & other project stakeholders. It will include a field mission to consult with local communities as beneficiaries. The preliminary findings will be presented and consulted with PMU immediately after field mission. The draft TE report will be shared with

PMU for comments and inputs. The audit trails (Annex I) will reflect the comments of project's stakeholders (e.g., UNDP, PMU) and how the comments are incorporated/addressed. The TE report will be consulted with the Project Board and approved by both UNDP Sri Lanka Country Office and the UNDP-GCF Regional Technical Adviser. The TE report will be published in English on the UNDP Evaluation Resource Center (ERC).

4. TE APPROACH & METHODOLOGY

The TE will be aligned with the principles established in GCF's Evaluation Policy and pending GCF guidance on conflicts of interest in evaluation, UNDP Evaluation Guidelines, and UNEG Code of Conduct for Evaluations, see annex F that include but are not limited to: impartiality, objectivity, independence; relevance, utility, credibility, measurability, transparency, ethics, and partnerships. The TE team must provide evidence-based information that is credible, reliable and useful.

The TE will be carried out by a team of two consultants; international and national, by providing evidence-based information that is credible, reliable and useful. The team will review all relevant sources of information including documents prepared during the preparation phase (i.e. baseline Funding proposal submitted to the GCF, the Project Document, the Mid-Term Review Report, project reports including Annual Performance Reports, Quarterly Progress Reports, UNDP Environmental & Social Safeguard Policy, project budget revisions, records of surveys conducted, national strategic and legal documents, stakeholder maps, and any other materials that the team considers useful for this evidence-based review – see Annex B for the full list).

The TE team is expected to follow an inclusive, participatory and consultative approach ensuring close engagement with the Project Team, Implementing Partners, NDA focal point, government counterparts, the UNDP Country Office, the Nature, Climate and Energy (NCE) Regional Senior Technical Advisor, direct beneficiaries and other principal stakeholders, Civil Society Organizations (CSOs) engaged in, and other relevant stakeholders including beneficiaries etc., and ensure their perspectives are essentially captured in the TE.

During the TE process, the TE team is expected to apply the following approaches for data collection, analysis and triangulation of evidence for validation:

- Desk review; Analysis of project documents, monitoring reports, and policies, including the Funding Proposal, UNDP Social and Environmental Screening Procedure, Baseline Studies, Funding Activity Agreement (FAA), UNDP Project Document, all Annual Performance Reports (APRs), Progress Reports, Interim Evaluation, Project Budget Revisions, Co-financing Figures, survey records, national strategic and legal documents, stakeholder maps, and any other relevant materials *(see Annex B for full list)*.
- Stakeholder Consultations: Conduct interviews and focus group discussions with executing entities, accredited entities, government agencies, CSOs, senior officials, task team/component leaders, key experts and consultants in the subject area, Project Board, project beneficiaries, academia, local government and Civil Society Organisations (CSOs), etc. At least one focus group discussion per district and interviews with key stakeholders should be conducted with those who have project responsibilities, including but not limited to: Ministry of Agriculture, Land, Livestock, and Irrigation, Ministry of Agriculture, the Department of External Resources, the Department of National Planning, and key Responsible

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Parties, including the Department of Agrarian Development, the Department of National Community Water Supply, the National Water Supply and Drainage Board, the Department of Meteorology, and the Disaster Management Centre,

- Interviews and meetings with key stakeholders (men and women) such as key government counterparts, donor community members, representatives of key civil society organizations, UNDP team members and senior management, and implementing partners: i) Semi-structured interviews, based on questions designed for different stakeholders; Key informant and focus group discussions with men and women, beneficiaries and stakeholders. All interviews with men and women should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
- Field visits and on-site validation of key tangible outputs and interventions. Evaluate interventions across 20 cascades and related sites. The TE team must undertake at least 01 field missions, including visits to project sites. The TE team is expected to conduct field missions to all the 7 project districts: Anuradhapura, Kurunegala, Puttalam, Vavuniya, Mannar, Trincomalee, and Polonnaruwa
- Data collection, review and analysis as needed (government data/records, field observation visits, CDM verifications, public expenditure reporting, GIS data, etc.) to validate evidence of results and assessments (including but not limited to: assessment of Theory of Change (ToC), activities delivery, and results/changes occurred)
- Gender and human rights lens. All evaluation products need to address gender, disability, and human right issues. Gender Results Effectiveness Framework (GRES) https://erc.undp.org/methods-center/methods/assessing-crossing-cutting-themes/accessing-gender-equality can be considered to integrate gender-responsive analysis. The evaluation will follow “leave no one behind” (LNOB) approach to ensure the inclusion of all groups, women, ethnic minorities and people with disabilities.

The specific design and methodology for the TE should emerge from consultations between the TE team and the above-mentioned parties regarding what is appropriate and feasible for meeting the TE purpose and objectives and answering the evaluation questions, given limited budget, time and data. The TE team must use gender-responsive methodologies and tools and ensure that gender equality and women’s empowerment, as well as other cross-cutting issues and SDGs are incorporated into the TE report.

The final methodological approach including interview schedule, field visits and data to be used in the evaluation must be clearly outlined in the TE Inception Report and fully discussed and agreed between UNDP, stakeholders and the TE team.

The final report must describe the full TE approach taken and its rationale, making explicit the underlying assumptions, challenges, strengths and weaknesses of the methods and approach of the evaluation.

5. DETAILED SCOPE OF THE TE

The TE will assess project performance against expectations set out in the project’s Logical Framework/Results Framework (see ToR Annex A). The TE will assess results according to the criteria outlined in this TOR.

A full outline of the TE report’s content is provided in ToR Annex C. ToR Annex D provides topics to be covered in the TE report’s Findings section, including proposed questions for the TE team to address.

The TE report will include an Evaluation Ratings Table, as shown below:

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ToR Table 2: Evaluation Ratings Table for (project title)

Monitoring & Evaluation (M&E)	Rating[2]
M&E design at entry	
M&E Plan Implementation	
Overall Quality of M&E	
Implementation & Execution	Rating
Quality of UNDP Implementation/Oversight	
Quality of Implementing Partner Execution	
Overall quality of Implementation/Execution	
Assessment of Outcomes	Rating
Relevance	
Effectiveness	
Efficiency	
Overall Project Outcome Rating	
Sustainability	Rating
Financial resources	
Socio-political/economic	
Institutional framework and governance	
Environmental	
Overall Likelihood of Sustainability	

2. TIMEFRAME

The total duration of the TE team will be approximately 30 working days for the international Team Leader(TL) and 30 working days for the national Team Member (TM) over a period of 23 weeks and shall not exceed six months from when the consultant(s) are hired. The tentative TE timeframe is as follows

ACTIVITY	NUMBER OF WORKING DAYS	COMPLETION DATE
I. Desk review and Inception Report		
Document review and preparation of TE Inception Report Submission of TE Inception Report (Inception Report due no later than 2 weeks before the evaluation mission)	TL: 4 days TM: 4 days	10 days within contract sign date (preferably within Sep 2025)
II. Mission and Data Collection		
TE mission: stakeholder meetings, interviews, field visits	TL: 13 days TM: 13 days	15 Oct 2025
Meeting with PMU, preparation of internal presentation on preliminary findings	TL: 1 day TM: 1 day	30 Oct 2025
III. Report Writing		
Preparation and submission of Draft TE report #1	TL:06 days TM: 06 days	21 Nov 2025
Incorporation of comments on Draft TE report #1; Preparation and submission of Draft TE report #2. *Draft #2 will be shared with the GCF Secretariat for a*	TL: 4days	30 Dec 2025

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4-week review period; comments from other stakeholders will be collected in parallel	TM: 4days	UNDP will submit the updated TE report to GCF on 15th January 2026
Incorporation of comments from Draft TE Report #2 and Finalization of TE report + presentation to the project board + completed audit trail from feedback on draft report (Note: accommodate time delay in dates for circulation and review of the draft report)	TL: 2days TM: 2days	28 Feb 2026

Options for site visits should be provided in the TE Inception Report.

Duty Station
Home-based, with in-person presence in Colombo, Sri Lanka, and the project sites for an evaluation mission of 02 weeks during the assignment . The consultant will attend meetings with project stakeholders both in Colombo and at various project sites. Meetings (in-person and/or virtually) with the Project Team & the Sri Lanka CO are required before the finalization of each deliverable.

Expected travel: For the Team Leader, The Consultant is expected to be present in-person, in Colombo & other project sites in Sri Lanka for a 02 week in-country evaluation mission. The return ticket for travel to Sri Lanka should be included in the Team Leader's financial proposal. In-country travels will be covered separately by UNDP based on UN-EU cost norms for national consultants and UN DSA for international consultants.

2 Outcomes, Effectiveness, Efficiency, M&E, Implementation/Oversight & Execution, Relevance are rated on a 6-point scale: 6=Highly Satisfactory (HS), 5=Satisfactory (S), 4=Moderately Satisfactory (MS), 3=Moderately Unsatisfactory (MU), 2=Unsatisfactory (U), 1=Highly Unsatisfactory (HU). Sustainability is rated on a 4-point scale: 4=Likely (L), 3=Moderately Likely (ML), 2=Moderately Unlikely (MU), 1=Unlikely (U)

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3. TE DELIVERABLES

The objective of this assignment is to conduct a comprehensive evaluation of the Climate Resilient Integrated Water Management Project (CRIWMP), assessing its progress in Outcomes, effectiveness, monitoring and evaluation, implementation and execution and sustainability, while providing actionable recommendations for sustaining project outcomes and enhancing similar future initiatives:

#	Deliverable	Description	Timing & Due Date	Responsibilities
1	Terminal Evaluation (TE) Inception Report	Proposed evaluation methodology, work plan and structure of the Terminal Evaluation report, and options for site visits see the template (Annex J)	No later than 2 weeks before the evaluation mission 30 Sep 2025	TE team submits to the Commissioning Unit and project management
2	Presentation	Initial Findings	End of evaluation mission 30 October 2025	TE team presents to project management and the Commissioning Unit
3	Draft TE Report #1	Initial draft of the full report (using guidelines on content outlined in Annex B)	Within 3 weeks of the evaluation mission 21 Nov 2025	TE team sends draft to the Commissioning Unit, reviewed by RTA, Project Management Unit, NDA focal point
4	Draft TE Report #2	Revised draft of the full report (using guidelines on content outlined in Annex B) with annexes	*Draft #2 to be submitted to UNDP on 30 Dec 2025. UNDP will submit the updated Draft #2 to GCF on 15th Jan 2026*	TE team sends draft to the Commissioning Unit, reviewed by NCE RTA, Project Coordinating Unit NDA focal point
5	Concluding Stakeholder Workshop (optional: strongly recommended)	Meeting to present and discuss key findings and recommendations of the evaluation report, and key actions in response to the report	Within 1-2 weeks of completion of final TE report	Led by TE team or Project Team and Commissioning Unit
6	Final version of Terminal Evaluation Report* + Audit Trail + Scorecard	Revised report with audit trail detailing how all received comments have (and have not) been addressed in the final report	Within 1 week of receiving UNDP comments on draft 28 Feb 2026	TE Team sends final report to Commissioning Unit

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All final TE reports will be quality assessed by the UNDP Independent Evaluation Office (IEO). Details of the IEO's quality assessment of decentralized evaluations can be found in Section 6 of the UNDP Evaluation Guidelines.[2]

4. TE ARRANGEMENTS

The principal responsibility for managing the TE resides with the UNDP Country Office. The UNDP Country Office for this project's Final Evaluation is UNDP Sri Lanka. The Consultant will report to the Programme Quality & Design Analyst, Climate & Environment, at UNDP in Sri Lanka.

The UNDP Country Office will contract the evaluators and ensure the timely provision of per diems and travel arrangements within the country for the TE team. The Project Team will be responsible for liaising with the TE team to provide all key project documentation, set up stakeholder interviews, and arrange field visits, and assist with developing a detailed programme to facilitate consultations, as necessary.

5. TE TEAM COMPOSITION

A team of two independent consultants will conduct the evaluation - one International Consultant/Team Leader (with experience and exposure to projects and evaluations in other regions globally and one National Consultant/Team Member. The consultants cannot have participated in the project preparation, formulation and/or implementation (including the writing of the project document), must not have conducted this project's Interim Evaluation and should not have a conflict of interest with the project's related activities.

Responsibility of Team leader (TL): TL is responsible for the progress and quality of all products produced through the assignment.

- (S)he leads the development of a joint work-plan for the evaluation.
- Further, the TL develops the tools and methodology for the assignment.
- The TE Team conducts solitary and team interviews and dialogues as deemed necessary. However, desk reviews are likely to be the main source of information and will always be required to provide validation, precision, clarity, and context for information captured verbally.
- The TL will report and present with input from the TM.

Responsibility of Team member: As for the Team Member (TM), apart from joint activities,

- (s)he is responsible for facilitating the consultation processes with national and provincial partners; and
- to provide inputs and conduct all tasks as assigned or agreed on by the TL including: i) contribute to the development of joint work-plan for the evaluation; ii) contribute to the development of tools and methodology; iii) conduct desk review; iv) contribute inputs to evaluation reports.

TE Team Evaluation criteria:

Criteria for the International Consultant	Points
• A Master's degree in Climate Change/ Disaster Risk Reduction/ Environment/Agriculture/ Economics, or any other relevant field (80);	100

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• PhD degree in the related field is an advantage (20);	
• At least 10 years of experience in evaluating projects.	200
• Recent experience with result-based management evaluation methodologies;	100
• Experience working with the GCF, GEF or GCF/GEF evaluations (70); • Project evaluation/review experiences within United Nations system will be considered as an asset (30);	100
• Experience applying SMART indicators and reconstructing or validating baseline scenarios;	100
• Competence in adaptive management, as applied to climate change adaptation;	100
• Demonstrated understanding of issues related to gender and climate change adaptation (25); • Experience in gender sensitive evaluation and analysis (25).	50
• Experience working in Sri Lanka or in a similar context in the Asia – Pacific region;	50
• Demonstrable research and analytical skills; *(to be assessed via CVs/interview)*	100
• Excellent proficiency in spoken and written English (1-2 report samples to be provided) *(to be assessed via sample reports/interview)* • Must possess excellent communication and coordination skills	50
• Demonstrable a ability of the timely completion of assignments and delivery of high quality products.	50
Total	1000

Criteria for the Local Consultant	Points
• A Master's degree in Agriculture, Irrigation, Environmental Sciences, Development Studies, Project Management or other closely related field.	200
• Possess a minimum of 15 years (overall covering above aspects) of professional experience in agriculture, natural resource management, climate change adaptation and monitoring and evaluation	50
• Project evaluation/review experiences in larger development projects in Sri Lanka/South Asian Countries (reference for such via online link/s)	50
• Proven track record in designing and implementation of development projects; Project evaluation/review experiences within UN system will be considered an asset;	50

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• Recent experience with result-based management evaluation methodologies;	25
• Experience applying SMART indicators and reconstructing or validating baseline scenarios;	25
• Competence in adaptive management, as applied to climate change adaptation;	50
• Research experience in climate change adaptation, gender, inclusive development, social and environmental safeguard, civil society engagement in development, governance principals etc.; Sound knowledge on UN Sustainable Development Goals (SDG) and their associations in development projects from design, implementation to monitoring perspectives;	25
• Experience in field level monitoring, surveying, sampling and associated techniques and applications;	25
• Demonstrable research and analytical skills; (to be assessed via CVs/interview)	50
• Excellent proficiency in spoken and written English (1-2 report samples to be provided) (to be assessed via sample reports/interview) Must possess excellent communication and coordination skills	25
• Demonstrable ability of timely completion of assignments and delivery of high-quality products	25
• Methodology and work plan	400
Total	1000

Only candidates obtaining a minimum of 700 points (70% of the total technical points) would be considered for the Financial Evaluation.

Shortlisted candidates may be called for an interview which will be used to confirm and/or adjust the technical scores awarded based on documentation submitted.

6. EVALUATOR ETHICS

The TE team will be held to the highest ethical standards and is required to sign a code of conduct upon acceptance of the assignment. This evaluation will be conducted in accordance with the principles outlined in the UNEG Ethical Guidelines for Evaluation. The TE team must safeguard the rights and confidentiality of

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information providers, interviewees and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The TE team must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information, knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses without the express authorization of UNDP and partners.

7. PAYMENT SCHEDULE

UNDP shall make payments to the consultant (by bank transfer to the consultant's bank account provided in the vendor form upon acceptance by UNDP of the deliverables specified by the TOR. If two currencies exist, UNDP exchange rate will be applied at the day UNDP instructs the bank to effect the payment. Payments will be done upon completion of the deliverables/outputs and as per below percentages:

- 20% payment upon satisfactory delivery of the Final Evaluation Inception Report and approval by the UNDP Country Office.
- 50% payment upon satisfactory delivery of the draft Final Evaluation report.
- *30% payment upon satisfactory delivery of the Final Evaluation report and approval by the UNDP Country Office, Regional Technical Advisor (RTA) and Principal Technical Advisor (PTA) - via signatures on the Final Evaluation Report Clearance form and completed Audit Trail.

*Criteria for issuing the final payment of 30% for the Final Evaluation report:

- The final TE report includes all requirements outlined in the TE TOR and is in accordance with the FE guidance.
- Granted approval by the Commissioning Unit and RTA (via signatures on the TE report Clearance Form)
- The final TE report is clearly written, logically organized, and is specific for this project (i.e. text has not been cut & pasted from other TE reports).
- The Audit Trail includes responses to and justification for each comment listed.
- final TE report is quality reviewed and accepted by UNDP Sri Lanka and the UNDP-GCF Regional Technical Adviser

8. APPLICATION PROCESS[3]

Recommended Presentation of Proposal:

a) Letter of Confirmation of Interest and Availability using the template provided.
b) CV and a Personal History Form (P11 form[4]);
c) 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)
d) Financial Proposal that indicates all-inclusive fixed total contract price as per financial proposal template attached. For the Team Leader, the financial proposal should also include the international flight ticket to and from Sri Lanka. All in-country travels incurred by this assignment will be arranged and paid by UNDP based on UN DSA for international consultants.

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e) If an applicant is currently employed by an organization/company/institution, and he/she expects his/her employer to charge a management fee in the process of releasing him/her to UNDP under Reimbursable Loan Agreement (RLA), the applicant must indicate at this point, and ensure that all such costs are duly incorporated in the financial proposal submitted to UNDP.

Note: - Any individual employed by a company or institution who would like to submit an offer in response to this Procurement Notice must do so in their individual capacity, even if they expect their employers to sign a contract with UNDP. Female consultants are encouraged to bid for this required service. Preference will be given to equally technically qualified female consultants.

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.

9. TOR ANNEXES
   - ToR Annex A: Project Logical/Results Framework
   - ToR Annex B: Project Information Package to be reviewed by TE team
   - ToR Annex C: Content of the TE report
   - ToR Annex D: Proposed questions for addressing criteria in the TE report's 'Findings section
   - ToR Annex E: Evaluation Criteria Matrix template
   - ToR Annex F: UNEG Code of Conduct for Evaluators
   - ToR Annex G: TE Rating Scales
   - ToR Annex H: TE Report Clearance Form
   - ToR Annex I: TE Audit Trail
   - ToR Annex J: Inception Report template

3 Engagement of evaluators should be done in line with guidelines for hiring consultants in the POPP https://popp.undp.org/SitePages/POPPRoot.aspx

4 http://www.undp.org/content/dam/undp/library/corporate/Careers/P11_Personal_history_form.doc

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Annex 2. Final Evaluation Questions Matrix

The FE ToR provided the following questions which have been assembled in an evaluative matrix table to identify, indicators, sources of information and methodologies for evaluation. The evaluation questions guide information provided in relevant report sections. (* indicates section is rated following rating scale provided in **Annex 8**).

Evaluative Questions	Indicators	Data Sources	Methodology
Project Design/Formulation			
Lessons from other relevant projects (e.g. same focal area) incorporated into project design			
1. Were the project's objectives and components clear, practicable and feasible within its time frame? Was the project designed to address country priorities and be country-driven?	• Clarity of objective • Relevance	• Project documents	• Document review
2. Were outputs consistent with the ToC? Was there a clearly defined and robust ToC? Was the project ToC and intervention logic coherent and realistic?	• TOC alignment • TOC analysis	• Project documents	• Document review and TOC analysis
3. How did the project aim to capture broader development impacts (i.e. income generation, gender equality and women's empowerment, improved governance, livelihood benefits, etc.) by using socioeconomic co-benefits and sex-disaggregated/gender-responsive indicators and targets, where relevant?	• Project activities	• Project documents • Beneficiaries	• Document review • KII and FGD
4. Were the indicators in the Results Framework SMART?	• SMART analysis	• Project documents	• SMART analysis
5. Do outputs link to intended outcomes which link to broader paradigm shift objectives of the project?	• TOC analysis	• Project documents	• TOC analysis
6. To what extent did the design of the project help or hinder achieving its own goals?	• Project implementation effectiveness	• Project documents • Implementing staff and partners	• Document review • KII and FGD
7. Are the planned inputs and strategies identified realistic, appropriate and adequate to achieve the results? Were they sequenced sufficiently to efficiently deliver the expected results?	• TOC analysis • AWP analysis	• Project documents	• Document review

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Evaluative Questions	Indicators	Data Sources	Methodology
Assumptions and Risks			
8. Were the assumptions and risks well-articulated in the Funding Proposal and project document? How realistic, logical and robust were they?	• Risk analysis	• Project documents	• Document review
9. Were any externalities (i.e. effects of climate change, global economic crisis, etc.) relevant to the findings?	• RF achievement	• Project documents	• Document review
10. Assess any environmental and social risks as identified through the SESP in line with UNDP Social and Environmental Standards7 and the management measures outlined in the Project Document SESP and any management plans.	• Risk analysis	• Project documents	• Document review
Lessons from other relevant projects (e.g. same focal area) incorporated into project design			
11. How were lessons from other relevant projects properly incorporated in the project design?	• Project design analysis	• Project documents	• Document review
Planned stakeholder participation			
12. How were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process, taken into account during project design processes?	• Project design analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD
13. What were the planned stakeholder interactions, as set out in the project document Stakeholder Engagement Plan?	• Stakeholder engagement analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD
14. How were the partnership arrangements properly identified, and roles and responsibilities negotiated prior to project approval?	• Project design analysis	• Project documents • Government stakeholders	• Document review • KII and FGD
Linkages between project and other interventions within the sector			
15. Were linkages established with other complementary interventions? Was there planned coordination with other relevant GCF-financed projects and/or other initiatives?	• Coherence analysis	• Project documents • Government stakeholders	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
Project Implementation			
Adaptive management (changes to the project design and project outputs during implementation)			
16. Were there clear baselines indicators and/or benchmark for performance measurements? How were these used in project management? To what extent and how did the project apply adaptive management?	• SMART analysis • Evidence of adaptive management	• Project documents • Implementing partners	• Document review • KII and FGD
Actual stakeholder participation and partnership arrangements			
17. Project management: How did the project develop and leverage necessary and appropriate partnerships with direct and tangential stakeholders?	• Stakeholder engagement analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD
18. Participation and country-driven processes: How did local and national government stakeholders support the objectives of the project? Did they have an active role in project decision-making that supported efficient and effective project implementation?	• Stakeholder engagement analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD
19. Participation and public awareness: How did stakeholder involvement and public awareness contribute to the progress towards achievement of project objectives? Were there any limitations to stakeholder awareness or to stakeholder participation? Was there invested interest of stakeholders in the project's long-term success and sustainability?	• Stakeholder engagement analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD
20. Extent of stakeholder interaction: How did actual stakeholder interaction compare to what was planned in the project document and Stakeholder Engagement Plan? Include challenges and outcomes on stakeholder engagement, as evolved from the time of the Interim Evaluation.	• Stakeholder engagement analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
21. Gender: How appropriate and adaptive was the gender action plan in facilitating gender mainstreaming objectives. How were women's groups, NGOs, civil society organisations and women's ministries adequately consulted and involved in project design? If not, should they have been? How were stakeholder engagement exercises gender responsive? For any stakeholder workshops, were women-only sessions held, if appropriate, and/or were other considerations made to ensure women's meaningful participation? During implementation what systematic and appropriate efforts were made to include diverse groups of stakeholders (e.g. women's groups)?	• Gender responsive implementation	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
Project Finance and Co-finance			
22. Analyse variances between planned and actual expenditures, and the reasons for those variances	• Budget analysis	• Project documents	• Document review
23. Analyse variances between expected and realized co-financing	• Co-finance analysis	• Project documents	• Document review
24. Assess whether strong financial controls were established to allow the project management to make informed decisions regarding the budget at any time, and allow for the timely flow of funds and for the payment of satisfactory project deliverables;	• Financial management practices	• Project documents • Implementing partners	• Document review • KII and FGD
25. Assess whether the project demonstrated due diligence in the management of funds, including periodic audits	• Audits	• Project documents	• Document review
26. Analyse observations from financial audits, if any, and a presentation of major findings from audits	• Audits	• Project documents	• Document review
27. Were changes made to fund allocations as a result of budget revisions? Assess the appropriateness and relevance of such revision	• FAA amendments	• Project documents	• Document review
Coherence in climate finance delivery with other multilateral entities			
28. Who are the partners of the project and how strategic were they in terms of capacities and commitment?	• Stakeholder engagement analysis	• Project documents • Government stakeholders	• Document review • KII and FGD
29. Is there coherence and complementarity by the project with other actors for local other climate change interventions?	• Coherence analysis	• Project documents • Government stakeholders	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
30. To what extent has the project complimented other on-going local level initiatives (by stakeholders, donors, governments) on climate change adaptation or mitigation efforts?	• Coherence analysis	• Project documents • Government stakeholders	• Document review • KII and FGD
31. How has the project contributed to achieving stronger and more coherent integration of shift to low emission sustainable development pathways and/or increased climate resilient sustainable development (GCF RMF/PMF Paradigm Shift objectives)? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward	• Coherence analysis	• Project documents • Government stakeholders	• Document review • KII and FGD
Monitoring & Evaluation: design at entry (*)			
32. Was the M&E plan well-conceived, practical and sufficient? Was it articulated sufficiently to monitor results and track progress toward achieving objectives?	• M&E plan analysis	• Project documents	• Document review
33. Did the M&E plan include a baseline, SMART indicators and data analysis systems, and evaluation studies at specific times to assess results? Were baseline conditions, methodology, logistics, time frames, and roles and responsibilities well-articulated?	• M&E plan analysis • SMART analysis	• Project documents	• Document review
34. Was the M&E budget in the project document sufficient?	• Budget analysis	• Project documents	• Document review
35. Did the M&E plan specify how the project will keep the NDA informed and, where applicable and feasible, involved, while respecting the independent nature of the FE process?	• M&E plan analysis	• Project documents	• Document review
Monitoring & Evaluation: implementation (*)			
36. Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?	• Budget analysis	• Project documents	• Document review
37. Was data on specified indicators gathered in a systematic manner?	• M&E plan implementation	• Project documents • Implementing partners	• Document review • KII and FGD
38. Extent of compliance with progress and financial reporting requirements, including quality and timeliness of reports;	• M&E reporting	• Project documents	• Document review
39. Value and effectiveness of the monitoring reports and evidence that these were discussed with stakeholders and project staff;	• Meeting minutes • M&E reporting • Stakeholder validation	• Project documents • Implementing partners	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
40. Extent to which the GCF NDA was kept informed of M&E activities; and extent to which the Project Team used inclusive, innovative, and participatory monitoring systems	• Meeting minutes • M&E reporting • Stakeholder validation	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
41. Extent to which information provided by the M&E system contributed to achieving project results and was used to improve and adapt project performance;	• Adaptive management	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
42. Whether the M&E system included proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure	• Stakeholder validation	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
43. How were perspectives of women and men involved and affected by the project monitored and assessed? How were relevant groups' (including women, indigenous peoples, children, elderly, disabled, and poor) involvement with the project and the impact on them monitored?	• M&E plan analysis	• Project documents	• Document review
44. Was there adequate monitoring of environmental and social risks as identified through the UNDP SESP and in line with any safeguards management plan's M&E section?	• M&E plan analysis • Risk analysis	• Project documents	• Document review
45. Whether the projects' Theory of Change was reviewed and refined during implementation	• TOC analysis • APR/PIR documentation	• Project documents	• TOC analysis • Document review
46. Whether APR self-evaluation findings were consistent with Interim and Final Evaluation findings. If not, were these discrepancies identified by the Project Board and addressed?	• PB minutes • APR/PIR documentation	• Project documents	• Document review
47. Extent of the Project Board's role in M&E activities?	• PB minutes	• Project documents	• Document review
Accredited Entity (UNDP) implementation/oversight (*) and Executing Entity execution (*), overall project oversight/implementation and execution (*)			
48. Extent to which UNDP delivered effectively on activities related to project identification, concept preparation, appraisal, preparation of detailed proposal, approval and start-up, oversight, supervision, completion and evaluation.	• Project QA/QC	• UNDP staff • ProDoc	• Document review • KII and FGD
49. Extent to which the Executing Entity effectively managed and administered the project's day- to-day activities under the overall oversight and supervision of UNDP	• RF target achievement • Budget analysis	• Project documents	• Document review

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Evaluative Questions	Indicators	Data Sources	Methodology
Risk Management, including Social and Environmental Standards (Safeguards)			
50. Were new risks or changes to existing risks reported on in the annual APRs and/or Interim Evaluation? How did those risks affect project implementation? What systems and tools were used to identify, prioritize, monitor and manage those risks? Were action plans developed and followed? Was escalation necessary?	• Risk analysis	• Project documents	• Document review
51. Were any risks overlooked and what were the consequences of that?	• Risk analysis	• Project documents	• Document review
52. Was the project's risk register properly maintained during implementation?	• Risk analysis	• Project documents	• Document review
53. Did the Project Team keep the Project Board informed of new risks, changes to existing risks and the escalation of risks	• PB minutes	• Project documents	• Document review
54. Social and Environmental Standards • Analyse the implementation of the safeguards management measures (for example: ESMP, Indigenous Peoples Plan), as outlined in the SESP submitted at CEO Endorsement and/or prepared during implementation. (For projects without management plans, refer to Question 6 in the SESP template.) • Elaborate on the effectiveness of those safeguards management measures and any lessons learned. • Describe revisions to the original SESP, if applicable. Specifically, what new risks were identified during implementation (if any)? Were existing risks' ratings (Low, Moderate, Substantial and High) changed; how? Were the revisions appropriate given the context of the project at the time? Were they done in a timely manner? How were management measures adjusted, if at all? • A given project should be assessed against the version of UNDP's safeguards policy that was in effect at the time of the project's approval. If any potential issues related to the project's compliance with UNDP's SES come to the attention of the FE team, then the team is obligated to inform UNDP (Commissioning Unit).	• SES analysis	• Project documents	• Document review

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Evaluative Questions	Indicators	Data Sources	Methodology
Project Results and Impacts			
Progress towards objective and expected outcomes (*)			
55. The TE report must assess the extent to which expected outputs were achieved, and other factors that affected output achievement, e.g. project design, project's linkages with other activities, extent and materialization of co-financing, stakeholder involvement, etc. Regarding outputs, the TE report must assess the extent to which the key expected outputs were actually delivered, and also identify and assess the factors that affected delivery of outputs	• RF analysis	• Project documents	• Document review
Relevance (*)			
56. Were the context, problem, needs and priorities well analysed and reviewed during project initiation?	• Inception analysis	• Project documents • UNDP staff • Implementing partners	• Document review • KII and FGD
57. Are the planned project objectives and outcomes relevant and realistic to the situation on the ground? To what extent has the project been appropriately responsive to political, legal, economic, institutional, etc., changes in the country?	• Alignment with country priorities	• Country documents	• Document review
58. To what extent was the project in line with national development priorities, country programme outputs and outcomes, the UNDP Strategic Plan, and the SDGs?	• Alignment with country priorities	• Country documents	• Document review
59. To what extent does the project contribute to the theory of change for the relevant country programme outcome?	• TOC analysis	• Project documents	• Document review
Coherence			
60. How well does the intervention fit? The compatibility of the intervention with other interventions in a country, sector or institution.	• Coherence analysis	• Project documents • Government stakeholders	• Document review • KII and FGD
Effectiveness (*)			
61. Were the outputs achieved in a timely manner? Is this achievement supportive of the ToC and pathways identified? To what extent were the actual outcomes/outputs were commensurate with what was planned	• RF analysis	• Project documents • Beneficiaries • Project infrastructure	• Document review • KII and FGD • Site visits

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Evaluative Questions	Indicators	Data Sources	Methodology
62. To what extent is the project able to demonstrate changes against the baseline (assessment in approved funding proposal) for the GCF investment criteria (including contributing factors and constraints)?	• RF analysis	• Project documents • Beneficiaries • Project infrastructure	• Document review • KII and FGD • Site visits
63. To what extent did the project contribute to country programme outcomes and outputs, the SDGs, the UNDP Strategic Plan, GCF strategic priorities, and national development priorities; and what factors contributed to the achieving or not achieving intended outcomes and outputs;	• Outcome and output analysis	• Project documents • Beneficiaries • Project infrastructure	• Document review • KII and FGD • Site visits
64. Assess constraining factors, such as socio-economic, political and environmental risks; cultural and religious festivals, etc. and how they were overcome;	• Adaptive management • Project extension	• Project documents	• Document review
65. Assess any alternative strategies that would have been more effective in achieving the project's objectives;	• Adaptive management	• Project documents	• Document review
66. Gender: To what extent did the project contribute to gender equality, the empowerment of women and a human rights-based approach? To what extent was a gender responsive and human rights-based approach incorporated in the design and implementation of the intervention.	• Gender responsive implementation	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
Efficiency (*)			
67. Have project resources been utilized in the most economical, effective and equitable ways possible (considering value for money; absorption rate; commitments versus disbursements and projected commitments; co-financing; etc.)?	• Budget analysis • Cost-benefit analysis	• Project documents	• Document review
68. Are the project's governance mechanisms functioning efficiently?	• Project Board meetings • Project communication and information exchange mechanisms	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
Overall Outcome (*)			
69. The calculation of the overall project outcome rating will be based on the ratings for relevance, effectiveness and efficiency, of which relevance and effectiveness are critical. Overall project outcome is assessed using a six-point scale • First constraint: The rating on relevance will determine whether the overall outcome rating will be in the unsatisfactory range (MU to HU = unsatisfactory range). If the relevance rating is in the unsatisfactory range then the overall outcome will be in the unsatisfactory range as well. However, where the relevance rating is in the satisfactory range (HS to MS), the overall outcome rating could, depending on its effectiveness and efficiency rating, be either in the satisfactory range or in the unsatisfactory range. • Second constraint: The overall outcome achievement rating cannot be higher than the effectiveness rating. • Third constraint: The overall outcome rating cannot be higher than the average score of effectiveness and efficiency criteria.	• Outcome rating analysis	• Project documents	• Document review
Impact of COVID-19			
70. Assess the impact of the COVID-19 pandemic on project implementation.	• Adaptive management • Project extension	• Project documents	• Document review

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Evaluative Questions	Indicators	Data Sources	Methodology
Sustainability: financial (*), socio-economic (*), institutional framework and governance (*), environmental (*), and overall likelihood (*)			
Financial sustainability: 71. What is the likelihood that financial resources will be available once the GCF assistance ends to support the continuation of benefits (income generating activities, and trends that may indicate that it is likely that there will be adequate financial resources for sustaining project outcomes)? 72. What opportunities for financial sustainability exist? 73. What additional factors are needed to create an enabling environment for continued financing? 74. Has there been the establishment of financial and economic instruments and mechanisms to ensure the ongoing flow of benefits once the GCF assistance ends (i.e. from the public and private sectors, income generating activities, and market transformations to promote the project's objectives)?	• Government budgets • New project funding • Beneficiary financial management	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
Socio-political sustainability: 75. Are there any social or political risks that can undermine the longevity of project outcomes? 76. What is the risk 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 the project benefits continue to flow? 77. Is there sufficient public/ stakeholder awareness in support of the long-term objectives of the project? 78. Are lessons learned being documented by the Project Team on a continual basis? 79. Are the project's successful aspects being transferred to appropriate parties, potential future beneficiaries, and others who could learn from the project and potentially replicate and/or scale it in the future? 80. Indicate whether the gender results achieved are short-term or long term	• Capacity of CBO and FO • Government support to CBO, FO and project infrastructure	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
Institutional framework and governance sustainability 81. Do the legal frameworks, policies, governance structures and processes pose any threat to the continuation of project benefits? 82. Has the project put in place frameworks, policies, governance structures and processes that will create mechanisms for accountability, transparency, and technical knowledge transfer after the project's closure? 83. How has the project developed appropriate institutional capacity (systems, structures, staff, expertise, etc.) that will be self-sufficient after the project closure date? How has the project identified and involved champions (i.e. individuals in government and civil society) who can promote sustainability of project outcomes? 84. Has the project achieved stakeholders' (including government stakeholders') consensus regarding courses of action on project activities after the project's closure date? 85. Does the project leadership have the ability to respond to future institutional and governance changes (i.e. foreseeable changes to local or nation l political leadership)? Can the project strategies effectively be incorporated/mainstreamed into future planning? o Is the institutional change conducive to systematically addressing gender equality and human rights concerns?	• Government legislation, policies and strategies. • Government capacity analysis	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
Environmental sustainability: 86. Are there environmental factors that could undermine the future flow of project environmental benefits? 87. Will certain activities in the project area pose a threat to the sustainability of project outcomes?	• Environmental impact analysis	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
Innovativeness in results areas			
88. What are the lessons learned to enrich learning and knowledge generation in terms of how the project played in the provision of "thought leadership," "innovation," or "unlocked additional climate finance" for climate change adaptation/mitigation in the project and country context? Please provide concrete examples and make specific suggestions on how to enhance these roles going forward	• Project innovations	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
Unexpected results, both positive and negative			
89. What has been the project's ability to adapt and evolve based on continuous lessons learned and the changing development landscape? Please account for factors both within the AE/EE and external.	• Project adaptive management	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
90. Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions?	• Project unexpected results	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
91. What factors have contributed to the unintended outcomes, outputs, activities, results?	• Project unexpected results	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
92. Do any of the unintended results constitute a major change?	• Project unexpected results	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
Country ownership			
93. To what extent is the project aligned with national development plans, national plans of action on climate change, or sub-national policy as well as projects and priorities of the national partners?	• Outcome and output alignment with other programmes and projects	• Project documents • Government stakeholders • Development partners	• Document review • KII and FGD
94. How well is country ownership reflected in the project governance, coordination and consultation mechanisms or other consultations?	• Level of government participation	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
95. To what extent are country level systems for project management or M&E utilized in the project?	• Government M&E	• Government stakeholders	• KII and FGD
96. Is the project, as implemented, responsive to local challenges and relevant/appropriate/strategic in relation to SDG indicators, National indicators, GCF RMF/PMF indicators, AE indicators, or other goals?	• Local relevance • Alignment with SDG, GCF,	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
97. Were the modes of deliveries of the outputs appropriate to build essential/necessary capacities, promote national ownership and ensure sustainability of the result achieved?	• Project implementation strategies	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
Gender equality and women's empowerment			
98. Does the project only rely on sex-disaggregated data per population statistics?	• Project data collection and reporting	• Project documents	• Document review
99. Are financial resources/project activities explicitly allocated to enable women to benefit from project interventions?	• Project activity analysis	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
100. Does the project account in activities and planning for local gender dynamics and how project interventions affect women as beneficiaries?	• Project activity analysis	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
101. Do women as beneficiaries know their rights and/or benefits from project activities/interventions?	• Women beneficiary capacity	• Women beneficiaries	• KII and FGD
102. How do the results for women compare to those for men?	• Project activity analysis	• Project documents • Beneficiaries	• Document review • KII and FGD
103. Is the decision-making process transparent and inclusive of both women and men?	• Project activity analysis	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
104. To what extent are female stakeholders or beneficiaries satisfied with the project gender equality results?	• Women beneficiary capacity	• Women beneficiaries	• KII and FGD
105. Did the project sufficiently address cross cutting issues including gender?	• Project activity analysis	• Project documents • Implementing partners • Beneficiaries	• Document review • KII and FGD
106. How does the project incorporate gender in its governance or staffing?	• Project management arrangements	• Project documents • Implementing partners	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
Cross-cutting Issues			
107. 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)	• Activity output analysis	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
108. Extent to which the project objectives conform to agreed priorities in the UNDP Country Programme Document (CPD) and other country programme d	• CPD analysis	• Project documents	• Document review
109. Whether project outputs/outcomes have contributed to better preparations to cope with disasters or mitigate risk, and/or addressed climate change mitigation and adaptation, as relevant	• DRM analysis	• Project documents • Government stakeholders • Beneficiaries	• Document review • KII and FGD
110. Extent to which poor, indigenous, persons with disabilities, women and other disadvantaged or marginalized groups benefited from the project	• Evidence of social inclusion	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
111. Poverty-environment nexus: how the environmental conservation activities of the project contributed to poverty reduction and sustaining livelihoods	• Evidence of positive poverty-environment nexus	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
112. Extent to which the project contributed to a human rights-based approach	• Evidence of human rights based approach	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
Replication and Scalability			
113. Assess the effectiveness of exit strategies and approaches to phase out assistance provided by the project including contributing factors and constraints? Is there a need for recalibration?	• Exit strategy analysis	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD

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Evaluative Questions	Indicators	Data Sources	Methodology
114. What factors of the project achievements are contingent on specific local context or enabling environment factors?	• Alignment of project activities to local context	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
115. Are the actions and results from project interventions likely to be sustained, ideally through ownership by the local partners and stakeholders?	• Project activity analysis • Exit strategy analysis	• Project documents • Government stakeholders • Implementing partners • Beneficiaries	• Document review • KII and FGD
116. What are the key factors that will require attention in order to improve prospects of sustainability, scalability or replication of project outcomes/outputs/results?	• Exit strategy analysis	• Project documents • Government stakeholders	• Document review • KII and FGD

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Annex 3. List of Documents Reviewed

1. Funding Proposal
2. Restructuring Proposal
3. Funded Activity Agreement (FAA) and FAA Amendments
4. UNDP Project Document with all annexes
5. UNDP Social and Environmental Screening Procedure (SESP) and associated management plans (e.g, ESMP)
6. Inception Workshop Report
7. Interim Evaluation (IE) and management response to IE recommendations
8. All Annual Performance Reports (APR)
9. Progress reports and annual work plans (AWP)
10. Oversight mission reports
11. Minutes of Project Board Meetings
12. Financial data, including actual expenditures by project outcome, including management costs, and including documentation of any significant budget revisions
13. Co-financing data with expected and actual contributions broken down by type of co-financing, source, and investment mobilized
14. Audit reports
15. Electronic copies of project outputs (booklets, manuals, technical reports, articles, etc.)
16. Sample of project communications materials
17. Summary list of formal meetings, workshops, etc. held with gender disaggregated participant data
18. Socio-economic monitoring data, such as average incomes / employment levels of stakeholders in the target area, change in revenue related to project activities
19. List of contracts and procurement items over ~US$5,000 (i.e. organizations or companies contracted for project outputs, etc., except in cases of confidential information)
20. List of related projects/initiatives contributing to project objectives approved/started after GEF project approval (i.e. any leveraged or “catalytic” results)
21. Relevant UNDP Country Programme Documents (CPD)
22. List/map of project sites, highlighting suggested visits
23. List and contact details for project staff, key project stakeholders, including Project Board members, RTA, Project Team members, and other partners to be consulted
24. Project deliverables that provide documentary evidence of achievement towards project outcomes
25. Exit Strategy
26. Risk Log
27. Impact Report

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Annex 4. Field mission for FE team

Field Mission schedule of the Consultants for the Final Evaluation of the CRIWMP Project

Time	Venue	Description	Participant / RP focal point
Day 1 – Wednesday, 15th October 2025			
10.00 a.m.– 11.00 a.m.	UNDP, Colombo	Consultants' Discussion / Planning session	Dr. Tegler Brent Prof. Sarath Nissanka
11.00 a.m - 1.00 p.m.	UNDP, Colombo	Introduction to the project and discussion with the CRIWMP project manager and technical specialists	Mr. Asoka Ajantha Mr. Damith Chandrasekara, Mr. Sajjan Jayasiriwardane Mr. Vajira Hettige Mr. Upali Imbulana Mr. A.H. Gunapala Mr. Champika Ranathunaga Mr. Menaka Liyanage Mr. Asitha Wewaldeniya Mr. Ishan Erandika Ms. Anuradha Withanachchi
1.00 p.m. – 2.00 p.m.	UNDP, Colombo	Lunch	
2.00 p.m. – 3.30 p.m.	UNDP, Colombo	Discussion with the UNDP Country Office	Mr. Buddika Hapuarachchi Ms. Sureka Perera Ms. Tashya de Silva Ms. Dinithi Subasinghe
3.30 p.m. – 5.00 p.m.	UNDP, Colombo	Consultations with the UNDP CRIWMP technical specialists	Mr. Asoka Ajantha Mr. Damith Chandrasekara Mr. Sajjan Jayasiriwardane Mr. Vajira Hettige

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Time	Venue	Description	Participant / RP focal point
Day 2 – Thursday, 16th October 2025			
9.00 a.m – 9.30 a.m.	UNDP, Colombo	Discussion with Resident Representative	Ms. Azusa Kubota
10.00 a.m– 1.00 p.m.	PMU - Colombo	Discussion with Project Management Unit and project staff from UNDP	Project Director Project Manager Deputy Project Director SPE Accountant Procurement Specialist Communications specialist ESSP M&E District managers District coordinators
1.00 p.m. – 2.00 p.m.	PMU - Colombo	Lunch	
2.00 p.m. – 3.30 p.m.	UNDP (Virtual)	Security Briefing	UNDSS Sri Lanka
3.30 p.m. – 5.00 p.m.	DNCWS - Thalawathugoda	Meeting with Director General, Department of National Community Water Supply, Mobile	Mr. M. M. Ananda Vijitha Kumara
Day 3 – Thursday, 17th October 2025			
8.00 a.m – 9.00 a.m	National Water Supply & Drainage Board (NWSDB - Rathmalana)	Meeting with Additional General Manager and Deputy General Manager -Small Town and Rural Water Supply, National Water Supply & Drainage Board	Mr. D. V. Medwatta Mr. W. D. A Perera

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Time	Venue	Description	Participant / RP focal point
10.30a.m – 11.00a.m	Ministry of Agriculture, Land, Livestock and Irrigation (MoALL&I), Battaramulla	Meeting with Secretary, MoALL&I	Mr. D. P. Wickremasinghe
11.30a.m - 12.00p.m.	Ministry of Environment, Battaramulla	Meeting with Director, Climate Change Secretariat, Ministry of Environment	Mr. Leel Randeni
12.30p.m.– 1.15p.m.	Meteorological Department, Colombo	Meeting with Director – Seasonal Forecasting Division	Ms. Anusha Warnasooriya
2.15 p.m.– 3.00 p.m.	UNDP, Colombo	Lunch	
3.00 p.m.– 5.00 p.m.	UNDP, Colombo	Meeting with CSOs	Dr. Mahesh Gunasekara Mr. Pubudu Weerarathna Ms. Ganga Kariyawasam Mr. Thilak Wickramasinghe Mr. Sasika Konara
Day 4 – Saturday, 18th October 2025			
7.00 – 10.30	Travel from Colombo to Polpithigama		
10.30 – 11.30	Thalakolawewa	Thalakolawewa – Community Water Supply Scheme Smoke fish producer group	Community discussion and field visit
11.30 – 12.00	Travel from Thalakolawewa to Mamunugama		
12.30 – 3.30	Mamunugama cascade	Community discussion and field visit	
3.30 -4.30	Mamunugama Cascade	Community Lunch	
4.30 – 6.30	Travel from Mamunugama to Habarana	Night stay at Habarana	

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Time	Venue	Description	Participant / RP focal point
Day 5 – Sunday, 19th October 2025			
8.00 – 8.30	Travel from Habarana to Puwakpitiya	Visiting Habarana Bridge Automated stream gauge on the way	
8.30- 9.30	Puwakpitiya (Big Onion seed producer groups)	Discussion with the women farmer group and field visit	
9.30 -12.30	Palugaswewa Cascade	Tank upper catchment home gardens Commercial level home gardens Community discussion and field visit	
12.30 – 1.30	DS office	Discussion with CMC Palugaswewa	
1.30 – 2.30	Palugaswewa Cascade	Community Lunch	
2.30 – 3.30	Travel from Palugaswewa to Galenbindunuwewa		
3.30- 5.00	Galenbindunuwewa	Discussion and field visit - Advanced water filter unit	
5.00 -6.30	Travel from Galenbindunuwewa to Anuradhapura	Stay Night at Anuradhapura	
Day 6 – Monday, 20th October 2025			
8.30 - 10.00	Anuradhapura	PMU	Discussion with project field staff
10.00 - 11.30		SapSri	
11.30 - 1.00		PALM	
1.00 - 2.00		Lunch	
2.00 - 3.30		SLRCs	
3.30 - 5.00		Janathakshan	
Day 7 – Tuesday, 21st October 2025			
8.00 – 10.00	Travel from Anuradhapura to Trincomalee		

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Time	Venue	Description	Participant / RP focal point
10.00 – 10.30	Department of Provincial Agriculture	Discussion with Provincial Agriculture Director and District Director	
10.30 – 11.00	Chief Secretary's Office - Eastern Province	Discussion with Director Planning	
11.00-11.30	District Secretary's Office - Trincomalee	Discussion with Deputy Director – Disaster Management Center	
11.30-12.00	Department of District Agrarian Development	Discussion with Deputy Commissioner	
12.00 – 13.00	Travel from Trincomalee to Gomarankadawala		
13.00 – 14.00	Kumbukewa cascade	Community lunch	
14.00 – 15.30	Kumbukewa cascade	Community discussion (All Components – Yaya Program/WM/VIS Upgrading/ Rainwater/Advisory/ Village Disaster Management) and field visit - HGs and RW	
15.30 – 16.00	Travel from Gomarankadawala to Rotawewa		
16.00 – 16.45	Athabandiwewa Cascade	Visit Akram Poultry Farm	
16.45- 18.30	Travel from Rotawewa to Anuradhapura	Night stay in Anuradhapura (Four Points Resort)	
Day 8 – Wednesday, 22nd October 2025			
8.00 - 8.30	Anuradhapura Central College - Agro Park	Discussion with Students and Teachers	
8.30 -9.00	District Secretariat Office- Anuradhapura	Discussion with Additional District Secretary	

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Time	Venue	Description	Participant / RP focal point
9.00-10.00	Chief Secretariat Office – North Central Province	Discussion with Chief Secretary/ Director of Provincial Irrigation / Director of Provincial Agriculture	
10.00 -11.00	District Disaster Management Center	Discussion with Assistant Director	
11.00 -11.30	Department of National Community Water Supply (DNCWS)	Discussion with the Officer in charge	
11.50-12.30	National Water Supply and Drainage Board (NWSDB)	Discussion with Manager	
12.30 – 13.00	Department of District Agrarian Development	Discussion with Deputy Commissioner	
13.00 –14.00		Lunch	
14.00 - 15.00	Janatakshan Office - Anuradhapura	Discussion with the district trainer pool	
Night Stay at Anuradhapura (Four Points Resort)			
Day 9 – Thursday, 23rd October 2025			
8.30 – 10.00	Travel from Anuradhapura to Vavuniya		

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Time	Venue	Description	Participant / RP focal point
10.00 – 11.30	District Secretariat Office- Vavuniya	Discussion with Additional District Secretary / District Director -Provincial Agriculture / Assistant Commissioner– District Agrarian Development / Additional Director – District Disaster Management Center/ Divisional Secretariat - Cheddikulam and Vavuniya South	
11.30- 12.00	Department of National Community Water Supply (DNCWS) - Vavuniya	Discussion with the Officer in charge	
12.00 -12.30	National Water Supply and Drainage Board (NWSDB)- Vavuniya	Discussion with Manager	
12.30 – 13.30	Vavuniya	Seed purification unit and discussion	
13.30- 14.30	Lunch		
14.30-15.30	Vanni Green Market- Vavuniya	Discussion with Vavuniya District Women's Entrepreneurial Society	
15.30 – 16.00	Travel from Vavuniya to Periyakomarasankulam		
16.00 – 16.30	Vavuniya AWFS	Periyakomarasankulam community managed AWFS	
16.30 -17.00	Travel from Periyakomarasankulam to Vavuniya Town		

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Time	Venue	Description	Participant / RP focal point
Night stay at Vavuniya (Oviya Hotel, Vavuniya)			
Day 10 – Friday, 24th October 2025			
8.00 – 9.30	Travel from Vavuniya to Weerapuram		
9.30 -10.00	Commercial-level Mango Farm	Discussion and observation	
10.15 -10.45	Small-Scale Paltry Farm	Discussion and observation	
11.00 – 11.30	Kale Siyambalawa Anicut	Discussion and observation	
11.45 – 12.45	Thudduvakkaikulam cascade	Community discussion (All Components – Yaya Program/WM/VIS Upgrading/Rainwater/Advisory/ Village Disaster Management)	
12.45 – 13.30	Thudduvakkaikulam cascade	Community Lunch	
13.30 – 14.00	School advanced water filter-Mannkulam	Discussion and observation	
14.00 – 15.30	Travel from Mankulam to Sinnakuchchikulam SKK (Madu)		
15.30 -16.30	Sinnakuchchikulam cascade	Discussion and observation	
16.30 -16.45	Thambaneikulam tank	Observing	
16.45 -18.00	Travel to Medawachchiya	Stay Night at Anuradhapura	
18.00 – 19.30	Jinal Farm	Discussion and observation	
		Night stay at Anuradhapura	
Day 11 – Saturday, 25th October 2025			
8.30 – 9.30	Travel from Anuradhapura to Galgamuwa		

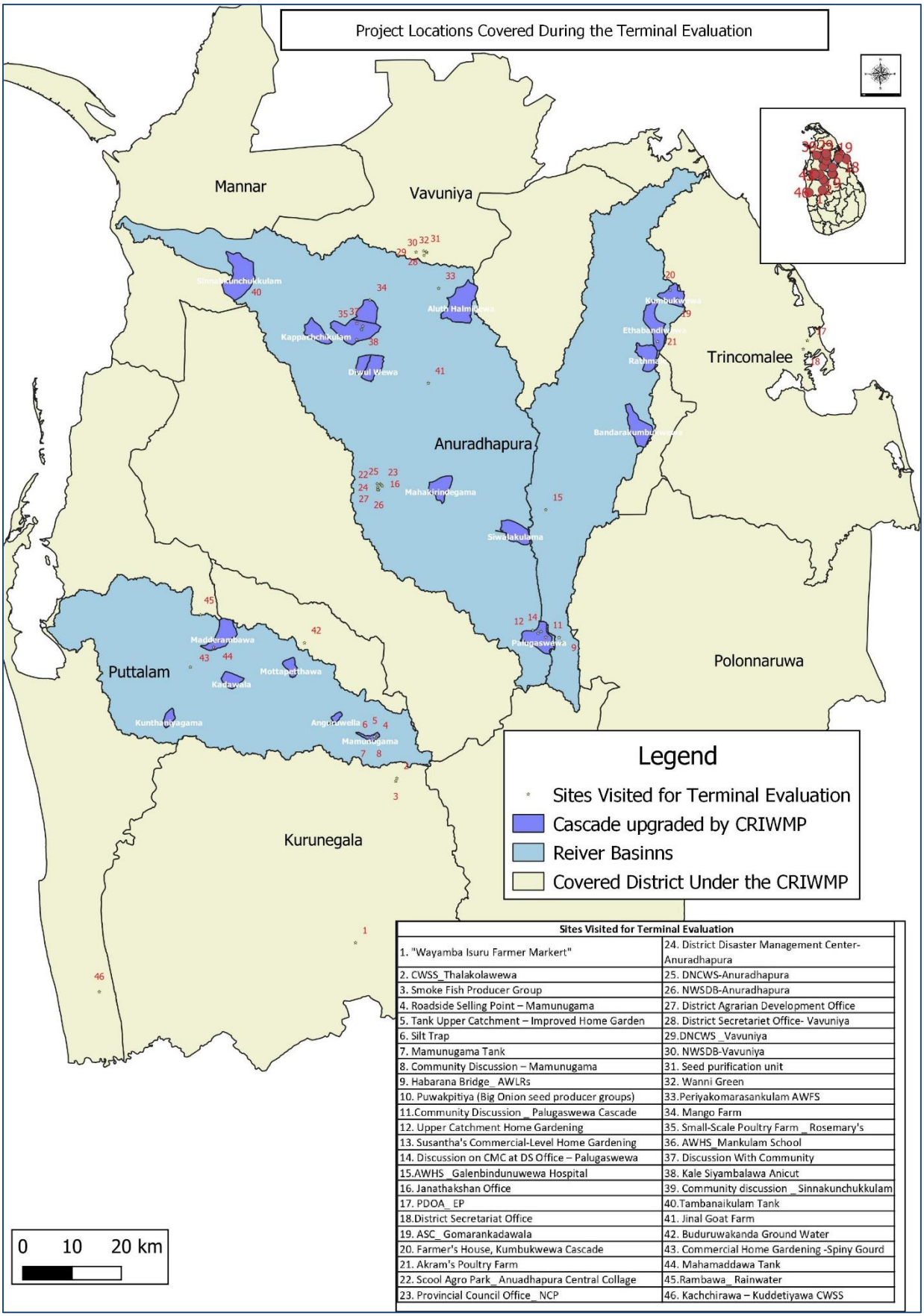
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Time	Venue	Description	Participant / RP focal point
9.30 – 11.00	Buduruwakanda village groundwater recharging Scheme	Community discussion and field visit	
11.00 -12.00	Travel from Galgamuwa to Nawagatthegama		
12.00 – 12.30	CSA home gardens (Thumba Karavila)	Observing and discussing	
12.45 – 13.45	Rainwater Harvesting Scheme _Rambawewa	Community discussion and field visit	
13.45 – 14.45	Lunch	Community Lunch _Rambawewa	
14.45 -16.15	Travel from Nawagatthema to Chilaw	Stay Night at Chilaw	
Day 12 – Sunday, 26th October 2025			
8.30 – 9.15	Travel From Chilaw to Kacchirawa		
9.15– 11.00	Kachchirawa – Kuddetiyawa CWSS	Community discussion and field visit	
11.00 – 13.00	Travel from Natthandiya to Colombo		
Day 13 - Monday, 27th October 2025			
2.30 pm – 3.30 pm	Virtual (Teams)	Consultation with Regional Technical Advisor	Ms. Aishath Azza Ms. Yusuke Taishi

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Time	Venue	Description	Participant / RP focal point
Day 14 - Tuesday, 28th October 2025			
8.30 am – 9.30 am	Department Of Agrarian Development, Sir Marcus Fernando Mawatha, Colombo 07.	Discussion with Commissioner General, Department of Agrarian Development	
9.30 am – 10.30 am	Disaster Management Center, Vidya Mawatha, Colombo 07	Discussion with Director (Preparedness Planning), Disaster Management Center	Mr. Chathura Liyanaarachchige
2.30 pm – 3.30 pm	The Director General, Irrigation Department, 230, Bauddhaloka Mawatha, Colombo 07.	Discussion with Director General, Irrigation Department	
1.30 pm – 2.30 pm	UNDP, Colombo Conference hall A	Initial Findings Presentation of the Terminal Evaluation by TE team	Ms. Azusa Kubota (RR) Project team + Country office M&E and gender focal points

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Sites Visited for Terminal Evaluation	
1. "Wayamba Isuru Farmer Markert"	24. District Disaster Management Center- Anuradhapura
2. CWSS_Thalakolawewa	25. DNCWS-Anuradhapura
3. Smoke Fish Producer Group	26. NWSDB-Anuradhapura
4. Roadside Selling Point – Mamunugama	27. District Agrarian Development Office
5. Tank Upper Catchment – Improved Home Garden	28. District Secretariet Office- Vavuniya
6. Silt Trap	29.DNCWS _Vavuniya
7. Mamunugama Tank	30. NWSDB-Vavuniya
8. Community Discussion – Mamunugama	31. Seed purification unit
9. Habarana Bridge_ AWLRs	32. Wanni Green
10. Puwakpitiya (Big Onion seed producer groups)	33.Periyakomarasankulam AWFS
11.Community Discussion _ Palugaswewa Cascade	34. Mango Farm
12. Upper Catchment Home Gardening	35. Small-Scale Poultry Farm _ Rosemary's
13. Susantha's Commercial-Level Home Gardening	36. AWHS_Mankulam School
14. Discussion on CMC at DS Office – Palugaswewa	37. Discussion With Community
15.AWHS _ Galenbindunuwewa Hospital	38. Kale Siyambalawa Anicut
16. Janathakshan Office	39. Community discussion _ Sinnakunchukkulam
17. PDOA_ EP	40.Tambanaikulam Tank
18.District Secretariat Office	41. Jinal Goat Farm
19. ASC_ Gomarankadawala	42. Buduruwakanda Ground Water
20. Farmer's House, Kumbukwewa Cascade	43. Commercial Home Gardening -Spiny Gourd
21. Akram's Poultry Farm	44. Mahamaddawa Tank
22. Scool Agro Park_ Anuadhapura Central Collage	45.Rambawa_ Rainwater
23. Provincial Council Office_ NCP	46. Kachchirawa – Kuddetiyawa CWSS

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Annex 5. List of Persons Interviewed

Time, Date and Venue	Description	Participant / RP focal point
Day 1 – Wednesday, 15th October 2025 UNDP, Colombo 11.00 a.m - 1.00 p.m.	Introduction to the project and discussion with the CRIWMP project manager and technical specialists and project staff	• Mr. Asoka Ajantha (m) • Mr. Damith Chandrasekara (m) • Mr. Sajjan Jayasiriwardane (m) • Mr. Vajira Hettige (m) • Mr. Upali Imbulana (m) • Mr. A.H. Gunapala (m) • Mr. Champika Ranathunaga (m) • Mr. Menaka Liyanage (m) • Mr. Asitha Wewaldeniya (m) • Mr. Ishan Erandika (m) • Ms. Anuradha Withanachchi (f)
Day 1 – Wednesday, 15th October 2025 UNDP, Colombo 11.00 a.m - 1.00 p.m.	Discussion with the UNDP Country Office	• Mr. Buddika Hapuarachchi (m) • Ms. Sureka Perera (f) • Ms. Tashya de Silva (f) • Ms. Dinithi Subasinghe (f)
Day 2 – Thursday, 16th October 2025 UNDP, Colombo 9.00-9.30 a.m.	Discussion with Resident Representative	• Ms. Azusa Kubota (f)

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Time, Date and Venue	Description	Participant / RP focal point
Day 2 – Thursday, 16th October 2025 PMU - Colombo 9.00-9.30 a.m.	Discussion with Project Management Unit and project staff at the Ministry	• Chandana Edirisooriya (m) • S.A.D.T. Canicius (m) • W.S. Palugaswawa (m) • M.H.A. Haseeb (m) • Nalin Meemanage (m) • K.M.I. Dias Kumara (m) • Sugath Wijethilake (m) • Sumudu Chandrasiri (f) • Madusha Sewwandi (f) • Sandya Kumari (f) • M.R.D.D. Karunarathne (f) • M.N. Sandeepani (f) • Praneeth Piyarathne (f) • A.A.P.S. Amarasinghe (m) • Thilini Praboda (f) • E.S. Anuttara (f)
Day 2 – Thursday, 16th October 2025 DNCWS - Thalawathugoda 3.30 p.m. – 5.00 p.m.	Meeting with Director General, Department of National Community Water Supply	• M. M. Ananda Vijitha Kumara (m) • Director – planning (f) • Director – procurement (m)
Day 3 – Thursday, 17th October 2025 National Water Supply & Drainage Board (NWSDB - Rathmalana) 8.00 a.m – 9.00 a.m	Meeting with Additional General Manager and Deputy General Manager -Small Town and Rural Water Supply, National Water Supply & Drainage Board	• D. V. Medawatta (m) • W. D. A Perera (m)
Day 3 – Thursday, 17th October 2025 Ministry of Agriculture, Land, Livestock and Irrigation (MoALL&I), Battaramulla 10.30a.m – 11.00a.m	Meeting with Secretary, MoALL&I	• D. P. Wickremasinghe (m)
Day 3 – Thursday, 17th October 2025 Ministry of Environment, Battaramulla 11.30a.m - 12.00p.m.	Meeting with Director, Climate Change Secretariat, Ministry of Environment	• Leel Randeni (m)
Day 3 – Thursday, 17th October 2025 Meteorological Department, Colombo 12.30p.m.– 1.15p.m.	Meeting with Director – Seasonal Forecasting Division, Meteorological Department, Colomb	• Ms. Anusha Warnasooriya (f)

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Time, Date and Venue	Description	Participant / RP focal point
Day 3 – Thursday, 17th October 2025 UNDP, Colombo 3.00 p.m.– 5.00 p.m.	Meeting with CSOs (Janathakshan, Sri Lanka Red Cross, SapSri)	• Dr. Mahesh Gunasekara (m) • Mr. Pubudu Weerarathna (m) • Ms. Ganga Kariyawasam (f) • Mr. Thilak Wickramasinghe (m) • Mr. Sasika Konara (m)
Day 7 – Tuesday, 21st October 2025 Trincomalee district	Meeting at Provincial Agriculture Office	• Provincial Agriculture Director (m) • Deputy Director -Planning (m) • Assistant Director – PDOA (m)
Day 7 – Tuesday, 21st October 2025 Trincomalee district	District Secretariat Office	• District Agriculture Director (m) • Development Officer -Agriculture (f)
Day 7 – Tuesday, 21st October 2025 Trincomalee district	Discussion at District Disaster Management Center	• Development Officer (m) • Development Officer (m)
Day 8 – Wednesday, 22nd October 2025 Anuradhapura District	Provincial Chief Secretariat Office	• Chief Secretary (m) • Provincial Director of Agriculture (m) • Provincial Director of Irrigation (m)
	District Disaster Management Center	• Assistant Director of DMC (m)
	Department of National Community Water Supply	• Officer in Charge of DNCWS (m)
	National Water Supply and Drainage Board	• Chief Engineer in NWSDB (m)
	Department of District Agrarian Development	• Deputy Commissioner of DAD (m)

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Time, Date and Venue	Description	Participant / RP focal point
Day 9 – Thursday, 23rd October 2025 Vavuniya District		• District Secretary (m) • Additional District Secretary (m) • Deputy Director -Provincial Agriculture (f) • Regional Engineer- DAD (m) • Divisional Officers -DAD- 3 (2m, 1f) • Assistant Director -DMC (m) • Irrigation Engineer (m) • Divisional Officer- Zonal Education -3(m) • Assistant Director Planning _DS Office (f) • Medical Officer -MOH (f) • Divisional Secretary -Vavuniya South (m)
Day 9 – Thursday, 23rd October 2025 Vavuniya District	Discussion at Department of National Community Water Supply	• Officer In Charge (m) • Development Officers (2m, 1f)
Day 9 – Thursday, 23rd October 2025 Vavuniya District	Discussion at National Water Supply and Drainage Board	• Deputy General Manager (m) Manager (m) • Chief Engineer (f)
Day 13 - Monday, 27th October 2025 Virtual (Teams) 2.30 pm – 3.30 pm	Consultation with Regional Technical Advisor	• Aishath Azza (f) • Yusuke Taishi (f)
Day 14 - Tuesday, 28th October 2025 Department Of Agrarian Development, Sir Marcus Fernando Mawatha, Colombo 07. 8.30 am – 9.30 am	Discussion with Commissioner General, Department of Agrarian Development	• Commissioner General, Department of Agrarian Development (m) • Commisioner development (m) • Planning officer (f)
Day 14 - Tuesday, 28th October 2025 Disaster Management Center, Vidya Mawatha, Colombo 07 9.30 am – 10.30 am	Discussion with Director (Preparedness Planning), Disaster Management Center	• Chathura Liyanaarachchige (m)
Day 14 - Tuesday, 28th October 2025 The Director General, Irrigation Department, 230, Bauddhaloka Mawatha, Colombo 07. 2.30 pm – 3.30 pm	Discussion with Director General, Irrigation Department	• Assistant Director General (m) • Director of Irrigation (m) • Director Hydrology and disaster management (m) • Engineer Hydrology and disaster management (f)

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Annex 6. Sample Interview and Focus Group Discussion Guides

The following key informant interview (KII) and focus group discussion (FGD) guides were developed based on the Evaluation Questions Matrix (**Annex 2**). Questions were tailored to stakeholder group and aligned with evaluation criteria including relevance, effectiveness, efficiency, sustainability, gender equality, safeguards, and monitoring and evaluation.

These guides served as structured frameworks; interviews were semi-structured to allow probing and clarification.

Government Stakeholders (National Ministries, Provincial Authorities, NDA, UNDP, Project Board Members)

1. Project Design and Relevance

- To what extent did the project address national priorities in irrigation, climate adaptation, water governance, and disaster risk management?
- Were lessons from previous water or climate projects incorporated into the design?
- How well was the Theory of Change aligned with sectoral realities?
- Did the project design sufficiently consider institutional coordination barriers?

2. Stakeholder Participation and Country Ownership

- How were national and provincial institutions involved in design and decision-making?
- Did governance structures (Project Board, DSCs, TAC) function effectively?
- Has the project strengthened country ownership of climate adaptation programming?

3. Effectiveness and Institutional Change

- What institutional changes have occurred as a result of the cascade-based IWM model?
- Has coordination between irrigation, agriculture, and hydrometeorology improved?
- Are advisory systems now integrated into government decision-making?

4. Efficiency and Adaptive Management

- How effectively were contextual shocks (COVID-19, fiscal crisis) managed?
- Were governance mechanisms responsive and timely?
- Were financial management and procurement processes efficient?

5. Sustainability and Scaling

- Are O&M responsibilities clearly institutionalised?
- Is there political commitment to scale the cascade model?
- What financing mechanisms are realistically available for expansion?

6. Monitoring and Evaluation

- Was the M&E system useful for decision-making?
- Were baselines and indicators appropriate?
- Was adaptive management informed by monitoring data?

7. Safeguards and Risk Management

- Were SES/SESP procedures effectively implemented?
- Were risks adequately identified and mitigated?
- Did the GRM function as intended?

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Implementing Partners (Executing Agency, Technical Officers, Engineers, Field Coordinators)

1. Implementation and Outputs
- Were outputs delivered as planned? If not, why?
- Were technical designs realistic and sequenced appropriately?
- How effective was coordination between agencies?

2. Adaptive Management
- Were implementation adjustments made? What triggered them?
- Did monitoring data influence operational decisions?

3. Gender and Inclusion
- How were women included in training and governance structures?
- Were disability or vulnerable groups specifically targeted?
- Were there challenges in ensuring inclusive participation?

4. Financial and Operational Efficiency
- Were funds disbursed in a timely manner?
- Were budget reallocations necessary? Why?

5. Monitoring and Capacity
- Did you receive training on monitoring responsibilities?
- How were monitoring data collected and verified?
- Were behavioural or institutional changes tracked?

C. Community-Level Governance Structures (FOs, CMCs, CWSS Committees)

1. Participation and Governance
- How were you involved in project planning and decision-making?
- Has the cascade management model changed how water is allocated?
- Are governance roles clear and functioning?

2. Infrastructure and Service Delivery
- Has irrigation reliability improved?
- Is drinking water more reliable than before?
- How are maintenance costs managed?

3. Sustainability
- Who is responsible for maintaining infrastructure?
- Are there sufficient financial resources for O&M?
- What happens after project closure?

4. Gender and Social Inclusion
- Are women represented in committees?
- Do women participate in decision-making?
- Were vulnerable households supported (e.g., fee waivers)?

5. Grievance Mechanisms
- Are community members aware of the GRM?
- Have grievances been raised? Were they resolved?

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D. Beneficiaries (Women and Men Farmers; Youth; Vulnerable Groups)

1. Livelihood Impacts

- Has irrigation reliability improved your crop yields?
- Have you adopted climate-smart agriculture practices?
- Has income stability improved?

2. Behavioural Change

- Have your water management practices changed?
- Do you use climate advisories? How?

3. Drinking Water

- Has access to safe drinking water improved?
- Has time spent collecting water changed?

4. Gender-Specific Questions (Women)

- Has your role in water management changed?
- Do you participate in decision-making forums?
- Have you gained new skills or income sources?

5. Inclusion

- Were all community members able to participate?
- Were persons with disabilities able to benefit?
- Were any groups excluded?

E. Cross-Cutting Probes (Applied Across Stakeholder Groups)

These probes were used where relevant:

- What has changed compared to before the project?
- What would have happened without the project?
- What risks remain?
- What should be done to sustain and scale results?
- Are there unintended positive or negative effects?

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Annex 7. UNEG Code of Conduct

Evaluators/Consultants:

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.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

Interim Evaluation Consultant Agreement Form

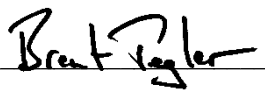
Agreement to abide by the Code of Conduct for Evaluation in the UN System:

Name of Consultant: **Brent Tegler**

Name of Consultancy Organization (where relevant):

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

Signed at **Fergus, Canada** *(Place) on* **1st October, 2025** *(Date)*

Signature: 

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Evaluators/Consultants:

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.
8. Must ensure that independence of judgement is maintained and that evaluation findings and recommendations are independently presented.
9. Must confirm that they have not been involved in designing, executing or advising on the project being evaluated.

Terminal Evaluation Consultant Agreement Form

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

Name of Consultant: **S.P. Nissanka**

Name of Consultancy Organization (where relevant): **Individual Contact**

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

Signed at **Peradeniya, Sri Lanka** *(Place) on* **03-10-2025** *(Date)*



Signature: _____

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Annex 8. Key Information from Restructuring Proposal

The following information is taken from the final version of the CRIWMP Restructuring Proposal dated 5 April 2021submitted to GCF for approval.

Output 2: Enhancing climate resilient, decentralized water supply and management solutions to provide year-round access to safe drinking water to vulnerable communities.

Activity 2.2: Implement sustainable, climate-resilient drinking water solutions through CBOs and government agencies

Project interventions for Output 2 were designed to provide safe drinking water to the Dry Zone community and originally comprised of the following interventions with the expected beneficiary number for each:

- Advanced purification and filtration systems: 131,000 beneficiaries (70 large units serving 112,000 members in 400 HHs, 55 serving 19,000 people in schools and hospitals)
- 35 community water supply schemes (CWSSs): 70,000 beneficiaries
- 4,000 units of rainwater harvesting: 16,000 beneficiaries

Of the total expected beneficiaries of 217,000, 30% or 72,300 were expected to come from outside of the three river basins but from the target seven districts.

The expected locations for Activity 2.2 were based on the water source investigation completed during the Funding Proposal design stage. The technical specifications and budgeting were completed accordingly with the following key parameters:

- The maximum distance of the pipeline to the dwelling of any user should not exceed 200m.
- The capacity of minimum of 40 litres per person per day.
- A simple treatment method should be sufficient based on the quality of water.
- LKR 20 million per scheme (equivalent to approx. US$100,000) was budgeted for CWSSs.

Following Inception, the project was compelled to search for new sources in remaining areas that were in more remote locations where water resources were extremely scarce. By mid-2019, the IP used their own resources to investigate 102 locations, of which 30 proceeded to more detailed assessments and finally only 16 locations were considered to possess adequate quality and quantity of water. The 16 newly identified water sources yielded poorer quality water than originally expected in the FP. This resulted in requiring a higher level of water treatment to meet the national quality standards. The treatment measure expected to be used originally was simple roughening filter that removes solids and mud particles whereas the actual measure that is currently used is simplified conventional treatment systems that are capable of filtering dissolved chemicals (hardness, salinity and fluoride) and organics and of removal of colour. Furthermore, the new sources were located further away from end-users, longer transmission pipeline and larger pumping systems. This resulted in increased costs/scheme (see **Table A7.1**).

Table A 7.1. Increase in the unit cost of delivering fresh water to the target population

	Before the changes	After the changes
CWSSs	$100,000/scheme	$555,000/scheme
RWH	$462.5/system	$450/system
AFS a) Large scale b) Small scale	$16,000/scheme $4,000/unit	$43,750/scheme $8,000/unit

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The challenge of identifying water sources for CWSSs affect project inputs under Activity 2.2 (see **Table A7.2**).

Table A7.2. Changes in project inputs for Activity 2.2

Project inputs	Original (As per the approved FP)	Proposed after restructuring
2.2.1	Design and implement 35 climate-resilient community water supply schemes	Design and implement 7 climate-resilient community water supply schemes
2.2.2	Install 125 water treatment and purification systems to existing drinking water intakes to ensure quality and safety	Install 86 water treatment and purification systems to existing drinking water intakes to ensure quality and safety
2.2.3	Construct 4,000 household rainwater harvesting units of 5000 liters for women-headed or disability or chronic disease-affected households	This input remains as is with the original FP
2.2.4	Enhance water quality monitoring and source protection through source protection committees, incorporating CC risks and impacts	This input remains as it is with the original FP

The impact potential, the number of people who are to benefit from the freshwater investments, has been reduced due to the restructuring (see **Table A7.3**).

Table A7.3. Output 2 - Changes in impact potential

Interventions	Original beneficiary number	Revised beneficiary number
CWSS	70,000	9,204 from GCF grant 4,244 from Government co-finance
Rainwater harvesting	16,000	16,000
Advanced purification and filtration systems	131,000	93,267
Total	**217,000**	**122,715**

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These changes in unit costs are translated in the form of a reduced number of interventions (as opposed to a request for additional budget), and hence the changes in the number of beneficiaries (see **Table A7.4**).

Table A7.4. Project design changes – the number of project beneficiaries

	Before the changes (a)	After the changes (b)	Variance of beneficiaries (b-a)
Direct beneficiaries	770,500	780,221	9,721
Indirect beneficiaries	1,179,874	1,157,552	-22,322
Target under Fund-level indicator A2.0	517,800	453,118	-64,682
Beneficiaries from freshwater investments in Output 2	217,000	122,715	-94,285
• Community Water Supply Schemes (CWSSs)	70,000	13,448	-56,552
• Rainwater harvesting	16,000	16,000	0
• Advanced purification and filtration systems	131,000	93,267	-37,733
Additional Direct Beneficiaries through targeted training on water source protection and management		74,403	74,403

Co-financing changes

The Government of Sri Lanka has made a commitment to additional co-financing of $129,000 to expand the target group of training on water source protection, management of community water supply

systems, water safety and security planning. This allows additional 74,403 people living outside of the river basins to receive the training.

Also, part of co-financing originally earmarked for source investigation, construction supervision, and O&M is reallocated towards the construction of CWSSs (see **Table A7.5**)

Table A7.5. Reallocation of co-finance to support proposed changes

Activity	Sub Activity	Before Change ($USD)	After Change ($USD)
2.2 Implement sustainable drinking water solutions through CBOs in coordination with the ASCs and National Water Supply and Drainage Board (NWSDB	Contractual services (source selection, investigation etc.)	3.5	2
	Contractual services (Kelewa and Hawana CWSS construction)		1.5

Sustainable Development Potential

As a result of the reduction in the direct beneficiaries, economic benefits of the project are affected slightly. The economic benefits from improved access to safe and reliable drinking water are captured in the form of labour hours saved. However, it does not change the

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overall conclusion that the project is economically feasible with positive NPVs and EIRRs exceeding the minimum threshold of 10%.

It is also important to note that the new 122,715 beneficiaries, who will have access to safe and reliable drinking water as a result of this project, were those who were in more vulnerable conditions. This is because new water sources were investigated in locations of extreme climate vulnerability where most marginalized communities live and the water quality to be in much poorer conditions (See Annex I). Without the project interventions, these communities would have been left with no other option but continuing to use the contaminated water and expose themselves to a greater risk of CKDu. The project interventions ensures that 122,715 people have access to freshwater that meets the national minimum quality standards. In this regard, while the number of beneficiaries is lower, the intensity of benefits and the impact is possibly higher as more vulnerable populations than planned are reached by the project.

Changes in Economic and Financial Analysis

A new cost benefit analysis, with the reduced number of households benefiting from improved access to safe and reliable drinking water, shows the discounted (at 10%) Net Present Value (NPV) of the project is valued at about $27.9M USD, down from $34.7M USD which was presented in the original funding proposal. The updated economic Internal Rate of Return (IRR) is 19.5%, down from 22%. This does not change the overall conclusion that the project is economically feasible.

Under different test cases where 20% lower benefits, 20% higher costs, and 20% lower benefits and 20% higher costs were assumed, all but the last case showed positive NPV and economic IRR exceeding the minimum threshold of 10%. Under the worst-case scenario, the NPV is negative at minus $2.1M USD with IRR at 9.2%.

However, the benefits from improved access to safe and reliable drinking water are measured only in the form of saved labour costs, and the likely impacts of reduced disability-adjusted life years through reduced cases, and severity, of chronic kidney diseases and many other benefits are not captured in the economic analysis. So the projected economic benefits of the project are likely to be a significant underestimation.

The argument that a financial analysis was not pertinent to this project, given the proportion of financial flows at the CBO level relative to the project costs, was presented in the original FP and approved. Thus, this argument remains unchanged.

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Annex 9. Final Evaluation Rating Scales

Table 9.1 FE Ratings for Outcomes, Effectiveness, Efficiency, M&E, Implementation/ Oversight, Execution, and Relevance

Rating Scale	Guidance on application of rating scale
6 = Highly Satisfactory (HS)	Exceeds expectations and/or no shortcomings
5 = Satisfactory (S)	Meets expectations and/or no or minor shortcomings
4 = Moderately Satisfactory (MS)	More or less meets expectations and/or some shortcomings
3 = Moderately Unsatisfactory (MU)	Somewhat below expectations and/or significant shortcomings
2 = Unsatisfactory (U)	Substantially below expectations and/or major shortcomings
1 = Highly Unsatisfactory (HU)	Severe shortcomings
Unable to Assess (U/A)	Available information does not allow an assessment

Table 9.2 FE Rating Scales used for an assessment of sustainability

Rating Scale	Guidance on application of rating scale
4. Likely (L)	Negligible risks to sustainability
3. Moderately Likely (ML)	Moderate risks to sustainability
2. Moderately Unlikely (MU)	Significant risks to sustainability
1. Unlikely (U)	Severe risks to sustainability
U/A – unable to assess	Unable to assess the expected incidence and magnitude of risks to sustainability

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Annex 10. Theory of Change Analysis Tables

Table 10-1: Theory of Change Impact Drivers (ID), Assumptions (A), Intermediate States (IS) and Impact

Outcome/Outputs	Impact Drivers & Assumptions	Intermediate States	Impact
OUTCOME: Strengthened adaptive capacity and reduced exposure to climate risks	***ID:*** Increase resilience of smallholder farmer livelihoods. Increase water security and access to water. ***A:*** Coordination and capacity development of government and non-government local-level actors will lead to sustainable improvements. Financial input from GCF grant will support activities required for increased resilience and water security/access.	***IS:*** Within the target watersheds a model of resilient cascade management and improved water security/access is demonstrated.	***Long Term Goal:*** Strengthening the resilience of smallholder farmers in the Dry Zone to climate variability and extreme events through an integrated approach to water management
OUTPUT 1: Upgrading and enhancing resilience of village irrigation systems and scaling up climate-resilient farming practices in three river basins of the Dry Zone	***ID:*** Develop capacity of government and Community Based Organizations (CBO) and Farmer Organizations (FO) to undertake integrated water management within cascades. Restore and upgrade cascade Village Irrigation System (VIS) infrastructure. Develop capacity of government to deliver CSA. Develop capacity of CBOs, FOs and farmers to implement CSA practices. Implement targeted activities directed at enterprise development for women.	***IS:*** Participatory, integrated watershed management within project cascades that enhances resilience through improved water management and CSA practices and engages women in new enterprises.	

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Table 10-1: Theory of Change Impact Drivers (ID), Assumptions (A), Intermediate States (IS) and Impact

Outcome/Outputs	Impact Drivers & Assumptions	Intermediate States	Impact
	A: Central and provincial government agencies can work collaboratively towards the common goal of integrated water management. Communities living within a cascade can be mobilized to undertake integrated water management. Improved water management and CSA will improve community livelihoods. There are opportunities for women to participate in enterprise development.		***Long Term Goal:*** Strengthening the resilience of smallholder farmers in the Dry Zone to climate variability and extreme events through an integrated approach to water management
OUTPUT 2: Enhancing climate resilient, decentralized water supply and management solutions to provide year-round access to safe drinking water to vulnerable communities	***ID:*** Introduction of water supply systems to communities, schools, and hospitals managed by local CBOs. Introduction of rainwater harvesting systems to HH demonstrating greatest need, to provide water security during periods of drought. Extension of NWSDB water supply systems to rural communities. Introduction of enhanced groundwater recharge systems to improve local water supply.	***IS:*** Target communities have climate resilient, year-round access to safe water.	
	A: Suitable water can be found to support new and expanded water supply systems. Communities, schools and hospitals have the capacity to sustainably manage complex water supply systems. Government partners will assist the project in the development of new water supply systems. Rainwater harvesting systems can provide sufficient water to meet HH needs during periods of drought. Simple groundwater recharge systems will lead to improved local water supply.		

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Table 10-1: Theory of Change Impact Drivers (ID), Assumptions (A), Intermediate States (IS) and Impact

Outcome/Outputs	Impact Drivers & Assumptions	Intermediate States	Impact
OUTPUT 3: Strengthening climate and hydrological observing and forecasting system to enhance water management and adaptive capacity of smallholder farmers to droughts and floods	***ID:*** Improved climate and hydrological measurement and forecasting systems. Improved water management and flood forecasting by government. Improved water management by communities to reduce flood risk and improve agricultural systems. Improved access for communities to reliable and meaningful weather and early warning information. ***A:*** Additional climate and hydrologic instrumentation will improve government forecasting systems. Sustainable improvement of government capacity to improve water management and flood forecasting will be achieved. Community trust in government forecasting is high. Communities will participate in integrated water management to reduce flood risk and improve water supply systems for agricultural.	***IS:*** Government utilizes improved weather and hydrologic forecasting systems which reduce flood risk, improve water management for agriculture and improve flood early warning.	***Long Term Goal:*** Strengthening the resilience of smallholder farmers in the Dry Zone to climate variability and extreme events through an integrated approach to water management

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Table 10-2: Impact Assessment of the Theory of Change

Theory of Change Component	Qualitative Analysis	Rating[3]
OUTCOME: Strengthened adaptive capacity and reduced exposure to climate risks		
ID: Increase resilience of smallholder farmer livelihoods. Increase water security and access to water.	● The resilience of smallholder farmers managing irrigated command areas, uplands, home gardens, livestock and fisheries has improved through their participation in the CMC approach and through the introduction of farm income generating activities for women ● Resilient, sustainable access to safe water has been achieved where water supply systems were built. ● Improved resilience and access to safe water has mostly been achieved where rainwater harvesting introduced.	**3**
A: Coordination and capacity development of government and non-government local-level actors will lead to sustainable improvements. Financial input from GCF grant will support activities required for increased resilience and water security/access.	● The project has successfully coordinated government and community stakeholders, particularly through formation of CMC and has built on existing capacities and built-in sustainable mechanisms ensuring the sustainability of project interventions. ● The efficiency of GCF grant is demonstrated through high value for money investments in weather forecasting, flood protection, & CSA.	**3**
OUTPUT 1: Upgrading and enhancing resilience of village irrigation systems and scaling up climate-resilient farming practices in three river basins of the Dry Zone		
ID: Develop capacity of government and Community Based Organizations (CBO) and Farmer Organizations (FO) to undertake integrated water management within cascades. Restore and upgrade cascade Village Irrigation System (VIS) infrastructure. Develop capacity of government to deliver CSA. Develop capacity of CBOs, FOs and farmers to implement CSA practices. Implement targeted activities directed at enterprise development for women.	● The CRIWMP has resulted in a significant transformative change to participatory (government and community) integrated water management at the cascade scale with demonstrated social, economic, and environmental benefits. ● CBOs and FOs capacity is enhanced, VIS restored and upgraded, CSA adopted and women empowered through participation in enterprise development. ● There is increased resilience of water management and farming practices. ● There are significant, measurable economic cost-benefits for women and men and reduced social and economic impacts from flooding.	**3**

[3] see description of rating scale provided at the end of **Table 10-2**

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Table 10-2: Impact Assessment of the Theory of Change

Theory of Change Component	Qualitative Analysis	Rating[3]
A: Central and provincial government agencies can work collaboratively towards the common goal of integrated water management. Communities living within a cascade can be mobilized to undertake integrated water management. Improved water management and CSA will improve community livelihoods. There are opportunities for women to participate in enterprise development.	● The CMC led by the District Secretary successfully engaged relevant central and provincial government stakeholders and community representatives to implement cascade-level integrated water management. ● CMC actions directing GCF funded infrastructure improvements have resulted in sustainable improvements to water management supporting improved food security and community livelihoods. ● Women demonstrated significant uptake of opportunities to engage in enterprise development.	**3**
OUTPUT 2: Enhancing climate resilient, decentralized water supply and management solutions to provide year-round access to safe drinking water to vulnerable communities		
ID: Introduction of water supply systems to communities, schools, and hospitals managed by local CBOs. Introduction of rainwater harvesting systems to HH demonstrating greatest need, to provide water security during periods of drought. Extension of NWSDB water supply systems to rural communities. Introduction of enhanced groundwater recharge systems to improve local water supply.	● The CRIWMP has successfully developed safe and sustainable drinking water systems for schools, hospitals and communities. ● Rainwater harvesting systems can sustain HHs through drought periods, but, should be provided to all qualifying HH in need within target communities. ● With GCF financial support and organization of in-kind and direct community support NWSDB can extend water supply systems to rural communities in need. ● Incidental reports from community members confirmed enhanced groundwater recharge systems improve dry season water supply in dug wells.	**3**

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Table 10-2: Impact Assessment of the Theory of Change

Theory of Change Component	Qualitative Analysis	Rating[3]
A: Suitable water can be found to support new and expanded water supply systems. Communities, schools and hospitals have the capacity to sustainably manage complex water supply systems. Government partners will assist the project in the development of new water supply systems. Rainwater harvesting systems can provide sufficient water to meet HH needs during periods of drought. Simple groundwater recharge systems will lead to improved local water supply.	● With substantial GCF financial investment potable water supply systems can be developed for rural communities. ● With sufficient capacity development local CBOs can sustainably manage complex community water supply systems. ● Government partners provided critical input to water system design, construction oversight, and capacity building of CBOs as well as direct support by providing materials (e.g. pipes) for construction. ● Well designed and maintained rainwater harvesting can provide H with potable water during periods of drought. ● There are opportunities to develop simple groundwater recharge systems such as small tanks with infiltrating wells and rainwater harvesting directed to existing wells that communities report improved dry season water supply.	**3**
OUTPUT 3: Strengthening climate and hydrological observing and forecasting system to enhance water management and adaptive capacity of smallholder farmers to droughts and floods		
ID: Improved climate and hydrological measurement and forecasting systems. Improved water management and flood forecasting by government. Improved water management by communities to reduce flood risk and improve agricultural systems. Improved access for communities to reliable and meaningful weather and early warning information.	● With GCF financial support the purchase and installation of appropriate weather and flood forecasting hydrologic instrumentation improves forecasting systems. ● Technical assistance (flood mapping) and capacity development of government improved water management and flood forecasting. ● Capacity development of communities significantly improved VIS management results in reduced flood risk and improved agriculture. ● Farmers reported using and benefiting from improved government forecasting and early warning systems.	**3**
A: Additional climate and hydrologic instrumentation will improve government forecasting systems. Sustainable improvement of government capacity to improve water management and flood forecasting will be achieved. Community trust in government forecasting is high. Communities will participate in integrated water management to reduce flood risk and improve water supply systems for agricultural.	● Government capacity development and access to climate and hydrologic data has improved forecasting. ● Government capacity to maintain instrumentation is a risk due to limited financial resources. ● Government scaling up of flood modelling is limited by technical capacity and the lack of financial resources to engage consultants. ● Reliable weather forecasting and flood warning systems are valued and used by rural communities.	**2**

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Table 10-2: Impact Assessment of the Theory of Change

Theory of Change Component	Qualitative Analysis	Rating[3]
Overall project summary findings: The TOC provided and continues to provide a sustainable model for transformative change in rural communities living in the dry zone of Sri Lanka. Implementation of the CRIWMP TOC model should continue to be based on the following three key components: 1. ***Leadership by Central government*** with on the ground implementation by sub-national government agencies. 2. A ***Technical Assistance Team*** contracted to oversee implementation with central and sub-national stakeholders. 3. ***Community mobilization*** and capacity development lead by grassroots CSOs. Ongoing implementation of the TOC requires a government Inter-Agency Coordination Body to provide leadership for activation of the Cascade Management Model country-wide and the development of a business-case scenario to aid government in securing sustainable financing for country-wide activation.		**3**

ROtL rating scale used in Table from *The ROtI Handbook: Towards Enhancing the Impacts of Environmental Projects. Methodological Paper #2*. (GEF August 2009)
Not achieved (0) - the ToC component was not explicitly or implicitly identified by the project, and/or very little progress has been made towards achieving the interim target of the ToC component, and the conditions for future progress are not in place.
Poorly achieved (1) very little progress has been made towards achieving the interim target of ToC component, but the conditions are in place for future progress should support be provided to complete this component.
Partially achieved (2) the ToC component is explicitly recognized and the mechanisms set out to achieve it are appropriate but insufficient to ensure successful completion and sustainability upon project closure and meaningful progress towards achievement of the long-term goal.
Fully achieved (3) the ToC component is explicitly recognized and appropriate activities are underway with interim targets achieved. Mechanisms are in place that show progress towards achievement of the ToC component and there is assurance of substantial contribution towards achievement of the long-term goal.

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Annex 11 SMART Analysis of Project Results Framework

Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	SMART Analysis					FE Comments
				S	M	A	R	T	
Fund Level Impact: A 1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions									
1. Total number of direct and indirect beneficiaries (% of whom are female)	• 0	•	**Total** • 1,885,692 of which 961,703 (51%) are female) • 9.6% of the total population of Sri Lanka **Direct** • 705,818 of which 359,967 (51%) are female) **Indirect** • 1,179,874 of which 601,736 (51%) are female						• The targets are ambitious, with the total representing 9.6% of the Sri Lanka population and 705,818 direct beneficiaries may be difficult targets to achieve.
2. **Indicator 1.2:** Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options	• 0	•	• 520,000 of which 265,200 are women						• The indicator measures beneficiaries of improved Village Irrigation Systems (VIS)
Fund Level Impact: A 2.0 Increased resilience of health and well-being, and food and water security									
3. **Indicator 2.3:** Number of males and females with year-round access to reliable and safe water supply despite climate shocks and stresses.	• 0	•	• 453,118, of which 231,090 are women						• The indicator measures beneficiaries of: ○ new water supply systems ○ existing water supply protected and sustained by improved flood management.

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	SMART Analysis					FE Comments
				S	M	A	R	T	
Project Outcome: A7.0 Strengthened adaptive capacity and reduced exposure to climate risks									
4. **Indicator 7.1:** Extent to which vulnerable households, communities and businesses use improved strategies and activities to respond to climate variability and climate change	• 0	• 422,664	• 770,500 of which 392,955 (51%) are women						• The indicator measures beneficiaries of: ○ improved VIS ○ new water supply systems outside project basins ○ flood advisories.
Project Outputs:									
Output 1: Upgrading and enhancing resilience of village irrigation systems and scaling up climate-resilient farming practices in three river basins of the Dry Zone									
5. Extent of minor irrigation under targeted cascades with increased cropping intensity (CI<1.6)	• 0	• 8,875 ha	• 9,750 ha						• The indicator measures the *command area* (the area that receives water from the irrigation system) in hectares benefiting from improved VIS.
6. Number of male and female farmers reached through dissemination of climate resilient agriculture technology packages	• CSA packages are currently not being disseminated	• 416,00035 of which 212,160 are women	• 520,000 of which 265,200 (51%) are women						• The indicator measures beneficiaries living in areas of improved VIS that will also benefit from access to climate resilient agricultural packages disseminated by 77 enhanced Agrarian Service Centres.

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	SMART Analysis					FE Comments
				S	M	A	R	T	
7. No of women farmers implementing climate resilient agriculture technologies and practices	• 0	• 13,209	• 16,677						• Indicator meets SMART criteria • Unclear how Indicators 2 and 6 differ from Indicator 7.
Output 2: Enhancing climate resilient, decentralized water supply and management solutions to provide year-round access to safe drinking water to vulnerable communities									
8. Number of households with year-round access to reliable and safe water supply	• 0	• 130,200	• 122,715 of which 7,618 are based outside river basins						• The indicator measures beneficiaries of: ○ rainwater harvesting tanks ○ community managed water supply schemes ○ advanced filtration water supply systems
9. Number of women engaged in managing and maintaining community drinking water supply schemes	• <1,000	• >10,000	• >20,000						• This indicator measures women beneficiaries and women-led CBOs receiving capacity development and institutional strengthening to effectively manage community water supply systems.
Output 3: Strengthening climate and hydrological observing and forecasting system to enhance water management and adaptive capacity of smallholder farmers to droughts and floods									
10. Number of female and male farmers reached through seasonal forecast for agriculture planning	• **0**	• 156,000 of which 79,560 are women	• 520,000 of which 265,200 (51%) are women						• The indicator measures beneficiaries living in areas of improved VIS that will also benefit from advisories developed through seasonal cultivation meetings organized by 77 Agrarian Service Centres.

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	SMART Analysis					FE Comments
				S	M	A	R	T	
11. Number of female and male farmers receiving advisories for water management	• 0	• 133,650 of which 68,161 are women	• 445,500 of which 227,205 (51%) are women						• The indicator measures an estimated number of beneficiaries receiving early warning flood advisories directly from CMCs and via mobile phone SMS.

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Annex 12. Analysis of Achievement of Project Results Framework Targets

Data reported in Annual Performance Report (APR) 2024, with additional data provided by the Project Management Unit (PMU)

Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	FE[4] Code	FE[5] Rate	Justification for Rating
Fund Level Impact: A 1.0 Increased resilience and enhanced livelihoods of the most vulnerable people, communities, and regions						
1. Total number of direct and indirect beneficiaries (% of whom is female)	• 0	•	**Total** • 1,885,692 of which 961,703 (51%) are female) • 9.6% of the total population of Sri Lanka **Direct** • 705,818 of which 359,967 (51%) are female) **Indirect** • 1,179,874 of which 601,736 (51%) are female		**S**	• **Total beneficiaries** ○ 1,985,250 total ○ 1,012,478 women (51%) • **Direct beneficiaries** ○ 805,399 total ○ 410,754 women (51%) • **Indirect beneficiaries** ○ 1,179,851 total ○ 601,724 women (51%)
2. Indicator 1.2: Number of males and females benefiting from the adoption of diversified, climate resilient livelihood options	• 0	•	• 453,118, of which 231,090 are women		**S**	• **Beneficiaries** ○ 569,214 total ○ 290,299 women (51%)

[4] Final Evaluation Assessment colour coded (Green= Achieved; Yellow= On target to be achieved; Red= Not on target to be achieved)
[5] Final Evaluation Rating using a six-point progress towards results rating scale (**see Annex 8**) HS - Highly Satisfactory; S - Satisfactory; MS - Moderately Satisfactory; MU - Moderately Unsatisfactory; U -Unsatisfactory; HU Highly Unsatisfactory

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	FE[4] Code	FE[5] Rate	Justification for Rating
Fund Level Impact: A 2.0 Increased resilience of health and well-being, and food and water security						
3. **Indicator 2.3:** Number of males and females with year-round access to reliable and safe water supply despite climate shocks and stresses.	• 0	•	• 453,118 of which 231,090 are women		**S**	• **Beneficiaries** ○ 465,911 total ○ 235,691 women (51%)
Project Outcome: A7.0 Strengthened adaptive capacity and reduced exposure to climate risks						
4. **Indicator 7.1:** Extent to which vulnerable households, communities and businesses use improved strategies and activities to respond to climate variability and climate change	• 0	• 422,664	• 770,500 of which 392,955 (51%) are women		**S**	• **Beneficiaries** ○ 805,399 total ○ 410,753 women (51%)
Project Outputs:						
Output 1: Upgrading and enhancing resilience of village irrigation systems and scaling up climate-resilient farming practices in three river basins of the Dry Zone						
5. Extent of minor irrigation under targeted cascades with increased cropping intensity (CI>1.6)	• 0	• 8,875 ha	• 9,750 ha		**S**	• 9,839 ha with a Cropping Index >1.6 • Improved VIS's also contribute to an increase in *asweddumized* land (i.e. land prepared for cultivation)

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	FE[4] Code	FE[5] Rate	Justification for Rating
6. Number of male and female farmers reached through dissemination of climate resilient agriculture technology packages	• CSA packages are currently not being disseminated	• 416,00035 of which 212,160 are women	• 520,000 of which 265,200 (51%) are women		**S**	• **Beneficiaries** ○ 569,214 total ○ 290,300 women (51%)
7. No of women farmers implementing climate resilient agriculture technologies and practices	• 0	• 13,209	• 16,677		**HS**	• **Beneficiaries** ○ 21,749 women
Output 2: Enhancing climate resilient, decentralized water supply and management solutions to provide year-round access to safe drinking water to vulnerable communities						
8. Number of households with year-round access to reliable and safe water supply	• 0	• 76,629	• 122,715 of which 7,618 are based outside the target river basins		**S**	• **Beneficiaries** ○ 128,537 total ○ 35,681 live outside the target river basins

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	FE[4] Code	FE[5] Rate	Justification for Rating
9. Number of women engaged in managing and maintaining community drinking water supply schemes	• <1,000	• >10,000	• >20,000		**S**	• **Beneficiaries** ○ 9,241 women • The GCF Funded Activity Agreement was amended with the number of community water supply schemes reduced from the original 35 to 7. As a result, there were fewer opportunities for women to be engaged in managing and maintaining CWSS. • The end of project target for Indicator 9 should have been adjusted like Indicator 8 at the time of restructuring (**Annex 8**). • With only 7 CWSS constructed by the CRIWMP the FE evaluators considered the final achievement for Indicatory 9 reporting 9,241 women engaged in managing and maintaining CWSS to be ***Satisfactory***
Output 3: Strengthening climate and hydrological observing and forecasting system to enhance water management and adaptive capacity of smallholder farmers to droughts and floods						
10. Number of female and male farmers reached through seasonal forecast for agriculture planning	• **0**	• 156,000 of which 79,560 are women	• 520,000 of which 265,200 (51%) are women		**S**	• **Beneficiaries** ○ 569,314 total ○ 290,350 women (51%)

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Objective and Outcome Indicators	Baseline	Mid-term Target	End of Project Target	FE[4] Code	FE[5] Rate	Justification for Rating
11. Number of female and male farmers receiving advisories for water management	• 0	• 133,650 of which 68,161 are women	• 445,500 of which 227,205 (51%) are women		**S**	• **Beneficiaries** ○ 465,911 total ○ 237,615 women (51%)

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Annex 13. Final Evaluation Risk Analysis

Table 13.1. Final Evaluation Analysis of ProDoc Risk Log (FE risk analysis followed ERM methods and terminology[6])

#	ProDoc Risk Description	Date	Type	Risk		ProDoc Mitigation Measures/ Management Response	Lead[7]	FE ERM Analysis
				Pro Doc	FE			
1	Limited capacity among FOs, government officials and other partner organisations to design and implement integrated solutions	March 2016	Technical & Operational	Medium	Moderate	• The project will invest in local level mobilisation and technical capacity building for communities and officials to ensure adequate design and implementation of project solutions. It builds on traditional systems and local knowledge and introduces innovative design elements through a participatory approach. Technical training and capacity building will ensure sustained capacities for design and implementation of project solutions. The mitigation measure should lower the risk level to low.	MOI	• Risk - ***Moderate*** • Likelihood - Low (1) • Impact - Extreme (5) • CRIWMP has successfully developed capacity of local implementing NGOs and government stakeholders. • Local CBOs have successfully organized and developed capacity of FOs and CBOs. • Government stakeholders, CBOs and FOs have successfully engaged in CMC.
2a	Inadequate operation and maintenance of the local level community managed interventions can lead to reduced viability and impact of the **water** (and early warning/forecasting) **solutions**	March 2016	Technical & Operational	Medium	Moderate	• Project will implement tested O&M models for community management with clear guidelines and delineation of responsibilities at the outset and focus on building technical and financial capacity for sustained O&M. The O&M plan for the project incorporates support for building the O&M capacity through training and strengthening of business models for financial viability of FOs to maintain these systems. Domestic financing, including government financing, is phased in increasingly through the project life-time to ensure post-project O&M as well. The mitigation measure should keep the risk level as low.	MOI	• Risk - ***Low*** • Likelihood - Low (1) • Impact - Minor (2) • CRIWMP conducted capacity development of CBOs managing CWSS. • FE field mission observations observed high capacity of CBO ability to manage CWSS

[6] UNDP Enterprise Risk Management (ERM) Policy Effective Date – 13/03/2019

[7] Original table showed Ministry of Mahaweli Development and Environment (MMDE) as Lead agency, this has been updated in FE table with Ministry of Irrigation (MOI)

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#	ProDoc Risk Description	Date	Type	Risk		ProDoc Mitigation Measures/ Management Response	Lead[7]	FE ERM Analysis
				Pro Doc	FE			
2b	Inadequate operation and maintenance of the local level community managed interventions can lead to reduced viability and impact of the (water and) e**arly warning/forecasting solutions**	March 2016	Technical & Operational	**Medium**	**Moderate**	• Project will implement tested O&M models for community management with clear guidelines and delineation of responsibilities at the outset and focus on building technical and financial capacity for sustained O&M. The O&M plan for the project incorporates support for building the O&M capacity through training and strengthening of business models for financial viability of FOs to maintain these systems. Domestic financing, including government financing, is phased in increasingly through the project life-time to ensure post-project O&M as well. The mitigation measure should keep the risk level as low.	MOI	• Risk - ***Moderate*** • Likelihood - Moderately Likely (3) • Impact - Intermediate (3) • During FE field mission KII government stakeholders reported limited technical and financial capacity to maintain agrometeorological and flood forecasting instruments
3	Limited coordination among agencies and stakeholders can lead to inefficiencies in the implementation and impact of the project interventions	Feb. 2016	Technical & Operational	**Medium**	**Moderate**	• A sound implementation and project management framework (through IMC, district and local level project coordination) is established to overcome challenges of inter-sectoral coordination during implementation. The project will continue to engage and build capacity for various stakeholders at national level and sub-national level, including large ASCs, NGOs, FOs, and CBOs. The project support to coordinated planning and investments through water management plans, cascade level water committees, local cultivation (kanna) meetings, SOPs (for water supply management as well as data sharing for EWs and forecasts), etc. will also build the capacity and mechanisms for sustained institutional coordination. • The coordination of service delivery through the ASCs, the integrated planning through water management plans, SOPs, and the implementation/project management framework advance institutional coordination to address fragmentation. In addition, each of the project Outputs invests in capacity building of the institutions at national sub-national level to promote the integrated approach. The mitigation measure should lower the risk level to low.	MOI	• Risk – ***Moderate*** • Likelihood - Low (1) • Impact - Extreme (5) • CRIWMP has successfully coordinated local implementing NGOs and government stakeholders. • Local CBOs have successfully organized and developed capacity of FOs and CBOs. • Government stakeholders, CBOs and FOs have successfully engaged in CMC to implement project activities.

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#	ProDoc Risk Description	Date	Type	Risk		ProDoc Mitigation Measures/ Management Response	Lead[7]	FE ERM Analysis
				Pro Doc	FE			
4	Delays in completion of the infrastructure due to issues such as rainfall season and availability of construction materials	March 2016	Technical & Operational	Medium	Low	• The project will systematically plan cascade rehabilitation work and develop a time frame and monitoring plan for the entire cascade as well as individual reservoirs with local officials (Department of Irrigation and Department of Agrarian Development) and FOs of each tank, based on seasonal forecasts. The timetable will ensure that farmer cultivation practises are impacted only during the dry season and for the minimum possible time. • To mitigate risk of lack of construction materials, the Project will identify the construction material requirement in advance with the timetable and liaise with suppliers to timely deliver the construction material to project areas. This will also reduce the risk of over exploitation of construction materials such as sand.	MOI/ DAD	• Risk - ***Low*** • Likelihood - Moderately Likely (3) • Impact - Minor (2) • The CRIWMP implementation was well planned and with minor delays having minimal impact on activity completion. • All planned activities completed by revised project completion date.
5	Climate shocks can lead to a risk of damage to the project investments affecting implementation as well as sustained impact post-project.	March 2016	Other	Medium	Low	• The Project will develop design criteria and guidelines taking CC risks into account. These guidelines will be used and followed by when the constructions are done. Under this for example, upstream tanks will be first developed, so the risk of flash flood related damages will be minimal. • The cascade level water management committees established will develop and implement SOPs for water allocation between multiple users and flood management in a cascade. • The greatest input to enhanced resilience of investments made in Outputs 1 and 2 comes from the climate/weather advisories generated in output 3 which will support farmers to face greater periods of climatic uncertainty by providing timely information. Together with technology and seeds, and community capital developed in output 1 and 2, smallholder farmers should be able to overcome future climatic uncertainty with greater preparation. The mitigation measure should lower the risk level to low.	MOI/ DAD/NWSDB DMC	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • The CRIWMP implementation activities have increased resilience of infrastructure and improved water management, flood forecasting and flood management to reduce climate shocks.

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#	ProDoc Risk Description	Date	Type	Risk		ProDoc Mitigation Measures/ Management Response	Lead[7]	FE ERM Analysis
				Pro Doc	FE			
6	Lack of financing for operations and maintenance of irrigation systems for sustained impact of investments	March 2017	Other	Medium	Low	• Generally, village irrigation systems are community owned and managed with technical support from Department of Agrarian Development. A strategy for overcoming lack of financing for upkeep and regular upgrade of these systems were discussed at national and field level consultations. This was also discussed under the 'Financial Viability' comment, above, and addressed through project funded activities participatory design and upgrades for the VIS; FO training for O&M and financial management (improved collection of fees from membership) linking with ASCs for financial services; and cascade-level water committees to build capacity for iterative planning. A detailed O&M plan has been developed for the project that combines GCF and domestic resources (with the latter phased in to take over the O&M post-project). Financing plans will be developed for each VIS with the support of FOs, other user groups and relevant authorities. Under this, various financing options will be identified, which will strengthen the maintenance fund of the FOs, e.g. introducing fishlings to tanks. The mitigation measures should lower the risk level to low.	MOI	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • During FE field mission KII community CBOs and FOs demonstrated a strong capacity to manage VIS. • Community CBOs and FOs reported earnings and savings from VIS management sufficient to support ongoing maintenance needs. • Community CBOs and FOs conduct regular monitoring of VIS and have the capacity to respond quickly to any observed maintenance needs.
7	Sediment movement during the rehabilitation of irrigation infrastructure	March 2016	Social & Environmental	Medium	Low	• Activities proposed as part of the project build on experiences from a number of ongoing efforts including investments undertaken by the Asian Development Bank, World Bank, IUCN and UNDP across all of Sri Lanka. Past activities were successfully undertaken and the effective methodologies used for irrigation system rehabilitation as part of those projects will be replicated (modified spatially as required). By following a proven practice, the project will result in reduced impacts. • To ensure that the sediment is not mobilised through current movement that will result in any significant impacts, it will be necessary to prepare an erosion control sediment plan and install silt curtains to restrict sediment movement from the site. Further, any earthworks should be undertaken during the dry season and compacted sufficiently to reduce sediment movement. The plan should contain aspects including but not limited to the installation of sediment curtains to reduce sediment movement and the quick placement of footing material. These impacts will be spatially and temporally restricted to rehabilitation periods.	MOI	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • During FE field mission KII and FGD with stakeholders and communities did not hear any reports of sedimentation impacts occurring during VIS rehabilitation nor did the FE team observe any sedimentation impacts.

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#	ProDoc Risk Description	Date	Type	Risk		ProDoc Mitigation Measures/ Management Response	Lead[7]	FE ERM Analysis
				Pro Doc	FE			
8	Production of waste	March 2016	Social & Environmental	Low	Low	• All used filters and other waste should be managed and placed in an appropriate waste facility, thus reducing any impact. Budget is included for the development of such a facility.	MOI	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • During FE field mission KII and FGD with stakeholders and communities did not hear any reports of waste nor did the FE team observe any waste impacts.
9	Risk of conflict and grievances among beneficiaries around selection and water use.	March 2016	Technical & Operational	Low	Low	• Decision on water sharing is taken with heavy involvement of FOs and it has worked quite well over many years with no known incidence of water conflicts in Sri Lanka. The FOs are linked to women's organizations and youth organizations in the village and decisions are highly participatory. There is an informal system of grievance, where farmers can complaint about officials of FOs or officials of ASCs/DAD to the DAD, divisional and District secretaries. The above-mentioned grievances redress system is a well-accepted system. Cultivation meetings (called 'kanna' meetings) and FOs have legal recognition, and DAD officials and DS are bound to implement them. • Project Activity 2.1 improves the capacity of water-supply support staff at district/divisions, selected partner organizations (NGOs) and CBOs to implement and maintain community-based drinking water related interventions. The activity will facilitate the drinking water that needs to be incorporated in to cascade development plans so that water use conflicts can be resolved through cascade farmer committees and water source protection committees facilitated by the project. In addition, in compliance with ESS, the project will establish a Grievance Redress Mechanism, as outlined in the ESMP. This mitigation measure will keep the risk low.	MOI	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • During FE field mission KII and FGD with stakeholders and communities reported reduced conflict and grievances among communities and VIS water managers. • FOs report using an agreed, science-based approach to VIS management there is no longer fighting over the release of water. • Water release focal-point person reported less pressure from community in regard to controlling tank water level.

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Table 13.2. Final Evaluation of Social and Environmental Screening Procedure (SESP) Risks (FE risk analysis followed ERM methods and terminology[8])

Risks Identified in ProDoc SESP Impact (I) and Probability (P) ratings	Risk		SESP Comments	*ProDoc description of assessment and management measures as reflected in the project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*	Final Evaluation Analysis
	Pro Doc	FE			
Risk 1: Sediment movement during the rehabilitation of irrigation infrastructure I = 3 P = 3	Moderate	Low	• During the rehabilitation of existing irrigation infrastructure, it will be necessary to undertake earth works to remove sediment from water holding locations and then undertake the redesign existing infrastructure. The earth works will move sediment that, if not properly contained, may be removed either as air pollution or through overland flow during a rain event.	• Activities proposed as part of the project build on experiences from a number of ongoing efforts including investments undertaken by the Asian Development Bank, World Bank, IUCN and UNDP across all of Sri Lanka. Past activities have been successfully undertaken and the effective methodologies used for irrigation system rehabilitation as part of those projects will be replicated (modified spatially as required). By following a proven practice, the project will result in reduced impacts. • To ensure that the sediment is not mobilised through current movement that will result in any significant impacts, it will be necessary to prepare an erosion control sediment plan and install silt curtains to restrict sediment movement from the site. Further, any earthworks should be undertaken during the dry season and compacted sufficiently to reduce sediment movement. The plan should contain aspects including but not limited to the installation of sediment curtains to reduce sediment movement and the quick placement of footing material. These impacts will be spatially and temporally restricted to rehabilitation periods.	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • The CRIWMP prepared and followed an Environmental and Social Management Plan that identified issues, controls, timing responsibility, and M&E. • CRIWMP also effectively managed a GRM. • During FE field mission KII and FGD with stakeholders and communities the FE team did not receive reports of sedimentation during VIS rehabilitation, nor did the FE team observe any evidence of sedimentation.

[8] UNDP Enterprise Risk Management (ERM) Policy Effective Date – 13/03/2019

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Risks Identified in ProDoc SESP Impact (I) and Probability (P) ratings	Risk		SESP Comments	*ProDoc description of assessment and management measures as reflected in the project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*	Final Evaluation Analysis
	Pro Doc	FE			
Risk 2: Contamination of existing water sources I = 3 P = 2	Moderate	Low	• During the rehabilitation of existing irrigation infrastructure, it may be necessary to undertake small scale earth works to redesign existing infrastructure. There is the potential for the release of chemicals, nutrients, heavy metals and other material from the sediment and for these to enter waterways and groundwater systems during the works. The use of machinery in and around watercourses also poses a potential contamination risk through the release of oils, grease and fuel spills.	• As with the above, to ensure contaminants etc. do not enter waterways and groundwater systems, a water quality monitoring plan and management framework will be developed to ensure chemicals are not released. This will involve testing sediment prior to movement and planning so that the works are not undertaken during rain events. Where rainfall is anticipated, appropriate material should be placed under the sediment prior to excavation to ensure there is no seepage into groundwater systems. The water quality monitoring for the sources will be designed to identify potential impacts so that management measures can be proactively rather than reactively enacted upon. Machinery should be maintained in good order, inspected for potential leaks and refuelling done away from watercourses/water sources.	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • The CRIWMP prepared and followed an Environmental and Social Management Plan that identified issues, controls, timing responsibility, and M&E. • CRIWMP also effectively managed a GRM. • During FE field mission KII and FGD with stakeholders and communities the FE team did not receive reports of water contamination during VIS rehabilitation, nor did the FE team observe any evidence of water contamination.
Risk 3: Construction Noise I = 2 P = 2	Low	Low	• Noise will occur through the use of construction equipment. This can impact on local communities using the adjacent area.	• An assessment should consider any sensitive receptors including communities. Further, noise shields should be constructed to reduce the potential for noise to reach these communities if an impact occurs. The noise will predominantly relate to the construction through the rehabilitation of the irrigation network, which will have very limited temporal scales.	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • The CRIWMP prepared and followed an Environmental and Social Management Plan that identified issues, controls, timing responsibility, and M&E. • CRIWMP also effectively managed a GRM. • During FE field mission KII and FGD with stakeholders and communities the FE team did not receive reports of construction noise during VIS rehabilitation.

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Risks Identified in ProDoc SESP Impact (I) and Probability (P) ratings	Risk		SESP Comments	*ProDoc description of assessment and management measures as reflected in the project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*	Final Evaluation Analysis
	Pro Doc	FE			
Risk 4: Construction of Rainwater Tanks I = 1 P = 1	Low	Low	• The project will involve the installation of rainwater tanks in a number of locations. During installation, there is the potential for the movement of sediment to create a level base. There is also the potential for waste to be generated from extra pipe and guttering that exceeds the needs of the project.	Prior to installation, a full site evaluation will be undertaken to assess each site. Appropriate measures will be taken to ensure the specific amount of material is only required, thus, reducing waste. Further, any excavations, which are currently anticipated to be extremely minor, will follow the erosion and sediment control plan contained in the Environmental and Social Management Plan. As such, with the appropriate mitigation measures, it is not anticipated that the component of the work will have any additional impacts.	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • The CRIWMP prepared and followed an Environmental and Social Management Plan that identified issues, controls, timing responsibility, and M&E. • CRIWMP also effectively managed a GRM. • During FE field mission KII and FGD with stakeholders and communities the FE team did not receive negative reports regarding the installation of RWH systems. RWH systems visited by the FE team were carefully installed and reported to function well.

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Risks Identified in ProDoc SESP Impact (I) and Probability (P) ratings	Risk		SESP Comments	*ProDoc description of assessment and management measures as reflected in the project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.*	Final Evaluation Analysis
	Pro Doc	FE			
Risk 5: Construction of Early Warning System I = 1 P = 1	**Low**	Low	• The project will involve the installation of an early warning system in a number of locations. During installation, there is the potential for the movement of sediment and vegetation for the installation of infrastructure. There is also the potential for waste to be generated from concrete for footings and the posts to hold the early warning system.	• Prior to installation, a full site evaluation will be undertaken to assess each site. Appropriate measures will be taken to ensure the specific amount of material is only required, thus reducing waste. Further, any excavations, which are currently anticipated to be extremely minor, (e.g. a small hole poured with concrete to hold the post) will follow the erosion and sediment control plan contained in the Environmental and Social Management Plan. As such, with the appropriate mitigation measures, it is not anticipated that the component of the work will have any additional impacts.	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • The CRIWMP prepared and followed an Environmental and Social Management Plan that identified issues, controls, timing responsibility, and M&E. • CRIWMP also effectively managed a GRM. • During FE field mission KII and FGD with stakeholders and communities the FE team did not receive reports of water contamination during river gauge installation. River gauge systems visited by the FE team were well installed and there was no evidence of water contamination.
Risk 6: Production of waste I = 1 P = 1	**Low**	**Low**	• The waste associated with the water sterilization and purification will result in waste filters.	• All used filters and other waste should be managed and placed in an appropriate waste facility, thus reducing any impact. Budget has been included for the development of such a facility.	• Risk - ***Low*** • Likelihood – Low Likelihood (2) • Impact - Minor (2) • During FE field mission KII and FGD with stakeholders and communities did not hear any reports of waste nor did the FE team observe any waste impacts.

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Annex 14. Details of the M&E Components and Responses Reviewed by the Final Evaluation

M&E Assessment Components	M&E Assessment Questions
1. Was the M&E plan sufficiently budgeted and funded during project preparation and implementation?	
Method/strategy adopted for M&E	Yes. The project allocated around 3- 4% of the Annual Work Plan budget for Monitoring & Evaluation .this is common for all 03 outputs. PMU, relevant stakeholders, CSO staff, along with the M&E Specialist, Internal Auditor, and technical officers, Accountants jointly conducted field level monitoring via field visits and pre planned series of progress meetings. Budget for community-based monitoring also included.
Responses to specific assessment components	Regular meetings were held following a monitoring calendar, with all minutes properly documented. Community engagement was further enhanced through the provision of transport support, encouraging active participation in monitoring activities. Along with the M&E Specialist, Internal Auditor, and technical staff, jointly conducted VIS-level and activity monitoring PMU, PID, and CSO staff conducted intensive, structured monitoring, including during holidays when required. Adequate resources allowed timely payments for monitoring and the deployment of sufficient supervision staff. when the request came for monitoring requests were positively addressed.
Scale (0-100%) of achievement	95%
Output Evidences	AWP budget allocation sheets Monitoring calendar and monitoring attendance records VIS monitoring payment records Minutes of monitoring meetings Transport support records for community engagement
Evidence folders	AWP Budget allocation summary sheet and M & E plan - 2022 Village Irrigation System Rehabilitation Progress meeting calendar with a meeting minute Weekly Operational Meeting minutes Financial support for urgent project monitoring works Financial allocation for community contribution in participatory monitoring

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M&E Assessment Components	M&E Assessment Questions
2. Was data on specified indicators gathered in a systematic manner?	
Method/strategy adopted for M&E	Yes. Done using data collection sheets, sub office field staff entered the data and automatically summarizing sheets are used.
Responses to specific assessment components	VIS Physical progress , Financial progress and no. of copmpleted, ongoing, not started tanks details were collected Monthly. Further before and after rehabilitation benefits also recorded For major indicators district wise detailed data bases were maintained and compiled data bases also available. Evidences for these data bases also attached with the signatures of responsible agencies
Scale (0-100%) of achievement	90%
Output Evidences	Year wise data collection sheets /Monthly Online Sheet progress trackers (physical & financial),Automated summary dashboards
Evidence folders	Cropping Intensity Data base Training data base with evidences Evidences for Cropping Intensity data base Evidences for Gender data base VIS progress collection sheet - 2023 VIS progress collection sheet - 2024 VIS progress collection sheet - 2025
3. Extent of compliance with progress and financial reporting requirements, including quality and timeliness of reports;	
Method/strategy adopted for M&E	Proper online Sheets were maintained with automated data-summarization techniques. Physical progress and financial progress sheets were updated monthly. A recurrent email reminder system was used to ensure timely reporting by district and CSO teams.
Responses to specific assessment components	Data collection was carried out in a structured and timely manner across all districts. Standardized reporting formats were used, enabling consistent entry of indicator data. Monthly follow-ups and automated alerts
Scale (0-100%) of achievement	80%
Output Evidences	Email reminder logs

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M&E Assessment Components	M&E Assessment Questions
Evidence folders	Remider emails - 2024 Reminder emails 2025 Recurrent e mail series
4. Value and effectiveness of the monitoring reports and evidence that these were discussed with stakeholders and project staff	
Method/strategy adopted for M&E	Monitoring reports were jointly prepared by the M&E division and the technical division, with the technical division having continuous access to these reports for informed decision-making.
Responses to specific assessment components	Senior engineers monitored VIS progress sheets daily to supervise construction activities and guide decisions. Regular weekly meetings were held by the Monitoring Officer to discuss progress with project staff, enabling key personnel, with support from PMU staff, to make timely and effective decisions. The value and effectiveness of these monitoring reports are evidenced by weekly meeting minutes and comments sent to responsible officers by the Senior Engineer.
Scale (0-100%) of achievement	75%
Output Evidences	weekly meeting minutes/ comments send for resposible officers by Senior engineer in google sheets
Evidence folders	Weekly operational meeting minutes Weekly operational meeting action points monitoring Quarter meetings E mails circulated VIS data base have access for Technical staff

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M&E Assessment Components	M&E Assessment Questions
5. Extent to which the GCF NDA was kept informed of M&E activities; and extent to which the Project Team used inclusive, innovative, and participatory monitoring systems	
Method/strategy adopted for M&E	The NDA was informed about the project's progress once every six months during the Project Board meetings. The project extensively utilized monitoring committees and WhatsApp groups to facilitate participatory monitoring. Additional information: In Sri Lanka, the Department of Project Monitoring and Planning under the Ministry of Treasury is the responsible organization for project oversight. The Department regularly receives updates on project progress on a monthly, quarterly, and ad-hoc basis through the Monitoring Department of MOLLI.
Responses to specific assessment components	The project adopted inclusive and participatory monitoring approaches to ensure effective oversight and stakeholder engagement. These included participatory monitoring committees, grievance committees,
Scale (0-100%) of achievement	NDA -70% Participatory monitoring methods - 95%
Output Evidences	Submitted reports for MOLLI - Planning Department and treasury Planning Departments
Evidence folders	Participatory monitoring committes Attendance Participatory monitoring committee Report Grievance committee attendance Grievance committee report
6. Extent to which information provided by the M&E system contributed to achieving project results and was used to improve and adapt project performance;	
Method/strategy adopted for M&E	The M&E unit was tasked with identifying gaps in the monitoring system and providing recommendations for improvement. Based on these recommendations, the Project Management Unit (PMU) took appropriate
Responses to specific assessment components	A special meeting series was held weekly to address M & E unit suggestions with Project Implementation. Here the progress of implementation clearly noted.
Scale (0-100%) of achievement	95%
Output Evidences	M & E Meeting Minutes, Activity reports, gap analysis reports, emails, Output survey proposals

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M&E Assessment Components	M&E Assessment Questions
Evidence folders	M & E meeting minutes Proposal for output capturing Output survey reports Output capturing data folder Activity Reports
7. Whether the M&E system included proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure	
Method/strategy adopted for M&E	Conducted stakeholder training sessions and actively involved stakeholders in the M&E process. /Provided continuous training on data collection tools through workshops and guidance videos. /Produced and properly stored all training materials. Smoothly handed over relevant documentation to responsible departments. /Obtained confirmation from departments that they successfully and accurately contributed to ongoing monitoring activities.
Responses to specific assessment components	Stakeholders were intensively engaged and trained to ensure sustainability of data collection and usage beyond project closure.
Scale (0-100%) of achievement	80%
Output Evidences	Training reports Guidance videos Trainer pools Monitoring databases certified by relevant government officials
Evidence folders	Training agendas TOT details - component 2 Guidance videos and other communication materials Trainer pools - com 2.2 Training materials - activity 1.3 Monitoring data bases collected and certified by Government officers - 1.3

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M&E Assessment Components	M&E Assessment Questions
8. How were perspectives of women and men involved and affected by the project monitored and assessed? How were relevant groups' (including women, indigenous peoples, children, elderly, disabled, and poor) involvement with the project and the impact on them monitored?	
Method/strategy adopted for M&E	Collected gender- and vulnerability group–disaggregated attendance sheets for all activities. Conducted needs assessments and focused discussions during each activity to understand perspectives and impacts.
Responses to specific assessment components	Gender and vulnerability considerations were incorporated into beneficiary selection criteria. Participation data was recorded with gender and vulnerability aspects in mind from the start of the project. A special output survey was conducted targeting women under the CSA women database to capture detailed insights.
Scale (0-100%) of achievement	80%
Output Evidences	Gender- and vulnerability-disaggregated attendance sheets Activity reports Beneficiary selection criteria
Evidence folders	Beneficiary selection criteria including gender and vulnerability aspects Attendance sheet including vulnerability groups Reports mentioning the gender and vulnerability details Output survey details - to capture benefits of technology package distribution to women Training programs on gender development
9. Was there adequate monitoring of environmental and social risks as identified through the UNDP SESP and in line with any safeguards management plan's M&E section?	
Method/strategy adopted for M&E	Allocated dedicated time in every quarterly progress review meeting to discuss environmental and social safeguards. Integrated Environmental and Social Safeguards Management Plan (ESSMP) activities into Annual Work Plans. Included budget provisions for environmental and social safeguards in relevant contracts. Appointed an Environmental and Social Safeguards Specialist for the project. Maintained grievance monitoring sheets for tracking issues.

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M&E Assessment Components	M&E Assessment Questions
Responses to specific assessment components	All quarterly progress review meetings allocated sufficient time to address environmental and social risk topics. Weekly meetings also addressed emergent issues as needed. Contractors for VIS upgrades had budget allocations specifically for environmental and social safeguards and were provided with equipment to reduce risks. Special measures were applied during the COVID-19 pandemic. Beneficiary selection processes incorporated safeguard considerations.
Scale (0-100%) of achievement	80%
Output Evidences	APR - social safeguard section meeting minutes and recordings
Evidence folders	Beneficiary selection criteria including gender and vulnerability aspects Attendance sheet including vulnerability groups Reports mentioning the gender and vulnerability details Output survey details - to capture benefits of technology package distribution to women Training programs on gender development
10. Whether the project's Theory of Change was reviewed and refined during implementation	
Method/strategy adopted for M&E	Through monitoring of the results framework
Responses to specific assessment components	The monitoring of the Theory of Change was embedded within the monitoring of the results framework, which provided continuous evidence on outputs, outcomes, and assumptions
Scale (0-100%) of achievement	90%
Output Evidences	APR result framework monitoring sections and supportive data bases / APR challenges and lesson learn sections, restructuring proposal (relevant sections) - justification for indicator target changes,
Evidence folders	APR's

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M&E Assessment Components	M&E Assessment Questions
11. Whether APR self-evaluation findings were consistent with Interim and Final Evaluation findings. If not, were these discrepancies identified by the Project Board and addressed?	
Method/strategy adopted for M&E	Addressed comments from the mid-term review
Responses to specific assessment components	No significant inconsistencies were found. Comments from the mid-term review were addressed.
Scale (0-100%) of achievement	90%
Output Evidences	Project board meeting minutes MTR Reports
Evidence folders	Interim Review comments
12. Extent of the Project Board's role in M&E activities?	
Method/strategy adopted for M&E	Progress is monitored during Project Board meetings.
Responses to specific assessment components	Each Board meeting begins with a project progress presentation. The data presented is used for decision-making. The Project Board reviews progress, data, and evaluation findings, and discusses performance, challenges, and required corrective actions. Based on these reviews, they make decisions, approve changes, or provide guidance for implementation. Although the Board does not participate collectively in M&E progress review meetings, some members contribute individually within their areas of expertise, offering guidance, feedback, and support to ensure effective monitoring.
Scale (0-100%) of achievement	85%
Output Evidences	Project board meeting minutes
Evidence folders	Project Board meeting minutes

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Annex 15. Details of Coherence Reviewed by the Final Evaluation

Table 15.1. Internal Coherence – Coherence across other globally funded development projects

Coherence Assessment Components / Project No. Assessed	
Project No. 1 Smallholder farmer resilience through innovative financing project (Integrated backyard poultry (homegarden) and market development project in Vavuniya district)	
Funding agency	Lacoste Foundation and Hirdaramani
Implementing agency	PALM foundation
Project operating region	Vengala Chettikulum and Vavuniya South Divisional Secretariat divisions in Vavuniya district
Project period	March-Sep 2024
Kind of involvement of CRIWMP	Capacity building on climate-smart agriculture and irrigation practices relevant to homegardens. Provided baseline data and beneficiary targeting support in overlapping GN divisions. Facilitated linkages with cascade-level farmer groups to align poultry and home garden interventions.
Scale of Support of Each Involvement	Moderate
Impact Made on Project Outcome	Improved household food security and nutrition through diversified farming practices (poultry + homegardens). Water saving efficiency improved Improved household income through enhanced market linkages
Challenges/Difficulties Faced	M&E / Reporting difficulties Multiple stakeholder engagement
Lesson Learned	Coordinated beneficiary identification enhances efficiency and prevents duplication Supply chain strengthening is critical to sustain farmer incomes and market stability.
Evidence	UNDP-Lacoste Project Report Final
Project No. 2 Increased resilience of women micro-entrepreneurs through the support for production, processing, and creating marketing avenues for the enterprises	
Funding agency	UNDP
Implementing agency	SAPSRI (South Asia Partnership Sri Lanka)
Project operating region	Anamaduwa and Nawagattegama Divisional Secretariat Divisions (DSDs) in the Puttalam district

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Coherence Assessment Components / Project No. Assessed	
Project period	Sep-Dec, 2023
Kind of involvement of CRIWMP	CRIWMP's climate-resilient water management interventions (sprinkler irrigation, maize cultivation, poultry rearing) were directly aligned with project outputs CRIWMP's livelihood diversification framework was reinforced through the establishment of Thambapanni Green Entrepreneurs Forum
Scale of Support of Each Involvement	Moderate
Impact Made on Project Outcome	Improved household food security through maize and poultry production and productivity improvement interventions. Enhanced women's resilience and income diversification, particularly for low-income, disabled, and women-headed households. Strengthened local markets and supply chains
Challenges/Difficulties Faced	Dry period during maize cultivation. Short implementation period created procurement and coordination delays.
Lesson Learned	Training design must be tailored to beneficiary needs and market opportunities. Integration with CRIWMP networks strengthens coherence and market linkages
Evidence	UNDP-PPM Report Final
Project No. 3 Economic upliftment of vulnerable farming communities and addressing food security	
Funding agency	UNDP- and co-financing from CITI Foundation, FAO, WHO, MOH, Hemas Holdings, Dilmah Ceylon Tea Company, Brandix Apparel Limited, Daraz Sri Lanka, O Doc, Japan International Cooperation Agency (JICA), Government of Japan, Royal Thai Embassy in Sri Lanka, Dialog Axiata Sri Lanka, Sarvodaya and UN Global Compact Network Sri Lanka.
Implementing agency	Janathakshan: Trincomalee UNDP: Polonnaruwa PALM: Vavuniya
Project operating region	Polonnaruwa, Trincomalee, Kurunegala, Vavuniya, Anuradhapura, Mannar, Puttalam
Project period	Maha 2022-2023

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Coherence Assessment Components / Project No. Assessed	
Kind of involvement of CRIWMP	Interventions (Other Field Crops (OFC)/pulses cultivation, backyard poultry value chain) are implemented in CRIWMP project areas in collaboration with the Department of Provincial Agriculture and Department of Agrarian Development. Farming beneficiaries comes under the Climate Resilient Water Management project CRIWMP served as the geographic entry points for backyard poultry interventions targeting 500 women micro-entrepreneurs (developed backyard poultry value chain in rural and semi urban areas in the 7 districts CRIWMP is implemented) CRIWMP's extension networks were leveraged to deliver training programs on seed production, poultry management, and climate-smart agriculture.
Scale of Support of Each Involvement	Moderate
Impact Made on Project Outcome	Livelihood diversification: Backyard poultry value chains increased household protein intake and income, complementing CRIWMP's resilience objectives. Institutional coherence: Both projects implemented in collaboration with Department of Agrarian Development and Provincial Agriculture ensuring better coordination
Challenges/Difficulties Faced	Seed and input shortages due to import restrictions and economic crisis. Extension service collapse (noted in the facility document) required CRIWMP's networks to fill gaps. Market demand fluctuations for pulses and poultry products created uncertainty for smallholder incomes. Coordination complexity with multiple private sector partners (Citi, Brandix, Hemas, Dilmah, Daraz) required harmonization with CRIWMP's government-led approach.
Lesson Learned	Joint design from inception (UNDP + CRIWMP) ensures coherence and avoids fragmented interventions. Cascade-level targeting is effective for scaling food security interventions. Private sector partnerships can complement CRIWMP's technical expertise, but require strong coordination mechanisms. Diversification of crops and poultry enhances resilience against climate and economic shocks.
Evidence	UNDP-CITI-End of Project Report 2.0.pdf

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Coherence Assessment Components / Project No. Assessed	
Project No. 4 Strengthening smallholder farmers and micro/home-based agriculture industries for enhanced food & livelihood security	
Funding agency	Japanese Supplementary Budget (JSB) - UNDP
Implementing agency	Janathakshan (Guaranteed) Limited PALM Foundation South Asia Partnership Sri Lanka Sri Lanka Red Cross Society
Project operating region	Dry Zone districts of Mannar, Kilinochchi, Mullaitivu, Trincomalee, Vavuniya, Anuradhapura, & Polonnaruwa
Project period	May 2023 – March 2024
Kind of involvement of CRIWMP	Provide poultry feed production center to the Gal Oya Green Women's Society Provide Eco-friendly roadside marketplace Improve home gardens CRIWMP contributed technical inputs on climate-resilient agriculture and irrigation Assist in improving nutritional and food security through livelihood improvement CRIWMP supported community-level coherence by aligning its livelihood diversification component with JSB's poultry and micro-enterprise development
Scale of Support of Each Involvement	High
Impact Made on Project Outcome	Enhanced food security Livelihood diversification Institutional sustainability: created strong market linkages
Challenges/Difficulties Faced	Economic crisis impacts: Input shortages, rising feed costs, and collapsed hatcheries required rehabilitation. Short implementation period
Lesson Learned	Women-led poultry enterprises build resilience when supported with training, feed, and market access. Joint monitoring and evaluation frameworks improve efficiency and allow adaptive management.
Evidence	UNDP-Final Progress report-JSB-Food Security-2024.pdf

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Coherence Assessment Components / Project No. Assessed	
Project No. 5 Support for crisis relief (Thai project)	
Funding agency	UNDP (Thai Funded)
Implementing agency	Sri Lanka Red Cross Society
Project operating region	Rural communities in Kurunegala District
Project period	Sep to Dec 2023
Kind of involvement of CRIWMP	Technical inputs on sprinkler irrigation systems livelihood diversification framework aligned with backyard poultry and home garden interventions.
Scale of Support of Each Involvement	Moderate
Impact Made on Project Outcome	Improved water efficiency and crop yields through sprinkler irrigation, reinforcing CRIWMP's climate agenda. Strengthened household food security via backyard poultry Enhanced local market linkages
Challenges/Difficulties Faced	Limited water resources Price fluctuations during the economic crisis
Lesson Learned	The key lesson learned from the Thai project is that with advanced irrigation systems, cultivation can be carried out throughout the year. Water supply remains the most limiting factor for continuous cultivation.
Evidence	UNDP-Thai Fund from PPM Report-SLRCS (Kurunegala)_11-04.2024
Project No. 6 Design and Piloting of an Integrated Social Protection Model for the New Poor	
Funding agency	Government of Luxembourg via UNDP Funding Window on Poverty and Inequality
Implementing agency	UNDP
Project operating region	Anuradhapura, Polonnaruwa, Trincomalee, Vavuniya, Kurunegala
Project period	2023-2024

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Coherence Assessment Components / Project No. Assessed	
Kind of involvement of CRIWMP	Complemented climate smart agricultural interventions carried out through CRIWMP by reestablishing farmers' markets as community-owned and managed sales points for both agricultural and non-agricultural products across five districts in the dry zone. CRIWMP's climate-smart agriculture practices (rainwater harvesting, organic farming, poultry rearing) were scaled up through the social protection model. Project employed integrated approaches by building on and integrating UNDP's work on climate-resilient agriculture in the dry zone, exemplified by the CRIWMP. It also integrated activities in the farm-to-market chain by developing value chains and reestablishing district-level Farmers Markets.
Scale of Support of Each Involvement	High
Impact Made on Project Outcome	Strengthened farm-to-market linkages. Improved household nutrition and food security by integrating poultry and home garden interventions. Enhanced women's economic empowerment
Challenges/Difficulties Faced	Transportation constrains for mobile markets Market competition
Lesson Learned	Proper market linkages remain the most significant constraint, and this issue needs to be addressed across all value chains.
Evidence	Design and Piloting of an Integrated Social Protection Model for the New Poor

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Table 15.2. External Coherence – Coherence across other government programmes and other externally funded development programmes

Coherence Assessment Components / Project No. Assessed	
Project No. 1 Wari Saubagya (National Irrigation Modernization & Reservoir Rehabilitation Programme)	
Funding agency	Government of Sri Lanka
Implementing agency	Ministry of Irrigation
Project operating region	Need updating
Project period	Need updating
Kind of involvement of CRIWMP	• Joint rehabilitation of minor tanks & canals • Technical collaboration on watershed management • Alignment of irrigation development plans
Scale of Support of Each Involvement	High - Wari Saubagya rehabilitated >10,000 minor irrigation structures nationally; CRIWMP collaborated in overlapping GN divisions particularly in Kurunegala, Puttalam & Anuradhapura
Impact Made on Project Outcome	• Improved efficiency & durability of CRIWMP-supported irrigation systems • Reduced duplication of infrastructure investments • Expanded water availability and climate resilience in project areas
Challenges/Difficulties Faced	• Overlapping responsibilities between central and provincial agencies • Coordination delays during infrastructure planning • Differences in technical standards (designs, quality control)
Lesson Learned	• Early joint planning avoids duplication • Standardizing technical specifications improves interoperability • Integrated scheduling reduces implementation delays
Evidence	• Joint site visit reports • Technical design approvals • Progress reports of both programmes • Before–after photographs of rehabilitated tanks
Project No. 2 Government Food Security Programmes (2020–2025) – (including “Saubhagya Home Gardening,” “National Food Production Programme,” & seasonal crop support schemes)	
Funding agency	Government of Sri Lanka
Implementing agency	Ministry of Agriculture
Project operating region	Eastern Province, North Central Province, Northwestern Province, Northern Province
Project period	2022-2023

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Coherence Assessment Components / Project No. Assessed	
Kind of involvement of CRIWMP	• Extension services & farmer training • Distribution of seed material and fertilizer to CRIWMP beneficiary farmers • Promotion of climate-resilient and short-duration crop varieties
Scale of Support of Each Involvement	Moderate to High - Supported thousands of beneficiary farm households that also fall under CRIWMP's targeted cascades
Impact Made on Project Outcome	• Enhanced household food security in CRIWMP areas • Increased adoption of climate-resilient crop varieties • Strengthened the project's livelihood diversification component
Challenges/Difficulties Faced	• Seasonal budget limitations affected timely seed distribution • Policy shifts (import controls, fertilizer bans, etc.) disrupted extension messages
Lesson Learned	• Need adaptive, evidence-based extension advice • Joint beneficiary targeting increases reach & efficiency • Multi-year planning reduces disruptions from policy changes
Evidence	• Farmer beneficiary lists • Training attendance sheets • Distribution records • Crop yield comparison data
Project No. 3 SARP Project (Smallholder Agribusiness and resilient project)	
Funding agency	Government of Sri Lanka
Implementing agency	Ministry of Agriculture (Agrarian Service Centers and Agrarian Banks)
Project operating region	Island wide (need to Double checked)
Project period	2024-2025
Kind of involvement of CRIWMP	In response to a request from the Project Director of the Smallholder Agribusiness and Resilience Project (SARP), the CRIWMP M&E unit provided a detailed report on capital and related investments carried out by CRIWMP in Agrarian Service Centres (ASCs) within project districts. This included district-wise and ASC-wise information on infrastructure upgrades, equipment provisions, and institutional strengthening activities.
Scale of Support of Each Involvement	Medium

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Coherence Assessment Components / Project No. Assessed	
Impact Made on Project Outcome	Facilitating Complementarities Between Projects The information enabled SARP to understand the existing level of government and foreign-funded interventions in ASCs and avoid duplication of efforts. As a result, SARP could design its sub-project investments in a way that complements, rather than overlaps with, CRIWMP interventions. Supporting National-Level Planning and Resource Optimization By providing transparent investment data, CRIWMP contributed to more efficient resource planning at national level. This helped SARP identify gaps in ASC capacity and align new investments with actual needs—reducing inefficiencies and strengthening public sector service delivery. Enhancing Institutional Coordination and Knowledge Sharing The data sharing exercise strengthened inter-project coordination within the Ministry of Agriculture, Land Livestock and Irrigation and improved information flow across development partners.
Challenges/Difficulties Faced	None
Lesson Learned	None
Evidence	Circulated emails and provided reports
Project No. 4 SARP Project (Smallholder agribusiness and resilient project) and Climate Smart Irrigated Agriculture Projects	
Funding agency	Government of Sri Lanka
Implementing agency	Department of Agrarian Development
Project operating region	Cascade systems mainly in the Dry Zone of Sri Lanka
Project period	2023 onwards
Kind of involvement of CRIWMP	Joint development of the Cascade Management Circular, including formulation of objectives, roles, and responsibilities, operational procedures of Cascade Management Committees (CMCs), coordination mechanisms among agrarian, irrigation, forest, and other stakeholder agencies
Scale of Support of Each Involvement	High

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Coherence Assessment Components / Project No. Assessed	
Impact Made on Project Outcome	Strengthened institutional sustainability. The circular formalized structures such as Cascade Management Committees (CMCs), ensuring CRIWMP's institutional models will be adopted beyond the project period. Improved alignment and avoid duplication. With all three projects using one standardized approach, community-level confusion was minimized, and interventions became complementary rather than overlapping. Enhanced credibility and visibility of CRIWMP The project's technical expertise was recognized at national level, contributing to policy harmonization and reinforcing Outcome-level achievements on governance and water resource management.
Challenges/Difficulties Faced	DAD's continued leadership is essential, as certain responsibilities cannot be left solely to the projects
Lesson Learned	Joint design from the start leads to better alignment and fewer field-level conflicts
Evidence	Circulars and meeting agenda's
Project No. 5 Strengthening the climate resilience of subsistence farmers and agricultural plantation communities of the Knuckles mountain range (Knuckles Project)	
Funding agency	GCF Knuckles Project,
Implementing agency	Ministry of Agriculture, Livestock, Land and Irrigation (Need updating)
Project operating region	Knuckles region
Project period	2023 onwards
Kind of involvement of CRIWMP	At the project's outset, CRIWMP provided logistics, administrative support, and technical staff assistance. During the initial phase, the project staff operated from the CRIWMP office until their own building was ready. The CRIWMP Project Director also served as the Deputy Project Director for this initiative, and CRIWMP staff supported the project's inception, baseline study, and first-year APR reporting.
Scale of Support of Each Involvement	Very High
Impact Made on Project Outcome	CRIWMP's early-stage support—through logistics, administration, temporary office space, and technical staff inputs—helped the GCF Knuckles project start smoothly. Their involvement in inception, baseline development, and first-year reporting ensured timely planning, accurate

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Coherence Assessment Components / Project No. Assessed	
	data, and alignment with government procedures, providing a strong foundation for effective project implementation
Challenges/Difficulties Faced	In later stages, the project increasingly relied on its newly recruited staff for implementation, requesting less external support. This shift provided the team an opportunity to build internal capacity and take greater ownership of project activities.
Lesson Learned	By getting the support from beginning implemented projects under similar donor make the work easy, and accurate and support to overcome challenges at the beginning specially in beginning year, planning, Reporting, Inception work etc.
Evidence	Circulated E mails Cabinet paper

Annex 16. Signed Evaluation Consultant Agreement Form

Docusign Envelope ID: 5B87266A-5147-44EB-9229-C13051405014

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UNITED NATIONS DEVELOPMENT PROGRAMME

IN WITNESS WHEREOF, the Parties hereto have executed this Contract.

By signing below, I, the Individual Contractor, acknowledge and agree that I have read and accept the terms of this Contract, including the General Conditions of Contracts for Individual contractors available on UNDP website at www.undp.org/procurement **and attached hereto in Annex II which form an integral part of this Contract, and that I have read and understood, and agree to abide by the standards of conduct set forth in the Secretary-General's bulletins ST/SGB/2003/13 of 9 October 2003, entitled "Special Measures for Protection from Sexual Exploitation and Sexual Abuse" and ST/SGB/2002/9 of 18 June 2002, entitled "Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission", and UNDP's policy on "Harassment, Sexual Harassment, Discrimination and Abuse of Authority" set forth in the Programme and Operations Policies and Procedures.**

[X] The Individual Contractor has submitted a Statement of Good Health and confirmation of immunization.

AUTHORIZING OFFICER:	**INDIVIDUAL CONTRACTOR:** BRENT ALAN TEGLER
Name; Buddika Hapuarachchi - Policy Specialist and Team Leader	**Name;**
Signature; DocuSigned by: 9E4CE04E5981492...	**Signature;** Docusigned by: Brent Alan Tegler 6704D56C033A45E...
Date; 10-Sep-2025	**Date** 15-Sep-2025

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Annex 17. Signed Final Evaluation Report Clearance Form

Final Evaluation Report for Strengthening the Resilience of Smallholder Farmers in the Dry Zone to Climate Variability and Extreme Events Through an Integrated Approach to Water Management: (Reference No. PIMS#5752). **Reviewed and Cleared By:**

Commissioning Unit (M&E Focal Point)

Name: Sureka Perera, Programme Quality and Design Analyst, UNDP Sri Lanka

Signature: Signed by: Sureka Perera 14947AA81FC0427... Date: 26-Jun-2026

Regional Technical Advisor (Climate Hub)

Name: Aishath Azza

Signature: DocuSigned by: 0858E791B624473... Date: 26-Jun-2026

Principal Technical Advisor – Climate Hub

Name: Yusuke Taishi

Signature: DocuSigned by: BC7A00611F13426... Date: 26-Jun-2026

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Annex 18. Final Evaluation Audit Trail

The Final Evaluation Audit Trail is provided in a separate file.

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