



Australian Government

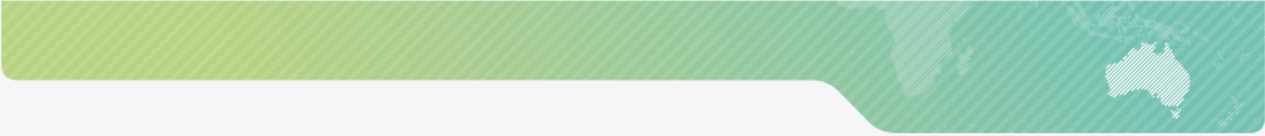
Department of Foreign Affairs and Trade



AID PROGRAM PERFORMANCE REPORT 2016-17

Sri Lanka

September 2017



SRI LANKA AID PROGRAM PERFORMANCE INFORMATION

2016-17

SUMMARY

This report summarises the performance of Australia's development program in Sri Lanka from July 2016 to June 2017 against the Sri Lanka Aid Investment Plan 2015-19.

The Sri Lanka Aid Investment Plan (AIP) sets three objectives for achievement by 2019: expand economic opportunities for the poor; support government to be more responsive to the needs of citizens and the private sector; and increase gender equality.

Seven years after a protracted civil conflict, Sri Lanka's ongoing prosperity and its ability to foster reconciliation remain mutually dependent. The AIP's guiding logic is that reconciliation requires the promotion of inclusive sharing of the dividends of peace. To this end, our development program supports pro-poor economic growth across all provinces and districts, efficient formation and delivery of public policy, and the full participation of women and persons with a disability in political and socio-economic life.

Sri Lanka's national unity government, comprised of both main political parties, has begun a program of political reform including implementing a national reconciliation package and drafting a new Constitution as well as economic reforms to boost revenues, economic growth and jobs. It will be important for these processes to continue.

Over the past year, we continued to move our development relationship with Sri Lanka to a mature economic partnership. Working closely with the World Bank, we provided policy and technical advice to support the government to implement its economic reform agenda, which has included a new national tourism strategy, a national trade policy and a roadmap on investment climate reform. We co-invested with local business to diversify Sri Lanka's tourism products and services and to produce new goods for export and additional income for poor men and women. We partnered with the tourism industry to identify opportunities and new ways of delivering workforce training in Eastern Province. We launched a partnership with the International Finance Corporation to create quality work pathways for women, and continued to facilitate deeper links between Australian and Sri Lankan people and organisations. We contributed humanitarian assistance in response to a drought which began in late 2016 and to floods and landslides in May 2017. At the request of the Government of Sri Lanka, we helped female candidates prepare for upcoming local government elections and funded the United Nations to provide policy advice to the Secretariat for the Coordination of Reconciliation Mechanisms. Overall, the program is largely on track and performing as expected.

The ambition of the objectives we have set for ourselves, and the challenging political and economic context in Sri Lanka, combine to ensure the journey from investment inputs to achievement of program objectives will not be linear.

Total Australian aid to Sri Lanka in 2016-17 amounted to \$29 million, with the bilateral component being \$20.4 million. Australia ranks sixth in the list of Development Assistance Committee (DAC) of the OECD donors to Sri Lanka. Unlike most donors, Australia's contribution is grant aid rather than concessional lending. At only 5.4 per cent of total ODA to Sri Lanka, Australian aid to Sri Lanka is modest.

EXPENDITURE

Table 1 Total ODA Expenditure in FY 2016-17

Objective	A\$ million	% of total ODA
Objective 1 Expand economic opportunities for the poor	4.47	15
Objective 2 Support government to be more responsive to the needs of citizens and the private sector	10.34	36
Objective 3 Increase gender equality	5.59	19
<i>Sub-Total Bilateral</i>	<i>20.40</i>	<i>70</i>
Regional and Global	8.7	30
Other Government Departments	-	-
<i>Total ODA Expenditure</i>	<i>29</i>	<i>100</i>

PERFORMANCE AGAINST STRATEGIC OBJECTIVES

Objective	Previous Rating	Current Rating
Objective 1 Expand economic opportunities for the poor	Amber	Green
Objective 2 Support government to be more responsive to the needs of citizens and the private sector	Green	Green
Objective 3 Increase gender equality	Amber	Green

Note:

■ Green. Progress is as expected at this stage of implementation and it is likely that the objective will be achieved. Standard program management practices are sufficient.


■ Amber. Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the objective is to be achieved. Close performance monitoring is recommended.

■ Red. Progress is significantly less than expected at this stage of implementation and the objective is not likely to be met given available resources and priorities. Recasting the objective may be required.

OBJECTIVE 1 – EXPAND ECONOMIC OPPORTUNITIES FOR THE POOR



The assessment of progress towards this objective was raised to a green rating, following an amber rating in last year's APPR as investments are performing in line with expectations, with some exceeding expectations. The combined impact of the North East Local Services Improvement Project (NELSIP), Local Empowerment through Economic Development (LEED) program, Market Development Facility (MDF) and the Community Forestry partnership (and the longer-term impact of the now-completed Australian Community Rehabilitation Program Phase 3) has seen an increase in the percentage of targeted populations who have



received an increase in net additional income. This increase has met the performance benchmark and was driven largely by improvements in the effectiveness and efficiency of the Economic Opportunities for the Poor (EOP) Program, the cornerstone investment for this objective. The EOP funds the following activities: the Market Development Facility (MDF), which enters into business advisory partnerships with small to medium-sized businesses in tourism and related sectors; the Skills for Inclusive Growth program (S4IG), which builds the marketable skills of poor men and women in the tourism industry in conflict-affected Eastern Province and Polonnaruwa district; and the Local Empowerment through Economic Development (LEED) project, which links fisheries and agricultural primary producer groups into domestic and export supply chains.

LEED, the most mature of the activities, continues to meet, and in some cases exceed, expected progress toward its key intermediate output: that LEED's target producer associations and micro, small and medium enterprises in the Northern Province help drive, and have a fair share in, local economic growth. As an example, in fisheries, 140 fishing households had their debt wiped off and annual dividends of approximately AU\$400 per family were shared with 700 fisher families due to an increase in income, which was in line with expectations. Expectations were exceeded in LEED's work in the fruit and vegetable sector, with the number of farmers engaged in commercial cultivation of fruit and vegetables increasing from 450 to 900 across three of the largest and best established farmers' cooperatives in the program. This is an example of where our targeted investment is improving the resilience of farmers, helping them sustainably improve their enterprises and incomes. Households and enterprises that have better economic resilience are generally more able to cope with and recover from unexpected shocks and disasters. The challenge for the LEED project now is to broaden its impact by communicating its approach in a way that creates a demonstration effect and by starting to tackle more complex challenges like climate resilience, sustainability of fisheries, cooperative governance, and access to premium international markets.¹

MDF has produced mixed results, although, following a slow start-up in the previous reporting period, is quickly improving. By the end of 2016-17, all 17 planned partnerships were in place. However, not all outputs were met: 4,498 people gained a net additional shared income of US\$195,000, where the initial target was to benefit 26,200 people. On the other hand, the activity leveraged private funds of US\$259,000 through an investment of US\$74,000 which is a 1:3 ratio, and in line with the activity's objectives. With the target number of new partnerships being reached and existing partnerships maturing quickly, the investment is tracking in the right direction. The MDF team also finalised a detailed analysis of poverty and gender in Sri Lanka that identified how key drivers of exclusion can be tackled in partnership with the private sector. This is now guiding partner selection and business support.²

S4IG commenced implementation as planned in January 2017. Staff recruitment and baseline and activity design research are well advanced, with an initial activity supporting local Chambers of Commerce to deliver video-based training on-the-job in basic skills about to commence. The first outputs of S4IG will be reported on in next year's APPR.³

Australia's long-running Community Forestry partnership with the Forestry Department in Sri Lanka ended in December 2016. An independent completion report found that the investment has reduced 'chena' or 'slash and burn' cultivation, established a network of sustainable new forest plots that could increase carbon storage and contributed to increases in income for local poor men and women. Additional income was generated from a combination of direct payments for labour work and diversification of household economic activities through the establishment of new micro enterprises and home gardens.⁴

¹ Local Empowerment through Economic Development (LEED) Project, Impact Study Series: #4. Summary Report. July 2016.

² Sourced from Market Development Facility Monthly Donor Updates.

³ See Skills for Inclusive Growth Design Concept at <http://dfat.gov.au/about-us/business-opportunities/tenders/Pages/sri-lanka-skills-for-growth-program-design.aspx>

⁴ Sri Lanka Community Forestry Program (SLCFP) Independent Completion Report April 2017.

OBJECTIVE 2 – SUPPORT GOVERNMENT TO BE RESPONSIVE TO THE NEEDS OF CITIZENS AND THE PRIVATE SECTOR



Progress toward this objective continues to be in line with expectations. However, the performance benchmark of increased satisfaction of citizens and private sector with national and sub-national government performance has only been partially achieved. Whilst our programs have supported the government to respond to the needs of people and business, with tangible results, satisfaction ratings were mixed and affected by broader perceptions of Sri Lankan government.

A major achievement over the past year being the finalisation of the design of a new cornerstone investment, Governance for Growth (G4G). Implementation of the investment will now begin over the next reporting period. The investment will establish a monitoring, evaluation and learning (MEL) system that informs both G4G and other Australian aid investments in Sri Lanka.

As a precursor to G4G, DFAT invested \$2.7 million into the World Bank's *Unleashing the Competitiveness Potential of Sri Lankan Enterprises* program of diagnostics, advice and capacity building. This is focused on improving the investment regime, supporting the Sri Lankan government's business environment reform agenda and strategically developing a competitive and sustainable tourism sector. Outputs have been consistent with expectations, with the most notable progress being the development of a new tourism strategy, a new trade policy and a Roadmap on Investment Climate Reform. Toward the end of the reporting period, the Sri Lanka program also entered into a new two-year arrangement with the World Bank to deliver a further \$6 million program of diagnostics, advice and capacity-building focused on trade policy, strengthening export competitiveness, promoting innovation and entrepreneurship, and reducing the market distortions created by State Owned Enterprises.⁵ In addition to assisting Sri Lanka's economic reform program, this investment helps Sri Lanka meet criteria that will trigger over US\$400 million in loans and state spending from the World Bank, JICA and the Sri Lankan government itself.

Devolution of power is a reconciliation issue in post-war Sri Lanka and our Subnational Governance Program (SNGP), delivered by The Asia Foundation, performed solidly over the year. Pilot sites were selected; local government resource centres were established within Provincial Councils; a Gender Equality and Social Inclusion (GESI) institutional assessment was carried out in 27 Local Authorities (LAs) to design customized gender sensitivity training and inform LA resource allocations to better align with the priorities of women and girls. The e-Citizen Report Card, budget monitoring tool, and revenue management tool were all implemented in pilot LAs, with 7 out of 9 pilot LAs acknowledging inputs provided by SNGP in published budget documents. An independent assessment found that LAs were completing budget formulation processes in days that previously took weeks. SNGP is also currently finalising a country-wide Business Environment Barometer Survey, and developing tools such as System for Asset Management and Revenue

⁵ See Program Launch: Enhancing the Trade and Competitiveness Potential of Sri Lanka's Private Sector at <http://www.worldbank.org/en/news/press-release/2017/03/24/program-launch-enhancing-trade-competitiveness-potential-sri-lanka-private-sector>

Generation, which should assist LAs capture hitherto unrecorded revenue and more efficiently manage existing assets.⁶

Older World Bank-managed projects in which DFAT invested over a number of years – the North East Local Services Improvement Project (NELSIP) and the Transforming the School Education System Project (TSEP) – are both nearing finalisation and have achieved results in line with original expectations. In addition to delivering substantive outputs in the form of schools and local community infrastructure, they have also improved the ability of national, provincial and local governments to plan, budget and deliver services, especially in former conflict areas. In the case of NELSIP, this has also involved building the capacity of local governments to engage with a broad cross-section of the community, including women, in planning, prioritising and implementing infrastructure projects. Monitoring of both World Bank investments confirmed they met their targets for 2016-17.⁷

For DFAT supported programs, there is evidence of satisfaction. Surveys conducted under the NELSIP program highlight that 80 per cent of respondents are satisfied with the effectiveness of the service delivery of their respective local authority. TAF is working with six local authorities on full and proactive disclosure of information to citizens, however, a ‘business barometer’ survey found that out of eight indicators, support from local institutions was the second lowest ranked indicator. World Bank interaction with the private sector indicates that their assessment of economic reform progress is mixed. Implementation of a One-Stop- Shop for prospective business is progressing more slowly than the private sector expected and Sri Lanka dropped one place on the ‘Ease of Doing Business’ Index during the reporting period. However, good progress has been made towards a national trade policy and progressing the development of a National Single Window for Trade Facilitation. A national tourism strategy was finalised in the reporting period.

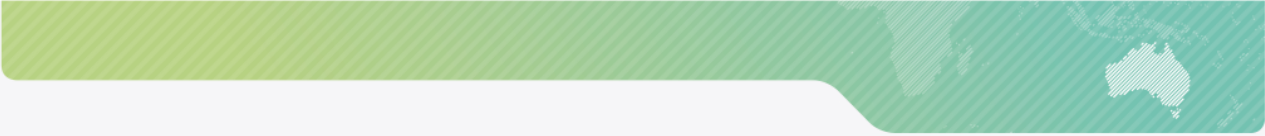
OBJECTIVE 3 – INCREASE GENDER EQUALITY



Progress toward this objective was on track over the reporting period. The performance benchmark of increasing the percentage of women in formal and informal employment was met primarily through the ILO LEED program’s success in providing jobs for women among the fishing cooperatives with which it works in Sri Lanka’s north and east. More broadly, the finalisation of the Women in Work investment design and signing of an agreement with the International Finance Corporation for its implementation meant that a key investment which had been slightly delayed is now progressing. This is a significant (\$15 million) women’s economic empowerment project that seeks to improve the employment of women in large businesses,

⁶ Sri Lanka Subnational Governance Program Annual Report, January 27, 2017; Sri Lanka Subnational Governance Program Bi-Annual Report, July 31, 2017.

⁷ Sri Lanka North East Local Services Improvement Project 15th Implementation Review and Support Mission Aide Memoire, May 2017; Sri Lanka Transforming the School Education System as the Foundation of a Knowledge Hub (TSEP), Annual Progress Report – 2016, The World Bank, December 2016.



access of female-headed enterprises to investment and inclusion in significant business supply chains of female-headed/friendly enterprises.

Also working to leverage better outcomes for women in the private sector are the MDF and S4IG activities. The MDF's household-level analysis of poverty and gender dynamics is improving its ability to target the right types of partners in the right sub-sectors for increasing women's employment and income-generating activities for women.⁸ The S4IG program is also ensuring all its preliminary analysis is gender sensitive and uses sex-disaggregated data and has appointed two female district coordinators (out of a total of four coordinators) to manage activity implementation.

During the reporting period, the Sri Lankan government introduced an amendment to the Local Government Act, which will see the introduction of a 25 per cent quota for female representation in local authorities (female representative sits currently at 1.8 per cent). DFAT is supporting this initiative by investing into two pilot projects: the International Foundation for Electoral Systems' (IFES) Promotion of Women's Electoral Representation in Sri Lanka (POWER) program (\$500,000) and the Women in Learning and Leadership (WILL) project (\$650,000) delivered by Search for Common Ground. Outputs, such as support for the Sri Lanka Electoral Commission's *She Leads Sri Lanka* nationwide women's leadership training (IFES) and Women Parliamentarian's Caucus events (Search for Common Ground), are being delivered in line with expectations and generating significant public diplomacy (which also contributes to the changing of attitudes which is at the heart of the projects' theories of change). As with the World Bank pilot project, the impact of these activities will become more evident over the next reporting period.⁹

A drag on performance against this objective was the challenge faced by NELSIP, a project with a history of low Aid Quality Check (AQC) ratings on gender equality, to build on its improvements in the previous reporting period. Female participation in NELSIP Social Audit Committees stalled at 40% in the Northern and Eastern Provinces respectively. Part of the issue has been the weakness of the project's monitoring and evaluation system to provide a qualitative, gender-focused assessment of project outputs and outcomes. DFAT has observed during field missions that the infrastructure being delivered through the project is having a positive impact on women's lives (for example increased income generation through market-places). It is noticeable though that the increase in the number of women using formal complaints mechanisms, delivery of a gender action plan, and gender training delivered to a wide variety of government agencies has not resulted in expected improvements in government capacity.

DFAT continued over the past year to use TSEP to raise gender equality considerations in education. An activity completed in 2015-16 was the DFAT-initiated, TSEP-funded study into the higher level of school drop-out rates of boys. This report will be published as a part of the World Bank's development series in the coming months. The Australia Awards program in Sri Lanka continued its trend in providing more awards to women than men; this was a purely merit-based outcome and did not require application of special measures or a quota for women. Australia Awards also continued to follow a disability inclusive approach to the application, decision-making and implementation process. Over the reporting period, the Australian Volunteers program placed four volunteers into disability-related positions of high need, including a Special Needs Education Adviser, an Audiology Education Adviser and two Speech Pathology Trainers at two of the leading universities in Colombo.

⁸ Household Analysis of Poverty and Gender Dynamics in Sri Lanka: Drivers of Exclusions. Market Development Facility, March 2017, available at http://marketdevelopmentfacility.org/?type=publication&posting_id=7714

⁹ See IFES Launches POWER Program to Promote Women's Political Participation in Sri Lanka at <http://www.ifes.org/news/ifes-launches-power-program-promote-womens-political-participation-sri-lanka>; WILL – Women in Learning and Leadership at <https://www.sfcg.org/will-women-learning-leadership/>



MUTUAL OBLIGATIONS

Over the last year, the Sri Lankan government faced challenges in implementing its political and economic reform agenda and internationally-endorsed transitional justice process. Overall, the country context has not shifted markedly since the previous reporting period and the AIP's development logic and Australia's existing government-to-government agreements remain valid.

An updated Sri Lanka-Australia Development Cooperation Memorandum of Understanding was signed in March 2017. The MOU establishes the framework principles that guide the partners' relationship. It commits the Sri Lankan government to work with the Australian government to promote the achievement of the Sustainable Development Goals, regularly review projects, ensure transparent sharing of data and assist in facilitating Australian projects, such as ensuring tax arrangements are in line with Australia-Sri Lanka Double Taxation Avoidance Agreement. More specific sets of mutual obligations are then established at the investment or activity level. For example, Subsidiary Arrangements are in place with the Sri Lankan Ministry of Tourism for the MDF and the Ministry of Skills Development for S4IG. These require the relevant ministries to contribute to project oversight, facilitate project implementation and engage in project reporting. The Sri Lankan government met its commitments under these Subsidiary Arrangements over the reporting period. The Sri Lankan government has also prepared a new national tourism strategy and national trade policy, both significant pieces of work for which technical advice was funded under the Governance for Growth investment.

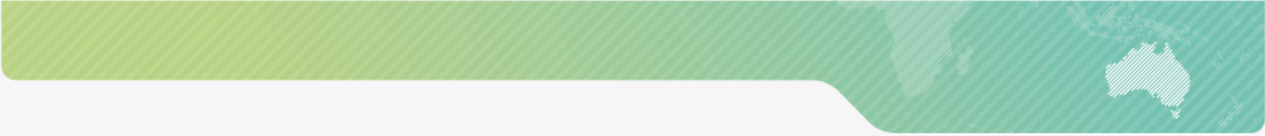
Under the TSEP investment, the Sri Lankan government is required to achieve Disbursement Linked Indicators each year in order to receive tranche funding. Those indicators were met in 2016-17, as independently verified by the Sri Lanka Association for the Advancement of Education. Under NELSIP, the majority of local authorities met agreed performance benchmarks, such as completion of audited financial statements and finalisation of participatory development plans. Similarly, under the TAF projects, local authorities and the Northern Provincial Council have agreed to implement administrative and structural changes in return for project assistance.

PROGRAM QUALITY

Internal Aid Quality Check (AQC) ratings for the Sri Lanka program were satisfactory to good, indicating a level of investment performance consistent with the previous year. There was no significant difference between AQC and Final AQC scores. The Efficiency rating on the EOP investment improved to 'Satisfactory' largely due to improvements in the implementation of the MDF. Given that MDF and S4IG are both relatively complex activities implemented by managing contractors on a milestone payments basis, effective DFAT management of those contracts will be critical to the ongoing efficiency of the EOP investment. Ratings for its monitoring and evaluation processes highlight another area of the relationship with the managing contractors that will need to be improved over the coming year. The NELSIP investment, having improved its gender equality rating to 'Satisfactory' last year, dropped back to 'Unsatisfactory' over the reporting period. This was largely due to inadequate availability of sex-disaggregated monitoring and evaluation data to establish impact, but was combined with a lack of anticipated improvement in partner capacity in this area and lower than desired representation of women on Social Audit Committees. Overall, the AQCs signalled that monitoring and evaluation was an area requiring greater DFAT and partner investment of resources over the coming year.

MANAGEMENT ACTIONS

This year we will focus on ensuring that our new investments are inclusive of, and responding to, the needs of women and people with disability, and that we are providing the Sri Lankan government and industry with



quality policy advice and innovative ideas. Also important will be increasing our efforts to measure and communicate the results of our development program to Australian and Sri Lankan stakeholders. We will:




1. Work to ensure that policy advice generated from our aid investments and advisers is of high quality and explore opportunities to advance trade through new technology.
2. Review whole-of-program performance benchmarks and monitoring and evaluation systems of all investments to ensure that they a) are providing accurate, gender-sensitive and disability-disaggregated assessments of performance, and b) are assisting DFAT managers to track shifts in the political economy effectively, enabling appropriate adjustments to investments and activities to be made.
3. Establish a contracted team of technical experts (focusing on monitoring and evaluation, gender and disability inclusion, and private sector engagement) to provide DFAT with advice across all major investments.
4. Establish bi-annual implementation partner forums to promote collaboration and complementarities between investments.
5. Continue to deepen our knowledge and implementation partnerships with government, the private sector and civil society and to respond nimbly to the operating context.
6. Further advance gender equality and disability inclusion through our programs and a commitment to greater engagement of disabled persons organisations in our programs and gender equality on all panels involving DFAT staff.
7. Continue to explore how we can more effectively support the government to plan for and respond to predictable natural disasters, most notably droughts and floods.
8. Increase the effectiveness of our communications by packaging results from this APPR into a range of communication products.

ANNEX A- PROGRESS IN ADDRESSING MANAGEMENT RESPONSES

Describe progress made against management responses in 2015-16 report

Management responses identified in 2015-16 APPR	Rating	Progress made in 2016-17
Work with government and implementing partners to ensure <i>both</i> the MDF and the S4IG activities align with the 2016-17 design, implementation and performance expectations set out in the EOP Results Management Framework	Partly Achieved	The process of ensuring alignment with the EOP Results Management Framework began, but has not been completed as the S4IG M&E framework is being finalised.
Ensure the Women In Work investment design is finalised, start-up is completed and implementation has begun	Achieved	Women in Work investment designed and a grant arrangement entered into with the International Finance Corporation. Implementation has commenced.
Work collaboratively with other donors to assist the Sri Lankan Government in planning and delivering key economic and fiscal reforms	Achieved	DFAT funded a donor coordination committee secretariat and is also working closely with the World Bank to support the Sri Lankan Government's economic reform agenda.
Continue to monitor and engage strategically with the World Bank on the TSEP program as it enters its final phase, focusing on areas of particular interest to DFAT such as social cohesion in education	Achieved	DFAT continued to monitor spending of Australian Government funds, advocate for continued application of recommendations from the DFAT ACM report, and promote attention to social cohesion, as well as program alignment to the government's reform agenda. The program successfully achieved all its Disbursement-Linked Indicators in this period, and two studies will be conducted in 2017-18, one relating to social cohesion and a teacher study, both initiated by DFAT.

Note:

-  Achieved. Significant progress has been made in addressing the issue
-  Partly achieved. Some progress has been made in addressing the issue, but the issue has not been resolved
-  Not achieved. Progress in addressing the issue has been significantly below expectations

ANNEX B – PERFORMANCE BENCHMARKS

Progress towards Performance Benchmarks in 2016-17

Discussion on progress against specific performance benchmarks in 2016-17 should also be included as part of the text assessing progress against individual program objectives in the main body of the APPR.

Aid objective	Performance Benchmark	Rating	Progress in 2016-17
Expand economic opportunities for the poor	Increase the percentage of targeted populations, including women and people with a disability, who have an increase in net additional income.	Achieved	The combined impact of NELSIP, LEED, MDF, Community Forestry (and longer-term impact of ACRP3) has seen an increase in the percentage of targeted populations who have received an increase in net additional income. This increase has met expectations.
Support government to be more responsive to the needs of citizens and the private sector	Increased satisfaction of citizens and private sector with national and sub-national government performance in delivering key services	Partly achieved	Whilst our programs have supported the government to respond to the needs of people and business, with tangible results, satisfaction ratings were mixed and impacted by perceptions of the broader performance of the Sri Lankan government. For DFAT supported programs, there is evidence of satisfaction. Surveys conducted under the NELSIP program highlight that 80 per cent of respondents are satisfied with the effectiveness of the service delivery of their respective local authority. World Bank interaction with the private sector indicates that their assessment of economic reform progress is mixed. A revised performance benchmark better reflecting our contribution has been developed to measure future performance.
Increase gender equality	Increase the percentage of women in targeted populations in formal and informal employment	Achieved	The LEED program has increased the formal employment of women in targeted populations in line with expectations. The implementation of the Women in Work program promises to increase formal employment opportunities for women. The work of the Women in Local Government activity promises to increase the political focus on women's economic empowerment. MDF has completed a detailed study into women's economic empowerment and has signed a number of business partnerships that have led to more jobs and increased income for women, as well as partnership with a women-owned and operated social enterprise.

Note:

- Achieved. Significant progress has been made and the performance benchmark was achieved
- Partly achieved. Some progress has been made towards achieving the performance benchmark, but progress was less than anticipated.
- Not achieved. Progress towards the performance benchmark has been significantly below expectations

Performance Benchmarks for remainder of Aid Investment Plan

Aid objective	Performance Benchmark	2017-18	2018-19	2019-20
Expand economic opportunities for the poor	Increase the percentage of targeted populations, including women and people with a disability, who have a sustained increase in net additional income.	<i>10% increase on 2015/16 baseline</i>	<i>25% increase</i>	<i>40% increase</i>
Support government to be more responsive to the needs of citizens and the private sector	Uptake of national and sub-national government on Australian funded initiatives to improve service delivery and reduce barriers to business for the private sector.	<i>10% increase on 2015/16 baselines</i>	<i>15% increase</i>	<i>20% increase</i>
Increase gender equality	Increase the percentage of women in targeted populations in formal and informal employment	<i>10% increase on 2015/16 baselines</i>	<i>25%</i>	<i>40% increase</i>

Discuss the relevance of individual benchmarks with specialist areas such as MPB and sector/thematic groups during APPR drafting as well as during APPR peer reviews. Consider capturing indicators on gender and disability inclusive development.

ANNEX C- EVALUATION PLANNING

LIST OF EVALUATIONS COMPLETED IN THE REPORTING PERIOD

Investment number and name (if applicable)	Name of evaluation	Date completed	Date Evaluation report Uploaded into AidWorks	Date Management response uploaded into AidWorks	Published on website
INK103 Sri Lanka Community Forestry Program	Independent completion report	April 2017	August 2017	August 2017	August 2017

LIST OF PROGRAM PRIORITISED EVALUATIONS PLANNED FOR THE NEXT 12 MONTHS

Evaluation title	Investment number and name (if applicable)	Date – planned commencement (month/year)	Date – planned completion (month/year)	Purpose of evaluation	Evaluation type
North and East Local Services Improvement Project Independent Completion Report	INK283 North and East Local Services Improvement Project	December 2017	May 2018	<ul style="list-style-type: none">- verify performance- examine value for money- inform new/revised AIP- examine a sector or theme	- Partner led (The World Bank)

ANNEX D- AID QUALITY CHECK RATINGS

AQC RATINGS

AQC investment performance over the previous 12 months and where available last year's AQC ratings.

Investment name	Approved budget and duration	year on year	Relevance	Effectiveness	Efficiency	Monitoring and Evaluation	Sustainability	Gender equality	Risks and Safeguards
North East Local Services Improvement Project (NELSIP)	\$25.37m	2017 AQC	6	4	4	4	5	3	n/a
		2011-17 2016 AQC	5	4	4	4	5	4	5
Transforming Schools Education Project (TSEP)	\$37m	2017 AQC	5	5	5	4	5	4	n/a
		2011-17 2016 AQC	5	4	5	4	5	4	5
Sri Lanka Subnational Governance Program	\$6.2m	2017 AQC	5	4	4	4	5	4	n/a
		2016 AQC	5	4	4	4	4	4	4
Economic Opportunities Program (EOP)	\$33m	2017 AQC	5	4	4	3	4	4	n/a
		2016 AQC	5	4	3	5	4	3	4
Governance for Growth	\$25m	2017 AQC	5	4	4	4	5	4	n/a
		2016 AQC	n/a	n/a	n/a	n/a	n/a	n/a	n/a

FAQC RATINGS

Final AQC assess performance over the lifetime of the investment (ratings are not compared to previous years).

Investment name	Approved budget and duration	Overall rating	Relevance	Effectiveness	Efficiency	Monitoring and Evaluation	Sustainability	Gender equality	Risks and Safeguards
Sri Lanka Community Forestry Program	\$4.9m 2011-17	4	5	4	4	4	5	4	N/A

Definitions of rating scale:

Satisfactory (4, 5 and 6)

6 = Very good; satisfies criteria in all areas.

5 = Good; satisfies criteria in almost all areas.

4 = Adequate; on balance, satisfies criteria; does not fail in any major area.

Less than satisfactory (1, 2 and 3)

3 = Less than adequate; on balance does not satisfy criteria and/or fails in at least one major area.

2 = Poor; does not satisfy criteria in major areas.

1 = Very poor; does not satisfy criteria in many major area.