Executive Summary

In 2012, Sri Lanka continued its transition away from emergency toward development across all the sectors in which UNICEF strives to improve the lives of the most vulnerable children and women. The country took another step away from its three-decade-long civil conflict by being delisted by the UN Secretary-General from Annex II of the Security Council Resolution 1612 on the use of children in armed conflict.

With no child recruitment since 2009 and this year’s last remaining hospitals and schools vacated by the Security Forces, Sri Lanka successfully completed Security Council-mandated programs and worked on the rehabilitation and reintegration of former child combatants. With support from UNICEF, life-skills training, vocational training and on-the-job placements were provided to 1,876 adolescents and young people, including ex-child soldiers, thereby increasing their employability and future life prospects.

In addition, Sri Lanka’s approach to Child-Friendly Education has uniquely joined communities and schools together to address the needs of Out-of-School Children (OOSC). As a result, although the Child-Friendly Approach (CFA) has reached only 15 per cent (1,500) of schools nationally, the CFA has re-integrated 22 per cent (2,352 children) of the identified OOSC. These encouraging results led the Ministry of Education to commit to scaling up the CFA to all schools under the Education Sector Development 2012–2017. Additionally, all schools received a copy of the CFA Guidance Manual in 2012 to support improved quality and monitoring of Child-Friendly Education.

The country is on track to achieve most of the social Millennium Development Goal (MDG) indicators; however, these good results hide wide regional disparities. In the case of Water, Sanitation and Hygiene (WASH), for example, despite high national figures with coverage at around 90 per cent, variations in the quality of services and functionality of the services, as well as hygiene-related behaviour, are not adequately reflected. Reaching the balance population, as well as sustaining the existing physical coverage, remains a substantial challenge. The underserved populations lack the basic WASH facilities not only due to technical problems, but also due to complex socio-economic constraints, such as isolation, remoteness, poverty, obstacles to access, lack of regional political leadership and bureaucracy that cannot be overcome with basic WASH interventions alone, but through a comprehensive social protection package.

For this purpose, UNICEF has developed a close collaborative relationship with the Government of Sri Lanka (GoSL) and works at the highest political levels to sensitise officials using data and regional comparisons against relevant social indicators. These efforts led, for example, to the development of the National Nutrition Policy and Strategic Plan of Action, with the creation of the Nutrition Council chaired by the President. With UNICEF support, the Nutrition Council works together with key Ministries at improving the nutrition status of a community through a multi-sectoral approach, bringing stakeholders together at different levels. Community-level nutrition data and results then feed back into the system to influence policy decisions. At the end of 2012, Sri Lanka joined the "Scale Up Nutrition" (SUN) movement, evidencing its high political commitment.

Country Situation as Affecting Children & Women

Sri Lanka has a multi-ethnic and religious population of nearly 20.26 million (Population Census 2012, Department of Census and Statistics) and has transitioned to a lower middle-income country status in 2009, with a growth rate of 8 per cent in 2011 and 7.2 per cent in the first half of 2012. The articulated goals in the Ten-Year Development Plan of 2006–2016 envisage that every Sri Lankan family will enjoy improved living conditions and identify three central areas of focus: achieving more equitable development; accelerating growth; and strengthening public service delivery towards reducing regional disparities.

The country is ranked 97th out of 183 countries on the Human Development Index (2011) achieved through continuous investments in social services since independence in 1948. The country is on track to achieve most of the social MDG indicators, such as poverty, education, water and sanitation and health, with the exception of under-nutrition. However, one of the main issues that remains to be addressed is the reduction of regional disparities for equitable development and welfare. Even though poverty head count, as per the official poverty line, fell from nearly 23 per cent in 2002 to 8.9 per cent in 2009–10 (Income and Expenditure...
Survey, Department of Census and Statistics, 2009/10), the minimum poverty incidence of 3.6 per cent recorded for the Colombo district and the maximum 20.3 per cent recorded in Batticaloa district reflect the prevailing regional disparity across the country.

The unemployment rate is low at 4.2 per cent, but also shows a wide disparity between males at 2.9 per cent and females at 7.1 per cent (Central Bank Annual Report, 2011). Nearly one-third of the labour force is still engaged in agriculture-related activities, with low productivity levels (Contribution to GDP from agriculture is 11.2 per cent, although nearly 33 per cent are employed in agriculture). Overall analysis reveals that the most vulnerable population is located in rural remote areas and within certain categories, such as tea plantation estates, migrant women with children, disabled and the elderly. Since the spatial distribution of these populations is in localised pockets, it is critical to ensure effective decentralised planning and resource allocation for more targeted interventions.

While Sri Lanka is on track to achieve MDG 7 by 2015, with national coverage estimates of 90.2 per cent for water supply and 86.4 per cent for sanitation, district disparities exist. Water quality remains an issue needing continued attention, together with ways to sustain ground water levels and reduce salination.

With an adult literacy rate of 91 per cent, the country has achieved near-universal primary school enrolment of 99 per cent, which varies little across provinces and gender. The survival rate to last primary grade is 98 per cent and the secondary gross enrolment ratio is 86 for males and 88 for females. A national plan of action for a trilingual Sri Lanka has been operationalized. Even with high national-level participation rates, the quality of education needs further attention; the pass rate at the Grade 5 exams is on average 57 per cent, with geographical disparities ranging from 63 per cent to 40 per cent.

Similarly, among the nearly 358,000 children who sit for the Ordinary Level examination in Grade 11, only 58 per cent (Annual Statistical Abstracts 2011, Department of Census and Statistics) pass the examination. The Government has provided vocational and technical training facilities to develop marketable skills for school leavers and youth; however, there still remains a substantial proportion of youth with limited opportunities for skills development and training to fulfill the needs of the labour market.

Sri Lanka is also on track to achieve MDGs 4, 5 and 6 with the Under-Five Mortality Rate (U5MR) at 15 deaths per 1,000 live births and the Infant Mortality Rate (IMR) at 13 deaths per 1,000 live births in 2011 (Family Health Bureau Bulletin, 2011). The Maternal Mortality Ratio (MMR) is 39 deaths per 100,000 live births, with 98 per cent of deliveries by skilled attendants (Demographic and Health Survey 2006/2007). Near-universal immunization coverage, with little regional difference, has been achieved. The estimated HIV prevalence rate for the 15–49 year group is low at <0.16. Regional disparities are also observed in relation to maternal and infant mortality.

The main issue of concern is child under-nutrition, where Sri Lanka is not on track to reach the MDG target by 2015. One-sixth of women have a low Body Mass Index and 17 per cent of babies are reported with a low birth weight, with district variations. Although the number of underweight children below five years has reduced from 34 per cent in 1987 to 21 per cent in 2009 (Food Security and Nutrition Survey, Medical Research Institute, 2009), similar regional disparities exist, with a variation between 12 per cent in Gampaha and 33 per cent in Badulla. Variation in stunting also exists, with 8 per cent in Colombo to 41 per cent in Nuwara Eliya (Demographic and Health Survey 2006/2007, Dept. of Census and Statistics), indicative of the need for interventions beyond the health sector alone and towards a multi-sectoral approach.

While the situation of children has greatly improved in the country, the promotion of child protection rights requires further attention. The main child protection issues include the number of children in residential care, violence and abuse against children. The low age of criminal responsibility (eight years), and the average time taken by the courts to deal with abuse cases (six years) are currently being revisited by the Government. The Certified Schools and Schools for Youthful Offenders need further upgrading to assist more towards rehabilitation and skills development for reintegration into society. In addition, children left behind by parents migrating for employment remain a concern. Specific child-protection-related legislation, policies and standards exist, but are not fully operationalized due to human and material resource gaps. Psycho-social,
protection, child care and social welfare services require strengthening of human and financial resources. Collaboration between social services and community-based responses also requires additional reinforcement.

**Country Programme Analytical Overview**

In this last year of the programme cycle, UNICEF addressed the multiple needs of populations affected by the former conflict and provided national policy and programmatic support for economically-lagging areas. The Child-Friendly Approach (CFA) to improve school access and quality has been at the forefront of support to education. The WASH programme in schools was also scaled-up to the national level, thus supporting the School Health Promotion Programme, while continuous assistance was provided to improve access to quality water and sanitation facilities for the most vulnerable families.

The Child Protection Programme supported the development of the case management policy by strengthening a coordinated response through social care centres. The programme also focused on increasing access to skills development and vocational training for disadvantaged young people who have missed out on education, and collaborated with the Ministry of Justice to expedite child-abuse cases that currently are have to wait for an average six years before being heard in court.

UNICEF also mobilised political, financial and technical resources and established key partnerships to overcome malnutrition in the country. A multi-sector approach was introduced as a pilot initiative to further reduce infant and child mortality and bring about a significant reduction in chronic malnutrition.

The Country Programme for the next year has been designed to support the country’s development agenda, which is aiming at reaching higher equitable development and economic growth. The next Country Programme cycle will focus on reaching the needs of the most disadvantaged children and tackling remaining and emerging issues. In terms of education, emphasis will be placed on improving the quality of education from pre-primary to Grade 9 and reduce school dropouts through an expanded CFA. The objective will be to minimize imbalances in order to provide equitable access to quality education, and improve early assessment and learning outcomes.

In relation to child protection, improved targeting of vulnerable children by social services will be institutionalized through case management policies. UNICEF will further advocate and support policy adjustments to strengthen the juvenile justice system and expedite cases in court. The youth being the largest segment of the population, the programme will expand with an emphasis on employment and marketable skills by improving vocational training and institutionalizing life-skills education.

Building on the momentum gained on the issue of nutrition, the new multi-sectoral approach, together with the 1,000 days “window of opportunity” approach, will be prioritized to reduce the prevalence of under-nutrition among young children and pregnant women in the country. Support will also be extended to further reduce child mortality with new evidence-based and innovative strategies, such as pre-conception packages of services and interventions to address the quality gaps in the existing of Early Childhood Care and Development (ECCD) and Early childhood care and education (ECCE) standards and services. With water and sanitation coverage being high for the country, the Country Programme will reposition with three key priority areas, namely institutional/systems strengthening, information management and environmental management and disaster risk mitigation. To support Monitoring Results for Equity Systems (MoRES), UNICEF will strengthen the current routine data collection and analysis and advocate for enhanced planning and resource allocation.

**Humanitarian Assistance**

With UNICEF’s support, the Ministry of Social Services deployed 20 Counselling Assistants in the Northern Province. They provided psycho-social support, active listening and awareness-raising on mental health well-being to 29,130 persons in need of emotional and psychological support through individual, group and family counselling sessions.

The Accelerated Learning Programme continued to support students to catch up on education missed during
the conflict, reaching 100 per cent of such children (approximately 30,000), who have all been reintegrated into schools. In all, 48,700 children had access to improved education facilities through the construction or rehabilitation of 47 schools and 26 temporary learning spaces and 150,480 children affected by natural disasters received a Student Kit.

The Health and Nutrition programme focused on the continuation of the Nutrition rehabilitation program, with particular focus on the resettled population. The Nutrition Cluster was replaced by nutrition coordination meetings led by the Ministry of Health.

Prolonged drought and intensive floods compromised access to safe water for those relying on ground and surface sources and impacted water quality and hygiene. UNICEF provided 246 water tanks to help 25,000 people store and access safe water, and supplied 820,000 water purification tablets and 600 Hygiene Kits to prevent water-borne diseases.

**Effective Advocacy**

*Fully met benchmarks*

**Capacity Development**

*Fully met benchmarks*

**Communication for Development**

*Fully met benchmarks*

Child abuse has become a critical issue in Sri Lanka, with many incidents reported daily. UNICEF supported the mobilisation of key stakeholders, including the Ministry of Child Development, to work together on the prevention of child abuse. This involved public awareness creation on child abuse, child protection and family care, including parenting skills programs and launching of the ‘Violence Free Society for Children’ campaign in Anuradhapura district. As part of this initiative, field staff from the Ministry of Child Development, National Child Protection Authority, Probation Department and Women and Children’s Desk in Anuradhapura, Nuwara Eliya and Hambantota districts, were trained and respective district-level action plans were developed and are being implemented.

UNICEF also used the platform of ‘Deyata Kirula’, which is the largest public event held under the patronage of His Excellency the President, to create awareness on child abuse. This was done by supporting the Ministry of Justice in developing materials for their stall in this significant National Event held in Anuradhapura district on independence day.

Nutrition is another key issue in Sri Lanka. One of the key stages of nutrition is the complementary feeding stage, where data shows a clear drop in the growth of babies. A community-based participatory methodology on complementary feeding, which has been found to be very successful in Hambantota district, was further improved upon. The methodology used in Hambantota involved the community itself making nutritious food to be used in demonstrations with mothers of five-month-old babies. Due to the limited costs involved, these demonstrations are being held every other month and reach over 1,000 mothers on each occasion. These best practices on breast feeding and complementary feeding have now been documented and are being shared with other districts.

The communication strategy promoting Water, Sanitation and Hygiene (WASH) in schools has evolved from large campaigns supported by UNICEF and Government stakeholders (such as Health Promoting Officers and Public Health Inspectors) to more community-based communication messages and materials led by students. These messages developed by the students reflect more diversity of opinion and practicality than the
standard prototypes, making them more effective in instilling behaviour change. In addition, hand-washing promotions are being gradually transformed into a routine component under School Health Promotion activities, where the communication of key messages takes place on a peer-to-peer basis and from schools to the community, with adolescents playing a key role as agents of change.

UNICEF supported the development of participatory methodologies (such as dramas, role plays) and communication materials to engage the community in Mine Risk Education (MRE) and developed strategies for addressing newly emerging issues that have arisen during the resettlement process.

Another area of support has been in mainstreaming the Child-Friendly Approach in schools, including catch-up education and inclusive education for all, through the development of teaching guides and manuals for catch-up education in Math and Language in both Sinhala and Tamil, the Child-Friendly Schools Manual in all three languages and the Manual on Inclusive Education.

### Service Delivery

*Fully met benchmarks*

The Tea plantation sector in Sri Lanka has been identified as one of the most vulnerable areas, with many disparities in terms of access to WASH facilities. For this purpose, an all-inclusive WASH package was initiated by UNICEF with the target of serving 5,800 plantation populations with basic water, sanitation and hygiene needs.

The objective of this initiative was twofold: first, to uplift the poor living standards of the plantation community through increasing access to improved water, sanitation and hygiene. This included hardware, as well as awareness components; and second, to protect the catchment of the water source that serves urban population adjacent to plantation communities. The catchment was vulnerable to faecal contamination as a result of poor sanitation and bad hygiene practices of the plantation community. Therefore, by addressing the needs of the most vulnerable communities and improving their access to WASH facilities, this initiative led to broader results, which improved service delivery for the overall population.

The implementation modality for this intervention was custom-built, due to the uniqueness of the context of the plantations. In the recent past, the plantation estates were state-owned and later privatized. Under state ownership, there was a government-led system to take care of the welfare of the plantation community. However, following privatization, this system was scattered. An alternative mechanism was created with the formation of the Plantation Human Development Trust (PHDT), which links estate owners, communities and the state. UNICEF channeled its support through this unique PHDT structure and as a result all three stakeholders linked to PHDT were involved at different levels of the implementation. This system ensured the ownership of the initiative by all partners and led to more sustainable results.

### Strategic Partnerships

*Fully met benchmarks*

### Knowledge Management

*Fully met benchmarks*

### Human Rights Based Approach to Cooperation

*Fully met benchmarks*
Gender Equality

Fully met benchmarks

Environmental Sustainability

Fully met benchmarks

Infrastructure designs supported under the UNICEF WASH program take into account environmental and climatic issues as part of the disaster risk reduction strategy. In the case of sanitation, there has been greater attention on human waste disposal to further protect water sources, especially the ground water, from faecal contamination. The designs of toilets for community and schools always include septic tanks, as it reduces the vulnerability of live pathogens from human excreta getting into the water bodies. In 2012, the WASH program also supported the construction of an urban sewage treatment facility in Trincomalee, setting an example of a sustainable facility that could be replicated by national and local service providers.

In 2012, support for emergency response following natural disasters included Disaster Risk Reduction (DRR) activities. During the recovery period, wells were provided with higher guard walls and solid aprons to withstand pressure during the next floods. In case of the community water supply, support was extended to prevent soil erosion and silting of the intake, while encasing the distribution system with rigid materials in order to make it more resistant and sustainable.

In addition, environmental issues are also being identified through School Self-Assessments. Hygiene promotion, safe drinking water and water harvesting, solid waste management, along with emergency preparedness and Disaster Risk Reduction, are discussed in schools through the School Development Plan process. Specific measures are applied in preparedness for natural hazards, such as the floods and landslides that affected the Eastern and Central Provinces in 2010–11. The introduction of the Child-Friendly Approach has also ensured that most Basic Education Support Programme-supported schools maintain suitable cleaning, garbage disposal and hygienic conditions in the school.

South-South and Triangular Cooperation

Sri Lanka successfully hosted the 4th South Asian Conference on Sanitation (SACOSAN) in 2011. As a result of UNICEF’s continued advocacy and engagement at both the national and regional levels, the Government of Sri Lanka is providing technical assistance and support to the Government of Nepal as it prepares to host the next SACOSAN conference in Kathmandu in 2013. Technical assistance to the SACOSAN Secretariat in Colombo was provided, and details of various components of the 4th SACOSAN structure and working groups were also shared. In addition, the Government of Sri Lanka hosted, through UNICEF’s facilitation, a team of senior government officials from Nepal to learn about the Monitoring and Evaluation structures and systems utilised in Sri Lanka.

UNICEF facilitated the exposure visit of a large delegation from the Iraqi Government to learn about the approach, systems and methodologies used in Sri Lanka to prevent child injuries from landmines and Explosive Remnants of War (ERWs). The Iraqi Government was particularly interested in replicating the approach used to tailor Mine Risk Education messages for specific areas, based on the collection of systematic evidence.

The Government of Sri Lanka and UNICEF also hosted Ministry Officials and School Principals from the Republic of the Maldives for a study tour on the Child-Friendly Approach (CFA) with respect to schools. The study tour offered an opportunity to share best practices and lessons learned when institutionalizing CFA into the sector programme and implementing CFA at the school level. The visiting officials returned with CFA resources and materials that could be adapted to suit the local context in the Maldives.

UNICEF also supported two study tours to the Philippines and China for Government officials to learn from the policies and interventions carried out in these respective countries. The visit to the Philippines gave the
opportunity the 15 officials from the two districts of Monaragala and Nuwara Eliya, where the current UNICEF multi-sectoral interventions to reduce malnutrition is being piloted, to learn from the malnutrition prevention programme and the role of the National Nutrition Council. The study tour to China provided an opportunity for 20 senior planning staff from the Ministry of Finance and eight districts to gain knowledge and experience in rural development planning and monitoring in the Province of Wuhan, with an emphasis on the use of low-cost interventions.
Narrative Analysis by Programme Component Results and Intermediate Results
Sri Lanka - 0780

PC 601 - education

**Met**

**PCR 0780/A0/04/601** System capacity in place by 2012 to reduce gender-based and other disparities in relation to increased access to, and completion of, quality compulsory education or its equivalent for all children by 2015.

**Progress:**

UNICEF continued its technical and financial support for the Child-Friendly Approach to Education to the Ministry of Education (MoE), with the percentage of targeted schools in the country with a functioning School Attendance Committee (SAC) increasing from 80 per cent in 2010 and 91 per cent in 2011 to 99 per cent (1,220) in 2012. Between 2010 and 2012, approximately 35,000 teachers, principals, education officers and community members were trained on the role of the SAC and provided with the skills to successfully identify and reintegrate out-of-school children in their school catchment areas. With strong community participation, the SACs play a key role in: (i) identifying Out-of-School Children (OOSC) in the catchment areas and children having low school attendance who are at risk of dropping out; and (ii) implementing school attendance activities that bring children back to school, as well as promote their regular attendance.

Seven divisional-based and five zonal-based attendance monitoring mechanisms in the Uva Province and the Central Provinces were also set up to monitor school attendance data and help inform policy and planning (as an example, monthly monitoring visits are being conducted to schools with the lowest reported attendance rates). To complement these efforts, the Divisional Education Director supported awareness programmes for teachers and parents on the importance of school attendance, while encouraging additional home visits and parents’ meetings in low-performing areas.

Through these home visits and community-level meetings, the SACs identified 8,047 out-of-school children (4,338 boys and 3,709 girls) between 2009 and 2011, and have successfully reintegrated 52 per cent of these children. As a result of these initiatives, fewer children are falling through the cracks and more children are enrolling and staying in school. In addition, as a result of the multiple interventions inside targeted schools, 87 per cent of girls and 86 per cent of boys are attending more than 80 per cent of schools days—this reflects a significant 15 per cent increase over a four-year period.

To leverage informed policy decisions and support for at-risk groups of children, UNICEF supported a national out-of-school study as part of a global UNICEF initiative. The study was completed in collaboration with the UNESCO Institute for Statistics (UIS) in 2011, and printing of the study is underway. An action plan based on the recommendations of the study was finalised with the Ministry of Education (MoE) and is being implemented under the Education Sector Development Framework Programme (ESDFP).

**Met**

**IR 0780/A0/04/601/032** Results of Out-of-School Children study and follow-up studies available by the end of 2012 to inform development of cross-sector strategies to increase education access for specific groups of out-of-school/at-risk girls and boys.

**Progress:**

To leverage informed policy decisions and support for at-risk groups of children, UNICEF supported a nationally-led out-of-school study, as part of a global UNICEF initiative. The study was initiated in 2011 in collaboration with the UNESCO Institute for Statistics and printing of the report is underway. The study provides the Government of Sri Lanka with improved evidence, including comprehensive profiles of vulnerable groups, for planning and advocacy. It also identified factors of exclusion from schooling, provided analysis of existing policies related to enhanced school participation, identified bottlenecks and supported the
development of plans for accelerating enrolment and sustaining attendance rates. The process of undertaking the study helped strengthen the MoE’s capacity to implement appropriate statistical and monitoring methodologies to address these factors, as well as support the development of innovative strategies to decrease the number of students dropping out. The study was validated by a technical steering committee under the MoE. The action plan was prepared by the MoE, with technical support from UNICEF and other stakeholders in the country and is being included in the Education Sector Development Framework and Plan II (ESDFPII).

The OOSC study identified 14 most vulnerable pockets in the country in terms of access to education. In response, Uva and the Central Provinces have set up seven divisional-based and five zonal-based attendance monitoring mechanisms with UNICEF’s support. Under this initiative, the Divisional/Zonal Director and his/her team conducted monthly visits to schools with the lowest reported attendance rates. The Divisional Education Director supported awareness programme for teachers and parents on the importance of quality education, and as a result, fewer children are falling through the cracks and more children are enrolling and staying in school.

**Met**

**IR 0780/A0/04/601/033** Government system to identify, mainstream and track out-of-school/at-risk girls and boys in place and fully functional at the national level and at the level of the 11 districts of the Provinces of East, North, Uva and Central by the end of 2012.

**Progress:** School-based School Attendance Committees (SACs), together with committed community members, has proven to be an effective mechanism to identify out-of-school children and children with irregular attendance. The SACs bring principals, teachers, parents, community members and students together, encouraging reintegration and regular attendance of students through a series of community-level initiatives.

With support from UNICEF, 1,220 (99 per cent) of targeted schools in Central, Eastern, Northern and Uva Provinces have functioning SACs. Nearly 35,000 (2011–2012) teachers, principals, education officers and community members were trained on the role of SACs and provided with the skills to successfully identify and reintegrate out-of-school children in their school catchment areas. Through home visits and community level meetings, SACs have identified 2,662 out-of-school children (1,507 boys and 1,155 girls) in 2011, while successfully reintegrating 52 per cent of these children.

**On-track**

**IR 0780/A0/04/601/034** Sector resources mobilised and programmes piloted to address needs of identified groups of out-of-school/at-risk girls and boys during 2011 and 2012 in the geographic areas as identified under IR 1.1.

**Progress:** In 2012, with UNICEF’s technical assistance, 10,000 OOSC aged between 5-14 years are catching up on the basic competencies that they missed out on during the period they had dropped out of school, through 450 Basic Literacy Classes (BLCs) across the country. The BLCs help these children gain the required competencies to re-enter the formal school system. The newly established School Attendance Committees play a critical role in re-integrating these children back in school, as well as promoting their regular attendance in school.

With UNICEF’s financial and technical support, a comprehensive BLC Instructor Guide and BLC Learning Materials for Language and Mathematics in both the Sinhala and Tamil languages were developed, approved and are being printed. Over 400 copies of the BLC Instructor Guide were scheduled to be printed by the end of December 2012. Approximately 126 professional Non-Formal Education teachers were trained on teaching methodologies and implementation of the BLC programme. Training and standardised teaching/learning resources in both Tamil and Sinhala have provided the teachers with improved teaching and classroom management skills for working with out-of-school children.
Data on reintegration of BLC students is available from only three districts—Badulla, Monaragala and Nuwara Eliya—in the Central and Uva Provinces. In 2011, in these districts, UNICEF directly supported 46 Basic Literacy Classes for 672 children aged 5-14, of which 446 children (55 per cent) were reintegrated back into school in 2012.

The Accelerated Learning Programme (ALP) was designed as a supplementary education programme to support students displaced during the conflict to re-enter the formal school system, thereby enabling them to attain an acceptable standard of learning achievement. Nearly 2,750 teachers, principals and other Education Officers were trained on ALP from early 2011 to end 2012 in the Northern and Eastern Provinces, reaching approximately 30,000 children.

**PCR 0780/A0/04/609** By the end of 2012, Education infrastructure improved and supplies provided to underserved children in UN-focus districts.

**Progress:** As planned, UNICEF supported the improvement of school infrastructure and provided essential furniture and learning materials to targeted vulnerable areas in collaboration with the Ministry of Education and School Development Societies at the school-level. Under the Child-Friendly Approach, UNICEF supported School Self-Assessments (SSAs) and School Development Plans (SDPs), which helped identify quality improvement across the six Child-Friendly Approach dimensions, including minor construction needs. In 2012, approximately 98 per cent of targeted schools completed the SSA process and UNICEF provided financial support for 823 of these schools to implement their SDPs for child-friendly school improvements.

In 2012, 47 schools were being constructed or rehabilitated in the Northern and Eastern Provinces, benefiting over 46,000 children in the war-affected areas. As scheduled, 90 per cent of these infrastructure projects were completed, with the remainder to be completed in 2013. In addition, 26 temporary learning spaces were set up in the resettled areas in the Northern Province, benefitting 2,700 children.

UNICEF supported the procurement and distribution of essential school supplies to over 150,000 children recovering from the conflict and/or natural disasters and over 19,000 children with essential learning equipment (including tables and chairs etc.) in schools.

Additionally, with UNICEF’s support, the Government has included emergency education responses into the Education Sector Development Framework and Programme II (ESDFP 2012–2016). This has been reflected at the school level through the incorporation of emergency preparedness and response, disaster risk reduction and school safety plans into the SDPs of 40 per cent of UNICEF targeted schools.

**IR 0780/A0/04/609/001** Education supplies and school equipment provided to support education of the most vulnerable students during 2011 and 2012 in the East, North, Uva and Central Provinces.

**Progress:**

Under the Child-Friendly Approach, UNICEF supported the procurement and distribution of essential supplies and equipment to schools recovering from conflict and/or natural disasters.

A total of 19,335 children in over 500 schools across the country benefitted from their schools having improved and age-appropriate furniture to support their learning, while 407 principals and teachers from these schools received tables and chairs.

Additionally, 150,480 children in over 1,000 schools affected by natural disasters across the country received a Student Kit. Each Kit contains essential materials, such as exercise books, pens, pencils and a pencil case, enabling students to continue their education with minimal disruption after a disaster. In addition, 1,375 Student Kits and 51 Teacher Kits were provided to displaced children and teachers leaving the Menik Farm IDP camp in 2012.
UNICEF also provided 29,000 primary school children with access to play equipment by establishing play parks (consisting of swings, sea-saws, double swings, slides and climbing frames) in 146 schools in the Northern, Eastern, Uva and Central Provinces. The play parks are an important element in making the school environment more child-friendly and a fun place for learning.

**IR 0780/A0/04/609/002** Child-friendly learning environments established and other education structures improved during 2011 and 2012 in the East, North, Uva and Central Provinces.

**Progress:**

In 2012, 47 schools were being constructed or rehabilitated in the Northern and Eastern Provinces, benefitting over 46,000 children in the conflict-affected areas. In addition, 26 temporary learning spaces were set up in the resettled areas in the Northern Province that enabled 2,700 children access to education. An additional 10 primary classrooms in model Child-Friendly Approach schools in five education zones in the Central Province were repaired. As scheduled, 90 per cent of these infrastructure projects were completed, with the remainder to be completed in 2013.

In 2012, UNICEF also provided financial support for 823 schools to implement their School Development Plans for child-friendly school improvements. The majority of the plans include small-scale repair or construction identified through the School Self-Assessment process. These small repairs and construction improvements make schools safer and more child-friendly in accordance with the national guidelines.

Additionally, 36 Divisional Education Offices (DEOs) were rehabilitated in the Northern, Eastern, Uva and Central Provinces, benefitting over 100 education officers, including divisional education officers. The improved infrastructure of the DEOs is essential for improving DEO education management and school monitoring.

**IR 0780/A0/04/609/003** Capacity of government strengthened to ensure safe learning environments for all children through the promotion of Disaster Risk Reduction, Mine Risk Education and Emergency Preparedness Response Planning at the national level by the end of 2012.

**Progress:** With UNICEF’s support, the Government has included Disaster Risk Reduction into the Education Sector Development Framework and Programme II (ESDFP 2012–2016). This has been reflected at the school level through the incorporation of emergency preparedness and response, Disaster Risk Reduction (DRR) and school safety plans into the SDPs of 40 per cent of UNICEF targeted schools.

Additionally, 90 Education Officers from the Northern, Eastern, Uva and Central Provinces were trained as trainers on DRR in education. In all, the trainers trained 600 principals and school teachers to develop Emergency Preparedness and Response Plans as part of their School Development Plans. With this training, schools are better prepared to respond to an emergency, ensuring the safety of the students and minimal loss of school time.

**PCR 0780/A0/04/610** By the end of 2012, Government system capacity exists to promote rights-based and inclusive education practices.

**Progress:**

In 2012, Sri Lanka fully embraced the Child-Friendly Approach (CFA) under the Sector-Wide Approach: “Education Sector Development Framework and Programme II” (ESDFPII). The ESDFPII 2012–2016 targets all schools to be children-friendly by the end of the programme. While the capacity of individuals may vary.
During 2011 and 2012, nearly 30,000 principals, teachers, education officers and community members were trained on CFA across the country. Nearly 90 per cent of primary teachers in targeted schools in the Central, Eastern, Northern and Uva Provinces are now trained on CFA and by the end of 2012 all targeted schools now have at least one teacher trained on CFA and inclusive education.

Additionally, with UNICEF’s support to the Ministry of Education, an Inclusive Education toolkit was designed for education officers, principals and teachers and is being piloted with primary teachers in all government schools across the country.

**Progress:**

The Ministry of Education (MOE) was supported by UNICEF to develop and pilot Child-Friendly Approach (CFA) monitoring tools consisting of quantitative and qualitative indicators, enabling schools to measure their progress towards achieving the child-friendly criteria. The school level monitoring tools have been piloted for teachers, principals, and in-service advisors and the tools for the zonal/divisional education officers have been developed and are ready for piloting.

A total of 98 per cent of schools have completed the School Self-Assessment process which involves a yearly monitoring of progress towards achieving the six dimensions of the CFA. In addition, over 400 trainers from all nine provinces in the country were trained on the CFA monitoring tools in 2011 and 2012. By end-2012, nearly 1,000 schools in Central, Eastern, North Western, Sabaragamuwa and Uva Provinces started collecting information using the CFA criteria for informed policy and planning. However, only 40 per cent of targeted schools are estimated to be generating information against the CFS criteria using the CFS monitoring tool.

Selected provinces prioritized capacity building of education officials on planning, monitoring and evaluation, concentrating on gender-disaggregated analysis in support of evidence-based informed policy decisions for vulnerable groups. In Uva, Central and Eastern Provinces, a monthly monitoring system at the divisional, zonal and provincial levels was developed in 2012. The data was analysed by gender and ethnicity, and where disparities in achievement appeared, the relevant provincial, zonal, divisional and school level authorities were notified. If the disparity was at the zonal or divisional level, these issues would be discussed at the monthly divisional level principals’ meeting. If the issue was at the school level, then the divisional officer would visit the school to discuss and plan remedial activities with the principal and community. Many of the remedial activities were no-cost items, for example, arranging an additional community-level meeting to promote regular school attendance.

**Met**

**IR 0780/A0/04/610/002** All primary school stakeholders demonstrate a commitment to promoting rights-based and inclusive education in 11 districts of the Provinces of East, North, Uva and Central by the end of 2012.

**Progress:** UNICEF supported the development of the Child-Friendly Approach (CFA) Guidance Manual over the last three years. The Manual was piloted, translated into three languages, printed (23,000 copies), launched in a national forum and distributed to education officials across the country. The Manual was specially designed for Sri Lanka and is a key reference guide on the six dimensions of CFA for stakeholders at...
all levels. With support from UNICEF, all targeted schools received a copy of the Manual, resulting in teachers being better prepared with tools and strategies on how to use the CFA model in the school and classroom. The Manual also outlines the framework and indicators for monitoring and evaluation of the CFA in schools.

Additionally, in all targeted districts more than 3,500 students, education officers, principals and teachers were provided with an opportunity to exchange experiences and best practices in the implementation of the CFA to promote shared learning. Four zones in the Eastern Province have prepared documentation of CFA best practices at the school and zonal levels, while the Northern Province has developed a newsletter based on the experiences gathered from the study visits.

On-track

IR 0780/A0/04/610/003 Teachers demonstrate rights-based and inclusive education practices in primary school learning environments in 11 districts of the Provinces of East, North, Uva and Central by the end of 2012.

Progress:

With UNICEF’s support and the Ministry of Education (MOE), approximately 30,000 principals, teachers, education officers and community members from all targeted schools were trained on the Child-Friendly Approach (CFA) and inclusive education practices. By the end of 2012, all targeted schools have at least one teacher trained on CFA and inclusive education.

Additionally, UNICEF supported the National Institute of Education to incorporate inclusive education principles and child-friendly practices into the following to improve the quality of teaching and learning:

1. Pre-service Teacher Education Curriculum to be used at the National Colleges of Education;
2. National Curriculum Framework for Key Stage (KS) 1, 2 and 3 (the KS1 Teacher Training Manual has been developed and 4,500 copies are being printed for lecturers at the Teacher Training Colleges to train in-service teacher trainees);
3. Teacher Instruction Manual on Clinical Teaching Methodology.

In 2012, UNICEF also supported the ‘Education For All’ branch of the Ministry of Education to develop and print an Inclusive Education (IE) Toolkit in the English, Tamil and Sinhala languages. The Toolkit is designed for education officers, principals and teachers as a guide on supporting schools to accommodate all children regardless of their physical, intellectual, social, emotional, linguistic or other characteristics. This includes gifted children and children with disabilities, street children, working children, and those from linguistic, ethnic or cultural minorities or disadvantaged or marginalized areas. The Toolkit was piloted in Meegahakivula, Kandeketiya and Soranathota divisions of the Uva Province and Mannar division of the Northern Province. As a result of the pilot, 642 teachers are better equipped to integrate inclusive practices in their classrooms, benefitting 12,528 children. The printed copies of the Toolkit will be disseminated to all primary teachers in all government schools across the country. Training for primary teachers on the IE Toolkit will be rolled out in 2013.

PC 602 - Health and nutrition

On-track

PCR 0780/A0/04/602 By end-2012, Maternal and Child Nutrition improved in low-performing districts, with special focus on populations in the estate sector and rural areas.

Progress: This year, UNICEF’s close collaborative relationship with the Government of Sri Lanka provided a unique opportunity to work at multiple levels in addressing the issue of under-nutrition. Under the leadership of H.E. the President, the National Nutrition Council was established in 2011 and, with UNICEF’s support, the National Nutrition Secretariat was operationalized under the Secretary to H.E the President. The National Nutrition Coordinator in the Secretariat developed a five-year National Multi-Sectoral Nutrition Action Plan
(MsNAP), with support from UNICEF, to accelerate reduction in under-nutrition in the country. Once the MsNAP is finalized, the National Nutrition Council will submit it to Parliament to obtain cabinet approval. The sectoral components of the Action Plan will be included in the plans of all relevant Ministries for required budgetary support through additional allocations. The budget deliberations of 2013 have listed additional activities to improve under-nutrition in the country.

Sri Lanka is also a member of the global Scaling Up Nutrition (SUN) movement, following a meeting between the Executive Director of UNICEF and the GoSL Representative to the United Nations. Membership of SUN was secured through the Presidential Secretariat on behalf of the country.

At the Provincial level, UNICEF continued to support the pilots in Monaragala and Nuwara Eliya districts to operationalise the multi-sectoral approach through the implementation of District Nutrition Action Plans. The main emphasis of the plans is on targeting interventions for the nutritionally-at-risk or vulnerable families. The district planning process and multi-sectoral approach formed the basis for the development of the five-year MsNAP. The GoSL, together with UNICEF, continued to advocate for the scale-up of the multi-sectoral approach, as it addresses both underlying equity issues at the household level, while also attending to the needs of households through the health service delivery system in other areas.

Apart from the piloted models being adopted in the Plan of Action, a rapid assessment of the multi-sector approach has shown promising results. The findings suggest that the district level action plans have been effective in raising the profile of nutrition on the district development agenda through an improved coordination mechanism, where key stakeholders (local government, Samurdhi (social welfare schemes), Agriculture, and Health as well as the private sector and NGOs) engaged in discussions and planning in a collaborative effort towards tackling under-nutrition.

In addition, UNICEF continued supporting the Ministry of Health to expand the coverage of the Integrated Nutrition Programme, which is a comprehensive package of interventions to overcome problems of under nutrition and anaemia, for children and pregnant women. Nutrition promotion activities were implemented in all targeted districts to create awareness on the importance of maternal and child nutrition and promote good practices, particularly during the National Nutrition Month in June 2012. Activities included the launching of the 1,000 days approach, in collaboration with the Family Health Bureau, as a key strategy based on evidence that this is the best window of opportunity to reduce under-nutrition.

UNICEF supported the Ministry of Health to generate information to identify the at-risk populations in geographically-lagging districts in terms of health, nutrition and selected well-being indices. In addition, the Medical Research Institute (MRI) was supported in generating and updating data on the situation of nutrition in the country and publishing a Quarterly Nutrition Bulletin. Furthermore, strengthening of routine data collection system was also supported to ensure availability of reliable data for evidence-based planning and management.

Another example of support to the Ministry of Health for evidence-based planning in the health and nutrition sector, is the implementation of the Marginal Budgeting for Bottlenecks (MBB) exercise in low-performing districts. The MBB tool helped identify key bottlenecks in the health system, formulate strategies to address them and generate a set of options or Investment Case for accelerating the process of achieving health targets. In 2012, the findings were presented to policy makers at the district level, which has resulted in improved allocation of resources to address the identified gaps in the district.
Progress: UNICEF continued supporting the Ministry of Health to expand the coverage of the Integrated Nutrition Programme, which is a comprehensive package of interventions to overcome problems of under nutrition and anaemia for children and pregnant women. The INP is based on the life cycle approach that addresses the nutritional needs at various stages of life, including Infant and Young Child Feeding (IYCF) practices and complementary feeding. In 2012, the Family Health Bureau (FHB) trained approximately 150 public health staff from 12 low-performing districts on IYCF practices, increasing their capacity to deliver quality services, as well as facilitate further trainings at the district level. Altogether, through this cascade training model, approximately 500 field health staff was trained by the FHB on INP and IYCF practices, representing more than 90 per cent coverage of public health staff in UNICEF-targeted districts.

UNICEF built upon the current partnership with the Government in Nuwara Eliya and Monaragala districts to support the development of a cost-effective pilot, which consolidates existing services by the Government and the private sector (where possible) to enhance focus and coordination of different resources towards the nutritionally-at-risk households. A rapid assessment of this pilot has shown some promising results, suggesting that the profile of nutrition has been raised on the district development agenda. Monitoring and reporting of stunting, along with weight and height measurements, has also been strengthened in the selected districts. Recently, stunting has been introduced into the routine monitoring system across the country, which will be implemented from 2013 onwards.

With evidence generated with support from UNICEF, the Maternal Micronutrient programme is now being fully supported with Government funding. In addition, the schedule of Multiple Micronutrient (MMN) supplementation for children less than two years of age has now been revised to be in line with the global recommendations of the World Health Organisation, and UNICEF supported the Government with training for Public Health Midwives and awareness creation amongst mothers on the importance of MMN supplementation. This has contributed to increased MMN coverage of 90 per cent of children in 2012 (Nutrition Review Data, FHB 2012), resulting in a significant reduction in micronutrient deficiencies.

Based on the positive outcomes of the Nutrition Rehabilitation Programme (NRP), implemented during the height of the conflict emergency to screen, identify and treat children suffering from acute malnutrition, the GoSL has incorporated these interventions in its routine child health programme since September 2012. In 2012, 80 health professionals were trained as master trainers by the Family Health Bureau, UNICEF and Regional Directors of Health Services, who subsequently trained 36 public health and hospital Staff on in-patient management of Severe Acute malnutrition.

In the area of Early Childhood Care and Development (ECCD), important developments have been made in strengthening the nutrition component in the package of services delivered in Child Development Centres, in line with the multi-sectoral approach to addressing nutritional issues. These services target more than 90 per cent of children under five years of age in the plantation sector. In addition, the newly developed Early Childhood Care and Development Standards, focusing on the needs of the zero- to five-year category, will be implemented in 2013 to further enhance the quality of ECCD services and improve early detection and timely interventions for children with development delays.

On-track
IR 0780/A0/04/602/034 By the end of 2012, empowered communities support appropriate nutrition practices and care, including complementary feeding to boys and girls to overcome malnutrition in 12 districts of the Provinces of East, North, Uva, Central and South.

Progress: At the community level, UNICEF supported the Ministry of Health to facilitate various sessions on home gardening, preparation of local complementary food and establish/maintain 1,800 Mothers’ Support Groups to promote the active involvement of mothers in health and nutrition activities. In the Northern and Eastern districts, community awareness on management of malnutrition was supported by technical sessions on ready-to-use homemade therapeutic food.

In addition, Nutrition Committees, comprising community leaders, health representatives, parents and representatives from relevant sectors (local government, agriculture, communication and education), were formed at the provincial, district and divisional level in Nuwara Eliya and Monaragala districts to ensure
multi-sectoral collaboration and community involvement in addressing under-nutrition.

Nutrition promotion activities were implemented in all targeted districts to create awareness on the importance of maternal and child nutrition and promotion of good practices. In June 2012, the National Nutrition Month was celebrated under the patronage of the Minister of Health; this was used as an opportunity by the National Nutrition Council to promote the multi-sector nutrition initiative amongst parliamentarians, representing various ministries, policy-makers and community leaders. To complement this national level initiative, the Regional Directors of Health mobilised their resources, particularly the Public Health Midwives (PHMs), to create awareness at the district level, as well as to conduct a survey on the quality of field-level information available for reporting against nutrition indicators.

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**Progress:** During the reporting period, greater emphasis was placed on improved monitoring of results at all levels. In this regard, UNICEF supported the Family Health Bureau to strengthen the monitoring of stunting at the field level through the provision of facilities for measuring the height/length of children and revising the weighing post registers to include Height and Length as new indicators. The Family Health Bureau, in collaboration with UNICEF, continued to conduct quarterly progress reviews with field teams at district level and bi-annual reviews at the national level. These review meetings are attended by all relevant stakeholders and have helped identify bottlenecks and appropriate actions to be taken. Examples of bottlenecks include limited human resources at the field level, as well as mobility issues for health officers. In addition, UNICEF facilitated the publication and dissemination of quarterly Maternal and Child Health Bulletins to all key stakeholders to promote evidence-based programming and management.

UNICEF also provided technical, financial and logistical support to further enhance the capacity of the Medical Research Institute (MRI) in data collection, analysis and reporting. The MRI generated updated data on the situation of nutrition in the country and also conducted a validation exercise to assess the accuracy of information gathered through routine information systems.

UNICEF also supported the MRI in conducting a National Micronutrient Survey, using a sample of 4,410 children under 5 and 3,825 women aged 15-49 years. The final report will be disseminated in early 2013 and will provide a gender disaggregated update on the current status of micronutrients in the country, the impact of ongoing micronutrient related interventions and a baseline for future planning. MRI also published, with UNICEF’s support, quarterly Nutrition Supplements in the Journal of Sri Lanka Medical Association, which is being disseminated to health professionals in Sri Lanka.

In addition, based on the Marginal Budgeting for Bottlenecks (MBB) exercise that helped identify key bottlenecks in the health system and formulate strategies/options to address them, UNICEF provided support to the Ministry of Health, in collaboration with the Institute of Health Policy, to train 75 programme managers and health workers on evidence-based planning and monitoring.

In addition to these national level activities, nutrition reviews were held at the district level, where information on maternal and child nutrition was analysed and used for evidence-based planning with an equity focus. The strengthened health information management system was complemented by numerous survey findings, such as the Nutrition and Food Security Survey, District Profiles on health and nutrition and a desk review on the status of nutrition and its determinants, including analysis of gender disaggregated data where possible.

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**On-track**

**IR 0780/A0/04/602/037** By the end of 2012, national and sub-national (nine districts of the Provinces of East, North, Uva, Central) nutrition programming utilise evidence-based planning and monitoring methodologies and gender disaggregated data.

**PCR 0780/A0/04/611** By the end of 2012, Maternal, Neonatal and Child Health Care and Monitoring strengthened in low-performing districts, with special focus on disadvantaged population in estate sector and rural areas.
Progress: Training on Essential Newborn Care, Newborn Life support and Emergency Obstetric Care/Labour Room Management was carried out during the reporting period, with 152 health care providers trained at the national and district levels. The trainings have contributed to the improved knowledge and skills of health care providers, enabling them to provide quality services through early detection and use of appropriate tools and techniques. The health care providers ensure quality and essential newborn care for 98 per cent of newborns delivered at hospitals, thereby contributing to the further reduction of the current infant mortality rate of 8.5 deaths per 1,000 live births.

In the area of Early Childhood Care and Development, important developments have been made in strengthening the nutrition component in the package of services delivered in Child Development Centres, in line with the multi-sectoral approach to addressing nutritional issues. These services target more than 90 per cent of children under five years of age in the plantation sector.

In Sri Lanka, 70 per cent of infant mortality is due to neonatal mortality, representing more than half of under-five deaths. The perinatal death audits are critical in ascertaining the causes of neonatal deaths in order to address the related causes and improve the quality of newborn care. These improvements in care will help reduce neonatal mortality, thus resulting in an overall reduction in child mortality. In the area of maternal care, the scaling-up of the implementation of the evidence-based maternal package has resulted in improved quality of maternal care in all the districts in the country. This is being complemented by the streamlining of maternal mortality reviews into the routine Government programme, which provides a sustainable approach to addressing the causes of maternal deaths and improvements that need to be made in the quality of care.

In addition, in 2011, UNICEF supported the MoH in the development and launching of an evidence-based maternal package, integrating Prevention of Mother to Child Transmission (PMTCT) of HIV/AIDS. This package was piloted in three UNICEF-focused districts with the training of field health staff and in 2012 was scaled-up to all districts as a means of improving the quality of maternal care. This package was also used as a guide for parenting classes, which helped empower parents to promote maternal and child health, including early childhood care and development, care of the pregnant mother, newborn care, family planning, healthy life styles and psychosocial wellbeing. Further awareness on the issue of HIV/AIDS and PMTCT was raised amongst 3,525 community members and 500 adolescents through community level initiatives.

IR 0780/A0/04/611/001 By the end of 2012, improved Quality of maternal, perinatal, newborn and child health services ensure survival of newborns, children (boys and girls) and mothers in 12 districts of the Provinces of East, North, Uva, Central and South.

Progress: In order to achieve an overall reduction in neo-natal, infant and maternal morbidity and mortality in 13 districts, UNICEF supported the Ministry of Health (MoH) to improve the quality of maternal and newborn care, as well as better understand the causes of neonate, infant and maternal deaths. To promote evidence-based actions to reduce such deaths in Sri Lanka, UNICEF supported the MoH in the re-initiation of perinatal death audits in selected districts and the strengthening of the maternal mortality surveillance system. After sustained advocacy, maternal mortality reviews have now been streamlined by the Government into the routine Maternal and Child Health Care programme and national funds have been allocated accordingly.

In addition, extensive training of health staff on Essential Newborn care, Newborn Life Support and Emergency Obstetric Care/Labour Room Management contributed to improved knowledge and skills, enabling them to provide better quality maternal and newborn care for over 95 per cent of newborns. UNICEF also supported an Emergency Obstetric Survey at the national level to assess gaps in maternal and newborn care services, in collaboration with the Ministry of Health, United Nations Population Fund and the World Health Organisation. The Survey is nearing completion and the findings of which will be disseminated in early 2013, enabling the MoH to improve the quality of interventions for maternal and newborn care.

To further strengthen perinatal and neonatal care, an evidence-based maternal care package, with integrated Prevention of Mother to Child Transmission (PMTCT) of HIV/AIDS, was developed and launched in
four targeted districts and is being scaled-up to all districts as a means of improving the quality of maternal care. Training of trainers programmes were conducted at the national level, resulting in the training of 750 master trainers. These master trainers subsequently trained approximately 5,000 public health staff, including Medical Officers of Health, Public Health Nursing Sisters and Public Health Midwives, representing 75 per cent of health staff in the four targeted districts. This package was also used as a guide for parenting classes, which helped empower parents to promote maternal and child health, including early childhood care and development, care of the pregnant mother, newborn care, family planning, healthy life styles and psychosocial well-being. Further awareness on the issue of HIV/AIDS and PMTCT was raised amongst more than 3,500 community members and 500 adolescents through community-level initiatives.

To maintain high coverage of immunization in the country, UNICEF continued supporting the Epidemiology Unit to create awareness amongst the media to ensure responsible reporting regarding Adverse Effects Following Immunization. In addition, UNICEF supported the establishment of a web-based immunization information system.

**On-track**

**IR 0780/A0/04/611/002** By the end of 2012, empowered communities promote healthy practices for ensuring the survival of newborn children, boys and girls and mothers in selected areas of 12 low-performing districts of the Provinces of East, North, Uva, Central and South.

**Progress:** The maternal care package, which was used as a guide for parenting classes, as well as the Mothers’ Support Groups, established in all targeted districts with support from UNICEF, helped empower parents to promote maternal and child health, including early childhood care and development, care of the pregnant mother, newborn care, family planning, healthy life styles and psychosocial wellbeing.

A total of 265 Early Childhood Care and Development (ECCD) centers are functional in the plantation sector with support from UNICEF. The ECCD centers aim to encompass all the essential support a young child needs to survive and thrive in life, as well as the support a family and community needs to promote children’s holistic development from conception through the first eight years. This includes integrating health, nutrition and intellectual stimulation (psychosocial), providing opportunities for exploration and active learning as well as providing the social and emotional care and nurturing that a child needs in order to realize his or her optimal human potential and to play an active role in his/her family and, later, in the community.

**On-track**

**IR 0780/A0/04/611/003** By end-2012, PMTCT plus services are integrated in antenatal care packages and 300 adolescent boys and girls have correct information and relevant skills and services to reduce their risk and vulnerability to HIV in 12 districts of the Provinces of East, North, Uva, Central and South.

**Progress:** In 2011, UNICEF supported the MoH in the development and launching of an evidence-based maternal package, integrating Prevention of Mother to Child Transmission (PMTCT) of HIV/AIDS. This package was piloted in four districts with the training of field health staff and was scaled-up to all districts in 2012 as a means of improving the quality of maternal care. Training of trainers programmes were conducted at the national level, resulting in the training of 750 master trainers. These master trainers subsequently trained approximately 5,000 public health staff, including Medical Officers of Health, Public Health Nursing Sisters and Public Health Midwives. Currently, 60 per cent of all districts are implementing this package of services. Further support is needed in scaling up PMTCT in Sri Lanka. Sri Lanka is considering the cost-effectiveness of universal screening of all pregnant mothers for HIV.

This package was also used as a guide for parenting classes, which helped empower parents to promote maternal and child health, including early childhood care and development, care of the pregnant mother, newborn care, family planning, healthy life styles and psycho-social wellbeing. Further awareness on the issue of HIV/AIDS and PMTCT was raised amongst more than 3,500 community members and 500 adolescents through community-level initiatives.
UNICEF provided technical and financial support to the Family Health Bureau to conduct the National Youth Survey. The objective of this survey is to obtain a profile of Sri Lankan youth and covers a wide array of factors related to their health and well-being, protection, sexual behaviour and reproductive health, mental health, education and life skills. The survey is ongoing in 17 districts of Sri Lanka covering both the urban and rural sectors. An advisory committee, to provide technical expertise and monitor the National Youth Survey, was appointed and has regular meetings to review the progress and quality of the survey. The survey will be completed during the first quarter of 2013, the findings of which will be fed into the strategic planning of the national child and adolescent health programme.

In 2011, a Think Wise Campaign was launched with the International Cricket Council, in collaboration with UNICEF, UNAIDS, the National STD/AIDS Control Programme, UNFPA, Family Planning Association and the National Youth Services Council, to harness the power of cricket to raise awareness on HIV/AIDS and to reduce stigma and discrimination experienced by those affected and living with HIV. This Campaign was expanded in 2012, with the mobilization of communities across 116 locations island-wide by linking these communities to information and services on sexual and reproductive health. A range of communication tools, including street drama, peer education, Public Service Announcements and a HIV/AIDS quiz were used as part of this initiative.

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**On-track**

**PCR 0780/A0/04/612** By the end of 2012, enhanced access to quality basic health, nutrition and ECCD services for women and children in resettlement areas, and in a possible emergency situation in the country.

**Progress:** Based on the positive outcomes of the Nutrition Rehabilitation Programme (NRP), implemented during the height of the conflict emergency to screen, identify and treat children suffering from acute malnutrition, the GoSL has incorporated these interventions in its routine child health programme since September 2012. During the reporting period, 80 health professionals were trained as master trainers by the Family Health Bureau, UNICEF and Regional Directors of Health Services; the master trainers are then responsible for training field health staff in their respective institutions to ensure the effective functioning of the NRP programme.

Timely management of infant feeding remains a key area of concern; hence there have been continuous efforts to strengthen the capacity of key stakeholders. In 2012, the master trainers from the Ministry of Health continued training of relevant staff on Nutrition in Emergencies, resulting in more than 50 per cent of health staff being trained.

UNICEF supported extensive health infrastructure development and equipping of facilities in the Northern and Eastern Provinces to ensure that women and children in resettlement areas have improved access to quality basic health and nutrition services. Through the refurbishment/construction and equipping of health facilities, more than 80 per cent of women and children under-five years of age have been reached.

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**On-track**

**IR 0780/A0/04/612/001** By the end of 2012, strengthened national and sub-national capacity available to respond in a timely manner to the needs of women and children, and boys and girls in a possible emergency situation.

**Progress:** Based on the positive outcomes of the NRP, implemented during the height of the conflict emergency to screen, identify and treat children suffering from acute malnutrition, the GoSL has incorporated these interventions in its routine child health programme since September 2012. The NRP will be implemented through established NRP facilities at all specialised hospitals where paediatricians are available for timely management of Severe Acute Malnutrition and Moderate Acute Malnutrition. During the reporting period, 80 health professionals were trained as master trainers by the Family Health Bureau, UNICEF and Regional Directors of Health Services; these master trainers are then responsible for training field health staff in their respective institutions to ensure the effective functioning of the NRP programme.
Timely management of infant feeding remains a key area of concern; hence there have been continuous efforts to strengthen the capacity of key stakeholders, including the Ministry of Health, National and International NGOs and UN agencies, for effective and timely responses in possible emergencies. In 2012, the master trainers from the Ministry of Health continued the training of relevant staff on Nutrition in Emergencies, resulting in more than 50 per cent of health staff being trained.

UNICEF continued to lead the Nutrition Cluster at the national level and also maintained the lead coordination role in the Health and Nutrition sector in the Northern and Eastern Provinces. However, due to changing country context, the frequency of cluster meetings was less and mainly focused on updating the early warning and response mechanism for any possible emergencies.

**On-track**

**IR 0780/A0/04/612/002** Strengthened national and sub-national capacity available to provide quality basic maternal and child health and nutrition services in resettlement areas in the districts of the Northern Province.

**Progress:** UNICEF provided extensive support to the Ministry of Health in the rebuilding of health infrastructure and equipping of health facilities in the areas of resettlement as detailed below:

- Construction and equipping of a Special Care Baby Unit at the General Hospital in Mannar district, reaching a population of 100,000;
- Construction and equipping of the Maternity Ward Complex with twin quarters at the District Hospital in Mannar district, reaching a population of 30,000;
- Construction and equipping of a Paediatric Ward at the District Hospital in Mannar district, reaching a population of 30,000;
- Construction and equipping of the Medical Officer of Health (MOH) Office in Mannar district, reaching a population of 30,000;
- Construction/refurbishment and equipping of eight Gramodhaya Health Centres (GHCs) in Mullaitivu district, reaching a population of 10,000 per GHC;
- Provision of 40 motorbikes to Public Health Midwives in Mannar, Kilinochchi and Mullaitivu districts, covering a population of 120,000;
- Provision of a new Ambulance to the District Hospital in Mannar district for a population of 100,000;
- Construction of one MOH office and two GHCs are ongoing in Kilinochchi district, targeting a population of 20,000; and
- Construction of a Maternity and Paediatric Ward Complex is ongoing in Mullaitivu district, targeting a population of 90,000.

To support evidence-based planning and management of malnutrition interventions in the Northern Province, an assessment of the nutrition status and related factors was conducted in March 2012 by the Medical Research Institute (MRI), together with UNICEF and the World Food Programme.

Overall, the prevalence of Global Acute Malnutrition (GAM) in the Northern Province is 18.3 per cent, of which 1.3 per cent is Severe Acute Malnutrition (SAM) and 17 per cent is Moderate Acute Malnutrition (MAM). However, this varies between newly resettled areas where GAM is 20.1 per cent, SAM 0.3 per cent and MAM 19.8 per cent, and the resident population where GAM is 16.3 per cent, SAM 2.6 per cent and MAM 13.7 per cent. Based on the findings, the Ministry of Health, in collaboration with UNICEF and other key partners, are implementing needs-based nutrition interventions.

**PC 603 - Water, sanitation, hygiene**

**Met**

**PCR 0780/A0/04/603** By the end of 2012, improved capacity of Government institutions is in place, contributing to expanded safe water coverage, improved sanitation coverage and better hygiene practices, with special focus on women and children in under-served areas.
Progress:

In 2012, UNICEF supported the Ministry of Water Supply and Drainage to build the capacity of Government officials to increase water and sanitation coverage and improve the quality of services provided. As part of this, UNICEF financially and technically supported the Ministry of Water Supply and Drainage to conduct a Service Delivery Assessment (SDA) to help identify bottlenecks in service provision for beneficiaries. The results of the SDA will be available in 2013 and will be shared with the Ministry and UNICEF to take appropriate actions.

UNICEF also supported water quality data collection in Jaffna, an area with a high rate of ground water pollution, to monitor changing trends in the quality of ground water and map well locations, which will provide the basis for future decision-making and developments related to ground water sources.

Four directors of the School Health and Nutrition Unit from the Ministry of Education (MoE) and Provincial Departments of Education participated in international forums on Water, Sanitation and Hygiene (WASH) in schools. Following the forums, the officials identified take-home messages and action points to be incorporated in the School Health Promotion Program of Sri Lanka.

The Ministry of Education, with technical support from UNICEF, conducted a WASH baseline study in 250 schools in Uva, Central, Eastern, Northern and North Central Provinces. The outcome of this survey is currently being analysed with the objective of tracking WASH coverage in each school, thus making it possible to identify the resources required to reach full coverage in line with minimum standards. In addition, the MoE formulated and approved 13 new and improved sanitation facility designs in schools that better incorporate child and environment friendly features, together with provisions for people with disabilities and easy maintenance.

The Ministry of Water Supply and Drainage and the National Water Supply and Drainage Board mainstreamed the marking of World Water Day, which focuses on water for food security, as a key component in their regular programming. In addition, since 2010, Global Hand Washing Day has also been mainstreamed by the Government into its regular programming, making it more than just the observation of a symbolic day. In 2012, the Ministry of Education integrated the Global Hand Washing Day into the School Health Promotion Program (SHPP) as a strategy for participatory health promotion.

To contribute to the global UNICEF Sanitation and Water for All (SWA) initiative in line with Government priorities, UNICEF provided technical support to the Ministry of Water Supply and Drainage for the preparation of the participation of senior level officers in the 2012 High Level Meeting in Washington D.C, United States, as well as working with the Ministry to achieve the commitments made at this meeting. In addition, a representative from the Ministry of Water Supply and Drainage participated in the follow-up meeting in South Africa to review country-level progress against commitments made.

To further strengthen the capacity in the area of water and sanitation, the WASH Vulnerability Assessment tool was introduced at a national level forum of 30 participants representing key government institutions, development agencies and Non-Governmental Organisations. When used, the Tool will give concise, but essential information on disaster risks and WASH specific vulnerabilities, including the mechanism to assess, prepare, mitigate and respond to disasters. The event created momentum among the stakeholders to include Disaster Risk Reduction as an essential component of their routine duties.

IR 0780/A0/04/603/036 PSS - Regular Programme

- Met

IR 0780/A0/04/603/037 By the end of 2012, relevant government institutions use data with improved quality and practice enhanced policies in planning, implementing and monitoring Water, Sanitation and Hygiene interventions towards sustainable development and disaster management.

Progress:

UNICEF financially and technically supported the Ministry of Water Supply and Drainage to conduct a Service.
Delivery Assessment (SDA) to help identify bottlenecks in service provision to beneficiaries. The SDA is being conducted by a Senior Professor attached to the University of Moratuwa in Sri Lanka and the final results will be shared with the Ministry and UNICEF, once available in 2013, to take appropriate actions.

UNICEF also supported the National Water Supply and Drainage Board to collect quality data from wells in Jaffna, an area with a high rate of ground water pollution, to monitor changing trends in the quality of ground water and map well locations. This data provides the basis for future decision-making and developments related to ground water sources. Data collection was planned in 12,750 wells and as of end 2012, the Board managed to complete 6,750 wells in two DS Divisions in Vavuniya with the remaining planned for 2013. The aim is to create a data base to reflect ground water quality and its variation in relation to locations. In future, this data will be used in conjunction with other data such as ground water table data for ground water development activities.

The National Water Supply and Drainage Board further promoted the implementation of Water Safety Plans by introducing simplified and user-friendly formats, which take into account the different categories of staff with technical and non-technical backgrounds involved in the implementation of water safety plans.

The Ministry of Education, with technical support from UNICEF, conducted a WASH Baseline Study in 250 schools in Uva, Central, Eastern, Northern and North Central Provinces. The survey covered aspects such as the quality, functionality and care/maintenance of WASH facilities and related student behaviour and practices. The Study represents a step forward in incorporating qualitative and behavioural parameters in a typically quantitative dominated data culture. The outcome of this survey is currently being analysed with the objective of tracking WASH coverage in each school, thus making it possible to identify the resources required to reach full coverage in line with minimum standards.

To contribute to the global UNICEF Sanitation and Water for All (SWA) initiative in line with Government priorities, UNICEF provided technical support to the Ministry of Water Supply and Drainage for the preparation of participation of senior level officers in the 2012 High Level Meeting in Washington, United States, as well as working with the Ministry to achieve the commitments made at this meeting. In addition, a representative from the Ministry of Water Supply and Drainage participated in the follow-up meeting in South Africa to review country level progress against commitments made.

UNICEF Sri Lanka provided technical assistance and supported the Government of Sri Lanka to host the SACOSAN IV conference in Sri Lanka in 2011 and in post-conference activities. The experience of hosting the SACOSAN enabled the Sri Lankan Government to provide technical support to the Government of Nepal in its preparation to host the 2013 SACOSAN conference in Kathmandu.

In addition, four directors of the School Health and Nutrition Unit from the Ministry of Education (MoE) and Provincial Departments of Education participated in international forums on Water, Sanitation and Hygiene (WASH) in schools. The forums provided participants with an opportunity to review policies and practices in the South Asia region, as well as participate in exchange visits to learn simple, sustainable and replicable hygiene promotion strategies. Following the forums, the officials identified take-home messages and action points to be incorporated in the School Health Promotion Program of Sri Lanka.

With technical support from UNICEF, the MoE formulated and approved 13 new and improved sanitation facility designs in schools, which better incorporates child- and environment-friendly features, together with provisions for differently-abled access and easy maintenance.

IR 0780/A0/04/603/038 PSS - Emergency Programme

IR 0780/A0/04/603/039 By the end of 2012, relevant government institutions utilise added resources and enhanced internal processes in planning, implementing and monitoring Water, Sanitation and Hygiene interventions towards sustainable development and disaster management.

Progress:
A community-based approach for improving sanitation coverage was developed and piloted through the construction of 153 toilets in Vavuniya and Mullaitivu districts. This approach, which involves active community involvement and contribution at all stages, is a key step towards sustainable improvements in sanitation coverage and is being replicated by other WASH agencies.

Further, to facilitate a sustainable community-managed solid waste system in Batticaloa, UNICEF supported the cleaning of 400 metres of drainage and construction of 40 compost bins. More than 6,800 people displaced due to the heavy floods, gained access to improved sanitation facilities through the renovation of 477 toilets, including cleaning of septic tanks, while incorporating disaster risk reduction techniques, such as elevated toilet floors.

The WASH Vulnerability Assessment tool was introduced at a national level forum of 30 participants, representing key government institutions, development agencies and NGOs. The Tool would give concise, but essential information on the Disaster Risks and WASH specific vulnerabilities, including the mechanism to assess, prepare, mitigate and respond. The event created momentum among the stakeholders to include Disaster Risk Reduction as an essential component of their routine duties.

The National Water Supply and Drainage Board further promoted the implementation of Water Safety Plans by introducing simplified and user-friendly formats, which take into account the different categories of staff with technical and non-technical backgrounds involved in the implementation of water safety plans.

Dedicated attention to both rural water supply and ground water resources has been a key priority in reaching the underserved populations. The National Water Supply and Drainage Board is combining its institutional capacity and human resources through this combined approach, thereby increasing its overall capacity.

**Progress:**

At the national and district levels, UNICEF supported the Government of Sri Lanka to coordinate, organize and implement an effective Water, Sanitation and Hygiene (WASH) programme through a sector-based approach. This was undertaken using existing structures at both the national and sub-national levels which have been functional since 2005. The sector-based approach enabled the establishment of a better targeting mechanism and avoided duplication among WASH actors, including both Government and Non-Governmental Organisations, resulting in optimum utilization of resources. During the year, 67 district coordination meetings were conducted in all UNICEF-targeted districts.

The Ministry of Water Supply and Drainage and the National Water Supply and Drainage Board mainstreamed the marking of World Water Day, which focuses on water for food security, as a key component in their regular programming. The event was well attended by political leaders, policy-makers, service providers, school children and media thus generating a spirit that goes beyond symbolic celebrations.

Since 2010, the marking of the Global Hand Washing Day has also been mainstreamed by the Government into its regular programming, making it more than just the observation of a symbolic day. In 2012, the Ministry of Education integrated the Global Hand Washing Day into the School Health Promotion Program (SHPP), which includes the Student Camp initiative as a means of participatory health promotion. Two-day Student Camps were held in all nine provinces of Sri Lanka, with the participation of over 2,350 students and 225 teachers. These Camps focused on making hand-washing with soap a routine practice, managed by students both within and outside the school. The national event held in Sabaragamuwa Province symbolized political commitment, adolescent leadership, ethnic/cultural harmony and a student-led communication.
In Jaffna and Kilinochchi, 190,000 children from 738 schools gained knowledge on proper hand-washing techniques with soap. In addition, approximately 2,500 community members and 1,600 village leaders gained knowledge on hygiene best-practices through 18 and 63 hygiene promotion programmes, respectively. This helped and encouraged families to maintain personal hygiene, adopt healthy hygiene practices, maintain a clean environment and reduce the risk of communicable disease outbreaks during the early stages of resettlement.

UNICEF has also supported the placement of a full-time WASH in the Schools Program Coordinator in the School Health and Nutrition Unit of the Ministry of Education. This, together with new IT and communication facilities provided by UNICEF, has led to improved coordination at the provincial level for WASH in school activities, more accurate surveys/data analysis, development of qualitative/behavioural indicators and more effective field monitoring. External coordination with donors has also improved in terms of routine planning and reporting.

**PCR 0780/A0/04/613** By the end of 2012, resettled communities use safe water, improved sanitation and have better hygiene practices, while ensuring the same for the remaining Internally Displaced Persons (IDPs).

**Progress:**
By the end of 2012, more than 120,000 people resettled in the North and East have improved access to basic needs, such as safe water and adequate sanitation at the community and school levels. UNICEF continued to support the Government of Sri Lanka and implementing partners to ensure the provision of safe water, related water quality monitoring activities and adequate sanitation for all 6,100 displaced persons remaining in camps. This resulted in no outbreaks of communicable diseases in both the camps and resettlement areas.

**IR 0780/A0/04/613/001** By the end of 2012, students in schools in resettled areas in the Northern and Eastern Provinces have access to improved water sources, improved sanitation facilities and are knowledgeable on better hygiene practices.

**Progress:**
In 2012, nearly 47,300 students from 250 schools in underserved and resettlement areas of the North and East benefitted from child, disabled and environmental friendly water and sanitation facilities, complemented by hygiene promotion activities. To promote sustainable care and maintenance of these facilities, School Health Clubs were strengthened/established in all targeted schools. Another 15,000 children approximately from 75 schools in the same areas gained improved knowledge on hygiene and health practices, including hand washing during critical times.

Furthermore, capacity building initiatives were conducted in 15 education divisions in the North, including Children's Hygiene and Sanitation Training (CHAST) approaches, as a key hygiene promotion strategy.

**IR 0780/A0/04/613/002** By the end of 2012, people in resettled villages in Northern and Eastern Provinces have access to improved water sources, improved sanitation and are with knowledge on better hygiene practices.

**Progress:**
Approximately 10,200 people in the resettlement areas of Jaffna, Kilinochchi, Vavuniya, Mannar and Mullaitivu districts in the Northern Province gained access to safe, clean water supplies through the cleaning/rehabilitation/construction of 597 common/private dug wells, including three small pipe-water supply schemes, and construction of 10 rainwater harvesting systems. In Batticaloa and Trincomalee districts in the Eastern Province, nearly 49,000 conflict-affected resettled people gained access to safe drinking water through the construction/rehabilitation of 610 dug wells, installation of 70 deep hand-pump tube wells,
distribution of 4,000 water filter and extension of pipeline networks for 500 water supply connections. The related interventions also helped women in the area reduce the time they spent fetching water, allowing them to spend more time caring for their children or engaging in income-generation activities, while also reducing the risk of mine incidents.

In addition, another 9,200 vulnerable people—previously practicing open defecation due to the lack of or limited toilet facilities—gained access to improved sanitation facilities through the construction/rehabilitation of 1,176 household toilets in the Northern and Eastern Provinces. Hygiene promotion sessions were conducted in Jaffna, Killinochchi, Mullaitivu, Mannar and Vavuniya districts, reaching almost 12,000 children. Using the Children’s Hygiene and Sanitation Training (CHAST) methodology, children were able to identify poor hygiene practices, propose improved behaviours to overcome them and disseminate this information through street dramas and drawing/story writing competitions. Another 5,000 families gained access to safe disposal and treatment of human excreta through the construction of a sewerage treatment plant in Muthur, Trincomalee district.

Approximately 100,000 rural people, including pregnant and lactating mothers and children less than five years of age, benefitted from the installation/rehabilitation of water and sanitation facilities in 78 health centres in Jaffna, Killinochchi, Vavuniya, Mannar, Jaffna, Batticaloa and Trincomalee districts. Access to safe water and improved sanitation ensured proper handling of vaccinations and reduced the spread of infectious diseases among health workers and patients.

IR 0780/A0/04/613/003 During 2011, IDPs in the remaining camps in the Northern and Eastern Provinces have access to improved water sources, improved sanitation and are with knowledge on better hygiene practices.

Progress:
UNICEF continued to support the Government of Sri Lanka and implementing partners to ensure access to and use of safe water, related water quality monitoring activities and adequate sanitation for the remaining 6,100 displaced persons in camps. Proper disposal of solid and liquid waste and improved hygiene conditions in Menik Farm camp (the largest displaced persons camp), through the routine operation of two garbage collection tractors, two compactors and two gully sucking empties, contributed to the prevention of the spread of communicable diseases. Furthermore, 3,500 hygiene kits containing essential items for flood-affected families and displaced families in camps in Vavuniya (1 kit per family) were procured and distributed. This helped and encouraged families, especially women and children, to maintain personal hygiene, adopt healthy hygiene practices, maintain a clean environment and reduce the risk of communicable disease outbreaks during displacement.

UNICEF continues its support to establish water and sanitation facilities and promote good hygiene practices in areas of resettlement, particularly new resettlement sites.

PCR 0780/A0/04/614 By the end of 2012, communities in under-served areas use safe water, improved sanitation and have better hygiene practices.

Progress:
The mainstreaming of the child-friendly school concept in the Ministry of Education School Health Promotion programme, which includes Water, Sanitation and Hygiene (WASH) as a key component, resulted in a systematic increase of WASH coverage in schools. In 2012, UNICEF supported child-friendly WASH, with improved technical designs and disposal mechanisms, in 152 schools in the Uva, Central and Eastern Provinces.

To better reach communities in under-served areas, WASH activities were extended to the plantation sector and marginalized areas of the Uva and Central Provinces as a key component of the multi-sectoral approach to addressing issues related to malnutrition.
By the end of 2012, students in schools in under-served areas of Uva, Central, Northern, Eastern, Southern, and Western Provinces have access to improved water sources, improved sanitation facilities and are with knowledge on better hygiene practices.

**Progress:**
A total of approximately 28,000 male students, 25,000 female students, 1,000 male teachers and 2,000 female teachers in 152 schools in the Uva, Central and Eastern Provinces gained improved access to water and sanitation based on student/facility minimum standards. Construction of facilities was carried out by the respective School Development Society (SDS) under the School Health Promotion programme of the Ministry of Education, implemented by the respective Provincial Education Department. Maintenance and care of these facilities are led by the School Health Clubs. The process of construction and maintenance ensured increased school and community partnership and ownership. It has been documented that a correlation exists between an increase in water and sanitation coverage and an increase in school attendance and retention, especially of adolescent girls and female teachers.

School Health Promotion activities took place in the Uva, Central and Eastern Provinces, with dedicated and interactive activities for students, teachers and education officials. Through these activities, almost 3,500 students developed competencies in the areas of peer to peer training, promoting a healthy environment and interpersonal skills. Furthermore, almost 1,800 teachers have enhanced capacities to interpret and implement health policies at the school level, implement school health service plans and upgrade students’ knowledge on personal hygiene. At the policy level, strengthening the capacity of a group of 121 education officials led to a better understanding of their role in formulating policies and strategies pertaining to school health, where water and sanitation is an integral component.

By the end of 2012, people in villages in the under-served areas of Uva, Central, Northern, Eastern, Southern, and Western Provinces have access to improved water sources, improved sanitation and are with knowledge on better hygiene practices.

**Progress:**
To contribute to the eradication of open defecation and improve the nutrition status of under-privileged estate workers in the Pusselawa plantation estate, UNICEF supported the construction of 200 toilets, rehabilitation of three water supply systems, construction of three field-based rest rooms, construction of seven rain water harvesting systems for Child Development Centres, implementation of catchment protection programmes and hygiene promotion sessions at the community level. These initiatives, implemented by Plantation Human Development, with technical advice from the National Water Supply and Drainage Board Kandy, helped protect water source catchment areas that serve the adjacent urban population that were previously vulnerable to faecal contaminants in drinking water due to source pollution. Through these initiatives, nearly 8,900 estate people, including 4,624 women and 2,509 children, now have access to safe water and adequate sanitation.

To increase access to improved water sources in the disaster-prone areas of Uva Province, UNICEF supported the National Water Supply and Drainage Board to improve 20 community-managed water supply schemes and to construct/ rehabilitate 20 tube wells (including adaptation of disaster resistance features) in Badulla district. More than 20,000 families benefited through these interventions. In addition, UNICEF supported the National Water Supply and Drainage Board to improve six community-managed water supply schemes in Gampaha District, reaching more than 5,000 people.
Committee members and police.

**Progress:**

During the reporting period, UNICEF partnered with the Ministry of Justice (MoJ) and the Attorney General’s Department to strengthen the justice system for children. This included activities to expedite cases of child abuse; build the capacity of the Judiciary; and reform policies, including drafting of amendments of the Children and Young Person’s Ordinance and Orphanages Ordinance. The key achievements include an operational Children’s Court in Jaffna, which is the only court in the Northern Province dedicated for children. The setting up of such a Court in the North, together with the training of officers of Government institutions servicing the criminal justice system and High Court Judges, has resulted in an expedited review and closure of child abuse cases. UNICEF also focused on improving the quality of care for children in institutions through the drafting of a model Orphanage Ordinance, which include criteria for registration of such Homes, duties of managers and wardens and minimum standards.

Other key achievements in protection policies and practices include:

1. Rollout of the National Guidelines on Case Management, which clearly distinguishes the procedures to be followed when responding to a child in contact with the law and a child in need of care and protection;
2. Drafting of a Family Policy Document regarding services for vulnerable families; and
3. Amendments to the Mediation Board Act to divert minor child offences from criminalisation to mediation.

To promote greater protection of vulnerable children, UNICEF launched an awareness campaign with the Ministry of Child Development and Women’s Empowerment (MoCDWE) for a ‘violence free society for children’ in August 2012. Using the materials developed under the campaign, 180 child protection actors from districts with high abuse incidence rates, namely, Anuradhapura, Nuwara Eliya and Hambantota, were trained and district action plans were developed to prevent such abuse. The plans are being monitored and will be evaluated in 2013. Awareness was further created through UNICEF’s partnership with the Human Rights Commission (HRC) and Gender Based Violence (GBV) units on issues related to child protection, GBV, referral systems, human rights and complaint mechanisms amongst the general public, District Child Development Committee members and police.

**IR 0780/A0/04/604/036** Increase in the compliance of the Government with the Convention on the Prohibition of the Use, Stockpiling and Transfer of Anti-Personnel Mines and on Their Destruction (Ottawa Treaty) providing for a safer environment and support to victims, including children and caretakers by the end of 2012.

**Progress:** Though Sri Lanka has not signed the Anti-Personal Mine Ban Treaty (also known as the Ottawa Treaty), increased compliance with the treaty and commitment by the Government is evident through an increase in the budget allocation for the Mine Action program in Sri Lanka. The Government allocated Sri Lankan Rupees 250 million from the 2012 budget for Mine Action, representing a 127 per cent increase from last year. The increase of Government-paid staff in the National Mine Action Centre is another reflection of the Government’s commitment.

The ‘International Mine Action Day’ in 2012 was celebrated at the national and district levels, with the active participation of 100,000 community members. Advocacy efforts were also undertaken for the ratification and adherence to the Convention on the Rights of People with Disability in order to promote the rights of landmine/ERW victims. As a result, a Committee was established in April 2012 to draft a national bill on the rights of people with disabilities.

**IR 0780/A0/04/604/038** Reduction in violence against, abuse of, and neglect and exploitation of girls and
Progress: In 2012, with technical support from UNICEF, the Ministry of Justice (MoJ) developed a comprehensive training programme for personnel working in the justice sector. Sensitisation and training programmes were conducted for 590 officials of judicial administration, including judges, police, probation officers, judicial medical officers, national child protection authority officers, court staff, state prosecutors and officials from the health sector. The training programmes covered child protection and victim-friendly processes, which included international conventions, local legal frameworks, the Children and Young Persons Ordinance, criminal procedures, child psychology, child abuse indicators, secondary victimisation prevention methods and the analysis of medical evidence in child abuse. The increased knowledge and skills gained by judicial administration officials have contributed to a reduction in delays in the administration of justice and a change in attitude towards adopting child-sensitive and child-friendly approaches during the many phases of the criminal justice system.

UNICEF also supported the MoJ in the timely processing of child abuse cases through the criminal justice system of Sri Lanka in six High Court Zones. Under this project, 483 personnel servicing the criminal justice system, such as the police, state counsel, judicial medical officers, probation officers, child rights promotion officers and psychosocial officers of the National Child Protection Authority, were trained. As a result, new child abuse cases that are filed in these zones are expedited to the High Court within six months after being reported to the police, which is a drastic reduction from previous occasions where it could take up to five years. In addition, since September 2012, UNICEF supported the Attorney General’s Department to recruit six additional attorneys to clear the backlog of children’s cases. In all, out of a backlog of 78 cases, 51 cases were expedited in three High Court Zones. A preliminary database on child abuse cases reported to the Attorney General’s Department has been developed to better track these cases and promote shared information between relevant stakeholders. The Children’s Court in Jaffna, established in 2011, became operational in August 2012, becoming the only court in the Northern Province dedicated for children to further help expedite the processing of child-related cases.

To promote greater protection of vulnerable children, UNICEF, in partnership with the Ministry of Child Development and Women’s Empowerment (MoCDWE), launched an awareness campaign for a ‘Violence Free Society for Children’ in August 2012. Awareness materials were developed, focusing on corporal punishment, child marriage, institutionalization of children and sexual abuse. Furthermore, 180 child protection actors were trained to incorporate the campaign messages in their daily work and to create awareness, while following up on ongoing cases at the village level.

In 2012, UNICEF supported the National Child Protection Authority (NCPA) to strengthen child protection systems. A Child Focus Group (CFG) Centre was established in Mullaitivu, Northern Province, in addition to the CFG Centre, established in 2011 with UNICEF’s support, in Killinochchi. The CFGs provide a space for psychosocial coordinators to offer creative play therapy for abused children. In 2012, over 500 abused children received play therapy from both CFG Centres.

UNICEF’s support to the ‘1929 Child Line’ run by the NCPA is to create a sustainable channel for the public, as well as children, to record complaints of violations of children’s rights. The total number of calls the child line received in 2012 was 33,050. Out of the total calls received in 2012, the NCPA opened 6,200 case files for further investigation and referred the remaining cases to relevant authorities for action if required.

UNICEF also supported the Human Rights Commission (HRC) to raise awareness on child rights and protection issues in Jaffna, Killinochchi, Mullaitivu, Mannar, Vavuniya and Nuwara Eliya districts, reaching over 3,000 people at the village level. A total of 1,300 key governmental officials, village leaders and police officers were trained on protecting children from rights’ violations and procedures to seek redress.

UNICEF supported Gender Based Violence (GBV) units in Trincomalee and Batticaloa hospitals to raise awareness on gender-based violence, with a particular focus on the referral system between the various child protection actors. Over 1,500 hospital staff, public health inspectors, police officers working at the Women and Children’s Desks and Medical Officers of Health (MoH) were made aware on issues related to GBV and types of support for the women and children affected by such violence. This has resulted in a more effective
referral system and stronger inter-sectoral links between the hospital, probation department and police department.

**On-track**

**IR 0780/A0/04/604/039** At least four pieces of legislation/policy pertaining to justice for children and child care (CYPO, Orphanage Ordinance, Family Policy, and Case Management Policy) are enacted and disseminated by the end of 2012.

**Progress:**

In 2012, UNICEF continued to support the Ministry of Justice (MoJ), Ministry of Social Services (MoSS) and the Department of Probation and Child Care on the following key pieces of legislation/policies pertaining to justice for children.

**Children and Young Persons Ordinance (CYPO):** UNICEF supported the Ministry of Child Development and Women’s Empowerment (MoCDWE) and Ministry of Justice (MoJ) in amending the Children and Young Persons Ordinance (CYPO), the key child protection legislation for children, to reflect the full commitment to children’s rights in line with international standards for the welfare and protection of children. This amendment increases the definition of the age of a child or young person to 18, which is a progressive step considering that the current law dealing with children in contact with courts (Children and Young Persons Act) offers special protection only to children under 16 years. After a series of stakeholder consultations, the MoJ prepared the draft ‘Children Judicial Protection Act’ (formally known as the CYPO) with inputs from provincial level child protection actors. Advocacy efforts are ongoing to present the draft law to Cabinet as a joint Cabinet Paper from the Ministry of Justice and Ministry of Child Development and Women’s Empowerment.

**Orphanage Ordinance:** MoJ was supported by UNICEF on the process of improving the quality of care for children in institutions through the drafting of the model Orphanage Ordinance, which includes minimum standards for institutional child care operations. Consultative meetings with representatives of Provincial Probation Departments and other stakeholders are ongoing and are being fed into the drafting of the Ordinance by the MoJ.

**Family Policy:** UNICEF provided technical inputs to the Ministry of Social Services to develop a Family Policy document to address service provision for vulnerable families. This policy envisages bringing relevant Ministries together to provide a coordinated response to support vulnerable families. The Policy document was submitted to Cabinet for approval and the Ministry was to incorporate the comments received from Cabinet prior to its finalisation.

**Case Management Policy:** UNICEF supported the Government to develop Case Management Guidelines in the year 2010–2011. In 2012, UNICEF extended its support to the National Department of Probation and Child Care Services to rollout the National Guidelines for Case Management in five provinces, including the North, Central Western, Uva and Sabaragamuwa. A total of 150 officers, including child rights promoting officers, probation officers, care givers in institutions and the National Child Protection Authority District Coordinators, were trained on the implementation of these Guidelines. Through these trainings, all child protection officers in the Government departments of these five provinces have gained comprehensive knowledge and enhanced skills on case management.

**On-track**

**PCR 0780/A0/04/615** By end-2012, restored and strengthened legal and social protection Systems for children are in place in 11 districts, with special focus on service provision to disadvantaged communities.

**Progress:**

UNICEF supported the Ministry of Social Services (MoSS) and its affiliated Provincial Departments in
implementing the concept of social care and provided a combined service to protect children who have been affected by violence, abuse, exploitation and neglect in all targeted districts. The combined services focused on: (1) promoting child protection through family support programmes that include livelihood and counselling support; (2) promoting coordinated responses to strengthen a protective environment for children, and (3) facilitating improvement of technical know-how (developing guidelines, improving team work, and case management) through training, coaching and mentoring.

The capacity of social protection officers to facilitate better identification and targeting of the most vulnerable families, assessment of the families’ skills and employment opportunities and more effective social transfers was built by the MoSS with support from UNICEF. This enhanced capacity enabled social protection officers to implement family support programmes that resulted in families having the means to care for and educate their children, thereby contributing to family empowerment.

Through UNICEF’s support to reunification and deinstitutionalisation programmes, 616 children living in institutions have been reunified with their families and 1,480 children were prevented from family separation through various family support interventions. As a result of continued advocacy efforts by UNICEF, the Government authorities consented to scale-up efforts to trace missing children and reunify them with their families in the districts of North and East Provinces.

To complement tracing and reunification activities, UNICEF supported community-based child protection systems, which have improved coordination and referrals in addressing child protection issues between the various stakeholders at the village level (e.g. Village Child Rights Monitoring Committees, child rights promoting officers, schools, children and youth clubs, counsellors and government social service providers).

Partnerships were established with the Ministry of Youth Affairs and Skills Development, the Vocational Training authority (VTA), the World University Services of Canada (WUSC) and the National Youth Services Council (NYSC) to provide life-skills, vocational trainings and employment to 1,876 vulnerable young people in the North and East. Vocational training offers an opportunity for young people to develop life skills and other marketable skills, as well as benefit from internships/job-placements. As a result, youth now have more self-confidence and are in a better position to find employment in a limited job market that has become increasingly competitive.
interventions, UNICEF provided technical support to the Department of Social Services (DoSS) to: (i) train the Social Service Officers (SSOs), (ii) develop Standard Operating Procedures, (iii) train grant beneficiaries, and (iv) establish monitoring systems. The training for SSOs equipped them with the knowledge, skills and tools they need to monitor and guide each family benefitting from a grant, including how to mitigate risks related to small businesses. The SSOs also received on-the-job coaching during their visits to grant beneficiaries. This also resulted in improved documentation by the SSOs on the status of the family before and after the grant, thereby improving monitoring of the impact of such support on the family’s living conditions and capacity to provide care and protection for their children.

Furthermore, UNICEF, in collaboration with the MoSS, developed and rolled out the Family Assessment Guidelines to assess and prioritize families that are most disadvantaged and in need of support through cash grants. The guidelines consist of clear selection, monitoring and implementation procedures, including an adequate follow-up mechanism.

Successful efforts in deinstitutionalisation resulted in the Department of Probation and Child Care Services (DPCCS) reuniting 616 children with their families and 1,480 children at high-risk of separation prevented from institutionalisation. To support those children remaining in institutions, the DPCCS trained 294 Children’s Home Care Givers on minimum standards of child care in institutions and alternative care policies that were established with the support of UNICEF.

With UNICEF support, the Government authorities scaled-up efforts to trace missing children and reunify them with their families. As of end-2012, 2,431 tracing applications have been recorded by the Family Tracing Unit, out of which 748 (387 boys and 361 girls) are related to children and 1,683 (1,168 men and 515 women) to adults, which is nearly 69 per cent of the total tracing requests. In all, 148 children were matched (i.e. the name of the child was found in available databases or registers) and referred to the Department of Probation for tracing, verification, and reunification.

The MoSS provided individual, family and group counselling for more than 29,000 persons in need of emotional and psychosocial support in the Northern Province. To further expand these services, UNICEF supported the MoSS in the recruitment and training of 20 temporary counsellors. These counsellors provided counselling, managed case conferences and conducted home visits on a variety of issues, including serious mental health issues, school drop-outs, child abuse and child labour.

To identify and refer child protection issues at the community level, UNICEF supported Divisional Secretariats (Local Government Authorities) to strengthen 150 Village Child Rights Monitoring Committees (VCRMCs) in targeted areas of the Eastern and Northern Provinces. These VCRMCs have so far reached 12,000 children and their families through awareness raising, facilitation of children’s clubs or mother’s groups and referrals to the District Child Development Committee, Social Service Department, Probation Department and Police. To further restore child protection services in the Northern and Eastern Provinces, UNICEF supported the DPCCS to recruit 35 Child Rights Promoting Assistants (CRPAs) for a period of one year. These CRPAs improve coordination and facilitate referrals between the different stakeholders at the community level, as well as raise awareness and support in addressing child protection issues.

On-track

IR 0780/A0/04/615/002 By the end of 2012, 3,000 vulnerable children in Northern, Eastern, Central, and Uva Provinces benefit from social transfers and reintegration opportunities.

Progress:

A need existed to broaden employment opportunities for youth in the Northern and Eastern Provinces. To address this, UNICEF partnered with the Ministry of Youth Affairs and Skills Development, Vocational Training Authority (VTA), World University Services of Canada (WUSC) and the National Youth Services Council (NYSC) to build their capacity in reaching out to young people through career guidance programmes, life-skills development and vocational training. Through this partnership, more than 80 vocational training instructors from the Northern and Eastern Provinces were trained by VTA and WUSC, resulting in higher
quality vocational training services, appropriate career guidance and more on-the-job placements.

A total of 1,130 youth benefitted from this vocational training, which provided them with the skills they need to gain employment opportunities and become more competitive in the job market. UNICEF also supported life-skills training for 746 youth (354 males, 392 females). The life-skills training is provided prior to commencing vocational training to guide youth on the decisions and choices they need to make regarding employment, higher education or vocational training, depending on their career aspirations.

UNICEF also supported the National Youth Services Council to renovate and modify four youth centres in four divisional secretariat divisions in Mannar (Madu and Manthai) and Mullaitivu (Maritimepattu and Thunukkai) districts. Two of the four centres are now operational, providing a space for youth to engage in dialogue on social issues and have access to information, including use of the Internet. An additional 80 youth clubs were newly formed and some re-established in the North, through which more than 9,000 youth (5,000 males, 4,000 females) are members and approximately 1,000 of these youth have benefitted from leadership development training camps. The youth clubs facilitate street dramas on a variety of messages related to reproductive health, vocational training opportunities and preventing sexual abuse, as well as community development and social action projects.

**PCR 0780/A0/04/616** By the end of 2012, communities, government and civil society organizations manage risks from landmines and other explosive devices and meet the needs of victims.

**Progress:** UNICEF-supported Mine Risk Education is being conducted through the Ministry of Education for school-based Mine Risk Education (MRE) and through local NGOs for community-based MRE. With regards to Victim Assistance, persons with disabilities (including landmine survivors) have received direct assistance through support from UNICEF and other agencies specialised in one or several of the following interventions: rehabilitative services, physiotherapy, psychosocial support, including individual and group counselling or access to loans.

The social and economic problems caused by mines and explosive remnants of war are being addressed through the combined efforts of the Government, Non-Governmental Organisations and the United Nations, with support from bilateral and multilateral donor agencies.

As a result, 350,000 individuals have benefitted from Mine Risk Education and 1,316 people with disabilities received physical rehabilitation services. As of end-December 2012, 28 civilian mine and Explosive Remnants of War (ERW) incidents, with 48 casualties, were recorded. This total is comparatively low—2.25 incidents per month—taking into account that exposure to the threat has dramatically increased with people resettling into areas affected by mines/ERW after October 2009.

Reports coming from the affected communities on Unexploded and Abandoned Explosive Ordnance (UXO and AXO) and on suspected dangerous ordnances are another strong indicator of the impact of MRE. Around 3,521 explosive and suspected dangerous devices were reported by communities and NGOs during 2012. This led to the removal of a great majority of these devices.

**IR 0780/A0/04/616/001** The number of landmine and explosive remnants of war incidents among children and adults is maintained at a level below 50 per year in the districts of Eastern and Northern Provinces by the end of 2012.

**Progress:**

In 2012, 28 civilian mine and ERW incidents and 48 casualties were recorded. This total is comparatively low—2.25 incidents per month—taking into account that exposure to the threat has drastically increased due to the high level of UXO contamination in newly resettled areas and the calculated risk taken by community members for their livelihood needs. In addition, a 40 per cent increase in Mine/Explosive Remnants of War (ERW) reporting by community members was recorded compared to the previous year, leading to the
subsequent removal of the ERWs.

This can be attributed in part to the extensive UNICEF-supported Mine Risk Education (MRE), which reached approximately 350,000 community members in total, including through the distribution of about 50,000 MRE materials among the community and various stakeholders. To further expand the outreach of MRE to the community, about 3,000 community volunteers and 250 facilitators were trained on MRE, resulting in increased mine/unexploded ordnance (UXO) reporting (around 1,021 mine/UXO reports came through community volunteer networks) and MRE activities in resettlement areas (around 652 MRE activities were conducted by MRE volunteers). In parallel, six district-level Mine Action plans were developed for low, medium and high landmine/ERW risk areas in 512 villages where the Mine Action Programme is being implemented.

A newly developed MRE curriculum was introduced at the school level and 216 schools reported on school-based MRE in the North and East. Behavioural change amongst the students was evident as seen in the 116 UXO reports received from school children.

With UNICEF support, the Government established an accreditation mechanism for MRE agencies under the National Mine Action Centre. This is an internationally accepted procedure to identify appropriate partner agencies and assess their performance in MRE and demining, thereby ensuring high quality of services and minimum standards of operation.

UNICEF partnered with the Sri Lanka Army/ Humanitarian Demining Unit (SLA/HDU) and trained 54 of their officers to provide MRE in the Northern and Eastern Provinces. This resulted in greater improvement of the SLA/HDU in UXO removal, with around 3,246 devices removed during the year.

The National Mine Action Centre (NMAC) established a District Mine Action Office in Batticaloa, which ensured effective mine action coordination for the Eastern Province, including data management and monthly coordination meetings with technical support from UNICEF.

In all, 23 Village Mine Action Committees (VMACs) were formed and strengthened to support mine action activities in their respective villages, including on MRE. The VMACs play a key role in improving mine safe behaviour amongst community members (with around 23 community mappings done by VMACs during the year) and assist the Regional Mine Action Office in prioritising de-mining in their respective villages.

An improved Information Management System for Mine Action New Generation (IMSMA NG) was introduced by the NMAC. This system is used to register landmine/ERW accidents and casualties, map mine action activities/audience/coverage and enables data and trends analysis. UNICEF supported the training of 12 MRE officers to upload related mine action information into this new system, resulting in a more accurate registration of landmine/ERW accidents and casualties. Based on an analysis of casualty data collected, MRE messages are adapted or modified accordingly.

**On-track**

**IR 0780/A0/04/616/002** At least 400 people with disabilities identified, their needs assessed and referred to available services within the context of national programmes, including services for children and women with disabilities in disadvantaged communities, in the districts of Eastern and Northern Provinces by the end of 2012.

**Progress:** Under the Victim Assistance programme, 1,316 people with disabilities, including mine/explosive remnants of war victims, have benefitted from physical rehabilitation services to support their social and economic reintegration. This included mobility and assistive devices (prosthetic and orthotic devices) and income-generation support for more than 150 people to help them re-establish their livelihood.

Approximately 2,000 people with disabilities have been identified by Mine Risk Education agencies and referred to appropriate services, while maintaining regular follow-up to ensure that victims receive the support they require. In Vavuniya and Mannar districts, a mapping of victim assistance agencies was
conducted to facilitate a better matching of victim’s needs and available services.

On-track

**IR 0780/A0/04/616/003 Increase in the compliance of the Government with the Convention on the Prohibition of the Use, Stockpiling and Transfer of Anti-Personnel Mines and on Their Destruction (Ottawa Treaty), providing for a safer environment and support to victims, including children and caretakers by the end of 2012.**

**Progress:**
IR 12.3 and IR 10.3 refer to the same Intermediate Result.

Although Sri Lanka has not signed the Anti-Personal Mine Ban Treaty (also known as the Ottawa Treaty), increased compliance with the treaty and commitment by the Government is evident through an increase in the budget allocation for the Mine Action program in Sri Lanka. The Government allocated Sri Lankan Rupees 250 million from the 2012 budget for Mine Action, representing a 127 per cent increase from last year. The increase of Government-paid staff in the National Mine Action Centre is another reflection of the Government’s commitment.

The ‘International Mine Action Day’ in 2012 was celebrated at the national and district levels, with the active participation of 100,000 community members. Advocacy efforts were also undertaken for the ratification and adherence to the Convention on the Rights of People with Disability in order to promote the rights of landmine/ERW victims. As a result, a Committee was established in April 2012 to draft a national bill on the rights of people with disabilities.

**PC 605 - Planning, monitoring, evaluation**

On-track

**PCR 0780/A0/04/605 Implementing Partners at the central and provincial levels have the capacity to plan, monitor and evaluate for evidence-based policy formulation and effective resource use towards equity.**

**Progress:**

The current Development Plan of the country (2006–2010) targets improvements in economic and social status of lagging areas and vulnerable population, in particular, for equitable development and economic growth. Towards this, UNICEF supported both central and selected provinces to strengthen decentralised planning and monitoring to enable more efficient use of existing resources. Culminating from the results from a Planning, Monitoring and Evaluation training supported for the Provincial planner in 2011, the thread was carried forward by the Finance Commission to unpack the Plan to the Provincial-level Agency Results Framework for the next three years. The Finance Commission facilitated the completion of all nine Provincial results framework with UNICEF support. The framework forms the basis for fund allocation and disbursement for equitable service delivery, where the most needed investments are identified.

Planning and monitoring was also strengthened in the two Provinces of Uva and Central, with high incidence of under-nutrition, by adapting the multi-sector planning approach to accelerate the reduction of under-nutrition children in nutritionally-at-risk families. Initial assessments indicated reduction in under-nutrition in several local locations in these districts. The National Nutrition Secretariat was also assisted to develop a Multi-Sectoral National Nutrition Plan, where experience and the lessons learned from the district pilots were also incorporated.

The routine data collection for monitoring at the decentralised level was strengthened with a view to enable identification of the less reached and vulnerable population. In the Province of Uva, sectoral identification of the vulnerable by geographic location was fed into planning and resource allocation to improve service delivery. Further, it supported the different Ministries of Health, Water and Sanitation and Education in enhancing routine data collection. Information generation through surveys and studies to assist in effective programme implementation, as well as to identify emerging issues, were also provided with technical and
financial assistance. The first National Population and Housing Survey of 2012, covering the entire country since 1981, was provided support through the Department of Census and Statistics. The information generated provides updated data on the vulnerable population in relation to education status, housing, water and sanitation and demographic information for improved planning and resource allocation in 2013.

A number of initiatives from 2012 will be taken to scale in 2013 to further strengthen planning, monitoring and evaluation in the country.

**On-track**

**IR 0780/A0/04/605/020** Equity-based studies and operation research applied for evidence-based policy direction.

**Progress:**

Information on children from surveys, studies and routine systems was analysed and updated so as to enable the identification of vulnerable children by different variables, such as geographic location, income, wealth indices. This information was, in turn, utilised for planning purposes within UNICEF and selected Government partners.

Two districts were selected to conduct a study on the accuracy, adequacy and timelines of routine data collection from the different sectors. The information generated was used to identify lapses in routine data collection and the manner in which data was used on a regular basis to identify the vulnerable population, as their status changes with different economic and social shocks. Further, development of the existing systems is required and will be carried forward to 2013 for refinement.

The documentation and assessment conducted on the multi-sectoral approach to reducing under-nutrition in the two districts was utilised as a basis to develop the National Multi Sectoral Nutrition Plan. The assessment conducted in the district of Monaragala indicated that accelerated reduction in under-nutrition is possible with the multi-sectoral approach. The analysis and action taken on the non-health-related root causes for under-nutrition facilitated the process of reducing inequities at the household level. The district was assisted to use health promotion concepts at households as a mechanism to change behaviour towards improved nutrition. Computer-based monitoring system has been developed and adopted to monitor and assess improvements within selected nutritionally-at-risk households. The system is operationalized at the lowest level of administration, both at Medical office of Health and Divisional Secretary Division, in the two piloted districts. Information from the system feeds to the Nutrition Steering Committees at the district-level for corrective action. Furthermore, when identified root causes/issues require inputs from the higher authorities, then these are elevated to either the District or Provincial level for requisite solutions.

**On-track**

**IR 0780/A0/04/605/022** Key implementing partners have strengthened capacity in results-based planning and management to increase efficiency in services for the less reached population.

**Progress:** Following the training of high-level planning officers from all nine provinces, including the Finance Commission (FC) of Sri Lanka in 2011 on results-based planning and management, with UNICEF support, all nine provinces adopted a results-based approach to planning. The Finance Commission, with UNICEF support, took this initiative forward in all nine provinces by facilitating the development of an Agency Results Framework for the next three years. One of the objectives was to facilitate the provinces to unpack the Ten-Year National Development Plan so that their contribution to the national targets set by the Development Plan can be achieved. The second objective was to assist fund allocation and disbursement within the planned structure so as to increase efficiency in resource allocation and enable monitoring of results from Government and other investments. This initiative has helped the provinces to identify vulnerable groups and allocate resources for equitable service delivery.

The establishment of National Nutrition Secretariat (NNS) under the Presidential Secretariat was supported by UNICEF to service the National Nutrition Council (NNC). The NNS was further supported to develop a
National Multi-Sectoral Nutrition Plan with the aim of accelerating the reduction of maternal and child under-nutrition. The lessons learned from the pilot initiatives in Nuwara Eliya and Monaragala also contributed to the development of the plan, which is to be implemented in 2013. With a view to learn from other countries where NNC and multi-sectoral nutrition interventions were operationalized, selected offices from the NNS and the two provinces were exposed to the experiences of the Philippines, where some of the interventions were adapted and adopted by the provinces to improve under-nutrition.

**On-track**

**IR 0780/A0/04/605/023** Key implementing partners strengthened in Monitoring and Evaluation for greater effectiveness of programmes to reach the vulnerable sections.

**Progress:**

With the objective of improving planning and monitoring of selected officials at the Department of National Planning, Ministry of Finance and Planning and the district level, a total of 20 officers were exposed to China’s planning, monitoring, and evaluation methods to learn from its experience. Particular attention was given to locally available low-cost development interventions that could be adopted in Sri Lanka. The lessons learned are being incorporated into national- and district-level planning and monitoring.

The capacity of the Citizen’s Services Division (CSD), established at the Presidential Secretariat, was strengthened with UNICEF support to enhance data processing, analysis and planning. The CSD is now capable of handling public grievances effectively, especially beneficiaries from vulnerable communities, and women and children in particular.

With the first National Population and Housing Census being conducted in 2012, since after 1981, UNICEF supported senior managers from the Department of Census and Statistics (DCS) to enhance capacity to analyse, present and disseminate data and information and expose them to new techniques in population census, such as Census Info, Census Data Dissemination, Development of Indicators, and Geo-spatial Information Management. The information generated from the survey will provide information to identify the vulnerable in relation to a number of indicators related to education, demographic changes, housing, water and sanitation that will feed into both national- and district-level planning for 2013.

**IR 0780/A0/04/605/024** External Communication

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**PCR 0780/A0/04/607** The UNICEF response to children and women affected by tsunami builds on the existing (pre-tsunami) priorities and programmes for interventions that have emerged as critical to an effective recovery from the disaster. The unfinished activities of the three-year, UNICEF-supported Response 2005–2007 under “Recovering from the Tsunami Disaster in Sri Lanka” and 2008 tsunami activities will be implemented through five projects: Restoration of Water and Sanitation Facilities Affected by Tsunami, Restoration of Basic Health and Nutrition for Women and Children, Restoration of Basic Education for Children, Protection of Women and Children, and Strengthening Disaster Management Capacity in Key Social Sectors, that was to end in mid-2012.

**IR 0780/A0/04/607/025** Restoration of Basic Health and Nutrition

**IR 0780/A0/04/607/026** Restoration of water and sanitation facilities

**On-track**

**PCR 0780/A0/04/617** UNICEF recognized by policy-makers, donors and media as the lead advocate for child rights in Sri Lanka.

**Progress:** Media and advocacy strategies in 2012 promoted and continued to build on the UNICEF brand.
The advocacy planner helped ensure that communication support for 52 initiatives was strategic, timely and spaced across the annual calendar. Key visibility moments for child rights included the Campaign on Violence Against Children, specifically child abuse; a high-level meeting with chief ministers and secretaries on Child-Friendly Schools (CFS); and the global Think Wise Campaign to engage youth on HIV/AIDS for the International Cricket Council Cricket 20/20 World Cup 2012.

Engagement around “One UN”, including the World Humanitarian Day and United Nations Day, were also supported along with other UNICEF initiatives. The UNICEF website and Facebook page have been utilised as a hub for knowledge on children. Additionally, concerted efforts were made to nurture partnerships with donors, including the Australian Government (AusAID), the European Union and the Irish National Committee, and to provide visibility for their contributions.

On-track

**IR 0780/A0/04/617/001 IR 14.1 - Advocacy and media-related support provided to raise awareness on UNICEF programmatic activities.**

**Progress:** In 2012, the following key results were achieved:

- In all, 54 advocacy initiatives, including special observances were facilitated. Support was also extended for “One UN” initiatives, including the United Nations Day, humanitarian and youth initiatives.

- Visibility efforts involved the production and distribution of nine press releases/news notes, eight human interest stories and 10 videos, including stories and news clips, related to the UNICEF executive board visit to Sri Lanka, HIV/AIDS, quality education and speeding up justice for children. Over 106 positive stories about UNICEF were generated in selected monitored press.

- The UNICEF Sri Lanka website and Facebook page has proved an effective tool for raising the profile of UNICEF’s work in the country, enhancing knowledge management and generating public interest via social media outlets. The website has had nearly 600,000 hits and 46.20GB of downloads of UNICEF publications, videos, stories and news releases, while the Facebook page has so far reached 30,121 users and received 3,312 likes.

- The partnership with the International Cricket Council on Think Wise was expanded to further generate awareness on HIV/AIDS and mobilise communities through a road-show covering 116 locations. Interactive drama, peer education, Public Service Announcements and a HIV/AIDS quiz, along with other communication tools, were used to link communities, especially youth, to information and services on reproductive health. This year, the United Nations Population Fund (UNFPA), Family Planning Association, Grass rooted (non-governmental organisation), Mandarin (private company), National Youth Services Council and the National STD/Aids Control Programme of the Ministry of Health, joined this partnership and helped resource some of the community mobilisation activities. Player and community interaction events were held with the cricket teams from the West Indies and South Africa. These events were covered both by the international and local media.

On-track

**IR 0780/A0/04/617/002 IR 14.2 - National Committees and international donors engaged in fund raising and donor information needs supported.**

**Progress:**

- In all, 12 donor-related advocacy initiatives were supported during the reporting period to nurture partnerships with key donors, including the European Union, Australian Government (AusAID), United States Government (USAID) and the Danish, French, German, Irish and New Zealand National Committees.
• A series of information products were created, including visibility materials, stories, photo essays, videos, press releases, while donor visits to projects sites were also facilitated.

• Special hub-pages were developed on the UNICEF Sri Lanka website for strategic donors, such as the Australian Government, the European Union and the Irish National Committee/Cathal Ryan Trust. The UNICEF Facebook channel and local media outlets were also utilized to propagate the work of donors.

IR 0780/A0/04/617/003 IR 14.3 - C4D support to promote child g policy makers, donors and opinion formers.
Effective Governance Structure

The Sri Lanka Country Office (SLCO) was audited for the period of January 2011–May 2012. The Office of the Internal Audit (OIA) found that there was an effective structure of oversight and advisory bodies/committees that provided prompt and useful advice to management in order to make well-informed decisions in supporting the achievement of the SLCO objectives and priorities. The Office, staff and reporting structures are clearly and adequately defined. Staff members were provided with adequate authority, guidance and support to implement their assigned responsibilities. The mechanisms for conflict resolution and mediation existed in the Office and worked adequately during the period covered by the audit. The global survey results showed that the staff was generally aware of or had a good understanding of the UNICEF ethical framework.

There are effective processes for management to accurately, clearly and promptly account for the responsibilities and authorities delegated to them by the Executive Director, including achievement of agreed objectives and priorities. Sampled results statements in the annual report were well supported and donor reports were of good quality. All donor reports, except one, were submitted on time. The Office updated its resource mobilization strategy to address the funding gaps in key programme sectors, such as child protection and health and nutrition.

Appropriate advisory and management bodies were in place and functioning effectively, and mechanisms to assist management and staff interaction were in place and operational. Controls relating to the recruitment of national and international staff were established and functioned well.

Joint Coordination Committee (JCC) meetings were conducted to discuss and inform members of emerging issues. The monthly Staff meeting, chaired jointly by the Chair of Staff Association and the Representative, was another mechanism used to discuss and review key matters with staff. Additionally, guest speakers from both inside and outside UNICEF, were invited to address staff on issues of potential interest.

Importantly, an IT Governance Committee is functioning well. The members met four times during the year.

The OIA found the performance in Governance satisfactory and recommended clarification of the Office annual management plan, the nature and extent of responsibilities and accountabilities of Zone Offices, as well as their objectives, priorities, risks, key performance indicators and internal governance mechanisms.

Strategic Risk Management

In 2012, the SLCO continued to build on the Enterprise Risk Management (ERM) Assessment of 2010. Facilitated by a member of the Office of Internal Audit, a consultative process was conducted with a cross-section of the staff. The exercise revealed the following three significant high-risk areas for action by the SLCO: (1) Aid environment, (2) Predictability of funding, and (3) Organizational competencies.

The Office put in place a structured approach, which included the identification of risks to the achievement of the Office objectives and priorities systematically, the effectiveness of controls to mitigate risks were regularly assessed and controls were set at the appropriate level. The Office has established a function on risk control responsible for the management of risk and the implementation of mitigation measures. The Office has effective mechanisms in place to monitor and report on the status of implementation of the agreed recommendations of prior audits.

Importantly, both the Early Warning Early Action (EWEA) and the Business Continuity Plan were updated, while critical staff were identified and provided with the required communication links.

Evaluation

No evaluations conducted in 2012.
Effective Use of Information and Communication Technology

This year, the Information and Communications Technology (ICT) focused on consolidating and streamlining systems, and integrating new technologies.

In addition to the normative system maintenance and user support functions, the key results included;

1. Development of automated systems to streamline the Office work processes and increase efficiency, replacing paper-based manual systems to reduce processing time, improve monitoring, control and better document management.
2. Implementation of Mission control security gateways in the Colombo Country Office and three Zone Offices; improved network and system security, faster connectivity, better configuration flexibility and bandwidth monitoring and control.
3. Establishment of an offsite BCP center in the WFP premises. Hardware, software, data and connectivity backup systems in place at the BCP center to serve as a disaster recovery site in case of an emergency.
4. Coordination of the VISION system operation and user support, including the management of role assignment, Segregation of Duties (SOD), analysis and mitigation, VISION system troubleshooting and coordination of training.
5. Virtualization of server environment and migration of production servers for a more reliable, secure and cost-effective virtualized platform.
6. Promotion of cost-effective presentation and conferencing tools (WebEx, Video conferencing, IP telephony), contributing to savings on travel, telecommunications and staff time costs.
7. Development of the ICT staff capacity in all functional areas; building of flexibility within the ICT unit and its ability to cope in emergency situations.
8. Outsourcing of onsite user support functions for three Zone Offices, including cost-effective solutions for onsite user support, which improved response time and service delivery.
9. Successful management and completion of all global rollouts and implemented hardware, software and security upgrades to meet global standards.
10. Conducting of training programmes on new systems and applications for staff.

Fund-raising and Donor Relations

The Country Office’s fundraising efforts have resulted in the mobilisation of 87 per cent of the OR ceiling in the Country Programme Document for 2008–2012. However, only 7 per cent of the Joint Humanitarian Appeal 2012 could be mobilised, which shows the current constrained aid environment and the challenges faced by UNICEF to provide humanitarian assistance to women and children in Sri Lanka.

The Country Office has been updating its Funding and Leveraging Resources Strategy 2008–2012 to include a new component focusing on engaging the private sector. For this purpose, partnerships have been built with the industries of banking, mobile telecommunications, information technology, as well as large conglomerates. As a result, seven key corporate sector companies have engaged in fundraising activities and the promotion of rights for children, including Virtusa, Hatton National Bank, John Keels Holdings, Standard Chartered Bank, Unilever and Dialog Axiata. UNICEF signed an MOU with Dialog Axiata, whereby Dialog customers could donate their star points to UNICEF. The estimated annual fund is approximately US$40,000. Preliminary discussions have also been held to facilitate Cash Transfers with Dialog EZ Cash and the Ministry of Social Services. Progressive discussions have been held for private sector engagement on WASH in schools through the Ministry of Education and the Unilever and Standard Chartered Bank groups.

In 2012, the Office continued to maintain close collaborative relationships with local delegations of donors, organising progress updates, briefing meetings and facilitating field missions to visit UNICEF programmes. In addition, the Office organised several high-level visits for its main donors, including a visit from parliamentarians from the European Union, an evaluation mission from AusAID and a visit from the Irish National Committee with its main donor, the Cathal Ryan Trust.
The Country Office has an effective monitoring system of funds utilization, with particular focus on expiring grants, striving for 100 per cent utilisation levels, which has also limited the need to extend the duration of grants. The Country Office internal control mechanism to monitor the timeliness and quality of donor reports has resulted in all donor reports meeting UNICEF reporting standards and all submitted on time. Many of UNICEF’s leading donors have expressed their satisfaction with the quality of the reporting and have carried out field missions in the country, which enabled them to better understand ground realities and the nature and impact of UNICEF’s programme interventions.

The Country Office used the opportunity of the shift to VISION to review and update its funding monitoring system. New tracking tools have been developed, which will be fully utilised in 2013, as the Office moves into a new Country Programme cycle. The main objective of these tools is to assist with the close monitoring of funds, contributions and expenditure. They are part of the knowledge management strategy to facilitate access to funding and grant information in order to improve the quality and timeliness of implementation.

Management of Financial and Other Assets

Following a continuous and proactive approach to bring down Direct Cash Transfer (DCT) outstanding over nine months, the Office recorded 1 per cent outstanding DCTs over nine months, as of the end of December 2012, and met the Organisational Key Performance Indicator (KPI) target of 1 per cent.

In terms of assurance activities, the Office commissioned an external audit firm to carry out a special Audit in January and a further seven audits are in progress and will be completed by January 2013.

The mid-year closure in September was completed on time, with all the closure schedules sent before the deadline.

The Finance unit was consistently able to ensure the appropriate levels of funding and availability of cash for both programmatic activities and operating expenses, while securing the most competitive rates from the market.

In line with further strengthening financial management and increasing operational efficiencies, an internal review of transactions and operational procedures of the Jaffna Zone Office and Vavuniya Office was carried out by the Chief of Operations and the Finance Officer to ensure the prudent use of UNICEF resources. The recommendations made were aligned with the Business Service Centre workflows and agreed service levels.

Close monitoring and regular reviewing of Budget implementation has ensured that the Office was on track to achieve the Regional Benchmark of budget utilization (90–95 per cent) by the end of the year. The expenditure of Budget for the third quarter stands at 93 per cent for SB and 99 per cent for RR.

The Office’s controls on the identification, security, control, maintenance and disposal of Plant Property Equipment (PPE) and inventory (programme supplies) are in place and functioned well. The OIA found that the Office had undertaken a thorough and well documented process of physically verifying, updating and disposing of its inventory and plant property equipment.

Supply Management

The supply and logistics function has played an important role in the implementation of the SLCO country programme in 2012, representing 36 per cent of the annual programme budget being spent on the procurement of programme supplies and institutional services. The total value of goods and services purchased in 2012 amounted to US$10.9 million, out of which the value of service contracts amounted to US$8.8 million, which is a significant increase over 2011 figures; local procurement amounted to US$1.7 million and offshore procurement amounted to US$3.5K.

Due to the challenges related to the deployment of VISION at the beginning of the year, the SLCO
consolidated Supply Plan, including Local Plan of Action (LPA) requests for construction activities was finalized and shared with the Country Management Team (CMT), Regional Office for South Asia (ROSA) and the Supply Division in June 2012.

The establishment of the VISION processing ‘Hub’, clear distribution of roles and responsibilities, transparent work processes and flow of information, complemented by close integration of supply, programme and finance functions, and standardised specifications for goods and equipment, all helped to streamline work processes and operationalize VISION by February 2012.

Keeping in line with IPSAS/VISION guidelines and principles, UNICEF Sri Lanka’s Supply Function continued to focus on the standardization of strategic essential supplies and services needed by all programmes. SLCO developed a Local Supply Catalogue of frequently purchased programme supplies, which was updated to comply with VISION requirements.

In all, 89 new Long-Term Agreements (LTAs) were established for frequently procured commodities and services. This initiative resulted in speedy release of budgeting and obligating documents in the system and helped to notably reduce procurement process from three months to one month.

The strategy of “Direct Delivery to Implementing Partners” proved to be the most efficient logistics arrangements to support the delivery of goods and services to the target population. This strategy has significantly improved the timeliness and cost-effectiveness of procurement processes and the lead time for the implementation of UNICEF-assisted projects in Sri Lanka. SLCO continues to maintain limited stocks of emergency supplies inventory, valued at US$34,937.

The advisory body on local procurement, the Contract Review Committee (CRC), met 27 times to deal with 83 procurement and Programme Cooperation Agreements (PCAs) related cases.

Compared to the year 2011, procurement services recorded a steady increase in 2012, including in the procurement of malaria test kits, Pentavalent vaccines (Gavi co-financing-2012), and ice-lined refrigerators for the Ministry of Health, amounting to US$1 million.

UNICEF continued to provide significant support and lead the UN Inter-Agency Joint Procurement Group in 2012 and established a number of common LTAs in various commodities and services for use by all the UN Agencies.

The SLCO assisted Government partners to build their capacity in the clearance of off-shore shipments on arrival, and helped assess their capacity to better manage warehouse inventories.

### Human Resources

(a) The Office carried out a participatory process in aligning human resources needs, competencies and skills for the new Country Program. A total of 87 posts were abolished and 53 new posts were created. HR developed a road map and implemented the change management plan. Several initiatives and best practices were adopted throughout the entire process that included: (1) early information sharing and participatory process in designing the new staffing structure; (2) career development training; (3) support for individual training opportunities, and (4) face-to-face interviews for all candidates. As of 31 December 2012, 50 posts were filled through a competitive and transparent process, of which 39 were filled by internal candidates. Despite the challenges involved in attracting qualified candidates, especially women, significant efforts were made to attract staff with the right competencies and qualifications.

The 2012 Learning and Training Plan focused on the skills, knowledge and competencies required for implementing the Office priorities. Eight local group training events were conducted, including: Career Development, Stress Management, Report Writing, Gender, Equality, UN Coherence & You, Vision clinics, Orientation/Induction, MDP and I-Discovery. Missions to other Country Offices provided an opportunity for staff to expand the depth and breadth of their experiences.
Performance management was further strengthened at all levels. A three-phase participatory performance management approach (planning, mid-year review and end-year assessment), emphasizing regular and honest performance discussions, with positive and constructive feedback, was conducted for all staff. The Office had a 100 per cent completion rate for the 2011 Performance Evaluation Reviews (PERs) as of 1 June 2012, and for 2012 PERs as of May 2012.

With the past protracted conflict in Sri Lanka, all staff received adequate on-the-job training in responding to emergencies.

Staff well-being continued to be a priority. A UN Stress Counselor supports staff and families, and a network of nine UNICEF peer support volunteers is operational. Work-life balance policy and flexible work arrangements have been supported. A child-friendly space for a crèche was provided and was operational. The excellent relationship between Management and the Staff Association has proved a conducive platform to respond positively to staff welfare and morale issues.

UNICEF has supported the UN Care inter-agency programme and has implemented the 10 minimum standards on HIV in the workplace. The main activities included trainings, distribution of IEC materials and promoting free access to male/female condoms.

The 2011 Global Staff Survey for Sri Lanka highlighted the need for the enhancement of: (1) sharing knowledge and experiences across UNICEF, and (2) career opportunities. This was addressed through increased staff participation, such as the participatory process followed in designing the new staffing structure. The minutes of the CMT and JCC meetings were shared widely with all staff and the common shared drive provides access to information for all staff. The 2012 HRDT Training Plan included Career Development training that focused on personality profiling, writing CVs, participating in interviews and understanding UNICEF’s Competency Framework that contributed to furthering staff career enhancement. Several staff members benefitted from the recent restructuring exercise, as this provided them with opportunities to move to higher level positions.

Efficiency Gains and Cost Savings

On 2 January 2012, a new team came into existence within the UNICEF SLCO. Known as the SLCO VISION ‘Hub’, the team consists of two independent entities, one handling all programmatic transactions, while the other conducts operations.

Initially, the objective was to improve the management of operations. As part of this, key organisational principles were encompassed to:

1. Remain focused on core programme activities,
2. Avoid duplication of functions,
3. Leverage economies of scale when being cost-effective, and
4. Ensure quality of outputs.

As of 1 December 2012, the two entities of the UNICEF ‘Hub’ have been transformed into a Business Service Centre (BSC). Led by the Chief of Operations, the programme and operations transactions have been merged and streamlined through the BSC. This has been a case of turning a limited number of VISION users in a Country Office (only 20 per cent of the staff has a user licence) into an opportunity for changing how the Country Office conducts its business.

Skilled general service staff with complementary competencies process all programmatic and operational transactions, including those of the three Zone Offices. There are no VISION transactions performed in the Zone Offices and only transaction approvals from the Representative, Deputy Representative and the Section Chiefs occur outside the BSC.

The SLCO has developed an automated system to increase efficiency. As part of this, low value TAs (local
travels) are not processed in VISION, but through the automated system. A Push and Track document system is being developed to ensure smooth operation between centralized processing and non-VISION users. Park and Post functions have been merged, while enhancing financial controls at the payment run level. Documents for each process are rationalized and scanned, and not printed. Further, BSC was instrumental in accommodating the downsizing of the support functions by 12 general service staff for the new Country Programme in line with the post-emergency transformation and limited funding.

So far, the BSC has allowed SLCO to rationalise its transactional processes, while experimenting with new work processes. Officers who would otherwise have been involved in the demanding VISION learning process and transactional aspects have now been freed up to work on core programmatic activities.

**Changes in AMP & CPMP**

The key changes envisaged in the 2013 Annual Management Plan (AMP) are as follows:

1. Social Policy related functions in the current programme were undertaken under the Monitoring & Evaluation (M&E) post. Given the strategic importance of Social Policy work in the 2013–2017 Country Programme, a new post will be created.

2. The monitoring function will be mainstreamed within each programme section for greater accountability of planned results and reporting requirements of VISION. The proposed Monitoring and Reporting posts in each section will assist in strengthening both results and budget monitoring and reporting of progress.

3. With the implementation of VISION and the establishment of the Business Service Centre, the business processes have become more efficient and effective.

4. The Risk Control Function post will be responsible for quality assurance and the management of risks. The position will oversee compliance of operational standards and procedures in the SLCO and the Zone Offices.

5. Two dedicated staff will be out-posted in the district of Badulla, Uva Province (under-served province). The positions will support the equity agenda and help to reduce disparities in low-performing regions.

6. With the end of the conflict and increased mobility by road and air, in 2013 the Jaffna and Vavunya zone offices will be merged and relocated to the Kilinochchi district centrally located within the province. There are no changes to the existing office in Batticaloa. With the changes in VISION and the centralization of administrative functions to the BSC, field staff will now be more focussed on supporting monitoring and achievement of results for children.

7. Since the end of the post-tsunami response and conflict emergency, and de-activation of the clusters, the SLCO will not have a dedicated post for Emergency Officer. The role of Disaster Risk Management (DRR) has been re-profiled as part of the Chief of WASH function. This SM will act as an Emergency Focal Point and will be in a position to activate a rapid response team during an emergency. UNICEF will continue to serve as a member of the UN thematic group on environment and DRR, and will take the lead in disaster risk reduction in the education section.
### Lessons Learned / Innovation

#### Business Service Centre - Building on VISION’s Potential

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**Abstract**

The recently established Business Service Centre (BSC) in the Sri Lanka Country Office (SLCO) is an innovative way of using the introduction of VISION to improve effectiveness and efficiency with a focus on some key organisational principles to:

- remain focused on core programme activities,
- avoid duplication of functions in the office,
- leverage economies of scale when being cost-effective,
- ensure that quality of outputs are not compromised.

The establishment of the BSC has benefitted the Country Office in many ways. It has allowed the Country Office to rationalise its transactional processes in VISION, while experimenting with new work processes. Officers who would otherwise have been involved in the demanding learning process and transactional aspects of VISION have now been freed up to work on core programmatic activities.

**Innovation or Lesson Learned**

The BSC has turned a limited number of VISION users in a Country Office into an opportunity for changing how the Country Office conducts its business.

To facilitate our work and increase efficiency, the SLCO has developed an automated system, for example, the low value Travel Authorisations for local travels are not done in VISION but through the automated system. To facilitate the smooth functioning of operations between the centralized processing system and
non-VISION users, the SLCO is developing a Push and Track document system. The office has chosen to merge Park and Post functions while enhancing financial controls at payment level. Also the BSC was instrumental in accommodating the downsizing of the support function posts in the new programme of cooperation, in-line with the post-emergency transformation and the foreseen decline of funding.

### Potential Application

The BSC in the Sri Lanka Country Office is clearly offering new possibilities for efficiency and quality control within UNICEF. This structure embraces changes in the way we work, to seek continuous improvement by efficiently absorbing and integrating more office functions in the BSC. These experiences are currently being shared both within the region and at the global level. The CO, jointly with the Regional Office (RO), is also looking at the possibility of supporting other country offices in the region in processing their transactions.

Discussions are underway with the CMO/HQ and the RO to determine the viability of adapting the BSC as a model for replication within and outside the region. This review will highlight issues that need to be considered prior to replication by other Country Offices.

### Issue

In January 2012, the SLCO re-engineered its transaction processing modalities by centralizing field offices transactions in the Colombo office and establishing a programme processing unit with links to other operation transaction centres like finance, HR and supplies.

Prior to rolling out the system and establishing the ‘Hub’, the SLCO visited other organisations and private sector companies to find out how they were implementing their Enterprise Resource Planning (ERP) systems. These visits demonstrated how a small team of well-trained staff were successfully processing transactions of a large number of local and overseas branches.

### Strategy and Implementation

The programme ‘Hub’ set up at the beginning of 2012 has now been integrated with operations to form the Business Service Centre. The streamlined programme and operations transaction process is now led by the Chief of Operations. Therefore, a limited number of VISION users in a Country Office (only 20 per cent of staff have a user license) has been turned into an opportunity for changing how the Country Office conducts its business.

A few skilled and well-trained General Service staff, with complementary competencies, handle all programmatic and operational transactions, including those of the three Zone Offices in the country. There are no VISION transactions performed in the Zone Offices and only transaction approvals from the Representative, Deputy Representative and the Section Chiefs happen outside the BSC in Colombo.

### Progress and Results

The impact of the BSC has so far been beneficial to UNICEF Sri Lanka. It has allowed the Country Office to rationalise its transactional processes while experimenting with new work processes. Officers who would otherwise have been involved in the demanding learning process and transactional aspects of VISION have now been freed up to work on core programmatic activities.

To a degree, the BSC has encouraged creative solutions as workflows are adapted and improved to make the most of the possibilities offered by VISION. However, there have been challenges as well. There are still data issues and bottlenecks in VISION and these need to be solved quickly. The BSC approach requires a new mind-set and acceptance of change.

The SLCO, with 150 staff, is a good size for testing the potential of a BSC. The SLCO has a manageable structure with three offices, skilled staff and good IT connectivity. Location ceases to become so important when determining how certain functions will be performed. The private sector has already demonstrated that this business support centre model can serve clients no matter where they sit in the world.
Next Steps

There is a need at this stage to confirm the accuracy and the effectiveness of the BSC, to reduce the use of parallel manual data-tracking systems and to streamline the BSC into the office environment.

It has been a year since the BSC has been operational and the CO believes that the centre can benefit from a review and exchange of ideas with people having relevant experiences.

The review, which is expected to take place in the first quarter of 2013, will help to:
1. Analyse the current structure, staffing, skills, systems, internal controls, transactions, business processes, supporting documents used, record management practices, and automated systems in place;
2. Assess the contribution of the Business Support Centre in the achievement of UNICEF’s programme priorities and core operations in the country;
3. Evaluate bottlenecks encountered by the BSC for the fulfillment of its objectives;
4. Assess the mitigation measures that the office has implemented to accommodate consolidation;
5. Assess the utility of the automated systems developed by the office;
6. Evaluate the extent to which the Business Support Centre objectives are being achieved; and
7. Check the viability of adapting the BSC as a Model for replication within and outside the region.