

APPENDIX 19. SRI LANKA



Painting clay pots after firing. Puttalam District. Sri Lanka. © ILO.

March 2022

► A19.1. Executive summary

The COVID-19 pandemic has caused a negative shock in Sri Lanka, which is having an unprecedented social and economic consequence in the country, and in particular in the tourism sector. The SP&PFM project supported the design of a two-phased social protection response of Government of Sri Lanka to mitigate the impact of COVID-19 pandemic on workers in the tourism sector. The project also contributed to the formalization of enterprises of the tourism sector, through a large awareness raising campaign on social protection in 9 provinces of the country.

The following five main results can be highlighted:

- The project prepared the design and operational guidelines for an immediate cash-transfer measure to support workers in the tourism sector, through consultation with key stakeholders. The design and operational guidelines were officially approved by the Ministry of Tourism in January 2022. Following this approval, discussions are now happening with the ILO to support the implementation of the mechanism.
- The project prepared a preliminary design for a possible unemployment protection scheme as a mid-term and long-term response to the COVID-19 related crisis and in view of building a more resilient social protection system.
- The findings of the legal and policy assessment and gaps analysis are used by the National Planning Department to support the implementation of the National Social Protection Strategy.
- The key stakeholders of the Tourism sector have benefited from tailor-made capacity building activities, with content and methodology developed based on a training needs analysis.
- Through a large awareness campaign directed to un-registered establishments and service providers of the tourism sector, the rate of registration to the Sri Lanka Tourism Department Authority increased by 52 per cent in December 2021 as per the SLTDA records. This constitutes a first important step towards a better access to social protection and other services.
- The Ministry of Labour created the social protection subcommittee under the National Labour Advisory Committee (NLAC) discussing the reform of the social protection system, in particular for workers and their families. This committee is the result of a solid social dialogue process facilitated through the project. Notably around the discussion on options for the extension of social protection coverage for workers in the informal sector.

More specifically, the project completed the technical design and operational guidelines of a cash transfer measure to extend social protection coverage and adequate benefits to workers of the tourism sector, affected by the COVID-19 crisis through a very solid national dialogue process at each step of the analytical work. Several consultations with key stakeholders, led by the Sri Lanka Institute of Tourism, Hotel Management and Sri Lanka Tourism Development Authority, involved representatives of the Sri Lanka Tourism Development Authority, the Sri Lanka Tourism Associations, Employers Federation of Ceylon, Trade unions, and Ministry of Tourism. The intensive engagement with stakeholders helped to obtain their ownership and incorporate their views into the social protection response to the COVID-19 crisis in the sector. The proposed mechanisms are based on evidence generated through a legal and policy assessment, and

analysis of the social protection gaps for workers in tourism, gaps that became even more salient during the COVID-19 crisis.

Similar participatory approach, with the relevant stakeholders of government, employers and workers organisations, was used to develop the capacity building programme. The project conducted a need analysis to identify the knowledge and gaps in expertise, define the content of the activities and validate the methodology. The capacity building programme was approved by the Sri Lanka Tourism Development Authority and implemented in December 2021. Key consultation sessions conducted to design the capacity building programme.

► A19.2. Budget/Planning information

Sustainable Development Goals:	SDG 1.3	
P&B Outcome:	Outcome 8: Comprehensive and Sustainable Social Protection for All	
DWCP outcome:	LKA 155 – Improved social protection to all workers with special focus on informal workers	
Project budget in EUR:	200,000	
Project duration in months: 16	Planned	Actual
Project start date:	October 2020	December 2020
Project end date:	March 2022	March 2022

► A19.3. Summary outputs

A19.3.1. Output delivery¹

Output	Output status	Output summary
Outcome 1: Adequate income security/social protection provided to workers in tourism sector to mitigate the socio-economic impact of COVID-19 in Sri Lanka		
1.1. Social protection (cash transfer) package to support workers in the tourism sector is developed	Completed	The project supported the design of a two-phased social protection response to mitigate the impact of COVID-19 pandemic on the workers of the tourism sector in Sri Lanka. One was shock responsive cash transfer measure for an immediate response to the COVID 19 pandemic, and the second is a medium to long-term unemployment insurance contributory-based scheme. The government, employers, and trade unions, including tourism organisations endorsed the design of both responses. The Ministry of Tourism endorsed the cash transfer programme design and is now looking at steps for its implementation. In parallel, the government also requested further ILO technical assistance to continue the social dialogue for the possible introduction of a long-term unemployment protection scheme.
1.2. Conditions for the implementation of the social protection package are enhanced	Completed	The project developed the operational guidelines developed for both designs (COVID response and Unemployment), in particular, the rapid development of methodologies, processes and tools for the quick identification, registration and certification of possible beneficiaries, as well as for the rapid and safe delivery of benefits and governance structure. The operational guidelines include a staff training plan for implementing the cash transfer measure.
Outcome 2: Engaging in a national dialogue and building capacity for developing a strategy and proposing innovative mechanisms to extend social protection coverage, among small and medium businesses and self-employed of the tourism sector		
2.1. More evidence and understanding on the needs and characteristic of small and medium businesses and self-employed	Completed	The project supported the preparation of a Legal/Policy Matrix of the existing Social Protection system in Sri Lanka in view of establishing at least a social protection floor. In this analysis, policy gaps and implementation issues have been identified. The key findings were presented to the tripartite stakeholders and official submission done to the National Planning Department to support the implementation of the National Social Protection strategy. In addition, the project supported with evidence from the review of the system the National dialogue conducted by the National Labour Advisory Council (NLAC) in view of extending social protection coverage to informal sector workers.

¹ Based on the Implementation Plan.

Output	Output status	Output summary
2.2. Evidence-based policy options aimed at adapting the social protection system to the needs and situations of workers in informal and non-standard forms of employment	Completed	The project organized awareness raising sessions among informal economy workers, across 9 provinces and 25 districts. In total, 1,134 workers benefited from these sessions of which 415 female workers. The project supported a public communication campaign that reached 1.7 million people. As a result of the wider awareness and the communication campaign, the registration of informal establishments under SLTDA increased by 52% as per the SLDTA records.

A19.3.2. Outputs: Overall delivery assessment²

<input type="checkbox"/>	Highly satisfactory Implementation of almost all (>80%) outputs is on schedule as envisaged in the implementation plan and almost all (>80%) indicator milestones have been met.	<input checked="" type="checkbox"/>	Satisfactory Implementation of the majority (60–80%) of outputs is on schedule as envisaged in the implementation plan and the majority (60–80%) of indicator milestones have been met.
<input type="checkbox"/>	Unsatisfactory Some (40–60%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only some (40–60%) indicator milestones have been met.	<input type="checkbox"/>	Very unsatisfactory Few (<40%) outputs are being implemented on schedule as envisaged in the implementation plan and/or only a few (<40%) indicator milestones have been met.

The project achieved all the intended objectives and outcomes.

² This is a self-assessment.

► A19.4. Summary outcomes

A19.4.1. Outcome achievement³

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Outcome 1: Adequate income security/social protection provided to workers in tourism sector to mitigate the socio-economic impact of COVID-19 in Sri Lanka				
Design of a non-contributory benefit providing income support at the national poverty line at a minimum	LKR 5000 provided in the months of April and May 2020 in response to COVID-19	Social assistance schemes designed to provide income support to the SMEs and workers in the sector Existence of social protection package covering a number of social protections benefit areas in the National Social Protection Policy and Strategy of the country	I Income support at a minimum at the national poverty line	Fully on track: Most milestones met The design of non-contributory scheme included the income support at a minimum at the national poverty line
Output 1.1 Design a Social protection scheme particularly targeting the tourism sector workers and SMEs accounting for COVID-19 in the short-run and seasonal variations beyond the crisis	Does not exist	Social assistance schemes designed to provide income support to the SMEs and workers in the sector	Design and implementation of at least one social protection package covering a number of social protection benefit areas for the workers in the sector	On track: Most milestones met Designed the social protection package covering a number of social protection benefit areas for the workers in the tourism sector. Implementation process on track

³ Based on the M&E plan.

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 1.2 Design of a social protection scheme for the tourism sector aiming for universal coverage and comprehensive in terms of contingencies covered, approved by key stakeholders	No particular social protection measure exists in response to COVID-19 affecting the sector	Existence of social protection package covering a number of social protection benefit areas in the National Social Protection Policy and Strategy of the country	Report for the design of social protection schemes approved by the key stakeholders for tourism sector workers and SMEs showing progressive achievement of universal coverage	On track: Most milestones met The designed social protection package approved by the Ministry of Tourism
Outcome 2: Strengthening design and implementation of the social protection schemes to increase coverage of workers in informal employment, including workers in non-standard forms of employment				
Non-contributory schemes providing basic income support to the workers in the informal sector. Contributory schemes based on the capacity to contribute by the workers in the informal employment	Does not exist	Number of covered people through registration and recipients of beneficiaries Number of people covered through contributory system indicating a transition from informal sector to formal sector	Increase the coverage of social protection to the workers in the informal sector through non-contributory and contributory schemes	On track: Most milestones met Increased the coverage of social protection to the workers in the informal sector through non-contributory and contributory schemes. The total registration of informal sector workers increased by 52%
Output 2.1 Documents providing evidence on the types of needs and characteristics of the workers in the informal employment, endorsed by stakeholders	Does not exist	Legal framework and policies to facilitate extension of coverage to the workers of the informal sector	Recommendations and reports with the ownership of the government, clearly identifying the particular characteristics and needs of the workers of this type	On track: Most milestones met The operational guidelines developed and endorsed by the stakeholders Recommendations submitted to the stakeholders

Indicator	Baseline (before project start)	Indicator Milestone (compare planned against actual)	Target (end-of-project goal)	Immediate Outcome summary
Output 2.2 Report on social protection options for covering the social protection policy areas reflecting the needs of the workers in informal sector in tourism sector of this type	Does not exist		New and changes in the existing policy options included in the National Social Protection Strategy to show how extension of social protection to the workers in the informal employment can be achieved	On track: Most milestones met Technical comments provided to the national social protection strategy on specifying extension of social protection to workers in informal employment

A19.4.2. Achievement of the project outcomes

<input type="checkbox"/>	Highly probable Almost all (>80%) reporting period milestones have been met. Based on the indicators and risk assessment, it is highly probable all outcomes will be achieved by the end of the project.	<input checked="" type="checkbox"/>	Probable Based on the indicators & the risk assessment, the majority of outcomes have been achieved.
<input type="checkbox"/>	Low probability Some (40–60%) reporting period milestones have been met. Progress is being made on the outcomes but based on the indicators and risk assessment only some outcomes will be achieved.	<input type="checkbox"/>	Improbable Few (<40%) reporting period milestones have been met. Limited progress is being made on the outcomes and based on the indicators and risk assessment only a few outcomes will be achieved.

On the basis of the indicators, overall outcomes have been achieved. The majority of the project milestones have been met, and the government is moving forward with the next phase of putting the results into action.

► A19.5. Narrative report: Managing for results

A19.5.1. Progress summary

Following a direct request received from the government, the ILO Country Office for Sri Lanka and the Maldives, designed the project in consultation with the government, employers and trade unions, and the EU Delegation for Sri Lanka. The key stakeholder consultations took place in the year 2020 to gain their consent in order to ensure ownership of the project outcome down the road. Accordingly, the Ministry of Labour, Department of Labour, Ministry of Tourism, Sri Lanka Tourism Development Authority, Ministry of Samurdhi, Home Economy, Microfinance, Self-Employment and Businesses and Under-Utilized State Resources, National Planning Department were amongst the government stakeholders consulted. The Employers Federation of Ceylon, and Chamber of Commerce were consulted to get the employers view on designing a social protection system for the tourism sector. Additionally, trade union consultations took place with the largest trade union of Sri Lanka Nidahas Sevaka Sangamaya (SLNSS), with the Sri Lanka Tourism Association, and the Sri Lanka Tour Guide Association. All three parties were highly supportive of the design and with the priority to be given to the tourism sector which has been hardest hit due to the pandemic, having been highly vulnerable already from the impact of the Easter Sunday attack a year prior. Many have lost employment or have otherwise been severely affected by these dual crises. The government has indicated that a social protection floor is a vital need currently for the country and the project will be a good initiative to start the process of national dialogue towards strengthened social protection, and can serve as a good example to other sectors as well. Apart from tripartite consultations, the EU funding helped public and private organisations implement and improve employment and social policy, and finance projects to support their citizens of today and tomorrow under their employment and social affairs policy. During the pandemic situation, EU prioritised tourism sector recovery as the largest hit sector in the economy. The inputs from the consultation with the EU Delegation in Colombo helped to design

the project in line with the social protection sectoral approach. In reference to the project reporting period, the following progress were achieved.

Outcome 1. Adequate income security/social protection provided to workers in tourism sector to mitigate the socio-economic impact of COVID-19 in Sri Lanka

The project successfully contributed to design the social protection scheme to mitigate the impact of COVID-19 pandemic on the workers of the tourism sector in Sri Lanka. Two approaches were architecture in the design: one was shock responsive to the COVID 19 and the other was a medium to long-term unemployment insurance based on contributory scheme. The government, employers, and trade unions, including tourism organisations, endorsed the design. The stakeholders emphasized the need to design measures to extend coverage to workers in the informal economy too, as they were highest hit by the pandemic situation.

The project supported the development of operational guidelines developed for both designs (COVID response and Unemployment) and methodologies, processes and tools for the quick identification, registration and certification of possible beneficiaries, as well as for the rapid and safe delivery of benefits and governance structure. Necessary capacity building and proposed training component were incorporated into the operational guidelines as a part of benefit.

The technical design and operational guidelines were officially presented to the key authorities of Ministry of Tourism in November 2021 and endorsed with positive feedback on the high value and timely needed document. The Ministry intends to execute the proposed design through the coordinating body of the Sri Lanka Tourism Development Authority; to this end, the project contributed to the draft implementation plan. As a result, the SLTDA set up the implementation coordination unit under the Quality Standard Division. Project provided technical support to SLTDA design and execute a rapid analysis and status analysis of Standard and Quality Assurance division in order to understand challenges and bottlenecks to maintain efficiency and effectiveness of the division with the special reference to the inspection process. The recommendation provides a framework to develop the fast methodology, procedures, and tools for identifying, registering, and certifying potential beneficiaries, as well as delivering benefits quickly and safely.

The costing matrix was developed in line with both shock responsive and medium to long term unemployment options and additional approaches recommended to scale-up the proposed social protection system, to extending coverage to informal sector workers in the tourism sector.

The project sponsored the participation of two officers from the Ministry of Labour to the ILO -ITC training Academy on social security, from 13th September to 22nd October 2021 (6 weeks). The two officers are currently utilizing the knowledge and methods learnt during the course to lead the tripartite sub-committee on social protection established under the National Labour Advisory Council (NLAC), Ministry of Labour.

The project contributed to complete the need analysis and gap identification, requirements for developing the capacities of different government stakeholders. and prepared accordingly the draft capacity building programme and methodology, that is the result of consultations between the government, workers and employers' representatives. The Sri Lanka Tourism Development Authority officially endorsed the final draft of capacity building programme and its methodology in December 2021.

Outcome 2. Strengthening design and implementation of the social protection schemes to increase coverage of workers in informal employment, including workers in non-standard forms of employment

The project supported to conduct an analysis of the Legal/Policy framework of the existing Social Protection Floor in Sri Lanka. The analysis includes the identification of policy gaps and implementation issues of the existing social protection schemes in Sri Lanka. The key findings were presented to the tripartite stakeholders and official submission done to the National Planning Department to support the National Social Protection strategy implementation. In addition, the project provided comprehensive technical comments to the national social protection draft strategy which was prepared by the National Planning Department of Sri Lanka. This contribution was highly valued and will contribute to the validation of this national draft.

The project promoted social dialogue between Government, Employers' and Workers' representatives in the tourism sector around the development of both proposed schemes. More specifically, Sri Lanka Tourism Associations, Employers Federation of Ceylon and Trade unions, Ministry of Tourism actively participated in this dialogue, led by the Sri Lanka Institute of Tourism and Hotel Management and Sri Lanka Tourism Development Authority.

The National Labour Advisory Council (NLAC) is the apex national tripartite consultative mechanism established in 1994 to provide for consultations and cooperation between the government and the organization of workers and employers at the national level on matters relating to social and labour policies. During the project period, the project team had consultation with the NLAC to scale up the social protection for formal as well as informal sector workers. As a result of these consultations, the NLAC established a subcommittee on social protection thematic area. The committee very closely worked with the project team to understand the proposed mechanism for tourism sector workers and how it can be scaled up to other sectors including formal and informal sector workers. The proposed intervention design of non-contributory scheme as well as unemployment insurance system are endorsed and may serve as first models to scale up coverage to other sectors. The project supported the NLAC in conducting several discussions, consultations to understand the barriers on expanding the coverage and scaling up existing schemes for the informal sector workers. Key findings shows that some of the reasons for poor enrolment include lack of confidence in the management of savings, lack of risk pooling, difficulties in claiming benefits, limited number of pre-retirement benefits, lack of knowledge of the funds. Improving the management of the fund, improving the quality and variety of benefits, and improving risk pooling can make the funds more attractive. Existing Employees' Provident Fund (EPF) and Employees' Trust Fund (ETF) coverage should be extended to all types of self-employed persons, elementary occupations (including daily wage earners), contract workers, migrant workers, as well as informal workers. Along with extending coverage, it is important to increase awareness of the funds, the quality and variety of benefits, and risk pooling mechanisms, to make it more attractive to all types of workers.

Based on these consultations, NLAC requested the project to technically support the scale up of the model into other sectors including both formal and informal sector workers, that is suitable for Sri Lanka given its labour market characteristics and administrative capacity. As a result of this tripartite dialogue, the project reached the outcome related to the engagement in a national dialogue and building capacity for developing a strategy and proposing innovative mechanisms to extend social protection coverage, among small and medium businesses and self-employed of the tourism sector.

During the project reporting period, 25 online awareness sessions were conducted among informal sector tourism establishments and services providers in provinces, with the aim to facilitate the formalization process under the Sri Lanka Tourism Development Authority. A total number of 1134 workers benefited from this awareness sessions, of which were 719 males and 415 females. The awareness programme was conducted across 9 Provinces, covering 25 districts. The key communication campaign was rolled out and reached 1.7 million people. As a result of the wider awareness from the communication campaign, the registration of informal establishments under SLTDA increased by 52% as per the SLDTA records.

The project supported the government to develop the capacities on social protection scheme operationalization. A total number of 153 officers were trained at national and sub national level on social protection, operational guidelines and informal sector absorbing. This wider capacity building programme benefitted to officers in SLTDA, Ministry of Tourism, Provincial Tourism department, Tourist police, Inspection officers under the SLTDA. The trained officers are directly involving in the implementation national and sub national level.

The project initiated key dialogues between government and donors including World Bank, Agence française de développement (Afd) and EU on expanding fiscal space and financing for a sustainable social protection system in Sri Lanka. Key consultations were undertaken and donors positively responded in this context and expressed willingness to help to the government.

► Self-evaluation results

Relevance

Employment retention through subsidy disbursement was intended to be a supplementary policy alternative to the government's stimulus package. It was intended to temporarily protect the employment of vulnerable workers employed in MSME firms. The EUD considered the tourism sector as a top priority sector to assist workers under their ongoing collaboration with the Ministry of Tourism on other on-going initiatives which are part of the EU's COVID response programme.

Improving social protection for all workers with special attention on informal workers and greater coverage and accessibility of social protection are important outcome areas and priorities for the tripartite constituents in Sri Lanka. The major outputs directly relate with the country priority results under the social protection thematic areas. Further, stated results directly linked with UNSDCF programme.

Finally, the project's intervention is intended to facilitate the construction of an unemployment insurance scheme, income support scheme which is highlighted in the COVID 19 pandemic situation. The constituents continue to emphasize the importance of employment protection and the necessity of policy choices for tackling unemployment, in light of the significant impact on employment produced by the COVID 19 pandemic, which they have observed. Also, the tripartite committee on National Labour Advisory Council called for the establishment of an unemployment insurance fund.

Effectiveness

Under the proposed short-term and medium-to-long-term schemes, the International Labor Organization (ILO) and tourism stakeholders in Sri Lanka have established an effective coordination process for setting beneficiary selection criteria, database design, benefit disbursement, and governance structure, as well as for coordinating with the line ministries, including the Ministry of Finance and the Ministry of Labour. The project ensured that gender equality and the inclusion of individuals with disabilities in the project intervention have been achieved through the adoption of inclusive and gender responsive beneficiary identification criteria that took into account feedback from stakeholders. The project also contributed to Sri Lanka's ongoing National Social Protection Strategy (NSPS) by establishing a framework for an Unemployment Insurance plan and offering technical comments to the national strategy. The project

eventually helped to establish a transparent and spontaneous national tripartite working committee, which was aligned with the National Labour Advisory Council, to design an income support protection scheme for workers in the world of work, which would cover both formal and informal sector workers.

Sustainability

The government partners, industry associations are capacitated to utilize the mechanism in future crisis depending on availability of funding. This may reduce risk of unemployment of the workers of the sector both formal and informal sector workers in future crises. The project organized tripartite plus consultations to better understand the knowledge gap on social insurance among stakeholders. The mechanism is now available for the government, development partners, and IFIs to address any future economic shocks affecting employment in the formal sectors. In line with the ILO core mandate, the proposed interventions give emphasis on equality and non-discrimination, tripartite consultations, and social dialogue to ensure ownership of the constituents who will implement the proposed schemes in the long run. Inputs from the constituents ensured the designs reflect suitability with the country context.

In the UN's Immediate Social Recovery Response Plan and the UN's Sustainable Development Cooperation Framework (UNSDCF, 2022-26), the ILO promoted the concept of social insurance and is responsible for two related indicators on social insurance. The recommended interventions stressed the importance of tripartite consultations and social engagement, in keeping with the ILO core mission, to ensure consensus that the constituents who will execute the proposed designs in the long term own them. The tripartite constituents' input and ownership will ensure sustainability of the future scheme.

A19.5.2. Evaluations, reviews and monitoring

Regular team meetings are being conducted. The project is receiving support from the Social Protection Specialist in the Decent Work Technical Support Team for South Asia as well as from the SPPFM project team support which has been very useful.

The project team of the ILO Country Office in Colombo facilitated constant coordination between the Ministry of Tourism and relevant government ministries, as well as with social partners.

A19.5.3. Main challenges, risks and corrective action

The COVID-19 pandemic has been very challenging, including lockdowns, travel, and workplace restrictions. Several key functionaries and officials have been infected, leading to delays in decision making and start-up of actions and interventions. In addition, there have been frequent transfers and replacements at the Government level. Coordination and approval processes between the Government departments is a pre-requisite for some of the policy level work and this long time-consuming process, has become even longer because of the challenges described above, causing more delays.

The government's decision to prioritize short-term measures above longer-term ones, such as building social insurance plans, was prompted by the continued severe economic impact from the second and third waves of the COVID-19 pandemic. Coordination among these line ministries was not always easy, and there were occasions when it was quite challenging.

The notion of contributory social insurance is a relatively new one in the country, having been introduced very recently. In the country, there is no established contributory social insurance institution with which government or tripartite constituents involved can simply form a relationship. In turn, this limits their capacity to provide in-depth and technically sound feedback on the proposed design of the schemes, and it results in a lack of confidence in their ability to move forward with important initiatives in the area of contributory social insurance.

A19.5.4. Opportunities and corresponding strategy adjustments

The project intends to capitalize on the interest of the constituents (representatives of government, employers, and workers) for the possible introduction of an unemployment insurance scheme. The impact of the COVID-19 pandemic on the economy has highlighted the need of introducing sustainable social insurance schemes that can be scaled-up in case of future crisis. The employers have faced criticism for layoffs and retrenchment of workers during the pandemic. Worker's representatives have raised in various forums to ensure protection for unemployed workers. Thus, the tripartite constituents seemed to be at a very broad level consensus on the need for an unemployment insurance.

A19.5.5. Contribution of the Project to the COVID-19 response and recovery

In the absence of unemployment insurance or wage subsidy scheme, designing and implementing a sound and rapid benefit delivery, which can be scaled up, is of crucial importance, particularly when a crisis hits. The project contributed to the COVID 19 response and recovery aligning with the proposed scheme in a short run shock responsive approach as well as medium to long run approach.

A19.5.6. Specific interventions related to public finance management

During the discussion between the project and the Secretary, Ministry of Tourism (in November 2021), the issue of financing of social protection came up. The Secretary gave importance to contribution from government and external donor funds for financial sustainability of the social insurance schemes. The project intends to assist the Government to explain the model and with advocacy tools for increased investment in social protection to any donors.

A19.5.7. Complementarity with the EU Delegation's interventions and on-going and future Budget Support Programmes

The project is directly embedded under the EU funding umbrella targeting the tourism sector in Sri Lanka. The EU has supported the development of the Sri Lanka Tourism Strategic Plan which is aligned with the National Policy Framework, 'Vistas of Prosperity and Splendour' & the Strategic Gap Analysis identified under the Strategic Plan for 2017-2020. Design of a social protection system for the tourism workforce is a key component under the tourism sector development road map. EU funding towards the development of the tourism sector in Sri Lanka is via a direct grant to the Government of Sri Lanka of EUR 500 million.

In an implementation process of the proposed design of the social protection scheme on tourism sector, there will be costing approach and proposed interventions on public finance management. Implementation of the scheme proposed through government funds. But the project can facilitate stakeholder consultations with those who are willing to contribute to the scheme including - WB, IMF and Donors.

A19.5.8. Synergies with other strategic social protection interventions

The ILO Country Office for Sri Lanka and the Maldives developed a policy paper which was submitted to the Government in July 2020 for policy recommendation on social protection

approaches to support workers and their families to manage the impacts of the COVID-19 crisis in the short and medium term. The intention of the note was to present a set of potential options for consideration. The paper highlighted that the ILO is available to undertake further analysis on specific approaches and scenarios (including costing) depending on the decisions taken by the Government of Sri Lanka. This project is in sync with this policy paper.

Further, Trade Unions in Sri Lanka have submitted a special request to the Ministry of Labour to start an unemployment benefit fund (UPF) which was discussed at the tripartite body of National Labour Advisory Council (NLAC). Here, NLAC requested the ILO's technical assistance and support for the costing analysis. This project intervention will contribute towards an umbrella social protection floor for the country in the future.

A19.5.9. Strategic partnerships with other development partners

A project brief and interventions has been provided to the UNSDF (2018-2022) social protection results group currently led by UNICEF and participation of other UN agencies including ILO, UNDP, WFP, and WHO. Under the social protection results group, there is a technical committee which includes the World Bank, IMF and other development partners. ILO is playing an active role in the Social Protection results group, pushing for a tripartite consultation process in any design of a National Social Protection framework in the country.

A19.5.10. Overall budget analysis

The SP&PMF project is benefiting from synergies in particular with inputs from the ILO technical expert in New Delhi and various experts in Geneva. Due to COVID-19 movement restrictions, it was not possible to conduct in- person meetings, workshops for national stakeholders and most of the meetings took place virtually. Due to the current financial crisis, the dollar rate increased and local currency depreciated. Therefore, the local currency value reduced and it has directly affected budget spending. For these reasons, a considerable balance is still available at the time of the project's closure.

► Self-evaluation results

Efficiency

How optimally were the resources and inputs (e.g. funds, expertise, time, etc.) used to produce results? Do the expected project results justify the costs incurred? To what extent did the project leverage resource (financial, partnerships, expertise) to promote gender equality and non-discrimination?

Utilizing ILO's vast experience on working with the employers and workers representatives, the ILO through this project facilitated national consultative processes as well as inputs from workers representatives and trade unions associated in the tourism sector, as required and necessary. ILO's technical experts from the technical support facility in HQ, including the Programme management unit of the SP&PFM Programme, and New Delhi extended cooperation in the project technical work.

With the progress of the project, there is being placed discussions on how to maximize synergies in supporting the Government of Sri Lanka to introduce an Unemployment Insurance in the country. This is aligned with the ongoing work of National Labour Advisory Council's social protection sub-committee work. To facilitate implementation of the project and continuous interaction with the government and social partners, the budget had included from its preparation a full time National Project officer and Admin and Finance officer.

The major cost under the project was allocated to the outcome 1 and 2 both. National consultants hired with expertise on relevant field delivered satisfactory technical work that show best utilization of funds.

The project also allocated cost to organize consultation workshop with the government, employers, and workers with other relevant stakeholders in harmonizing social insurance in line with NSSS action plan (2015–2021).

A19.5.11. Lessons learned – highlights

Context and implementing environment

The COVID-19 pandemic situation has thrown many challenges, and the project needs to be flexible and adapt to the changing situation in the country. The priorities of the governments have been to prevent the spread of infection and keep the economy going. This has put other priorities on hold. This has also created a challenge for the project, in addition to the challenge of lockdowns, transfer of officials, etc.

Project strategy and design

The project design includes policy level work as project outputs, which is very beneficial for a project and provides ability to work on country priorities in a more integrated manner. However, because of the unprecedented challenges thrown by COVID-19, whether related to changing priorities, sickness of key decision makers, lockdown and travel restrictions which do not allow face to face meetings, the project is facing delays to start the policy level work. Since a broad level discussion was done with the governments before, when the project was launched, the process for approval of actual activities has been delayed. In this given context, and the COVID-19 situation not changing, any new projects, with similar project designs should be discussed in detail including the broad agreement on activities at the design stage itself, so that precious time is not lost in getting necessary approvals.

Teamwork

The project officers, Programme officers from the ILO Country Office supported representatives of the constituents by sharing background of this intervention, how social protection schemes work and the logic behind designing such social insurance schemes in the context of the tourism sector in Sri Lanka. Several formal and informal bi-lateral discussions were conducted on requirement and process of unemployment protection for the workers, including to MSMEs.

A19.5.12. Visibility & Communication

A country page created and updated in the global web site www.socialprotection-pfm and planning to update key highlights in the project activities through the implementation of project. Regular social media and ILO CO Colombo web site updated throughout the project period.

Weblinks

https://www.ilo.org/global/docs/WCMS_789825/lang--en/index.htm

<https://socialprotection-pfm.org/partner-countries/sri-lanka/>

Social Media Videos:

<https://www.youtube.com/watch?v=C0GpNmlGzsg>

<https://www.youtube.com/watch?v=JVLioTBIhrI>

Provincial Level online awareness Workshop for informal sector tourism operators

Register Online and WIN
SLTDA

S&QA SLTDA
Interactive and Informative Session for Tourism Operators and Service Providers

FUTURE OF TOURISM INDUSTRY: INFORMAL TO FORMAL

Getting READY to building back Better

Provincial Level Online Awareness Workshop for Informal Sector Tourism Operators and Service Providers

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Date: 8th September 2021 | Time: 9.00 am to 12.30 pm
Venue: SLTDA Zoom Meeting

Very Good Morning! The Workshop will be commenced at 9.00am

Capacity Building Training Programme



► Annex A19.A1. Project risk register

Ref.	Risk statement. The event we do not want to see and its potential impact on objectives	Comment. Explain how the risk might arise and the importance of the impact	Measures currently in place to address this risk	Impact	Likelihood	Total	Change ¹	Risk Owner ²	Additional risk response for the attention of the implementation team and the Steering Group
1.	COVID-19 affects the operational capacity of the government and key stakeholders	COVID-19 reduces on the ground presence and creates challenges in working with stakeholders	Flexibility to conduct work remotely particularly in the first six months	Medium	Medium	60%	↑	–	Slow Project implementation and delivery of output in focused on social protection scheme development
2.	Transient bureaucrats result in slow Project mobilization and delivery of output	Frequency of national and local elections, and changes in key officials cause implementation delays	Build in time to allow for changes	Medium	Medium	50%	↔	–	Present and obtain consensus, as needed from the ILO constituents during the DWCP Review Meetings organized by the Country Office on periodic basis Keep documentation of project updates in a systematic way and integrate project activity report as part of the DWCP Meetings
¹ The Change column is used during implementation and summarizes the change since the last time the risk register was presented. Three symbols are used: ↑ Increase in the total level of risk ↔ No change in the total level of risk ↓ Decrease in the total level of risk. ² The Risk Owner column is used during implementation and records the name of the person with day-to-day responsibility for monitoring the risk and coordinating the response.									

► Annex A19.A2. Knowledge products of the project

Title of the product or report	Type of product (working paper, brief, technical report, video, capacity building content, etc.)	Published/not published
Social Protection policy brief	Policy paper	Published
Report on review of Legal/Policy Matrix for the Existing Social Protection Floor in Sri Lanka	Technical report	Not Published
Report on Social Protection scheme for the tourism sector workers in Sri Lanka	Technical report	Plan to be published
Operational guidelines for the social protection scheme implementation	Technical note	Not published
Rapid analysis of the registration and SLTDA inspection processes for tourism establishments and service providers in Sri Lanka	Technical report	Plan to be published
Report on income security social protection scheme for other sectors in Sri Lanka by covering both formal and informal sector workers	Technical proposal	Not published
Video on unemployment insurance that made by Zakarta, Indonesia (by Ippei and team): https://youtu.be/w9279s-3v1A Video on informal sector workers absorption ILO SLTDA VIDEOS	Video	Plan to be published