

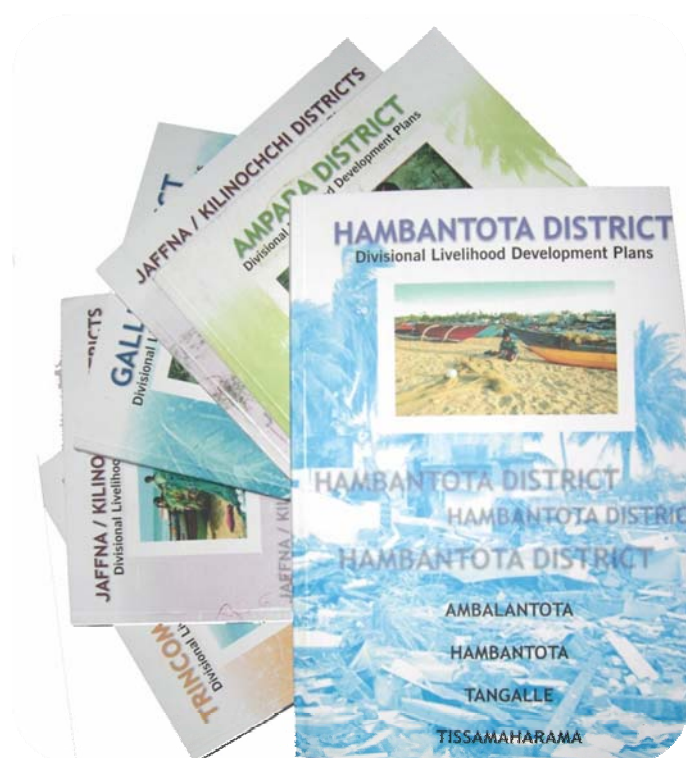
# INCOME RECOVERY TECHNICAL ASSISTANCE PROGRAMME ILO-IRTAP

## Final Evaluation

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*Evaluation of the outputs and the impact of the technical assistance provided to the government through the Reconstruction And Development Agency (RADA) for planning and co-ordination of the livelihood recovery process in the tsunami affected division in Sri Lanka*

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AUGUST 2007

## ACKNOWLEDGEMENT

*We pay our sincere gratitude to Mr. Doekle Wielinga, Chief Technical Advisor of International Labour Organization executed Income Recovery Technical Assistance Programme (ILO-IRTAP) for the timely contribution, guidance and feedback from the inception to the very last step of this project evaluation. It not only helped to complete the evaluation but also to accomplish its objectives as expected.*

*We appreciate and thank the positive response we received from Mr. Kumaradasa, Additional Secretary, Ministry of Labour, Mr. Kaushal Rajapaksha, Former Director, Livelihood Unit, RADA, Mr. Ranjith Abeygunawardene, Deputy Manager, Livelihood Unit, RADA, Mr. Terry Rogocki, Development Advisor, CHA, Mr. Sam Stembo, Director, Special Project, FCCISL, Mr. Ganesarajah, Advisor- Capacity Development and Governance, UNDP-CADREP, Mr. C. Jayawardene, Development Advisor, NORAD and Mr. Leslie Joseph, Fisheries Consultant, FAO.*

*We are grateful to Mr. Susantha Katukurunda, National Programme Coordinator and Mr. Christoph Kaut, Local Economic Development Advisor, ILO-IRTAP, for their friendly collaboration, productive coordination and invaluable and constructive feedback for the evaluation. Our sincere thanks are due for the District Livelihood Coordinators, Livelihood Officers and MIS Officers of the visited districts for their friendly collaboration, guidance and thoughts to enrich the evaluation in the districts.*

*Our special gratitude is due for the visited and contacted District Secretaries, Additional District Secretaries- Tsunami, Divisional Secretaries, Assistant Divisional Secretaries, office staff of District and Divisional Secretariats, CHA District Officers and INGOs and LNGOS working in the visited districts. They responded to our request without any hesitation.*

*Finally, we highly appreciate the excellent cooperation of the Project and the staff with the recognition and understanding of the critical importance of such independent evaluation study to learn lessons for the betterment of the future similar interventions.*

*We are proud to be associated with all these above mentioned informants and officers, who gave their maximum support, tremendous contribution and shown positive attitude towards this evaluation.*

***Thank You Very Much***

Team Leader/Chief Consultant  
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Colombo, Sri Lanka  
August 2007

## ACRONYMS AND ABBREVIATIONS

|                  |  |
|------------------|--|
| AGA              | Additional Government Agent                                    |
| B <sub>2</sub> B | Back to Business   |
| CADREP           | Capacity Development for Recovery Programme                    |
| CAPS             | Coordination and Planning System                               |
| CBO              | Community Based Organization                                   |
| CHA              | Consortium of Humanitarian Agencies                            |
| CIR              | Community Infrastructure Recovery                              |
| CQ               | Comprehensive Questionnaire                                    |
| DLC              | District Livelihood Coordinator                                |
| DLCM             | District Livelihood Coordination Meeting                       |
| DLDP             | Divisional Livelihood Development Plan                         |
| DRDU             | District Recovery and Development Unit                         |
| DS               | Divisional Secretary   |
| DS/GA            | District Secretary / Government Agent                          |
| FAO              | Food and Agriculture Organization                              |
| FCCISL           | Federation of Chambers of Commerce and Industries of Sri Lanka |
| FGD              | Focus Group Discussion   |
| GN               | Grama Niladhari  |
| GOSL             | Government of Sri Lanka  |
| IDP              | Internally Displaced Persons                                   |
| IET              | Independent Evaluation Team                                    |
| ILO              | International Labour Organization                              |
| INGO             | International Non Governmental Organization                    |
| IRTAP            | Income Recovery Technical Assistance Programme                 |
| IT               | Information Technology   |
| JICA             | Japanese International Cooperation Agency                      |
| LBAT             | Labour Based Appropriate Technology                            |
| LED              | Local Economic Development                                     |
| LO               | Livelihood Officer   |
| M&E              | Monitoring and Evaluation                                      |
| MC               | Municipal Council  |
| MIS              | Management Information System                                  |
| MoU              | Memorandum of Understanding                                    |
| MS               | Micro Soft   |
| NASIR            | Needs Assessment Survey for Income Recovery                    |
| NGO              | Non Governmental Organization                                  |
| PASS             | Productivity Alternatives for Sustainable Solutions            |
| PCBT             | Participatory Critical Brainstorming Technique                 |
| PMU              | Project Management Unit  |
| PS               | Pradeshia Sabah  |
| RADA             | Reconstruction and Development Agency                          |

|        |                                      |
|--------|--------------------------------------|
| SA     | Stakeholder Analysis                 |
| SME    | Small and Medium Enterprises         |
| SP     | Social Protection                    |
| SSQ    | Semi Structured Questionnaires       |
| TA     | Technical Assistant                  |
| TAFREN | Task Force for Rebuilding the Nation |
| TO     | Technical Officer                    |
| TOR    | Terms of Reference                   |
| UC     | Urban Council                        |
| UN     | United Nation                        |
| UNDP   | United Nations Development Programme |
| VRC    | Village Recovery Committee           |

## EXECUTIVE SUMMARY

The Income Recovery Technical Assistance Programme (IRTAP) project was started in October, 2005 to uplift the ongoing Income Recovery Programme of the Task Force for the Rebuilding of the Nation (TAFREN) which later became Reconstruction and Development Agency (RADA). RADA covered four sectors: ‘Get people back into homes’; ‘Get people back to work’; ‘Provide education, health and protection for all’; and ‘Upgrade national infrastructure’. Sectors relating to income recovery and security have been brought together under the heading “Get people Back to Work” which was the main responsibility of the **Livelihood Unit** of RADA. The IRTAP was established by ILO to continue its support through RADA by providing technical assistance to carry out its tasks in the tsunami affected areas.

IRTAP was projected to operate until the end of February 2007. A no cost extension was granted which extended the project life until August 31, 2007.

The Tripartite approach of RADA, CHA and FCCISL would also be an approach to strengthen the coordination and planning mechanism in the livelihood intervention with the special programme linked to the IRTAP. The IRTAP project has provided a coordination mechanism which started at the village level, divisional level and district level to national level by addressing the livelihood needs with implementing agencies and activated through government administration body.

IRTAP decided to carry out an independent assessment to review the outputs and impact of the technical assistant to the programme. PASS Research and Consultancy (Private) Limited, one of the leading Research, Consulting and Training firms in Sri Lanka signed a contract to carry out the final evaluation of IRTAP.

The purpose of the evaluation is to assess the impact made by the technical assistance provided by the IRTAP at the national and regional levels and its contribution towards planning, coordination and facilitating the role of RADA.

In this project evaluation, an attempt was made to highlight that the focus was on the organization which partnered with IRTAP and how they respond to this evaluation. IRTAP was working with both district level partners (of Kalutara, Galle, Matara, Hambantota, Ampara, Batticaloa, Trincomalee, Mullaitthivu, Kilinochchi and Jaffna Districts) and the national level stakeholder institutions. So, the basic understanding was utilized for the sampling of the project evaluation. National and district level potential key informants were identified and subjected for individual / focused group discussions at the respective levels.

As this Project Evaluation was rapid, yet comprehensive, the firm proposed a sampling. Six districts were proposed as the Sample Districts for field level visits by the IET. The next four districts were subjected for evaluation through the reference of secondary sources. Therefore, the final list of Sample Districts consisted of Galle, Hambantota, Ampara, Trincomalee, Jaffna and Kilinochchi.

Among a list of comprehensive tools, which were used for project evaluation as appropriate, a combination of tools were utilized per organization or level at which the evaluation was targeted.

The draft findings were presented to the project staff and the feedback were incorporated for report finalization.

## FINDINGS

- Regular progress reporting was a significant feature of IRTAP to ensure the communication of the project progress with the stakeholders. There were mainly three types of progress reports: (1) Consolidated Monthly Progress Reports; (2) Annual Report; and (3) Quarterly Progress Reports.
- The minutes of Technical Review Meetings were the basic records of the happenings at Technical Review Meetings. All IRTAP Staff, RADA Staff and selected stakeholder representatives attended these meetings.
- These monthly reports focused on the density of the projects reported in the CAPS database by the sector, district, reported beneficiaries and costs. They examined the uptake of DLDP projects by volume, beneficiaries, value and sectors as well. Thus, these updated Monthly Monitoring Reports were very useful for the intended readers to access the latest figure with respect to DLDPs CAPS and CAPS database.
- The DLDPs for the nine affected districts were launched except for Mullaitthivu district which was not launched due to the prevailing security situation in the North. So far 738 projects had been committed and the cumulative budget for the committed, on going and completed DLDP projects is Rs. 1532.31 million, benefited by 103,024 beneficiaries. This achievement had highlighted a number of implications in the districts and divisions as listed below. They are based on the feedback that the evaluation team collected and observed in the districts with the district administration and other players.
  - DLDP's were the primary source of livelihood document in the District Secretariat with regard to the Tsunami Livelihood Recovery Plan of each district.
  - As they were the published documents, they were easily shared among the potential implementers of the district, although they may be Local NGO's, International NGO's or other players of development.
  - Divisional and District level administrators referred this as the basis to build up for the future, although these DLDP's could still be updated and enriched further.
  - As the Divisional Secretariat had given its endorsements at the final stages of the DLDP preparation, these documents were fully accepted by the Divisional administrators in general.
  - The divisional and district level development players and administrators referred DLDP's as a rich source of secondary data for any planning and coordination effort.
- When the DLDP project cost breakdown is considered, the ILO IRTAP expenditure in percentage of total project cost was 2.8%, which is almost negligible when compared to the average cost of a project (ILO IRTAP Second Quarter Progress report, 2007)

- As far as the methodology followed for the formulation of DLDP's are considered, ILO IRTAP followed a comprehensive and thorough one where the finalization of DLDP's had reviews by the experts at various levels apart from the divisional inputs.
- In spite of these strong mechanism and measures to ensure the methodical formulation of these DLDP's, the evaluation team learnt that in certain divisions, which were far from the District Secretariat, the said participatory methodology was not followed strongly in the DLDP formulation. Instead, the sub contractors used few informants and drafted the DLDP's.
- The uptake of projects had greatly increased during the second quarter of 2007 compared to the previous as 321 projects worth of Rs. 456 million had been committed by the implementing organizations while only 202 projects were taken up in the first quarter (figure 05). Around 44,000 beneficiaries were expected to be benefited by these new projects.
- CAPS acted as a coordination and planning tool to guide and coordinate the livelihood recovery activities at the district and divisional level by the decision makers of the government authorities, implementing organizations and local stakeholders.
- Firstly, it was evident that IRTAP helped to establish a formalized district coordination in the Tsunami related livelihood recovery with a majority of the district players including government departments, NGO's, INGO's and others. This district coordination mechanism paved way and created the need for a similar mechanism at the divisional level as well.
- As far as the District Livelihood Coordination Meetings (DLCM) were considered, it became evident among the districts where the evaluation team visited, that there was a good ground work done leading towards DLCM, led by DLC and supported by LO's. This included prior data collection, documentation and post meeting minutes sharing.
- A possible argument against the timing of this project was highlighted heavily. The overall perception was that the mechanism started latterly and wound up earlier when the actual district livelihood recovery fulfillments were still due.
- What is also to be noted is that DS's had utilized the LO's effectively to achieve the divisional livelihood recovery objectives. Further, the DS's had even released his / her other staff members to help this coordination mechanism.
- The most significant factors observed by the evaluation team in the districts were that these DLCM had helped to address resource pooling, repetition and duplication of livelihood interventions at the district and divisional level.
- It can be stated that the majority of the players had an added enthusiasm to update the DLCM with their data on the latest livelihood improvements. Their enthusiasm was boosted and maintained by the DLC's and LO's of the respective districts and divisions.
- In spite of the above stated positive aspect, still some players treated this as any other official request they had received from the District Secretary, thus not having required

attitude and interest to contribute. Further, it was learnt that such players subsequently avoided attending the DLCM's.

- It must be noted that the DLC's and LO's made a considerable heavy attempt to establish the district database of the livelihood recovery intervention under CAPS. Still, it could be observed that there was a resistance among different players towards managing the Micro Soft (MS) Access based programme to build up the database and submitting on time due to DLC to be incorporated under CAPS.
- When this database is considered, the district top administration had been enhanced with this tool to ensure the monitoring of the district livelihood activities at the time of the evaluation by the team in the districts.
- When Monitoring and Evaluation (M&E) of the planning and coordination of livelihood recovery support is considered, the team learnt that such a strong and systematic M&E was lacking during the implementation of the project period. This situation was expressed by the respondents at all levels including the national level. Therefore, there was a need for a strong M&E to ensure the sustainable planning and coordination of livelihood activities.
- The majority of the players both in the divisions and at the districts highlighted the need for coordination with the Local Authorities [Pradeshiya Shaba, Urban Councils and Municipal Councils] to get their strong involvement in district and divisional level infrastructure development and ensuring environmentally sound projects. At the time of the evaluation, the emphasis to get their involvement in the livelihood recovery seemed minimal.
- Many district and divisional level respondents were well aware of NASIR (Needs Assessment Survey for Income Recovery) Series studies and reports. These NASIR Series was the highly used and demanded studies in the districts and at national level. However, at the same time, there was no clear understanding among the respondents at the district and divisional levels on the other studies carried out in the project implementation period.
- In the planning and implementation of training programmes, IRTAP networked with national institutions that accumulated expertise. For social protection training, the project involved the National Institute of Social Development (NISD) and facilitated the Institute to make use of the expertise from the universities, agencies like Social Security Board and National Building Research Organization.
- For programmes on Community Infrastructure Recovery, IRTAP worked with the Institute for Construction Training and Development (ICTAD), The Ministry of Labour Relations and Foreign Employment, UNOPS and Practical Action.
- The trainings offered by IRTAP for the DLCs were very much effective and useful for the smooth coordination and preparation of district and divisional livelihood development plans. Also, those trainings helped them to continue their livelihood coordination activities.



- The most significant finding was that all the trainings were directly related to the livelihood context, thus they were very much useful to enhance their technical capacities as well as practical insights for field level implementation.
- Even though the IRTAP staff received some IT trainings, its practical usage and the application of skills gained were affected due to the lack of proper IT infrastructure as there were delays in supplying computers for the war affected Jaffna district.
- The LBAT training benefited 193 practitioners while other training interventions had dealt with more than five hundred beneficiaries.
- Mutual benefits were highlighted by FCCISL and District Chambers and allowed the accessibility to private sector stakeholders. District level business dealings were linked to the IRTAP. The coordination mechanism was strengthened with the presence of the District Chambers. Other than that, some of the FCCISL programmes, mainly like Back to Business (B<sub>2</sub>B) were also linked to the IRTAP coordination mechanism.
- RADA Livelihood unit was the key player of the tsunami income recovery programme and IRTAP supported the technical assistance component of IRP. It was noted that the partnership concept was highly applied in between these two parties in various ways. In addition to the above partnerships, ILO IRTAP signed a MoU with Practical Action to conduct the Training Programmes on LBAT. Under the first MoU, Practical Action agreed to bear the cost of the Resource Persons and the cost of training materials of the LBAT.
- The project had not done any analysis on the cost of expensive and too sophisticated publications and other material development and the extent of impacts it had made. Those materials included leaflets, plans, research findings and other promotional materials. As an example, there were only about 400 visitors for the IRTAP website as of July 09, 2007.
- When the perception of the respondents at various levels (divisional, district and national) regarding a number of aspects of the IRTAP project and its implementation was considered following findings are presented as a summary:
  - Almost 38% of the respondents perceived that the project intervention was highly timely while about half of them perceived it to be timely.
  - When the project contribution to enhance the district development is considered, 40% of the respondents perceived it to be high while 53% perceived it to be on average.
  - About 51% of them believed that the project contribution to enhance the livelihood development was high while another 41% perceived the same to be on average.
  - When the overall satisfaction of the project is considered, only 33% perceived it to be high while two third of them perceived it to be on average.
  - Almost 44% of the respondents perceived that the methodology used for the DLDP development was very good while 44% of them perceived it to be good.
  - According to them, 37% of them believed that the relevance of the DLDP projects to the district was very good while another 55% perceived the same to be good.

- As far as the coordination and communication process is considered, 53% of the respondents perceived it to be very good while 41% perceived the same to be good.
- According to them, only 35% perceived the monitoring and evaluation of the project to be good while almost 60% of them perceived the same to be on average.
- The evaluation team also linked a separate kind of unrests, incidents and the resumption of war situation aroused in the Ampara, Trincomalee and Batticaloa districts leading an environment of IDP settlements to the project activity implementation. Therefore, the team observed that the target achievement was affected by these situations. The example of this delay was the launch of the DLDP's of Trincomalee and Batticaloa districts and the launch was delayed up to October while there was only a soft launch for Batticaloa district DLDPs.

## CONCLUSIONS

- It can be concluded that the project concept, approach, instruments, publications and the subsequent support documents and materials are at a very high standard both technically and professionally. The stakeholders and staff of IRTAP rank the above attributes highly.
- It is also concluded that the practical understanding and operationalization of the project concept and approach focusing on the three main activities are satisfactory at the national level. This aspect is at a reasonably satisfactory level in the districts, which is a kind of rarity in Sri Lanka in most of the projects.
- It can be concluded that DLDP's are the recognized and accepted published source of livelihood demand and plan of the divisions and the districts. It has become a reference source to many players as well. Further, the practical value of the DLDPs is not fully utilized in the districts and divisions.
- In the districts, the intervention for planning and coordination is a timely input as the district initiated coordination was a requirement in all districts. This intervention was made at times when the district coordination was in a mess in certain districts.
- It can be concluded that no two districts do perform equally when it comes for livelihood recovery coordination due to various factors listed below:
  - Approach followed to convince DS/GA and Additional DS/GA
  - District Livelihood Coordinator (DLC) and his commitment
  - Nature of administration of DS/GA
  - Experience of Livelihood Officer (LO)
  - Interest of the top management of district administration to integrate livelihood to Tsunami recovery
  - Coordination and convincing skills of DLC's and LO's
  - Overall situation of the district
  - Interest of other players to share their information

- For the livelihood recovery technical assistance to the conflict or war affected districts, the same approach is not effective. The approach has to be sensitive to the context where the project is in operation.
- It is concluded that further livelihood recovery coordination requirements are identified in the districts. This new requirements are coupled with the improvements in livelihood recovery as well as the involvement of new players. These new requirements represent two needs: the need for the coordination of organizations; and the coordination to assure the technical requirements for livelihood recovery. Both these have become compulsory in the districts.
- It is concluded that among the studies carried out, NASIR series is popular among district and divisional staff and national level stakes. However, in some cases, the studies have not reached the bottom level of the project players.
- It is concluded that the sub contracting for the formulation of DLDP's have compromised the quality and standards proposed for the methodology.
- IRTAP has performed well with the three partners (RADA, CHA and FCCISL) it has worked with. Also, it has become possible to work beyond generally accepted project approach to partner with different players. Hence, this approach of partnership is a model for other project interventions.
- Start of the military activities in North and East has adversely affected the target achievement and full scale implementation of IRTAP activities.
- The DLC's and LO's are putting high efforts to ensure that the prioritized projects of DLDPs are taken up for implementation in the districts and divisions.
- It is concluded that the Local Economic Development (LED) component has just reached the initiation stage in the districts. The LED has not reached the practical implementation.

## RECOMMENDATIONS

- It is recommended that the DLDPs should be subjected for at least another revision and updating to increase the practical value and applicability.
- The mechanism on the Income Recovery Technical Assistance to be established in the districts, it is recommended that this intervention be continued for another year. This will help to build the capacity of officers in the district level coordination and the officers will themselves work for the sustainability of the intervention. This extension can even be utilized for the timely updating and the implementation of DLDP's.
- It is recommended that in the war affected districts, the technical assistance for livelihood recovery must be strategic and specific to accommodate the IDP resettlement requirements as well. If not, the Income Recovery should be a major component of the overall programme in that area.

- For the livelihood recovery at district and divisional levels, it is recommended to take ahead of the lessons of the pilot strategy for the public-private-development sector partnership model for future project implementation.
- In a project intervention where the technical assistance for livelihood recovery including community infrastructure improves, it is recommended that the project intervention works closely with the respective local authority. This can be initiated and maintained through a strong agreement or commitment with the higher authority, like the ministry of local governments. Further, a strong policy level strategy is recommended to integrate these local government bodies. This will ensure the timely inputs for the maintenance and sustainability of already improved infrastructure.
- It is recommended that with the project phasing out, all the activities and outputs initiated and led by IRTAP are more systematically, formally and procedurally handed over to the national, district and divisional stakeholders and administrators. The national level stakeholders can also include private and finance institutions as they can play a major role in implementing the projects identified under DLDP's. For this purpose also, IRTAP can organize district and national level forums similar to the one practiced for the launching of DLDP's.
- It is further recommended to design, organize and facilitate a national level lessons learning workshop with the active participation of all district and national level players to identify, document and publish positive and negative lessons, best practices and sustainability measures mainly focusing on the livelihood recovery technical assistance and the project management.
- It is recommended to follow both open and competitive bidding procedures and purposive selection as appropriate in the selection of service providers to assure the competitive advantages and quality of service delivery, consisting of different types of service providers. To this effect, it is further recommended to consider the 'cost and quality' based selection approach than considering the cost alone.
- It is recommended that the LED needed a big effort to take the initiatives above the ground level. Back to Business is a good start to ahead. Apart from the FCCISL, other regional players like development banks and Micro Finance Institutions, service providers and rural and regional SMEs and entrepreneurs are also needed to be incorporated to achieve the LED.
- It is recommended to introduce the CAPS data base to other relevant ministries so that the data base will have high use value.
- It is recommended to execute a Mid Term Review of the project and it will allow incorporating the lessons for the remainder of the project life.

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## CHAPTER ONE

### BACKGROUND ON PROJECT AND CONTEXT

#### 1.1 Background

The IRTAP project was started on the 15<sup>th</sup> of October, 2005 to uplift the ongoing Income Recovery Programme of the Task Force for the Rebuilding of the National (TAFREN) which later became Reconstruction and Development Agency (RADA). The mandate of RADA which was established by the Government of Sri Lanka to the Tsunami disaster is the coordination and oversight of the Government's Strategy for Post-Tsunami Recovery and Reconstructions, as laid down in "Rebuilding Sri Lanka". RADA covered four sectors: "Get people back into homes"; 'Get people back to work'; 'Provide education, health and protection for all'; and 'Upgrade national infrastructure'.

Sectors relating to income recovery and security have been brought together under the heading "Get people Back to Work" which was the main responsibility of the **Livelihood Unit** of RADA. Within the mandate of RADA, the livelihood unit was specifically responsible for the planning, coordination and facilitating of income recovery activities at the national and regional level and also for co-coordinating between donors and implementing agencies. The Income Recovery Technical Assistance Programme (IRTAP) was established by ILO to continue its support through RADA by providing technical assistance to carry out its tasks in the tsunami affected areas.

The IRTAP became effective with the appointment of the Chief Technical Advisor on October 15, 2005 and was projected to operate until the end of February 2007. A no cost extension was granted which extended the project life until August 31, 2007. With the support of the ILO, the World Bank and UNDP, RADA has conceptualized the required income recovery assistance under the following three broad types of instruments:

- a. **Temporary Income Transfers:** focusing on those affected by the Tsunami disaster who have lost their capacity to earn an income or for whom there is no work. Cash assistance will continue for sometime, especially to vulnerable categories such as widows, orphans and the disabled, until they are brought under the coverage of existing Government social assistance programmes;
- b. **Cash-for-work:** comprising immediate temporary income creation through small-scale community and public works programmes that will generate livelihoods for those who are able and willing to work; and
- c. **Support to revive and develop economic activities:** that will move women and men out of dependency to restore previously existing livelihoods and to improve upon them, and to reduce poverty. The initiatives include finance (grants and loans), business promotion, training and other services.

The need for support to the recovery of income was addressed at both national and regional levels. In response to the need to address the challenges of co-coordinating and monitoring the delivery of income recovery activities, both at central and district levels, the ILO's IRTAP proposed a development objective and development strategy to continue and direct its support to the government in sustaining the recovery process.

**Development Objective** of the IRTAP was to contribute to the (re-) establishment of the sustainable livelihoods for the tsunami affected population and more generally to the reconstruction and poverty reduction in the tsunami affected districts.

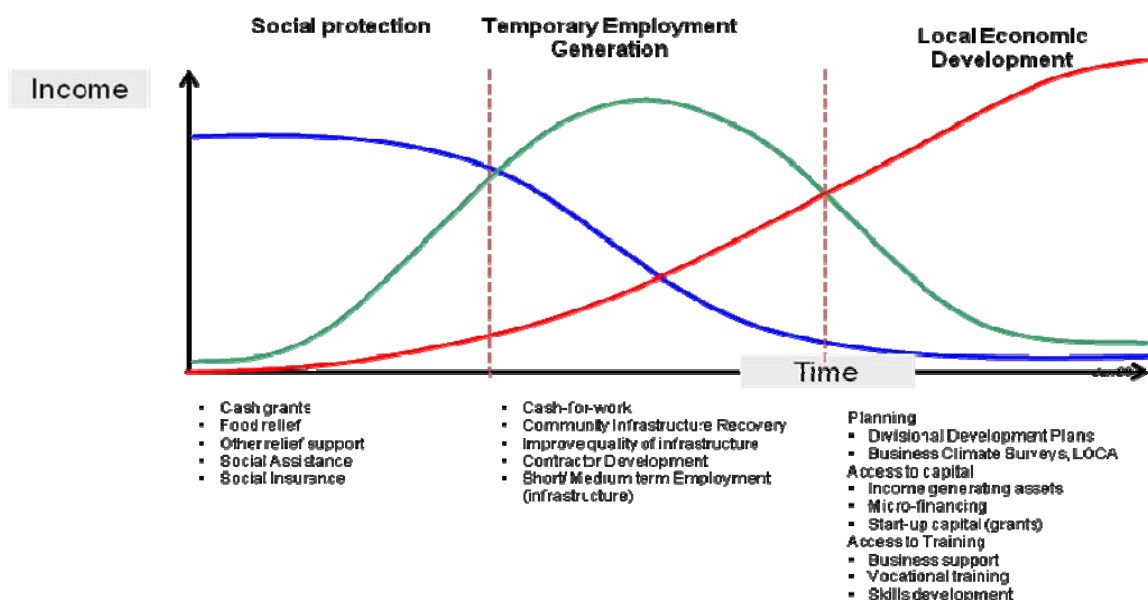
**Development Strategy** was to provide technical assistance to the RADA livelihood unit, and to the related responsible local and national government authorities to enable RADA to implement the income recovery strategy. This was done by strengthening their capacities at the central, district and local levels to coordinate the target and guide the livelihood recovery efforts.

## 1.2. Strategic Approach of the IRTAP

Appointing the Chief Technical Advisor to the project was one of the strategic approaches to implement and direct the IRTAP project with the government counterpart players. Meanwhile, IRTAP aimed to ensure that the assistance provided in income support and recovery would:

- Be well-targeted, i.e. reaching women and men who need it most;
- Be relevant to and “owned by” the affected communities;
- Have a high and consistent quality; and
- Contribute towards the achievement of longer term development goals, local and national and the reduction of poverty foremost.

The three phased approach (figure 01) to livelihood recovery was also used as the guide by the project in designing its intervention. The Logical Framework Approach was used to ensure the measurement of the project monitoring and evaluation.



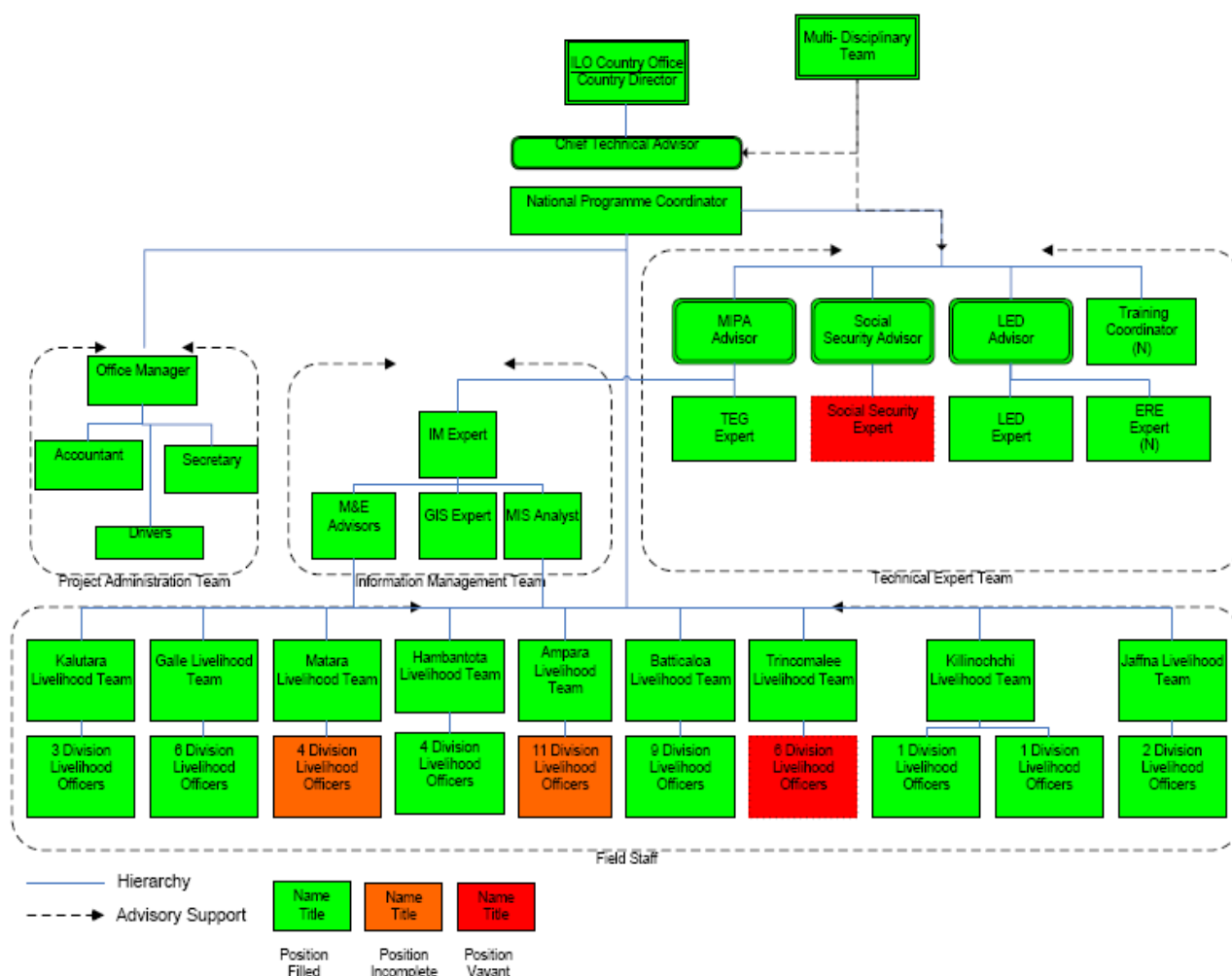
**Figure 01: The accepted three phased approach for livelihood development**

Source: IRTAP general presentation, July 2006

The Tripartite approach of RADA, CHA and FCCISL would also be an approach to strengthen the coordination and planning mechanism in the livelihood intervention with the special programme linked to the IRTAP. The IRTAP project has provided a coordination mechanism which started at the village level, divisional level and district level to national level by addressing the livelihood needs with implementing agencies and activated through government administration body.

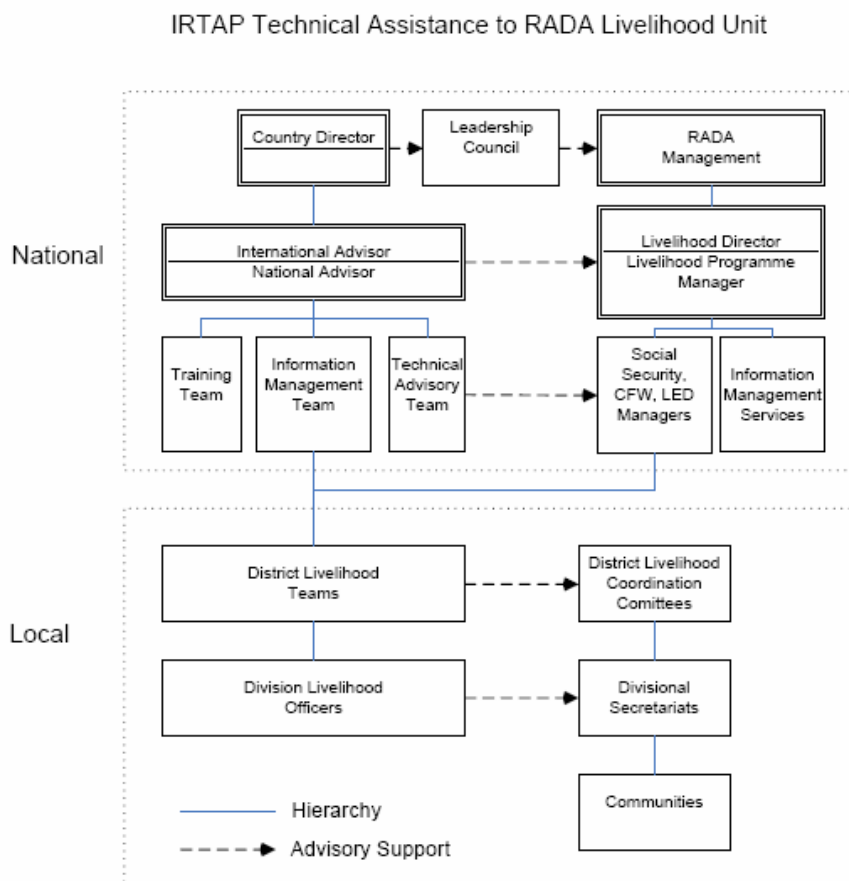
### 1.3 Management Set-up

The organizational structure of IRTAP project is shown in figure 02 and 03. Here the National level and district level management flow and the hierarchy are also clearly figured out. Figure 02 mainly highlights the project management practiced during the life of the project. Figure 03 primarily figures out the collaboration and the coordination mechanism that the project established and maintained throughout its implementation period.



**Figure 02: The macro management set up of the IRTAP implementation**

Source: IRTAP general presentation, July 2006



**Figure 03: IRTAP Technical assistance to RADA Livelihood Unit**

Source: IRTAP general presentation, July 2006

## 1.4 Major Milestones

During the project period, IRTAP has surpassed several milestones. They reflect its commitment towards the accomplishment of the project objectives including the contribution for planning, coordination and partnership building. Following list is the highlight of some of those major milestones.

1. Placing Foundation to originate DLDPs
2. Development of DLDP
3. National and District level DLDPs Launch
4. Partnership Creation with CHA and FCCISL
5. Linking Back to Business programme to the IRTAP
6. Introduction of the CAPS
7. B2B week in the districts
8. International Conference on Post Tsunami Economic Rehabilitation Challenges and Way Forward, December 2006
9. NASIR III and IV
10. Guidance provided to INGO's on the guidelines on labour, engineering and contract procurement
11. Capacity building of the technical staff of the local government authorities by introducing training modules with class room and field programmes
12. Jaffna Economic Climate Assessment

## **CHAPTER TWO**

### **INTRODUCTION ON EVALUATION WITH METHODOLOGY**

#### **2.1 Rationale for Evaluation**

The programme period of IRTAP project has ended with the completion of the no cost extension. Therefore, ILO-IRTAP decided to carry out an independent assessment to review the outputs and impact of the technical assistant to the programme. PASS Research and Consultancy (Private) Limited, one of the leading Research, Consulting and Training firms in Sri Lanka signed a contract to carry out the final evaluation of IRTAP. The role of PASS Research and Consultancy (Private) Limited was to carry out an independent and a professional project evaluation.

#### **2.2 Expected Outcome**

The immediate outputs of the evaluation will be the designing and the implementation of the methodology for the entire evaluation, the draft findings presentation to ILO IRTAP key staff members and the finalized evaluation report on the technical assistance provided by IRTAP. As far as the outcomes of the evaluation are considered, they represent the following expectations:

- Sharing the project performance
- Sharing the lessons learnt
- Incorporating and applying the recommendations for future development programmes
- Project dialogues on the partnership concepts, coordination mechanism and MIS system

#### **2.3 Timing of Evaluation**

The evaluation of the outputs and the impact of the IRTAP intervention are carried out at the time of completion of the project period before one month. The major advantages of the timing of this intervention are:

- the evaluation team could measure and observe the mechanism that IRTAP was following
- it was possible to meet the staff members whoever available
- it was possible to meet the key stakeholders
- the project interventions and outputs had started to produce outcome

Hence, it will be possible for the evaluation team to accomplish its mission without much difficulties and constraints. Also, it was possible to apply the scientific evaluation due to the availability and accessibility of the informants and source of data. Had the evaluation been conducted later than what was achieved, it would have been less effective and would not have produced the desired results.

#### **2.4 Purpose (Objectives) of the Evaluation**

Purpose of the Evaluation is to assess the impact made by the technical assistance provided by the IRTAP at the national and regional levels and its contribution towards planning, coordination and facilitating the role of RADA. Also,

- the evaluation covered all planned and unplanned activities taken place during the programme period and
- the evaluation adequately covered the areas of technical assistance of ILO which could be further required by the government and other key stakeholders of income recovery.

## 2.5 Specification of the Scope of the Evaluation

The ToR provided a clear guidance as to be the specific terms of reference. They are presented below:

1. Review the project documents and outputs
2. Review all the quarterly reports and the annual report produced by IRTAP
3. Review monthly progress reports (district level)
4. Review the progress and methodology adopted by IRTAP for planning and coordination
5. Review the coordination mechanism
6. Identify the planning and coordination needs of livelihood recovery support that are further required by the local authorities
7. Identify the strengths and weaknesses of the programme
8. Review the impact of the training programmes carried out
9. Review the relevance of the studies carried out
10. Recommendations based on the findings

## 2.6 Clients and Audience of the Report

According to the project information and the management structure of the project, the evaluation report will become important to the following parties who were directly or indirectly involved in the planning, coordination and implementation steps of the IRTAP Project.

**Table 01: The potential clients and audience of the IRTAP final evaluation report**

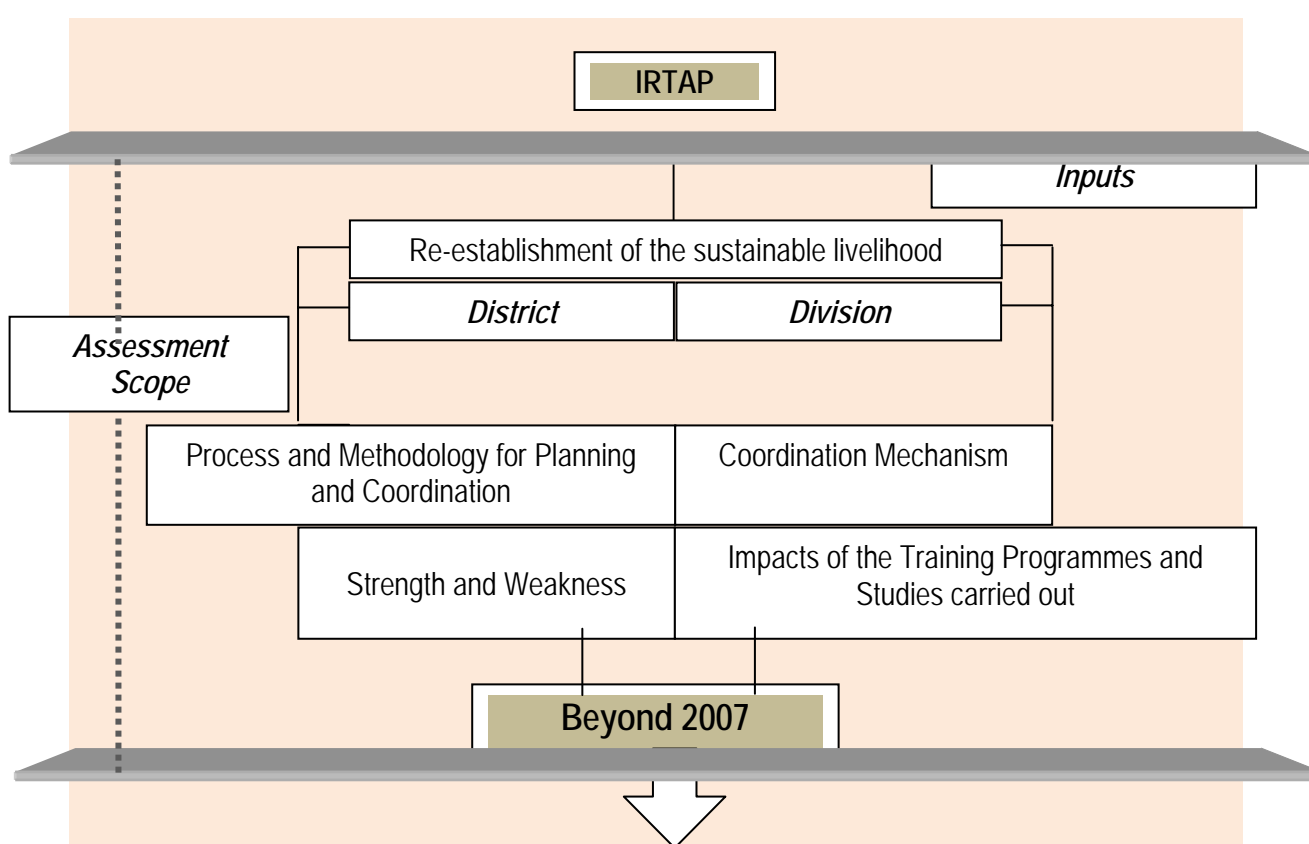
| International | National   | District  | Division  |
|---------------|--|---|---|
| ILO Geneva    | OCHA<br>ILO, UNDP, UNOPS<br>CADREP Project<br>FAO<br>Ministry of Nation Building<br>Ministry of Disaster Management<br>Ministry of Labour<br>FCCISL<br>CHA<br>UN Agencies<br>Norway<br>Other donours | IRTAP<br>CADREP Project<br>FAO, UNDP, OCHA<br>District Chambers<br>CHA<br>District Secretary and Staff<br>District level INGOs and NGO's<br>Local Authority | -Divisional Secretaries and Staff<br>-Divisional Level<br>(I)NGO's<br>-Local Authority (PS, UC, MC) |

## 2.7 Evaluation Methodology

A summarized description of the evaluation methodology is presented in this sub chapter along with the limitations of the evaluation.

### 2.7.1 Overall Methodology

In order to facilitate easy comprehension of the tasks, PASS Research and Consultancy (Pvt) Ltd followed the following general conceptual framework as the fundamental approach for this evaluation of the IRTAP Project. The following Conceptualization incorporates, in addition to the steps of the Project Evaluation mentioned below, the summary of tasks to be performed to ensure that the objectives were achieved.



**Figure 04: The visualization of the conceptual framework**

In this project evaluation, an attempt was made to highlight that the focus was on the organization which partnered with IRTAP and how they respond to this evaluation. IRTAP was working with both district level partners (of Kalutara, Galle, Matara, Hambantota, Ampara, Batticaloa, Trincomalee, Mullaiththivu, Kilinochchi and Jaffna Districts) and the national level stakeholder institutions. So, the basic understanding was utilized for the sampling of the project evaluation.

## 2.7.2 Information Needs

According to the understanding of the TOR, the following steps were identified and they were supported with the type of information needs and the expected outcome of each step as shown in Table 02. Identification of the steps along with the information needs was the basis for the systematic execution of the project evaluation.

**Table 02: The detailed explanation of the steps of the Project Evaluation**

| Steps   | Description of the Step   | Outcome   | Remarks  |
|---------|---|---|--|
| Step 01 | Preparation of a detailed work plan and the methodology proposed for the evaluation   | A comprehensive methodology, work programme with a time table, schedules of field visits and outline of the evaluation report are obtained. | This draft methodology could be taken as the basis for the discussion.                                   |
| Step 02 | Discussion with the project team regarding collection of data from primary and secondary sources.                           | With the clearly identified methodology, the necessary sources with means of data collection are identified.                                | IRTAP shall submit all possible documents on time.   |
| Step 03 | Preparation of a list of authorities that needs to be interviewed or subjected for the primary data collection.             | Clearly identified sources of informants are made available.  | A greater degree of inputs are expected from IRTAP.  |
| Step 04 | Developing questionnaires and other tools to collect data from primary sources.   | A comprehensive set of tools are drafted, communicated with the project and finalized.  | Based on the finalized methodology.  |
| Step 05 | Field implementation of Data Collection of the Evaluation including interviews, discussion, etc. with relevant authorities. | All possible parties, stakes, sources and informants are contacted, interviewed / discussed to achieve the objective of the evaluation.     | Expects ILO and IRTAP Project Management to get their consent for meetings, to attend events, etc.       |
| Step 06 | Tabulation and analysis of all the data required for the evaluation.  | Analysis results are derived so as to interpret conclusions and recommendations.  | This step involves both qualitative and quantitative data analysis.                                      |
| Step 07 | Discussing the main findings of the evaluation with the Project Team.   | A guide for the generation of the evaluation report is obtained by the Evaluation Team.   | The format used at IRTAP evaluations are expected to be used.  |
| Step 08 | Draft reporting   | A comprehensive and appropriate draft evaluation report is generated and handed over to the Project for reviewing and giving feedback.      | This step shall be considered as important to make sure that the report is inline with the requirements. |
| Step 09 | Finalization of the report  | Having incorporated all feedback, the draft is finalized and handed over to the IRTAP.  |  |



### 2.7.3 The Sources of Informants

National and district level potential key informants were identified and subjected for individual / focused group discussions at the respective levels. The specific set of key Informants are presented in the following list:

- Donours of the project
- Project Management Unit (Chief Technical Advisor, National Programme Manager, etc.)
- Project staff at the district levels
- RADA and its staff (existing / past)
- CADREP PMU (Programme Manager and Staff)
- District and Divisional levels {District Secretary, Additional District Secretary (Tsunami), Related Divisional Secretary, District and Divisional CADREP Staff / Team and Service Recipients}
- Resource Person Pool (National Resource Persons and District Level Resource Persons)
- Line Ministries, if any (Secretary / Additional Secretary)
- Consortium of Humanitarian Agencies
- Federation of Chambers of Commerce and Industries of Sri Lanka
- UN Agencies (UNOPS, UNOCHA, etc.)
- Other stakeholders

### 2.7.4 Sampling Method

As this Project Evaluation was rapid, yet comprehensive, the firm proposed a sampling. Six districts were proposed as the Sample Districts for field level visits by the IET. The next four districts were subjected for evaluation through the reference of secondary sources. Further, the IRTAP Project was in operation in the Western, Southern, Eastern and Northern Provinces of Sri Lanka as they were severely affected by the Tsunami disaster compared to other provinces. These Provinces represent different socio, cultural, language and ethnic differences. Therefore, the final list of Sample Districts consisted of districts from the main three provinces where Tsunami severely affected. Initially, Kalutara, Galle, Hambantota, Ampara, Trincomalee and Kilinochchi were proposed by the evaluation team. However, with the subsequent discussion with the project staff, Kalutara district was replaced by Jaffna district.

### 2.7.5 Tools for Data Gathering

The following table highlights the tools which were used for project evaluation. Table 03 brings out the detailed description of the tools with its anticipated outcome after having been deployed in the evaluation. As appropriate, a combination of tools were utilized per organization or level at which the evaluation was targeted.

### 2.7.6 Team Orientation and Data Gathering

Team orientation with the finalization of the methodology and evaluation tools, the members of the IET were given a thorough orientation with respect to the objective, scope and tasks of the evaluation. Further, they were trained on the application of the evaluation tools. With this orientation, the members of the evaluation team executed the field data collection with two separate schedules (please see annexes 00 for further details) for national level and district level respondents. The visit to Trincomalee was postponed by one week owing to a Harthal in the district.

**Table 03: Detailed description of the tools deployed for the evaluation**

| No | The Tool  | Expected Outcome   |
|----|---|--|
| 01 | Participatory Critical Brainstorming Technique (PCBT) | The project outputs and the future requirements for the livelihood intervention are clarified.   |
| 02 | Focus Group Discussion (FGD)                          | The entire group thinking on the topic is obtained from the respective groups.   |
| 03 | Semi Structured Questionnaires (SSQ)                  | An interview guide that guided the discussion with key stakeholder representatives.  |
| 04 | Comprehensive Questionnaire (CQ)                      | This has given a comprehensive guide to the members of the Evaluation Team to make sure that all aspects are covered during the interview with this key informant. |
| 05 | Stakeholder Analysis (SA)                             | The roles played and achieved against the expectations are analyzed.   |

### 2.7.7 Data Analysis, Draft Findings Presentation and Report Finalization

The members of IET analyzed the collected data in order to produce the findings, subjecting them for both qualitative and quantitative analysis. For the purpose of quantitative analysis, SPSS (Statistical Package for Social Science) software was used. The draft findings were presented to the project staff and the feedback were incorporated for report finalization. The finalization of the report was done after the project staff reviewed the draft report and shared their feedback. The IET members submitted the finalized evaluation report after incorporating the above feedback.

## 2.8 Limitations of the Evaluation

- As far as time is concerned, the limitation of time factor was crucial. When the Evaluation team visited the National, District and the Divisional levels, a considerable number of staff and stakeholders had left the project activities. Therefore, the evaluation team could not meet some of the staff and key stakeholders.
- The level of understanding of the overall project demarcation from the other RADA activities at different levels varied, especially in the divisional level. Thus, it was a challenge to explain the exact picture for certain aspects.
- The results of some project activities have not reached the impact level. So it was difficult to conclude the impact.

- Due to the conflict situation, the North and East accomplishment to the evaluation was reduced when compared to the other districts.
- This evaluation was carried out during a short period of time and the provision of the budget for the reference of secondary documents was limited to few numbers of days. Hence, a considerable number of secondary documents reference as well as presenting findings out of those secondary documents became a real challenge for the evaluation team.
- There was a limited provision in the budget for the evaluation of the grass root level planning and implementation of DLDPs, perception of the community on the progress of the implementation of DLDPs in majority of divisions. Such an extent of in the evaluation requires very high level of provisions for time, resources and finance.

## **CHAPTER THREE**

### **MAIN OUTPUTS OF EVALUATION I – FINDINGS**

The entire effort of this evaluation is presented in this chapter of Main Outputs of Evaluation as findings. The subsequent chapters present conclusions derived from these findings and the recommendations to look ahead. In this chapter, the findings of the secondary source references are presented initially. Then, planning component of IRTAP, coordination component of IRTAP, relevance of the studies carried out, impacts of the capacity building inputs, partnership with different agencies, strengths and weaknesses of the project, perception of respondents and civil war and its impacts on the project implementation are discussed under different sub chapters of this major chapter.

Most of the findings presented in this chapter are qualitative except for the sub chapter 5.8 where the perception of the respondents are analyzed and presented as quantification of the data. In arriving at and presenting these findings, the important considerations like national level concerns and perceptions, the district and divisional level reflections and other player inputs are considered. These findings are presented with divisional and district level justifications wherever applicable.

#### **3.1 Findings of the Secondary Source References**

The evaluation team utilized the secondary sources primarily as inputs for the better understanding of the project, its concept and implementation. The team did not believe that these documents should always be used for presenting findings. The key finding presented at the beginning of this sub chapter is that these secondary documents represented updated, concise, systematic, professional and quantitative data. Therefore, the evaluation team further found that these documents were useful sources of reference on ILO IRTAP intervention.

In this initial sub chapter, the evaluation team tried to find out how the review mechanism of the project has been in placed. Accordingly, the following tables list out the technical review meetings, progress review meetings, monitoring and evaluation review meetings and their respective minutes.

Regular progress reporting was a significant feature of IRTAP to ensure the communication of the project progress with the stakeholders. The table (04) highlights three types of progress reports: (1) Consolidated Monthly Progress Reports; (2) Annual Report; and (3) Quarterly Progress Reports. These progress reports covered the project implementation with regard to the specified period. The reported first progress report was compiled for the period of December 2005 to February 2006. An Annual Report for January to December 2006 too was compiled highlighting the progress of the project throughout the year.

Following the critical attention paid by the project management through this regular progress reporting, it became possible for the project to track all project happenings. This became even important to ensure that the project activities were in line with the deadline for such activities. To this effect, all project staff of different districts paid their importance to submit monthly district level progress reports. In a Quarterly Progress, a

comprehensive analysis of the following major IRTAP activities is presented with findings of both quantitative and qualitative details:

- Planned activities carried out during the reporting period (*livelihood studies, divisional livelihood development planning, capacity building, partnership development, strengthening the monitoring capacity of livelihood support in the districts, improving livelihood coordination, monitoring livelihood progress and micro finance progress*)
- Unplanned achievements
- Planned activities not carried out
- Planned activities for the next quarter
- Emerging and potential problems and suggested corrective measures
- Other relevant remarks

**Table 04: Summary of Progress Reports (Prepared by ILO IRTAP)**

| No. | Type of the Document                 | Date                          |
|-----|--------------------------------------|-------------------------------|
| 01  | Quarterly Progress Report            | December 2005 – February 2006 |
| 02  | Quarterly Progress Report            | March – June 2006             |
| 03  | Consolidated Monthly Progress Report | August 2006                   |
| 04  | Consolidated Monthly Progress Report | September 2006                |
| 05  | Consolidated Monthly Progress Report | October 2006                  |
| 06  | Consolidated Monthly Progress Report | November/ December 2006       |
| 07  | Annual Report                        | January – December 2006       |
| 08  | Consolidated Monthly Progress Report | January 2007                  |
| 09  | Consolidated Monthly Progress Report | February 2007                 |
| 10  | Quarterly Progress Report            | January – March 2007          |
| 11  | Quarterly Progress Report            | April – June 2007             |

Further, the Consolidated Monthly Progress Report presented the individual district progress through the following main areas. Each district's data were made available through these main areas of project concerns:

- Work done (*social protection, community infrastructure recovery, economic recovery, training and capacity building, issue log and coordination activities*)
- Impact assessment
- Problems and constraints
- Follow up actions and lessons learned

**Table 05: Summary of the Technical Review Meeting Minutes (prepared by IRTAP)**

| No. | Type of the Document                                  | Date of Preparation |
|-----|---|---------------------|
| 1   | Technical Review Meeting (Minutes) RADA & ILO – IRTAP | 21-22/12/2005       |
| 2   | Technical Review Meeting (Minutes)                    | 17-18/03/2006       |
| 3   | Technical Review Meeting (Minutes)                    | 23/11/2006          |
| 4   | Technical Review Meeting (Minutes)                    | November 2006       |
| 5   | Technical Review Meeting (Minutes)                    | 14/12/2006          |
| 6   | Technical Review Meeting (Minutes)                    | 06/02/2007          |

The minutes of Technical Review Meetings are basic records of the happenings at Technical Review Meetings. All IRTAP Staff, RADA Staff and selected stakeholder representatives attended these meetings. The purposes of these meetings were: (1) to assess the progress during the period under review against the target identified for the period; (2) to identify activities for the forthcoming specified period and; (3) to increase the knowledge base on selected concepts. These minutes presented not only the happenings, but also supplementary documents in PowerPoint presentations and other documents shared during the meetings.

**Table 06: Summary of Monitoring and Evaluation Reports (Prepared by ILO IRTAP)**

| No. | Type of the Document      | Date                     |
|-----|---------------------------|--------------------------|
| 01  | Monthly Monitoring Report | August 2006              |
| 02  | Monthly Monitoring Report | November / December 2006 |
| 03  | Monthly Monitoring Report | January 2007             |
| 04  | Monthly Monitoring Report | March 2007               |
| 05  | Monthly Monitoring Report | May 2007                 |

Five Monthly Monitoring Reports were produced by IRTAP with the technical support of Information Management Unit of RADA and ILO-IRTAP. The objective of these reports was to provide more macro level analysis based on the existing data within the DLDP-CAPS and CAPS databases. Beneficiaries of the reports were senior management advisors and practitioners who required macro level analysis to advise and implement the programme and policy. These monthly monitoring reports were produced by compiling the data of the previous month which were entered into the databases compiled from the 10 district teams. These monthly reports focused on the density of the projects reported in the CAPS database by the sector, district, reported beneficiaries and costs. They examined the uptake of DLDP projects by volume, beneficiaries, value and sectors as well. Thus, these updated Monthly Monitoring Reports were very useful for the intended readers to access the latest figure with respect to DLDPs CAPS and CAPS database. So, these reports had helped the project to keep its potential readers updated regularly of facts and figures.

The reported first Monthly Monitoring Report was made available for August 2006 as highlighted in table 06. Subsequently, for November / December, January, March and May, these Monthly Monitoring Reports were produced by ILO IRTAP. In a Monthly Monitoring Report, a comprehensive analysis of the following major IRTAP interventions and activities are presented with findings and observations of quantitative analysis. Further, they are reinforced by tables and other visuals. The findings of these Monthly Monitoring Reports ensure the availability of the centrally managed updated information for quick decision making.

- Coordination and Planning System (CAPS) database - project activities by sector and districts, beneficiaries and costs;
- Divisional Livelihood Development Plans (DLDPs) - trends with the projects, priority, sector, beneficiary, budget and district implementation;
- Beneficiary Issue Log – comparison between the issues recorded and resolved;
- Status of Back to Business (B2B) Programme; and
- Recommendations.

### 3.2 Planning Component of IRTAP

In this sub chapter, the formulation, implementation, monitoring and evaluation of the DLDP's are presented. For the formulation and the implementation, a feedback from district and divisional level respondents was also obtained while national level respondents had shared their national level thoughts. According to the Project implementation, the formulation and implementation of DLDP's was considered to be the major milestone of the project.

Given the number of active support organizations in Sri Lanka, especially in the aftermath of the Tsunami, the Divisional Livelihood Development Plans were introduced to analyze gaps and overlaps and improve the coordination of community, local economic infrastructure and development planning, implementation and development planning. These DLDPs complemented the other Local Economic Development tools such as Local Competitive Advantage (LOCA) and Value Chain Analysis (VCA). The main characteristics of captioned DLDP methodology are: (1) needs based; (2) participatory; and (3) inclusive. Consequently, IRTAP was supposed to support the RADA Livelihood Division in its facilitation of local stakeholders in developing DLDPs, reflecting the short and medium term requirements for recovery in the ten affected districts.

These DLDPs were joint divisional plans in close consultation with the communities, local government, (International) NGOs and private sector. These DLDPs outlined the requirements to complete the restoration of livelihoods in the affected areas. DLDPs formed a joint planning framework for an improved coordination of livelihood assistance that covered locally identified interventions in the fields of: (1) social protection; (2) community infrastructure recovery; (3) local economic recovery and development; and (4) management and monitoring of on going and planned projects.

- Among many initiatives and interventions of this project, the formulation, implementation, monitoring and evaluation of the DLDPs seemed to be one of the important achievements of the project. A considerable amount of project inputs were spent for this purpose.
- The significance of the DLDP's is further highlighted by the fact that RADA Livelihood Newsletter (January - February 2007) carried the progress of DLDP's separately through a graphical presentation.
- The evaluation team learnt that the latest number (43) of published DLDP's exceeded the originally planned number of DLDP's (35). This is almost 123% achievement of the original plan. Please refer the table 07 and 08 for a complete list of DLDP's and their implementation. These 43 DLDPs contained 4,025 projects while 634 were the total priority projects reaching up to 15.8% of the total projects.
- The DLDPs for the nine affected districts were launched except for Mullaitthivu district which was not launched due to the prevailing security situation in the North. So far 738 projects had been committed and the cumulative budget for the committed, on going and completed DLDP projects is Rs. 1532.31 million, benefited by 103,024 beneficiaries (ILO IRTAP Second Quarter Progress report, 2007).

- This achievement had highlighted a number of implications in the districts and divisions as listed below. They are based on the feedback that the evaluation team collected and observed in the districts with the district administration and other players.
  - DLDP's were the primary source of livelihood document in the District Secretariat with regard to the Tsunami Livelihood Recovery Plan of each district.
  - As they were the published documents, they were easily shared among the potential implementers of the district, although they may be Local NGO's, International NGO's or other players of development.
  - DLDP's were used as the primary document to highlight the livelihood demand of the Tsunami affected divisions.
  - Divisional and District level administrators referred this as the basis to build up for the future, although these DLDP's could still be updated and enriched further.
  - As the Divisional Secretariat had given its endorsements at the final stages of the DLDP preparation, these documents were fully accepted by the Divisional administrators in general.
  - The divisional and district level development players and administrators referred DLDP's as a rich source of secondary data for any planning and coordination effort.
- The majority of the DLCs had to base their entire intervention on these DLDP's and the prioritized project activities of those DLDPs.
- Among the total respondents, it was observed and noted that all District and Divisional Secretaries had a very good awareness and understanding of DLDP's.
- It was apparent in the majority of instances that content wise, the identified and prioritized projects of DLDP's were really and practically relevant to the division as it had a say by the DS and divisional planning staff, who had a macro level understanding of the division.
- The table (08) on the district wise progress of DLDP's highlights the implementation of the DLDP projects. Out of the committed projects (716), 114 projects were prioritized projects (18%).
- On the subject of implementation, coordination and monitoring of DLDPs, it was found that DLCM's spent a considerable time on the above purposes. At the same time, the national level coordination, reviews and progress updating focused a considerable weightage to make the timely updated data on the overall progress known.
- When the DLDP project cost breakdown is considered, the ILO IRTAP expenditure in percentage of total project cost was 2.8%, which is almost negligible when compared to the average cost of a project (ILO IRTAP Second Quarter Progress report, 2007).



**Table 07: The Districts and the Divisions where the DLDP's were completed**

| <b>District</b>           | <b>DS Division Covered</b>   |
|---------------------------|------------------------------|
| <b>Ampara</b>             | 1. Addalaichenal (01)        |
|                           | 2. Akkaraipattu (02)         |
|                           | 3. Kalmunai Muslim (03)      |
|                           | 4. Kalmunai Tamil (04)       |
|                           | 5. Karaitivu (05)            |
|                           | 6. Ninthavur (06)            |
|                           | 7. Pothuvil (07)             |
|                           | 8. Sainthamaruthu (08)       |
|                           | 9. Thirukkivil (09)          |
| <b>Batticaloa</b>         | 1. Eravurpattu (10)          |
|                           | 2. Kaluwanchikudy (11)       |
|                           | 3. Kattankudi (12)           |
|                           | 4. Koralaipattu (13)         |
|                           | 5. Koralaipattu North (14)   |
|                           | 6. Koralaipattu South (15)   |
|                           | 7. Manmunai North (16)       |
|                           | 8. Manmunaipattu (17)        |
| <b>Galle</b>              | 1. Benthota (18)             |
|                           | 2. Balapitiya (19)           |
|                           | 3. Ambalangoda (20)          |
|                           | 4. Hikkaduwa (21)            |
|                           | 5. Galle four Gravets (22)   |
|                           | 6. Habaraduwa (23)           |
| <b>Hambantota</b>         | 1. Ambalanthota (24)         |
|                           | 2. Hambantota (25)           |
|                           | 3. Tangalle (26)             |
|                           | 4. Tissamaharama (27)        |
| <b>Jaffna/Kilinochchi</b> | 1. Point Pedro (28)          |
|                           | 2. Maruthenkerni (29)        |
|                           | 3. Kandawalai (30)           |
| <b>Kalutara</b>           | 1. Beruwala (31)             |
|                           | 2. Kalutara (32)             |
|                           | 3. Panadura (33)             |
| <b>Mullaiththivu</b>      | 1. Maritime Paththu (34)     |
| <b>Matara</b>             | 1. Devinuwara (35)           |
|                           | 2. Mathara Four Gravets (36) |
|                           | 3. Dikwella (37)             |
|                           | 4. Weligama (38)             |
| <b>Trincomalee</b>        | 1. Eachchalampattu (39)      |
|                           | 2. Kinniya (40)              |
|                           | 3. Kuchchaveli (41)          |
|                           | 4. Muttur (42)               |
|                           | 5. Town and Gravets (43)     |

**Table 08: DLDP overview by districts**

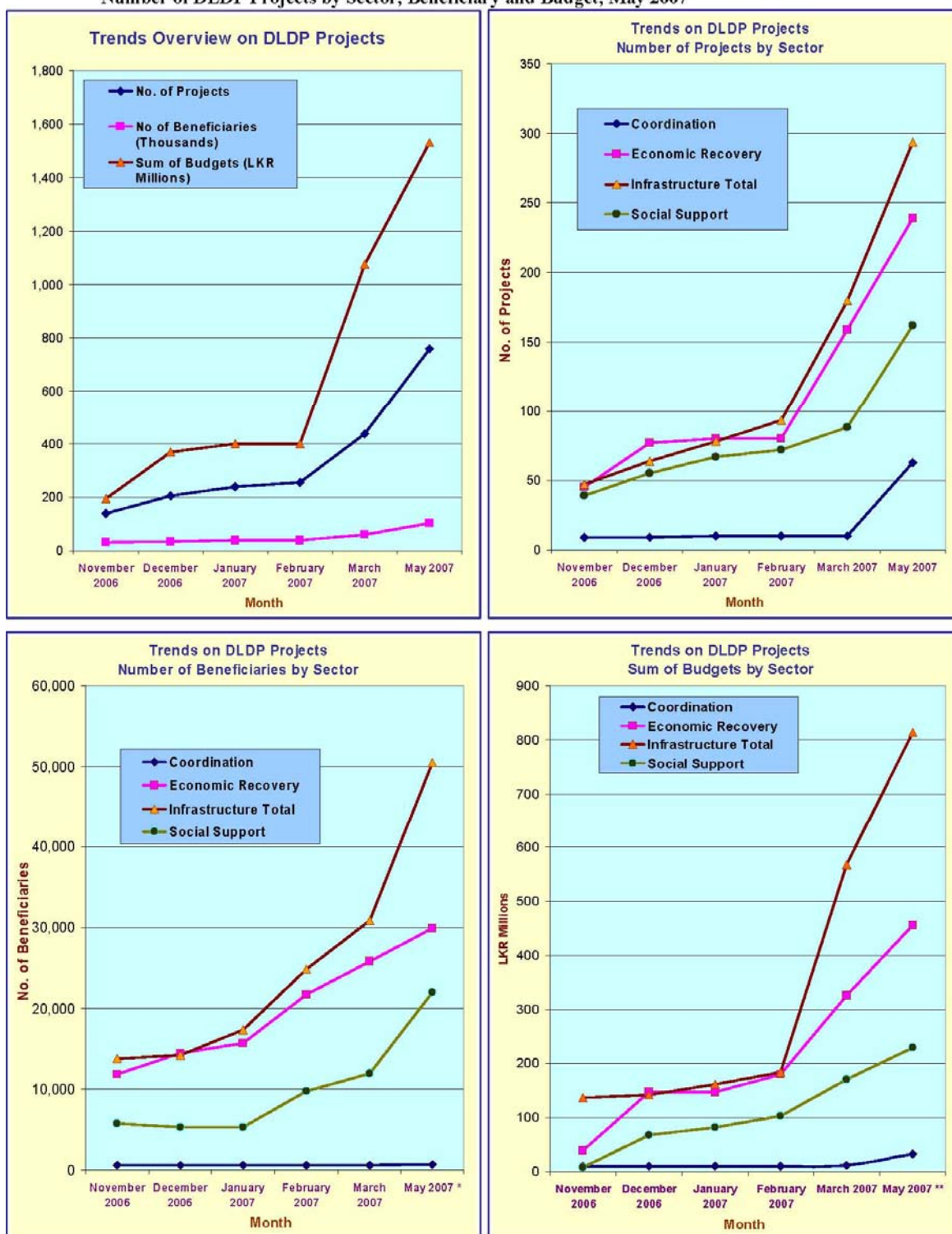
| DLDP Overview by District |                |                         |             |                    |      |          |       |                    |                      |                    |                                  |                |         |            |            |
|---------------------------|----------------|-------------------------|-------------|--------------------|------|----------|-------|--------------------|----------------------|--------------------|----------------------------------|----------------|---------|------------|------------|
| District                  | Total Projects | Total Priority Projects | % Prio Proj | Committed Projects |      |          |       | No. of MoUs Signed | Sum of Budgets (LKR) | No. of Beneficiary | Average Budget (Per beneficiary) | Project Status |         |            |            |
|                           |                |                         |             | All                |      | Priority |       |                    |                      |                    |                                  | Plan ning      | Ongoing | Comp leted | Cancel led |
|                           |                |                         |             | No                 | %    | No       | %     |                    |                      |                    |                                  |                |         |            |            |
| Ampara                    | 678            | 135                     | 19.9        | 146                | 21.5 | 7        | 5.2   | 19                 | 126,600,000          | 4,361              | 29,030                           | 58             | 29      | 50         | 2          |
| Batticaloa                | 857            | 119                     | 13.9        | 00                 | 00   | 00       | 00    | 00                 |                      |                    |                                  | 00             | 00      | 00         | 00         |
| Galle                     | 696            | 81                      | 11.6        | 226                | 32.5 | 00       | 00    | 00                 | 326,842,161          | 29,417             | 11,111                           | 42             | 55      | 128        | 00         |
| Hambantota                | 484            | 59                      | 12.2        | 116                | 24.0 | 7        | 11.9  | 7                  | 184,742,000          | 29,169             | 6,334                            | 46             | 70      | 00         | 00         |
| Jaffna                    | 143            | 30                      | 21.0        | 16                 | 11.2 | 4        | 13.3  | 00                 | 00                   |                    |                                  | 7              | 6       | 3          | 00         |
| Kalutara                  | 257            | 45                      | 17.5        | 60                 | 23.3 | 31       | 68.9  | 00                 | 29,043,653           | 2,361              | 12,301                           | 2              | 15      | 40         | 00         |
| Kilinochchi               | 147            | 15                      | 10.2        | 39                 | 26.5 | 19       | 126.7 | 00                 | 211,746,000          | 17,693             | 11,968                           | 00             | 11      | 25         | 00         |
| Matara                    | 395            | 60                      | 15.2        | 71                 | 18.0 | 43       | 71.7  | 00                 | 00                   |                    |                                  | 12             | 36      | 19         | 00         |
| Mullaiththivu             | 84             | 15                      | 17.9        | 31                 | 36.9 | 3        | 20.0  | 00                 | 381,788,000          | 119,564            | 3,193                            | 8              | 21      | 1          | 00         |
| Trincomalee               | 284            | 75                      | 26.4        | 11                 | 3.9  | 00       | 00    | 00                 | 48,700,000           | 2,067              | 23,561                           | 11             | 00      | 00         | 00         |
| National Tot              | 4025           | 634                     | 15.8        | 716                | 17.8 | 114      | 18.0  | 26                 | 1,309,461,814        | 204,632            | 6,399                            | 186            | 243     | 266        | 2          |

**Source:** Progress Reports, August 22<sup>nd</sup> 2007

**Note:** For a detailed description refer to *ANNEX on District and Sector wise DLDP implementation*

- It was evident that there was a major demand for the projects that are in DLDPs at the initial stages when the DLDPs were published. But the initial interest had gradually been reduced by the time of tsunami recovery in the latter part of 2006 to 2007.
- As far as the methodology followed for the formulation of DLDP's are considered, ILO IRTAP followed a comprehensive and thorough one where the finalization of DLDP's had reviews by the experts at various levels apart from the divisional inputs. For the purpose of achieving this number of DLDP's completed within a given time period, the task of DLDP formulation was sub contracted to various service providers (individual resource persons and institutions).
- In spite of these strong mechanism and measures to ensure the methodical formulation of these DLDP's, the evaluation team learnt that in certain divisions, which were far from the District Secretariat, the said participatory methodology was not followed strongly in the DLDP formulation. Instead, the sub contractors used few informants and drafted the DLDP's.
- Following the critical attention paid by the district and divisional administrators towards the future of DLDP's, it was found out that they were too concerned about the future implementation of DLDP's. As the DS/GA and DS were not directly involved in the implementation of DLDP's during the project period, it was not highlighted that they would not pay the required attention to complete it.
- It was found that it would be a challenge to get the involvement of NGO's and donors to implement the DLDP's in the future.

Number of DLDP Projects by Sector, Beneficiary and Budget, May 2007



Source: Second Quarter Progress Reports, April June 2007

**Figure 05: The overview on DLDPs by Sector, Beneficiary and Budget, May 2007**

### 3.3 Coordination Component of IRTAP

In this sub chapter, the entire efforts and inputs given by ILO IRTAP to establish the process and methodology for the coordination mechanism within the divisions and the districts are also focused to present the findings. It also includes the Coordination and Planning System (CAPS) mainly and how it was practiced in the districts.

CAPS database was developed to capture livelihood recovery programmes implemented by the Government, I/NGOs, private sector and other organizations to the beneficiaries / communities affected by the Tsunami. Although Donour Assistance Database (DAD) was available to capture national level project information of the above stakeholders, a database for district and divisional level information was lacking.

- CAPS enabled to maintain district, divisional and GN divisional level project information under various sectors such as fisheries, infrastructure, agriculture and livestock, economic recovery, social support, water and sanitation, etc.
- CAPS acted as a coordination and planning tool to guide and coordinate the livelihood recovery activities at the district and divisional level by the decision makers of the government authorities, implementing organizations and local stakeholders.
- With the commencement of the operations of the Mullaitthivu district CAPS database, project information was made available in nine districts, except for Jaffna.
- Firstly, it was evident that IRTAP helped to establish a formalized district coordination in the Tsunami related livelihood recovery with a majority of the district players including government departments, NGO's, INGO's and others. This district coordination mechanism paved way and created the need for a similar mechanism at the divisional level as well.
- The formalized district coordination mechanism was under the purview of the District Secretary / Government Agent (DS/GA) of that particular district. Similarly, the formalized divisional coordination mechanism was under the purview of the Divisional Secretary (DS) of that particular division. Hence, it was apparent that all players of that particular district and division had participated since it was led by the DS/GA and DS.
- It was found that the staff provided for the District Secretariat and Divisional Secretariats under this project was an ideal pool of human resources for DS /GA to ensure the process and methodology for planning and coordination of livelihood activities. Further, it was found that those officers were utilized effectively by the respective heads to a greater extent with regard to the district and divisional coordination requirements.
- The uptake of projects had greatly increased during the second quarter of 2007 compared to the previous as 321 projects worth of Rs. 456 million had been committed by the implementing organizations while only 202 projects were taken up in the first quarter (figure 05). Around 44,000 beneficiaries were expected to be benefited by these new projects.

- The total number of projects recorded in the CAPS (all sectors) as of May 2007 had amounted to 5,173. Economic recovery (29%), infrastructure (18%) and social protection (13%) sectors continued to represent the highest number of implemented projects since August 2006, accounting up to 60% of total project activity. The lowest number of projects is reported from disaster management (1%) and environment (2%) sectors.
- As far as the District Livelihood Coordination Meetings (DLCM) were considered, it became evident among the districts where the evaluation team visited, that there was a good ground work done leading towards DLCM, led by DLC and supported by LO's. This included prior data collection, documentation and post meeting minutes sharing.
- It was found that if this mechanism did not exist in most of the districts, most of the NGO's would have initiated and funded livelihood activities of their own without knowing what others were doing. This was perceived to be a problem for the coordination of the district administration.
- This evaluation showed that in many districts and divisions where the team visited, the project staff had worked with the already existing district and divisional secretariat staff members very closely. This had resulted in a better understanding of this whole concept of coordination and planning by the permanent staff members of the above said structures. Hence, the staff of district and divisional administration gained some interesting and important trainings which were either hands-on or on-the-job from this project.
- The evaluation team learnt that still in the districts, some activities were implemented outside the coordination mechanism, although a considerable effort was made to bring them under this district and divisional umbrella.
- A possible argument against the timing of this project was highlighted heavily. The overall perception was that the mechanism started latterly and wound up earlier when the actual district livelihood recovery fulfillments were still due.
- It was also noted that as a result of the discussions with other players in the districts, they had various opinions on this process. They perceived the following features of DLCM:
  - Continuous involvement
  - Good coordination
  - Motivation to provide required information
  - Facilitation for the sustainability of support.
- What is also to be noted is that DS's had utilized the LO's effectively to achieve the divisional livelihood recovery objectives. Further, the DS's had even released his / her other staff members to help this coordination mechanism.
- Among the districts where other issues like the civil war existed, the DLCM had led to discuss and attend matters pertaining to the immediate district requirements and

attention beyond the livelihood recovery. For this requirement, the district administration utilized this DLCM as the district forum.

- It is often said that when the district and divisional level players initiate their own activities with respect to livelihood recovery, there can be a lot of problems like repetition, duplication and resource pooling. The most significant factors observed by the evaluation team in the districts were that these DLCM had helped to address resource pooling, repetition and duplication of livelihood interventions at the district and divisional level.
- In spite of this obvious mechanism in the districts, the evaluation team found that certain districts had more than one mechanism to coordinate the district livelihood recovery activities. Perhaps, because of this situation, certain players were confused about district coordination regarding livelihood.
- A formalized information mechanism had been established with regard to information collection, compilation, dissemination and sharing using an accepted format among the players involved in livelihood recovery. There was a good recognition for this mechanism among the district and divisional players.
- It can be stated that the majority of the players had an added enthusiasm to update the DLCM with their data on the latest livelihood improvements. Their enthusiasm was boosted and maintained by the DLC's and LO's of the respective districts and divisions.
- From the very beginning the presentations of the progress at the DLCM's by all players apart from the documented reports had enhanced all players to get a good picture of the district livelihood performance. This mode had provided an opportunity for dialogues and discussions among players and administrators.
- Subsequently, the district top administration was interested in reviewing these reports critically and with enthusiasm than just accepting and compiling. It represents the degree of internalization of the mechanism in administration in some of the districts.
- In spite of the above stated positive aspect, still some players treated this as any other official request they had received from the District Secretary, thus not having required attitude and interest to contribute. Further, it was learnt that such players subsequently avoided attending the DLCM's.
- It must be noted that the DLC's and LO's made a considerable heavy attempt to establish the district database of the livelihood recovery intervention under CAPS. Still, it could be observed that there was a resistance among different players towards managing the Micro Soft (MS) Access based programme to build up the database and submitting on time due to DLC to be incorporated under CAPS. A range of reasons were highlighted and observed, among which, following are the major concerns:
  - lack of operational understanding and proper know how of the MS Access by the staff of the players;
  - additional time required for this effort; and
  - Perceived difficulties in handling MS Access.

- As far as MIS is concerned, a comprehensive user guide has been prepared for the district and national level MIS Offices.
- When this database is considered, the district top administration had been enhanced with this tool to ensure the monitoring of the district livelihood activities at the time of the evaluation by the team in the districts.
- At the same time, it was noted that the progress of Back to Business Programme implemented by the Federation of Chambers of Commerce and Industries of Sri Lanka was also considered as one component of the national level monthly reviews with the participation of district livelihood coordinators.

### **3.3.1 Further Required Planning and Coordination Needs of Livelihood Recovery Support**

In this sub chapter, further required planning and coordination needs of livelihood recovery support in the divisions, districts and national level are focused to generate the findings.

- In terms of the requirements for the formalized strong progress review mechanism, there was a considerable demand existing in the districts and at the national level too. There was still a lot of hope and expectations for similar projects to continue the planning and coordination efforts in the district and divisional levels.
- When Monitoring and Evaluation (M&E) of the planning and coordination of livelihood recovery support is considered, the team learnt that such a strong and systematic M&E was lacking during the implementation of the project period. This situation was expressed by the respondents at all levels including the national level. Therefore, there was a need for a strong M&E to ensure the sustainable planning and coordination of livelihood activities.
- As far as further requirements for planning and coordination are considered, the following special coordination related requirements are listed. They were not the ordinary livelihood requirements, but the coordination of such activities can come as part of the planning and coordination of livelihood recovery support.
  - Technical and skill development training
  - Entrepreneurial development training
  - Awareness on findings of research studies
  - Market assistance / linking of the livelihood activities
  - Marketing strategies for projects within DLDPs
  - Responsibility to implement DLDP's after the project
  - Private - Public Partnership sub project implementation
  - Long term development plans in the districts
  - Application of partnership concept for other projects
  - Micro Financial Institutional activities
- It became evident that with the current improvements in the Tsunami reconstruction, specifically with respect to livelihood recovery, its need assessments had to be done



frequently and continuously. Hence, planning and coordination inputs are further needed by the divisions and districts with respect to this livelihood recovery.

- ILO IRTAP inputs were effectively utilized by the DS/GA and Additional DS/GA to strengthen the district livelihood recovery information management as per the discussions with those high ranked district administrators. However, the subsequent discussions with the other staff members revealed that strong and sustainable coordination and information management mechanisms were needed at the district level to ensure the coordination of the information management.
- The evaluation team learnt that during the latter part of the project life, there was a considerable number of vacancies existing in many districts with respect to LO's, ERO and MIS Officer in the divisions. The Ministry of Labour was responsible to provide the required human resources for these cadres through an agreement. However, the unavailability of Tamil speaking LO's delayed this appointment. Eventually, IRTAP solved this problem by having RADA appointed Tamil speaking divisional cadres. Hence, 18 Tamil speaking officers were appointed.
- With the launching of DLDP's, it required a large number of officers to coordinate different implementing agencies. However, with the phasing out of the project, the vacancies at the divisional and district level livelihood recovery became a burning issue. To ensure the continuation of the planning and coordination of livelihood recovery, human resources are further needed at divisional and district levels.
- The majority of the players both in the divisions and at the districts highlighted the need for coordination with the Local Authorities [Pradeshiya Shaba, Urban Councils and Municipal Councils] to get their strong involvement in district and divisional level infrastructure development and ensuring environmentally sound projects. At the time of the evaluation, the emphasis to get their involvement in the livelihood recovery seemed minimal.
- The evaluation team observed that an immense effort was made by the DLC's to coordinate different local and district level implementing agencies to take up the DLDP projects amidst a great challenge. Therefore, similar to the timing of the launching of the DLDP's, almost the same need existed at the time of the phasing out of the project in the districts.

### 3.4 Relevance of the Studies Carried Out

This sub chapter is made available mainly to reflect the relevance of the numerous studies carried out by the project.

- The studies carried out were regarding the common issues related to livelihood recovery in the Tsunami affected districts and those were not addressed in DLDPs. Therefore, these studies were helpful in addressing some of the issues, which appeared in the DLDP's and incorporating concerns into the project.
- Although the primary focus of these studies was to bring out the unknown aspects of the livelihood development related to Tsunami recovery, in general, the study findings were used for information sharing among the national level staff and stakeholders. The

main reason for this sharing is that most of the studies had been made available as published documents. The same audience had the interest of seeing all the studies carried out as published documents. Thus, this effort strengthened the existing partnership with the project stakeholders.

- Many district and divisional level respondents were well aware of NASIR (Needs Assessment Survey for Income Recovery) Series studies and reports. These NASIR Series was the highly used and demanded studies in the districts and at national level. However, at the same time, there was no clear understanding among the respondents at the district and divisional levels on the other studies carried out in the project implementation period. Though they were asked to play the role of a data collector in certain instances, they were not sure of what study their involvement was sought.
- It can be noted that the studies helped the DLCs to compare the progress of other districts and find out the weaknesses. It also helped them to re-plan their activities to help the achievement of their project objectives.
- As an unplanned achievement, the Jaffna and Vakarai studies can be considered as two important milestones. The Jaffna study was focused on livelihoods, employment and creation of short term employment opportunities during August 2006 period in the Jaffna peninsula. This study was completed in partnership with RADA and FAO. The Vakarai study was implemented by ILO IRTAP in conjunction with CHA, District Chamber and FAO to revive the lost livelihoods of returnees. This was a livelihood analysis and IRTAP was in the process of formulating a Livelihood Recovery Plan in consultation with the resettled communities.

**Table 09: Summary of the studies carried out by the project**

|   | Title  | Topic   | Completion Date |
|---|--|---|-----------------|
| 1 | Guidelines on Labour Standards, Policies and Practices; Engineering Standards; Contracting and Procurement Standards | Policy paper on best practices that is disseminated to practitioners through awareness campaign, workshops and training activities.   |                 |
| 2 | Needs Assessment Survey for Income Recovery III  | Moderate progress of income recovery. 75% of families recovered some form of income but it is lower than before the tsunami. Future works status is more uncertain in the North and East than in the South.   | April 2006      |
| 3 | Review of the Rapid Income Recovery Programme  | 800,000 persons received support through 886 separate projects. Income generating activities enabled 59% of those who lost their job regaining their livelihood.  | April 2006      |
| 4 | Livelihoods in Post-Tsunami Sri Lanka: "Build Back Better?"  | Livelihood support must: learn from and build upon past experience of poverty alleviation; be placed in a broader political, economic, social context; use improved knowledge of demand and supply of livelihood activities; be jointly planned; seize the opportunity to upgrade affected sectors. | March 2006      |
| 5 | A case study of Social Protection in three selected Districts  | Affected population does not know how to access social protection assistance and delivery mechanisms which are poor.  | May 2006        |
| 6 | Overview of Social Assistance and Social Insurance in Sri Lanka  | Social protection coverage needs to be improved; payments are low and physically unsustainable; RADA should streamline existing schemes.  | September 2006  |

|    | Title  | Topic  | Completion Date                            |
|----|--|--|--|
| 7  | Guidelines for Progress Monitoring and Quality Control of Rural Road Construction in Sri Lanka   | Policy paper on best practices that is disseminated to practitioners through awareness campaigns, workshops and training activities.   | October 2006                               |
| 8  | A case study of changing livelihood patterns in 4 selected housing schemes in Hambantota   | The pilot study revealed that new community members have a difficulty in restarting their livelihood due to lack of access to basic needs and services.  | December 2006                              |
| 9  | Needs Assessment Survey Income Recovery IV   | Significant progress was made: 92% of affected families are earning an income and 77% earn from the same sector as before the tsunami disaster. The number of families living on less than Rs. 2,000 per month has decreased from 25% in 2005 to 8% in 2006.<br>North and Eastern districts depend more on non work income than before and families in new resettlement schemes are more vulnerable than other groups. | March 2007                                 |
| 10 | Community Infrastructure Recovery Technical Paper No5: Guidelines on Progress Monitoring and Quality Control of Rural Road Construction in Sri Lanka                               | A summary of best practice in Sri Lanka .The manual is used by practitioners to improve the quality and performance of rural road construction. The manual will be available in Sinhala and Tamil as well.   | March 2007                                 |
| 11 | Assessment of the Credit Needs for Restoring Livelihoods in the Districts of Kalutara, Galle, Matara and Hambantota Ampara, Batticaloa, Trincomalee, Mullaiththivu and Kilinochchi | Focus Group Discussion with marginal groups within 65 economic sectors revealed that a significant portion did not have access to micro –finance. Recommendation is to develop a specific loan scheme that is suitable to their needs.   | Part 1: December 2006<br>Part 2: June 2007 |
| 12 | Business Climate Survey in the Districts of Kalutara and Matara  | Interviews and Focus Group Discussions with 383 Micro Small and Medium Enterprises (MSME) and local Government officials and subsequent analysis of the business climate to formulate: (i) focused training interventions, (ii) Local Economic Development interventions, and (iii) a sound monitoring baseline.   | March 2007                                 |
| 13 | Feasibility Study for an Economic Centre, Southern Province  | Business plan for an Economic Centre for wholesale and retail agricultural produce in the Southern Province including: (i) demand analysis, (ii) infrastructural requirements, (iii) marketing strategy and plan, (iv) organisational set up, and (v) investment calculation.  | June 2007                                  |
| 14 | Survey on the New Post Tsunami Settlements of Sri Lanka  | A study in 117 donor driven housing schemes that assesses each settlement, the quantity and quality of social and economic infrastructure and the livelihood situation of resettled families and businesses.   | June 2007                                  |
| 15 | Post Tsunami Credit Requirement of Micro and Small Entrepreneurs: Assessment of the Livelihood Situation in the Coastal Belt of Sri Lanka  | Focus Group discussion with marginal groups within 65 economic sectors revealed that a significant portion did not have access to micro finance. Recommendation is to develop a specific loan scheme that is suitable to their needs. Publication under preparation.   | June 2007                                  |

**Source:** Quarterly Progress Reports, Annual Reports 2006 and 2007

### 3.5 Impacts of the Capacity Building Inputs

In this sub chapter, the impacts of the training programmes organized and implemented by ILO IRTAP and also the training programmes attended by the IRTAP staff were focused for analysis and the relevant findings are presented. The findings are arrived at after receiving the views and perceptions of the training recipients, mainly the IRTAP staff and the TO's and a thorough review of the existing documents. Further, initially a list of the training programmes either organized by ILO IRTAP or attended by its staff members is presented. Table 10 presents the summary of the training programmes and workshops carried out by the project according to the available and accessed documents.

- The project intervention on capacity building inputs varied across many practical topics as highlighted in tables 10 and 11. It covered three key areas of intervention, namely social protection, community infrastructure recovery and local economic development.
- In the planning and implementation of training programmes, IRTAP networked with national institutions that accumulated expertise. For social protection training, the project involved the National Institute of Social Development (NISD) and facilitated the Institute to make use of the expertise from the universities, agencies like Social Security Board and National Building Research Organization.
- For programmes on Community Infrastructure Recovery, IRTAP worked with the Institute for Construction Training and Development (ICTAD), The Ministry of Labour Relations and Foreign Employment, UNOPS and Practical Action.
- The trainings offered by IRTAP for the DLCs were very much effective and useful for the smooth coordination and preparation of district and divisional livelihood development plans. Also, those trainings helped them to continue their livelihood coordination activities.
- The most significant finding was that all the trainings were directly related to the livelihood context, thus they were very much useful to enhance their technical capacities as well as practical insights for field level implementation.
- Sectoral workshops held inline with DLDP formulation at district and divisional levels provided some valuable technical inputs to formulate sectoral model plans for the DLC's and for the LO's, the evaluation team learnt.
- A comprehensive capacity building programme was launched to improve the technical capacity of Divisional and Livelihood Project staff; staff from partner organizations; Pradeshiya Shaba, Divisional and District Secretariat; and CBOs.
- It became apparent that the TO's of local authority like PS's, UC's and MC's in the Eastern Province were positive of the training intervention they received. They had utilized the training and its technical inputs to their day to day tasks as the trainings covered some modern day practices and applications. However, the trainees (TO's) were neither aware of the project which organized this training nor the purpose and intention of this training intervention.

- The evaluation team learnt that according to some of the respondents that the long term usefulness and effectiveness of certain trainings were hindered due to lack of adequate reading materials or handouts. As the training participants did not get a sufficient number of such materials, their later reference was affected to some extent.
- Most of the training topics were important for the project tasks and its implementation while some other topics were really useful for their other general activities.
- In the training intervention area of social protection, the finding is that in some cases, special attention has been focused to the under privileged sector by the district and divisional secretariats and their field staff as they attended the social protection training programme.

**Table 10: Summary of the training programmes carried out by the project**

| Activity Plan  | Venue                                     | Districts Covered   | Duration (days)                  | Audience   |
|--|---|---|----------------------------------|--|
| Value Chain Workshop                                 | Galle                                     | Kalutara, Galle, Matara and Hambantota  | 02                               | (No of 20) BDS   |
| Value Chain Workshop                                 | Polonnaruwa                               | Trincomalee, Kilinochchi, Mullaithivu, Ampara and Batticaloa  | 02                               | (No of 20) BDS   |
| LOCA TOT   | Colombo                                   | Kalutara, Galle, Matara, and Hambantota, Trincomalee, Kilinochchi, Mullaithivu, Ampara and Batticaloa | 05                               | (No of 20) LED Trainers                                |
| Assessment of Livelihood Development Requirements    | Resettlement villages                     | Kalutara, Galle, Matara, Hambantota, Trincomalee, Mullaithivu, Ampara, Kilinochchi and Batticaloa     |                                  | Potential entrepreneurs who are in re-settled villages |
| Start Your Business                                  | Habarana                                  | Trincomalee, Kilinochchi  | 05                               | (No of 20) Potential Entrepreneurs                     |
| Start Your Business                                  | Hambantota                                | Hambantota, Matara  | 05                               | (No of 20) Potential Entrepreneurs                     |
| Project Cycle Management                             | Anuradhapura                              | Kilinochchi, Mullaithivu, Trincomalee, Ampara and Batticaloa  | 03                               | 27 Divisional Livelihood Officers                      |
| Social Protection (Tamil medium)                     | Habarana                                  | Kilinochchi, Mullaithivu, Trincomalee, Ampara and Batticaloa  | 03                               | 27 Divisional Livelihood Officers                      |
| Social Protection                                    | Habarana                                  | Kilinochchi, Mullaithivu, Trincomalee, Ampara and Batticaloa  | 02                               | 30 Govt. Officers at Policy Making Levels              |
| Regional Training on Technical and Labour Guidelines | Anuradhapura                              | Kilinochchi, Mullaithivu, Trincomalee, Ampara and Batticaloa  | 02                               | 40 from INGOs, CBOs, and Private Contractors           |
| Community Based Technical Approaches                 | Galle, Hambantota, Ampara and Trincomalee | Kalutara, Galle, Matara, Hambantota, Kilinochchi, Mullaithivu, Trincomalee, Ampara and Batticaloa     | 04 Workshops of 02 days duration | Technical Officers from local government authorities   |

**Source:** Quarterly Progress Reports, Annual Reports 2006 and 2007

- Even though the IRTAP staff received some IT trainings, its practical usage and the application of skills gained were affected due to the lack of proper IT infrastructure as there were delays in supplying computers for the war affected Jaffna district.

**Table 11: Summary of training programme on Labour Based Appropriate Technology**

| Month and Date  | Training Institute   | Districts Covered                   | Total      | Hosting District         |
|---|----------------------|-------------------------------------|------------|--------------------------|
| April 6 <sup>th</sup> & 7 <sup>th</sup>                     | UNOPS – CI 1, F1     | Trincomalee, Batticaloa and Ampara  | 31         | Batticaloa               |
| May 4 <sup>th</sup> & 5 <sup>th</sup>                       | Practical Action I   | Batticaloa and Ampara               | 21         | Ampara                   |
| May 5 <sup>th</sup> & 6 <sup>th</sup>                       | Practical Action     | Galle, Kalutara                     | 25         | Galle, Hikkaduwa         |
| May 10 <sup>th</sup> & 11 <sup>th</sup>                     | Practical Action     | Matara, Hambantota                  | 25         | Matara                   |
| May 18 <sup>th</sup> & 19 <sup>th</sup>                     | Practical Action     | Jaffna, Trincomalee and Kilinochchi |            | Trincomalee Anuradhapura |
| May 25 <sup>th</sup> & 26 <sup>th</sup>                     | PA – Workshop II     | Batticaloa, Ampara                  |            | Ampara                   |
| June 8 <sup>th</sup> & 9 <sup>th</sup>                      | PA – Workshop II     | Matara, Hambantota                  | 25         | Hambantota               |
| June 22 <sup>nd</sup> /23 <sup>rd</sup>                     | PA – Workshop II     | Galle, Kalutara                     | 28         | Kalutara                 |
| June 23 <sup>rd</sup> /24 <sup>th</sup>                     | PA – Workshop II     | Ampara & Batticaloa                 | 21         | Ampara                   |
| July 21 <sup>st</sup> , 22 <sup>nd</sup> & 23 <sup>rd</sup> | PA – Workshop I & II | Jaffna, Trincomalee Kilinochchi     | 27         | Anuradhapura             |
| <b>Total</b>  |                      |                                     | <b>193</b> |                          |

- The LBAT training benefited 193 practitioners while other training interventions had dealt with more than five hundred beneficiaries.
- The quarter from January 2007 to March 2007 alone had trained 162 persons through six training events generating 321 training days (ILO-IRTAP Quarterly Progress Report, January – March 2007).

### 3.6 Partnership with Different Agencies

IRTAP worked primarily to the technical requirements of the Livelihood Unit of RADA. On the other hand, RADA had working partners in CHA and FCCISL. Therefore, IRTAP had partnered with these three agencies. In this sub chapter, the evaluation team focuses to present the status of the partnership with these agencies facilitated by the MoU's signed between RADA – FCCISL and RADA – CHA.

One of the strengths that we see is the public-private partnership, though different from the traditional form, by facilitating a partnership between RADA (Govt.), FCCISL (private sector) and CHA (civil society), the project actually helped drawing up the respective MoU's between RADA - CHA and RADA – FCCISL

### 3.6.1 Consortium of Humanitarian Agencies (CHA)

There were mutual benefits to the IRTAP and CHA like the access to NGOs and civil society. Before IRTAP involved in the coordination mechanism at the district level, it was done by the CHA including the divisional level. But with the emergence of IRTAP, the coordination was taken up by the project and it became systematic with the government administration and other players. CHA also provided good facilitation, communication, inputs for organizing affairs for IRTAP. Following examples are highlighted where both agencies are involved and mutually benefitted:

- District level CHA and IRTAP combined and covered the livelihood programme and information was shared.
- Apart from that, CHA had helped to add some criteria to the research studies implemented by IRTAP.
- Some of the National Level contribution was shared with IRTAP by CHA towards policy analyzing, frame work developing, labour laws, decent work and governance.

### 3.6.2 Federation of Chambers of Commerce and Industries of Sri Lanka (FCCISL)

Mutual benefits were highlighted by FCCISL and District Chambers and allowed the accessibility to private sector stakeholders. District level business dealings were linked to the IRTAP. The coordination mechanism was strengthened with the presence of the District Chambers. Other than that, some of the FCCISL programmes, mainly like Back to Business (B<sub>2</sub>B) were also linked to the IRTAP coordination mechanism. Further, following examples are highlighted to bring out the partnership with FCCISL.

- Helped for some of the surveys and need assignments of the IRTAP project.
- This partnership concept was felt as an appropriate concept which can be followed by the other projects as well.

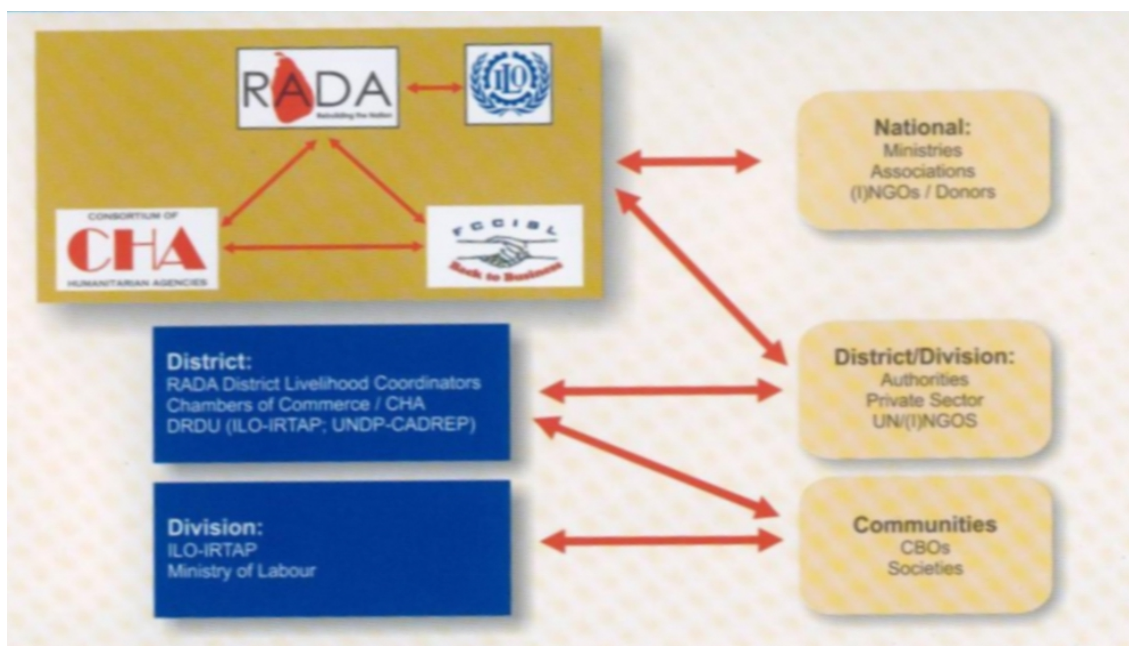
### 3.6.3 Rehabilitation and Development Agency (RADA)

RADA Livelihood unit was the key player of the tsunami income recovery programme and IRTAP supported the technical assistance component of IRP. It was noted that the partnership concept was highly applied in between these two parties in various ways. During the project period, following are the RADA partnership involvements to the IRTAP project:

- Systemizing the entire programme.
- Initial framework designing and getting the foreign organization into that.
- Worked as a team with IRTAP.
- Publishing feedbacks received from the implementing agencies through web sites, booklets, newsletters, books, reports, etc.
- Formulating policies, structure or instructions and several standers to the livelihood recovery in Sri Lanka.
- Providing inputs to direct the project at the national coordination meetings and technical review meetings.

The below figure (06) shows the Tri-partite Approach among the partners which leads to strengthen IRTAP with its coordination and implementation.

In addition to the above partnerships, ILO IRTAP signed a MoU with Practical Action to conduct the Training Programmes on LBAT. Under the first MoU, Practical Action agreed to bear the cost of the Resource Persons and the cost of training materials of the LBAT.



**Figure 06: The Tri-Partite Approach where IRTAP involved in its activities**

Source: IRTAP Project booklet

### 3.7 Strengths and Weaknesses of the Project

The evaluation team paid considerable attention to identify the strengths and weaknesses of the implementation of the project after reviewing the thoughts shared by the respondents at various levels. With the draft findings presentation to the project key staff members, it was possible to clarify certain aspects and define a separate category to highlight factors beyond the control of the project. Based on the findings at field visits with respondents and reference of secondary documents, the following strengths and weaknesses are presented as two separate topics.

#### 3.7.1 Strengths

- It was evident that the IRTAP involvement considerably contributed to enhance the effectiveness of planning and coordination of livelihood recovery programmes at district and divisional level.
- IRTAP involvement provided considerable inputs in formulating a livelihood development plan for each division.
- When the number of DLDP's is considered, the project was able to formulate more than the initial plan (of 35).
- IRTAP involvement played a considerable role to enhance the effective coordination in dealing with donors, channeling the resources, etc.



- ILO IRTAP was able to infuse urgency and a new thinking in the districts to consider livelihood as an important aspect in the recovery process apart from housing and other common community infrastructure development.
- As this project was carried out with the collaboration of government agencies, less difficulty was faced in coordination at district and divisional levels.
- Since this project was implemented under the direct supervision of DS/GA, it received a valuable support from the DS in terms of coordination. To achieve this objective, the project was able to convince the DS/GA's with regard to the overall project concept and its importance.
- Separate staff provided by IRTAP for district and divisional level livelihood coordination was one of the major strengths at the district level implementation.
- Well experienced district level managerial staff and livelihood officers at divisional level with good educational background were a major strength to the programme.
- Steps taken by IRTAP to assure the bottom up approach in planning is one of the positive points in assuring the community participation.
- Monthly livelihood coordination meetings held at divisional and district level was an effective tool for the overall coordination of livelihood programmes under the DS/GAs supervision.
- NGO participation for these livelihood coordination meetings was at a satisfactory level and thus created an opportunity to review the progress, identify the gaps and to solve them directly with the related organizations.
- The project was able to obtain the maximum support from CBO's, NGO's, INGO's, DS/GA's and DS's.
- Making meeting minutes and progress reports available by preparing and publishing them with the relevant parties is again strength of the project.

### 3.7.2 Weaknesses

- There were some failures in the effective and continuous communication between the Colombo project office and some districts, especially in North and East. The IRTAP staff of North and East perceived that they got a limited training and communication opportunities compared to other districts. Therefore, the weakness highlighted the access issue for those who worked in the north and East where there was a lack of attention to the requirements of the projects.
- According to the respondents and the evaluation team, the overall monitoring and follow up mechanism was not so strong to cater to the needs of the complicated network with multiparty involvement mainly in the regions.
- Wrong data were collected by some of the livelihood officers in the field. Due to this practice, some of the NGO's / players working in the district and in the divisions developed a negative perception about the database developed through CAPS mechanism.

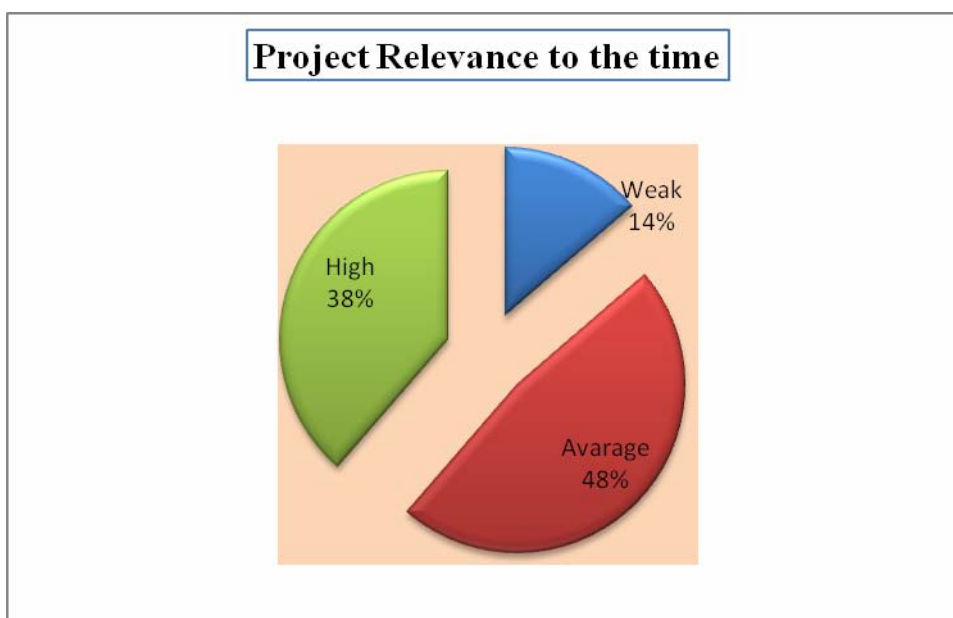
- As the formulation of the DLDP's was sub contracted to various service providers, the project had difficulties to maintain its control over the process of the formulation in the regional and remote DS divisions.
- The project had not done any analysis on the cost of expensive and too sophisticated publications and other material development and the extent of impacts it had made. Those materials included leaflets, plans, research findings and other promotional materials. As an example, there were only about 400 visitors for the IRTAP website as of July 09, 2007.
- Although the finding level of the project are visualized and documented, the level of visualization of the impacts are not sufficient.
- With respect to the management symptoms, failures and defects, there was no sufficient evidence on the number of them being acknowledged and addressed by the project.

### **3.7.3 Factors beyond the Project Control**

- As in some districts where the IRTAP intervention was delayed owing to various reasons, some donor / implementing agencies dominated the coordination process. As such, it became difficult for the IRTAP and its staff to bring all players under one common coordination mechanism.
- According to the initial planning and the agreement, Ministry of Labour and Foreign Employment was responsible for the appointment of livelihood officers. It was evident that these officers contributed the project success significantly.
- However, when the process of appointment of livelihood officers was delayed in certain districts, it became difficult for the DLC's to take up the project implementation activities on time in such districts.
- As IRTAP was a short term project and as the districts' climate especially in the North and East became unfavourable for development efforts, the time became inadequate to meet the implementation needs of livelihood development programmes.
- Although the district and divisional administration were willing to collaborate with the project, the response of some of the government officers (DS's, Technical Officers and Development Officers) was not positive to take up the implementation of the project interventions in certain districts.
- Owing to the short term nature of this project, it allowed fewer opportunities for a thorough partnership by national players regarding the project concept and its implementation.
- Even though the IRTAP unit was to be incorporated with CADREP through predefined agreements and MoU, some failures / incompatibilities at some stages occurred especially in supplying proper physical infrastructure for the livelihood coordination unit.

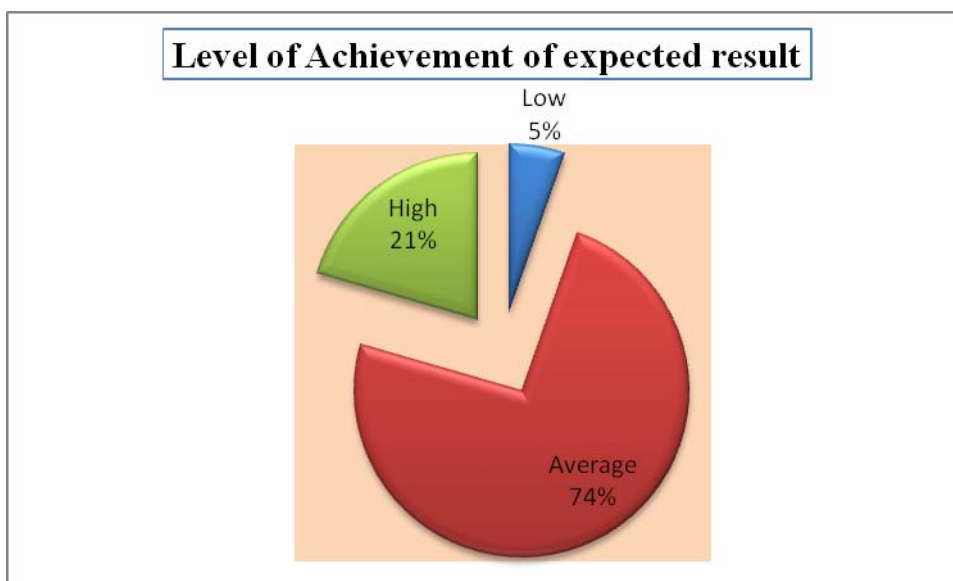
### 3.8 Perception of Respondents

In this sub chapter, the focus is on the perception of the respondents at various levels (divisional, district and national) regarding a number of aspects of the IRTAP project and its implementation. The perceptions were quantified between low, average and high values. Figure 07 to 16 mainly focus these quantified perception of the respondents.



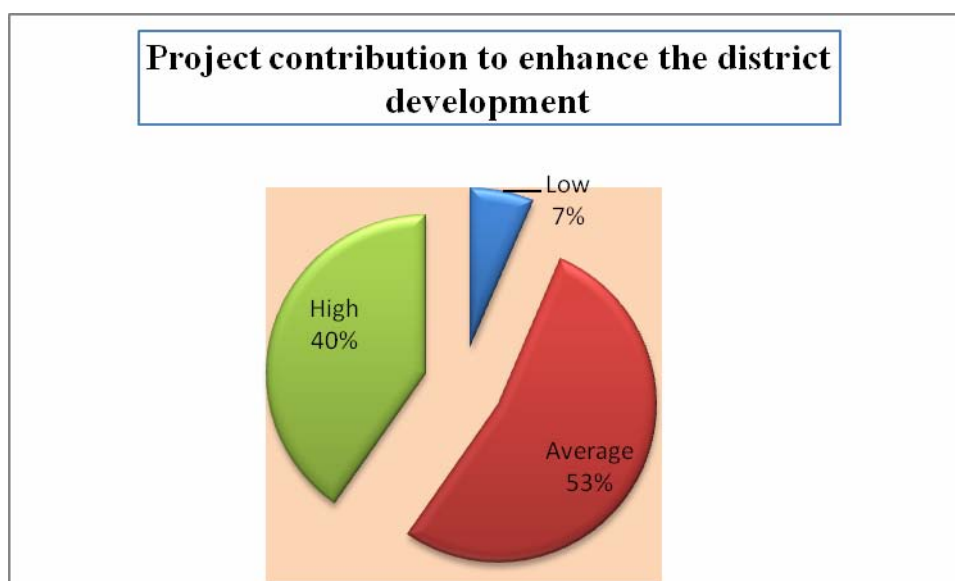
**Figure 07: The perception towards the relevance of the project to the time (timeliness)**

Almost 38% of the respondents perceived that the project intervention was highly timely while about half of them perceived it to be timely. Only less than 15% perceived it to be less important to the time.



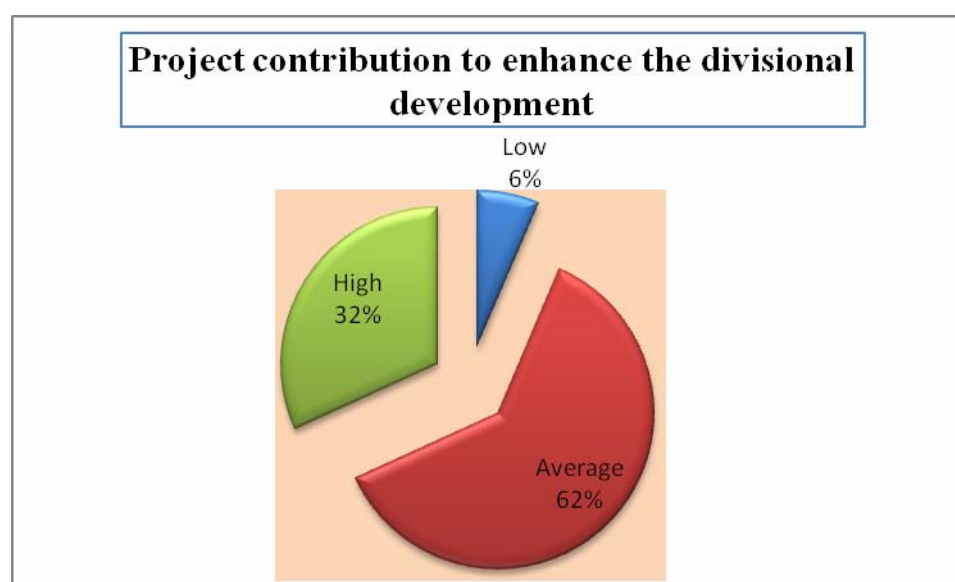
**Figure 08: The perception on the achievement of the expected results**

Only 21% of the respondents perceived that the level of achievement of the expected project results was high while about three fourth of them perceived it to be average. At the same time only less than 5% perceived it to be low level of achievement.



**Figure 09: Perception on the project contribution to enhance the district development**

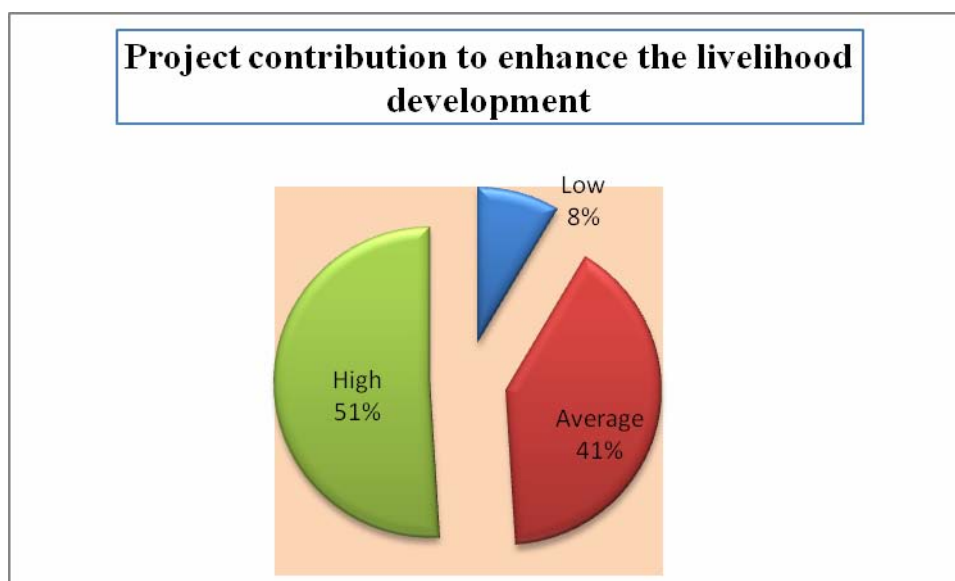
When the project contribution to enhance the district development is considered, 40% of the respondents perceived it to be high while 53% perceived it to be on average. Only less than 7% perceived it to be making a low contribution to enhance the district development.



**Figure 10: Perception on the project contribution to enhance the divisional development**

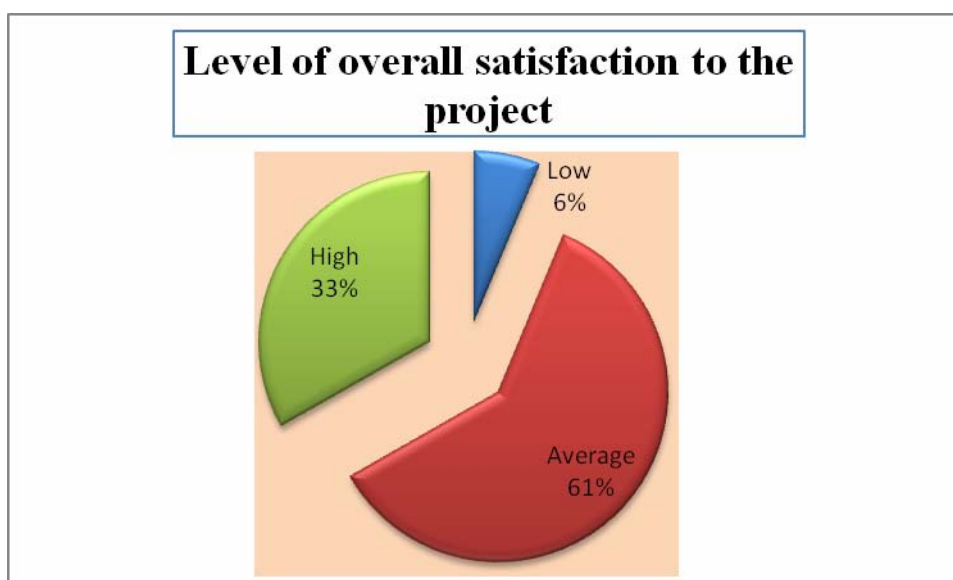
When the project contribution to enhance the divisional development is considered, 32% of the respondents perceived it to be high while 62% perceived it to be on average. Only

less than 7% perceived it to be making a low contribution to enhance the divisional development.



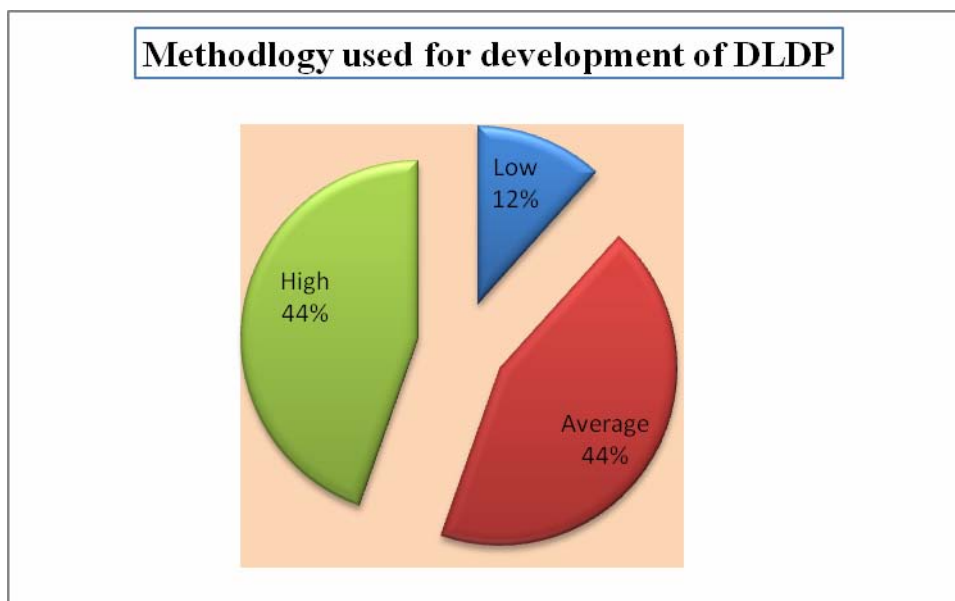
**Figure 11: Perception on the project contribution to enhance the livelihood development**

According to the perception of the respondents, 51% of them believed that the project contribution to enhance the livelihood development was high while another 41% perceived the same to be on average. Only less than 9% perceived the same to be low.



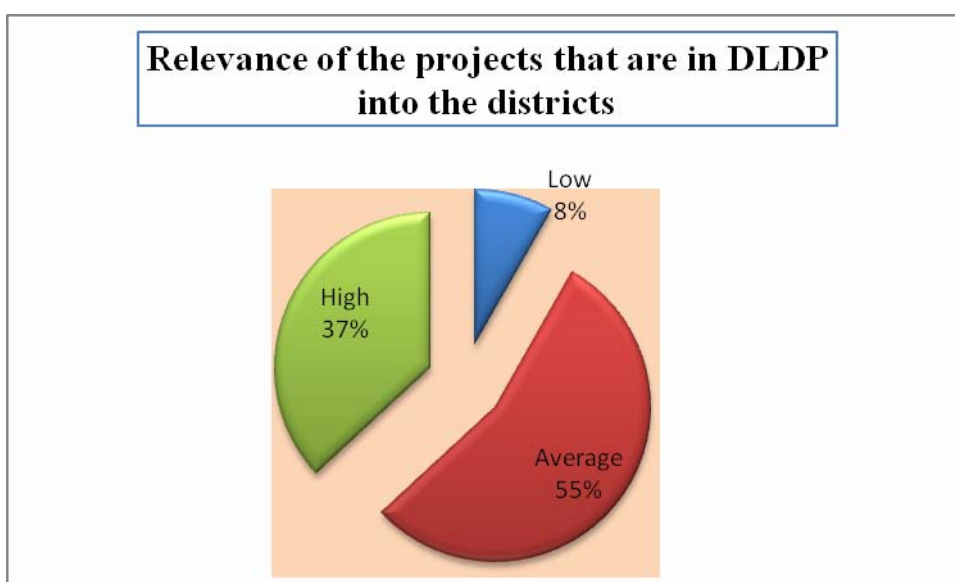
**Figure 12: Perception on the overall satisfaction of the project**

When the perception analysis on the overall satisfaction of the project is considered, only 33% perceived it to be high while two third of them perceived it to be on average. But, less than 6% perceived it to be at a lower level.



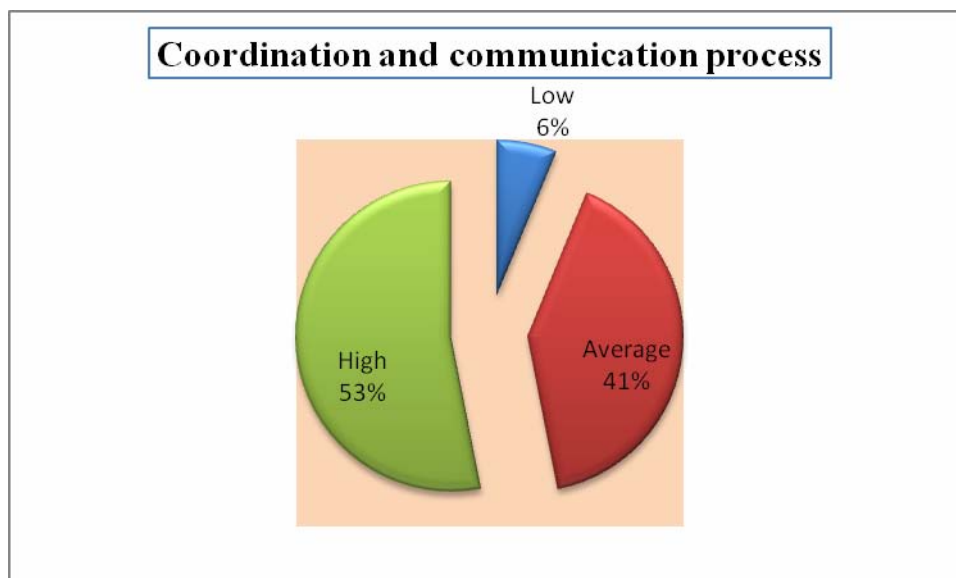
**Figure 13: Perception on the methodology used for the DLDP development**

Almost 44% of the respondents perceived that the methodology used for the DLDP development was very good while 44% of them perceived it to be good. Only less than 12% perceived the methodology to be weak.



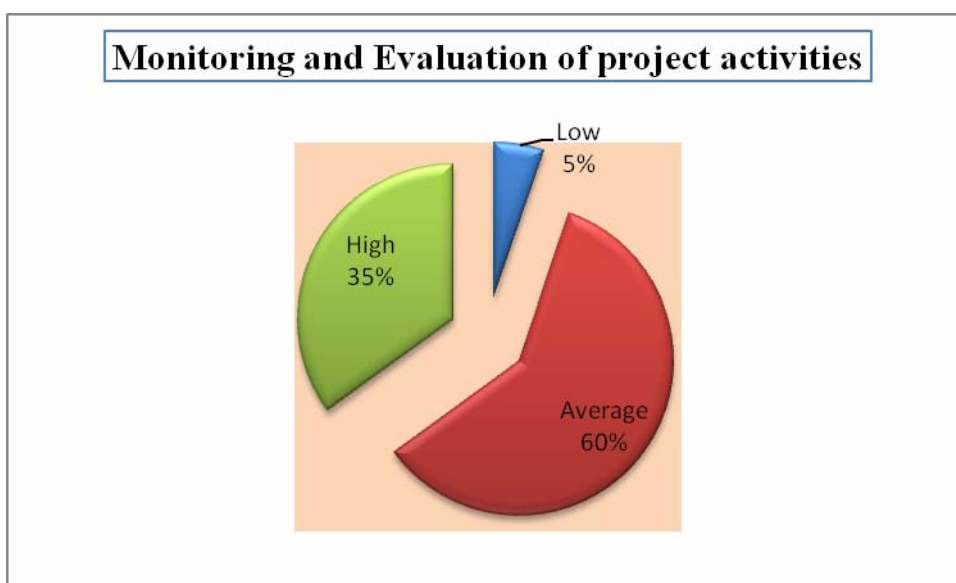
**Figure 14: Perception on the relevance of the DLDP projects to the districts**

According to the perception of the respondents, 37% of them believed that the relevance of the DLDP projects to the district was very good while another 55% perceived the same to be good. Only less than 9% perceived the same to be weak.



**Figure 15: Perception on the coordination and communication process of the projects**

As far as the coordination and communication process is considered, more than 53% of the respondents perceived it to be very good while 41% perceived the same to be good. Only 6% of them perceived the coordination and communication process to be weak.



**Figure 16: Perception on the monitoring and evaluation of the project**

According to the perception of the respondents, only 35% perceived the monitoring and evaluation of the project to be good while almost 60% of them perceived the same to be on average. Further, only less than 5% of them perceived the same to be weak.

### 3.9 Civil War and its Impact on the Project Implementation

- Out of the ten districts where IRTAP was implemented, six of them come under the Northern and Eastern Provinces where the civil war and the subsequent ceasefire agreement existed. With the starting of the formulation of DLDP's, it was observed that the ceasefire agreement was halted and the movement along the A9 route became impossible. Therefore, the project implementation was limited in the Northern district. Further, the project staff had to work under the security instructions of the UN System affected location.
- The evaluation team also linked a separate kind of unrests, incidents and the resumption of war situation aroused in the Ampara, Trincomalee and Batticaloa districts leading an environment of IDP settlements to the project activity implementation. Therefore, the team observed that the target achievement was affected by these situations. The example of this delay was the launch of the DLDP's of Trincomalee and Batticaloa districts and the launch was delayed up to October while there was only a soft launch for Batticaloa district DLDPs.
- For the civil war in Sri Lanka and the subsequent Tsunami, many projects did not incorporate the conflict sensitivity issues. The resource allocation, strategies, approach and concepts should be based on and inline with that sensitivity. So, this project had faced the same problem. The evidence to justify that this project was an exception was very minimal. The level of conflict sensitivity and incorporating other cross cutting issues like gender and environmental concerns were not at a satisfactory level.



## CHAPTER FOUR

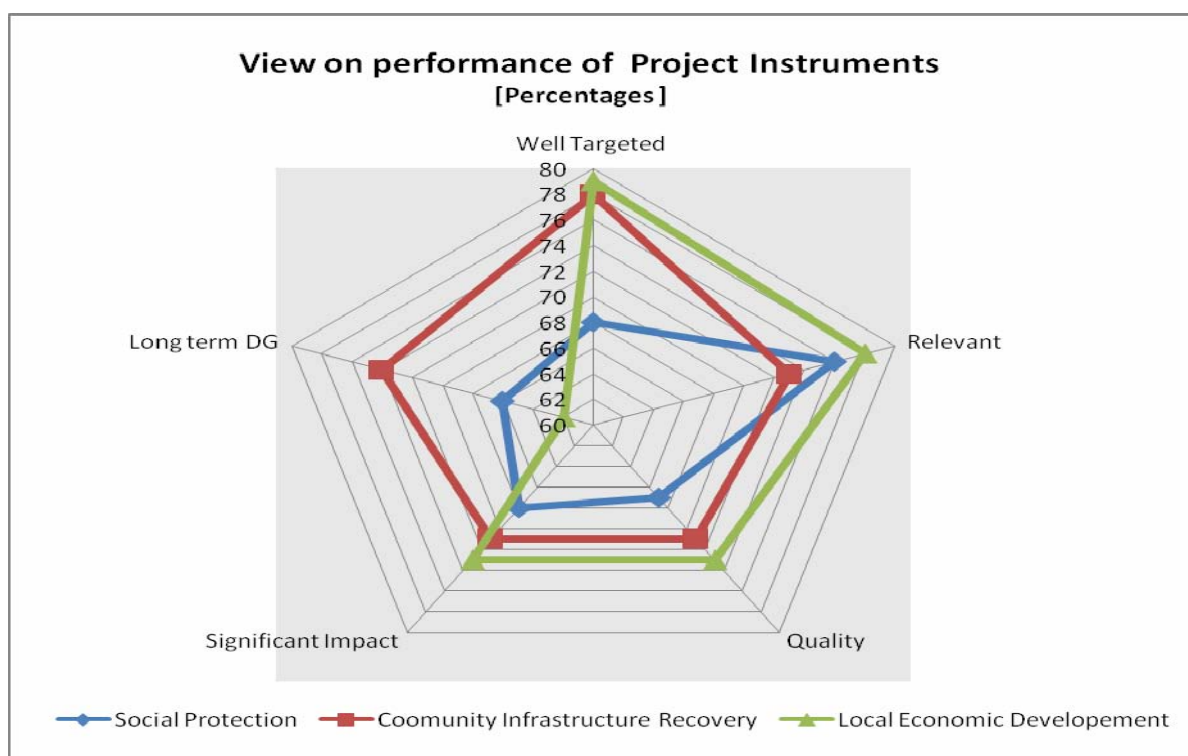
### MAIN OUTPUTS OF EVALUATION II – CONCLUSIONS

This chapter derives the conclusions of this evaluation. The conclusions are based on the findings presented in Chapter Five. It is important to mention that the evaluation team focused mainly on the key project implementation areas. Further, the conclusions are presented to elaborate the results beyond the output levels to outcome and impacts whenever possible.

Based on the analysis and the presentation of facts and figures, the evaluation team rated the project activities focusing its main three areas, namely social protection, community infrastructure recovery and local economic development. The following table (12) and the figure (17) present the overall rating of the project activities.

*Table 12: The average rating of the evaluation team for project performance*

| Performance Measurement Criteria   | Evaluation Team Average Rating (%) |  |                                   |                             |
|------------------------------------|------------------------------------|--|-----------------------------------|-----------------------------|
|                                    | <i>Social Protection</i>           | <i>Community Infrastructure Recovery</i> | <i>Local Economic Development</i> | <i>Average per Criteria</i> |
| <i>Well Targeted</i>               | 64                                 | 74                                       | 71                                | 70                          |
| <i>Relevant</i>                    | 66                                 | 69                                       | 70                                | 68                          |
| <i>Quality</i>                     | 63                                 | 67                                       | 67                                | 65                          |
| <i>Significant Impact</i>          | 65                                 | 67                                       | 67                                | 66                          |
| <i>Long Term Development Goals</i> | 61                                 | 69                                       | 58                                | 63                          |
| <b>General Average</b>             | 64                                 | 69                                       | 67                                | 66.7                        |



*Figure 17: The average rating of the evaluation team for project performance*

- It can be concluded that the project concept, approach, instruments, publications and the subsequent support documents and materials are at a very high standard both technically and professionally. The stakeholders and staff of IRTAP rank the above attributes highly.
- It is also concluded that the practical understanding and operationalization of the project concept and approach focusing on the three main activities are satisfactory at the national level. This aspect is at a reasonably satisfactory level in the districts, which is a kind of rarity in Sri Lanka in most of the projects.
- The project was able to complete and publish more DLDP's than originally planned.
- It can be concluded that DLDP's are the recognized and accepted published source of livelihood demand and plan of the divisions and the districts. It has become a reference source to many players as well. Further, the practical value of the DLDPs is not fully utilized in the districts and divisions.
- The mode of presentation of DLDP's is attractive and effective as it has utilized modern IT.
- The high quality visualization effort is highly appreciated with respect to the project implementation and research findings sharing. However, it is questionable as to the high cost spent on this aspect and whether that is necessary.
- It is further concluded that although a high level of advanced technology is used in the project design, the level of application is insufficient when it comes for the district level implementation.
- It can be concluded that the project management has paid sufficient attention to ensure the review, monitoring of targets and reporting with its staff and stakeholders. To this effect, staffs of all levels are well instructed and have followed accordingly to submit review and progress documents.
- It is concluded that the establishment of a formalized planning and coordination mechanism at the district level with the involvement, guidance and participation of the district civil administrators has helped to ensure the long term applicability of the district and divisional level coordination. In that respect, the project has tapped the existing administrative mechanism.
- In the districts, the intervention for planning and coordination is a timely input as the district initiated coordination was a requirement in all districts. This intervention was made at times when the district coordination was in a mess in certain districts.
- Divisional and district capacity and ability to coordinate livelihood recovery are enhanced with the intervention of IRTAP.
- It can be concluded that no two districts do perform equally when it comes for livelihood recovery coordination due to various factors listed below:
  - Approach followed to convince DS/GA and Additional DS/GA
  - District Livelihood Coordinator (DLC) and his commitment

- Nature of administration of DS/GA
  - Experience of Livelihood Officer (LO)
  - Interest of the top management of district administration to integrate livelihood to Tsunami recovery
  - Coordination and convincing skills of DLC's and LO's
  - Overall situation of the district
  - Interest of other players to share their information
- 
- Not only for the planning and designing of the livelihood activities, but also for the field level implementation of the livelihood activities, most of the districts need further technical assistance.
  - Like the level of different district performance, among other things, the levels of coordination and communication by DLC's and LO's with the district and divisional administration and offices depended on the skills, attitude, experience and cooperation of them.
  - It can be concluded that the DLCM's are a good platform to highlight issues and discuss solutions with various players on the district livelihood requirements and sometimes other district needs.
  - For the livelihood recovery technical assistance to the conflict or war affected districts, the same approach is not effective. The approach has to be sensitive to the context where the project is in operation.
  - The database made available by CAPS is a good start to share the updated situation of the district livelihood recovery and to review its progress.
  - It is concluded that further livelihood recovery coordination requirements are identified in the districts. These new requirements are coupled with the improvements in livelihood recovery as well as the involvement of new players. These new requirements represent two needs: the need for the coordination of organizations; and the coordination to assure the technical requirements for livelihood recovery. Both these have become compulsory in the districts.
  - It can be concluded that IRTAP has given high priority and consideration to organize and implement training and other capacity building events to cover three main areas of the project: social protection, community infrastructure and economic development.
  - The training participants, mainly the staff of the project, are also in the process of applying the concepts and skills learnt in the training to their day to day activities.
  - It can be concluded that IRTAP has given a considerable effort to accumulate a knowledge base with respect to the project topic by executing many important research studies. The project has made efforts to share them by publishing the research findings as well.

- It is concluded that among the studies carried out, NASIR series is popular among district and divisional staff and national level stakes. However, in some cases, the studies have not reached the bottom level of the project players.
- These DLDP's have created longer term perspectives to the district livelihood recovery and development which goes ahead and beyond Tsunami affected divisions.
- It is concluded that the sub contracting for the formulation of DLDP's have compromised the quality and standards proposed for the methodology.
- It is concluded that with respect to the features and attributes of IRTAP, the stakeholders and staff have high regards and they rank them highly.
- IRTAP has performed well with the three partners (RADA, CHA and FCCISL) it has worked with. Also, it has become possible to work beyond generally accepted project approach to partner with different players. Hence, this approach of partnership is a model for other project interventions.
- It can also be concluded that these partners have mutually benefitted through this partnership. Therefore, it highlights a public-private-development sector partnership for livelihood recovery.
- Start of the military activities in North and East has adversely affected the target achievement and full scale implementation of IRTAP activities.
- The DLC's and LO's are putting high efforts to ensure that the prioritized projects of DLDPs are taken up for implementation in the districts and divisions.
- It is concluded that the Local Economic Development (LED) component has just reached the initiation stage in the districts. The LED has not reached the practical implementation.

## CHAPTER FIVE

### MAIN OUTPUTS OF EVALUATION III – RECOMMENDATIONS

- It is recommended that the DLDPs should be subjected for at least another revision and updating to increase the practical value and applicability.
- The mechanism on the Income Recovery Technical Assistance to be established in the districts, it is recommended that this intervention be continued for another year. This will help to build the capacity of officers in the district level coordination and the officers will themselves work for the sustainability of the intervention. This extension can even be utilized for the timely updating and the implementation of DLDP's.
- When working with the state stakeholders, especially like Ministries, it is recommended to establish sufficient policy level discussions and come up with policy level solutions so that the promised collaboration is ensured timely throughout the project period.
- It is recommended that in the war affected districts, the technical assistance for livelihood recovery must be strategic and specific to accommodate the IDP resettlement requirements as well. If not, the Income Recovery should be a major component of the overall programme in that area.
- For the livelihood recovery at district and divisional levels, it is recommended to take ahead of the lessons of the pilot strategy for the public-private-development sector partnership model for future project implementation.
- It is recommended that apart from limiting the published research studies of livelihood recovery only as a research finding, there shall be a strong and strategic plan drafted either to implement or find means and ways to implement or take action.
- In a project intervention where the technical assistance for livelihood recovery including community infrastructure improves, it is recommended that the project intervention works closely with the respective local authority. This can be initiated and maintained through a strong agreement or commitment with the higher authority, like the ministry of local governments. Further, a strong policy level strategy is recommended to integrate these local government bodies. This will ensure the timely inputs for the maintenance and sustainability of already improved infrastructure.
- It is recommended that with the project phasing out, all the activities and outputs initiated and led by IRTAP are more systematically, formally and procedurally handed over to the national, district and divisional stakeholders and administrators. The national level stakeholders can also include private and finance institutions as they can play a major role in implementing the projects identified under DLDP's. For this purpose also, IRTAP can organize district and national level forums similar to the one practiced for the launching of DLDP's.
- It is recommended to get the active involvement of all stakes, both national and district levels, from the project inception stage to assure a sufficient level of incorporation of concepts into operational aspects to identify strategies and applications of livelihood

recovery technical aspects and project implementation aspects like coordination, monitoring and performance tracking.

- It is further recommended to design, organize and facilitate a national level lessons learning workshop with the active participation of all district and national level players to identify, document and publish positive and negative lessons, best practices and sustainability measures mainly focusing on the livelihood recovery technical assistance and the project management.
- It is recommended to incorporate conflict sensitivity as a cross cutting theme in the designing of the future similar project interventions. Further, for any area where it experiences complicated situations like war affected and IDP resettlements, project intervention should have strategies to assure the equitable and inclusive accomplishments and to reach consensus.
- It can be concluded that the means and ways of developing the database needs to be made more user friendly for the district players who are submitting data.
- It can further be concluded that the monitoring and evaluation system and mechanism of DLDP implementation needs improvements at the central level.
- It is recommended to follow both open and competitive bidding procedures and purposive selection as appropriate in the selection of service providers to assure the competitive advantages and quality of service delivery, consisting of different types of service providers. To this effect, it is further recommended to consider the 'cost and quality' based selection approach than considering the cost alone.
- It is recommended that the LED needed a big effort to take the initiatives above the ground level. Back to Business is a good start to ahead. Apart from the FCCISL, other regional players like development banks and Micro Finance Institutions, service providers and rural and regional SMEs and entrepreneurs are also needed to be incorporated to achieve the LED.
- It is recommended to introduce the CAPS data base to other relevant ministries so that the data base will have high use value.
- For similar projects, it is recommended to link the Ministry of Public Administration and Home Affairs in order to assure the link and commitment of the district, divisional and village level administrators.
- It is recommended to execute a Mid Term Review of the project and it will allow incorporating the lessons for the remainder of the project life.