



## Evaluation Unit (EVAL)

### Evaluation title page

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## ABBREVIATIONS

<b>CB-TREE</b>	Community Based - Training for Rural Economic Empowerment
<b>DS</b>	Divisional Secretariat
<b>GOSL</b>	Government of Sri Lanka
<b>ILO</b>	International Labour Organization
<b>INGOs</b>	International Non-Government Organizations
<b>NAITA</b>	National Apprenticeship and Industrial Training Authority
<b>NGOs</b>	Non-Government Organizations
<b>NPAC</b>	National Project Advisory Committee
<b>POs</b>	Partner Organizations
<b>SIYB</b>	Start and Improve Your Business
<b>VTA</b>	Vocational Training Authority

# EXECUTIVE SUMMARY

## **Background and Context:**

### **Summary of the project purpose, logic and structure**

The Skills Development for Economic Empowerment and Creation of Livelihoods Project (ILO, CB-TREE Project Sri Lanka, SRL/05/08/BEL) was designed and implemented to help to restore the lost livelihoods and earning capacities of the victims of December 2004 Tsunami in the district of Ampara. Evidence suggested that the most severely affected were women and children, suffered mostly from traumatic stress due to shock and the resultant poor living conditions. A key challenge for any livelihood recovery programme is the lower skills capacity. To fill this gap, there is an urgent need to build the capacity of skills of people and service providers, while at the same time adopting a much focused programmes for the provision of appropriate and adequate skills to vulnerable groups.

The project was utilizing the ILO's Training for Rural Economic Empowerment (TREE) Methodology and adapted to suit to Sri Lankan situation. The strategy consisted of a rapid meeting technique, product/service oriented training and supporting establishment of transition enterprise projects. Through this process, women, men and youth of affected villages were able to restore their livelihoods and earn additional incomes.

The structure of project implementation consisted of four stages.

Stage 1 – Community Preparation: Profiles of target areas and groups gathered, analyzed and communities were sensitized, organized and prepared for project interventions

Stage 2 – Community Planning: Training needs and enterprise projects have been identified, training proposals prepared and other development projects passed on to other actors

Stage 3 – Training Delivery: Approved training programmes were conducted and training related activities were implemented

Stage 4 – Post Training Assistance: Beneficiaries implemented their plans, provided with assistance for expansion and sustainability of their economic activities

### **Purpose, scope and objectives of the evaluation**

The purpose of the evaluation is to examine the success of implementation, verify the achievements with regard to the development of practical and empowering tools to address the issues faced by target groups, and the accomplishments with regard to non-conventional and non-traditional tools used for the establishment of livelihoods.

The evaluation was, therefore, expected to review the following issues.

- Was the rapid planning technique and tools effective in coming up with project ideas in a practical and fast manner that the partners and target groups understood, appreciated and utilized?
- Were the ideas of formatting the outputs of the planning process including the preparation of project proposals useful in the implementation of training?
- Was the combined skills training and transition enterprise project training effective in income-generating activities immediately after training?
- Was the design of the transition enterprise project training material effective in teaching the target groups how to create a small and time-bounded enterprise projects?
- Was the strategy of creating a transition enterprise project for groups effective in providing opportunities for group learning and developing the motivation and knowledge of entrepreneurship?
- Was the community fund scheme useful and relevant as a community-based support mechanism to assure expansion and sustainability of the transition enterprise projects?
- Was the manual of community fund clear enough to be understood and utilized by the target group?
- Was the whole methodology effective and efficient in addressing the various issues of marginal education, marginal resources, and practical solutions to employment and self-employment in rural communities?
- Were the project management style and logistic support system effective in the total implementation and service delivery?
- Given the same kind of target groups, communities and crisis situation, what should be the improvements on the tools and strategies of the CB-TREE methodology?

In addition, the evaluation had to verify the strategic fit, validity of design, relevance, effectiveness, management arrangements and efficiency, and impact and sustainability of the project. While analyzing the above, the evaluation was expected not only to determine whether the project achieved its output targets but to assess the extent to which it responded to the challenges faced by communities, contributed to the restoration of earning capacities, fastness and effectiveness of outputs delivered and the sustainability of results.

### **Methodology of evaluation**

A brief description of the methodology employed for the evaluation of CB-TREE project was consisted of three components.

**Firstly**, it included a review of project performance through an assessment of review reports available in the ILO Office and with the Project Team in Ampara. The reports reviewed included:

- Project Document,
- CB-TREE Methodology in 5 Volumes,
- Comparative Study on the Effectiveness of the ILO Co-fund Project and related Micro-finance Programs,
- Report on the Evaluation and Tracer Study of Beneficiaries of Phase 1 Projects,
- CB-TREE: Snapshots of Accomplishments,
- Tracer Study of ILO CB-TREE Project Beneficiaries in the Ampara District, and
- ILO Multi-Bilateral Programme of Technical Cooperation, Progress Report / Final Report

**Secondly**, the evaluation team held detailed discussions with the Project Team in Ampara to evaluate project implementation and verify the extent to which the Project Team was responding to the challenges faced during implementation.

**Thirdly**, an assessment of the level of stakeholder participation and outcomes of project interventions were verified. For this purpose, the evaluation team conducted field visits and discussed with the beneficiaries for collection of primary data. During the visits, the Evaluation Team conducted focus group discussions with both POs and Community Enterprises selected on sample basis covering all Divisional Secretariats of the project area.

## **Main Findings and Conclusions**

Evaluation Team observed that the CB-TREE Project was very well fit into the overall strategy followed by the Government of Sri Lanka in addressing the poverty issues and livelihood development approaches for rural sector communities as well as tsunami affected of the country.

The evaluation also found that the project design was very well fit into the expectations of disadvantaged communities who had no direct support to address their employment problems. CB-TREE Project was implemented as a pioneering intervention that proved its viability through:

- Benefiting the poor, marginalized, minimally educated, underserved, and vulnerable community groups;

- Training and group participation as the entry point to realize their own potential and prospects for development;
- Implementing stakeholder participation for project interventions;
- Providing opportunities for women participation without hindrance to family responsibilities and obligations; and
- Closer monitoring and provision of follow-up services (eagle's care approach).

Project implementation was through 15 Partner Organizations (POs) selected from the district of Ampara itself and given prior training on CB-TREE methodology and “start and improve your business” (SIYB) package. Although this arrangement of management was efficient and effective, the accessibility for the Co-Fund facility to community enterprises was not to the expectations.

Out of 1,000 targeted beneficiaries, actual number trained was 840 (84 %). Total number employed in enterprises was 807 (i.e., 81% of target to be trained or 95 % of those who received training). Average monthly income of families before training was approximately Rs. 3,000 per month but increased to more than Rs. 5,000 per month with the project. The evaluation also proved that the optimal number of participants per community enterprise was 8 – 10. All enterprises, other than those faced technical issues, were successfully operating at the time of evaluation. The enterprises that faced technical problems also either changed production process or revert to production of different items and operating satisfactorily.

Almost all enterprises are presently facing difficulties of obtaining working capital requirements for expanding their businesses. Had the Co-Fund was fully operational, the enterprises would have resolved these problems at the times they needed assistance.

Project made arrangement to establish a Federation of Community Enterprises, registered as an independent institution under the Registrar of Companies, and attached to Ampara District Chamber of Commerce and Industry as a member institution. This is an important step taken to provide future managerial and technical support to community enterprises and ensure their future sustainability. Since the Federation presently consists of only 13 enterprises out of 91 enterprises, a crash programme need to be implemented to expand it to cover all enterprises before the conduct of its 1<sup>st</sup> Annual General Meeting.

The following conclusions were made at the evaluation.

- CB-TREE methodology proved a successful strategy in addressing the issue of reinstating / developing lost livelihoods of disaster affected communities and a cohesive and integrated approach in transforming disadvantaged communities to embark on entrepreneurial ventures through group participation.
- Community beneficiaries were volunteered to form into groups but Necessary to guide them to form into groups with similar skill levels.
- A significant proportion of trainees, 806 out of 840 trained, (96 %), engaged in enterprises established and continued to involve in production.
- Beneficiaries experienced a considerable increase of income after implementation of the project. Their reported income from Rs. 1,500 – 3,000 per month prior to the project increased to Rs. 5,000 – 7,500 and up to Rs. 9,000 in some enterprises.
- Most enterprises reported that they are ready to expand production but face difficulties in finding working capital requirements. It is unfortunate that most enterprises were inaccessible to the CB-Fund for assistance.

## **Recommendations and Lessons Learned**

The following recommendation was made by the evaluation.

- To achieve higher level of success on establishment of enterprise, it recommended that beneficiaries be guided to form into groups with competence on similar skills and maintain a gender balance.
- The optimal size of a community group should be about 8 – 10 members, based on the nature of the enterprise. Large number of beneficiaries in enterprises could demoralize due to low income levels and small numbers could face problems of over work during production.
- Marketing is a major issue faced by micro enterprises. Since they operate in a local market, are compelled to compete with products distributed by large companies. Designing an internally generated demand element among community enterprises could create a sizeable market for each industry.
- The services of Partner Organizations provided to community enterprises need to be maintained even after the completion of initial stage of development, probably at a low key basis, until such time the enterprises are developed up to a self manageable level.
- The enterprises should be encouraged to establish business bank accounts, train on maintaining asset depreciation funds and internalized waste disposal systems as components of business management system.
- The Co-fund should be made operational concurrently with the establishment of enterprises to provide access for working capital requirements. Such facility



would resolve several constraints of expansion of production capacity of enterprises.

- A plan of action for the first year of operation of the Federation of Community Enterprises should be implemented with a target date for all enterprises to become members of the Federation. The Chamber of Commerce and Industry of Ampara shall take the responsibility of supervising the Action Plan. The present POs should also be given a responsibility under the proposed structure of Federation to provide assistance to community enterprises through Divisional Federations.

The main lesson learned by the CB-TREE project was the community group concept introduced for skills training and establishment of enterprises as against individual training concept implemented by other projects. Since community group concept has given a better strength and confidence for vulnerable communities, it is proved as a sound strategy for all development partners to follow in future interventions.

The selection of local NGOs as POs of development was another lesson learned through successful implementation of the CB-TREE project. As a result, after the completion of main activities performed, POs did not move out of the project and communities were not allowed to isolate with no support.

The project implementation should necessarily follow a network approach with timing for the implementation of all project activities commencing at critical times. The rate of performance of newly established community enterprises could have been much higher, had the Co-fund was implemented for the benefit of all enterprises with correct timing.

It is important that, along with the establishment of enterprises, to guide and advice the communities to establish business bank accounts. If banking practices had been followed, he enterprises would have slowly entered into 'business culture' rather than continued to be in-formal enterprises. The financial issues faced by most of the enterprises could have been resolved and minimize the necessity of Co-fund intervention.

The establishment of a sustainable institutional structure is another example that showed results. However, the level of achievement is slow and most of the community groups are still unaware of the institutional system available for them to operate as one family. Being micro enterprises, the strength generated by the 'family approach' could have been a factor for future sustainability.

## CHAPTER 1: BRIEF DESCRIPTION OF THE PROJECT

### 1.1 A Brief Description of the Project

With the assistance of International Labour Organization (ILO), the Skills Development for Economic Empowerment and Creation of Livelihoods Project (ILO, CB-TREE Project Sri Lanka, SRL/05/08/BEL) was designed and implemented to help to restore the lost livelihoods and earning capacities of the victims of December 2004 Tsunami in the Eastern Province. Evidence suggested that the most severely affected were women and children in this province, suffered mostly from traumatic stress due to shock and the resultant poor living conditions. Not only they faced with physical destruction of family, homes, schools, hospitals and faced a constant risk due to heavily mined area. The enormous devastation caused by the tsunami brought a heavy toll of livelihoods in the area that was also experiencing the highest level of poverty.

A key challenge for any livelihood recovery programme, both in the Northern and Eastern provinces of the country that affected by almost three decades long internal conflict, is the lower skills capacity. Therefore, there is an urgent need to build the capacity of skills of people and service providers, while at the same time adopting a much focused programmes for the provision of appropriate and adequate skills to vulnerable groups for picking up their livelihoods.

With this objective, a rapid 'training needs assessment' was carried out by the ILO and found that a dearth in supply of skilled workers in the construction sector as one of the key issues faced during the reconstruction of assets affected by tsunami. The Ministry of Skills Development and Vocational Training through its institutions such as Vocational Training Authority (VTA), National Apprenticeship and Industrial Training Authority (NAITA) and Technical Colleges soon after the tsunami launched a skills training programme to meet this challenge. However, these programmes followed the same courses structured for national skills training and certification system and the courses were catered mostly to the needs of formal sector employment opportunities. The skills training needs of tsunami affected persons were mainly to meet the immediate needs and to meet the needs of short term as well as 'crash-course-type' skills that need to have immediate application through training cum production process.

ILO piloted a community based 'Cash-for-Work' programme in the districts of Ampara and Trincomalee to address the above problem. This was further elaborated with a Livelihoods Recovery programme, aiming at contributing to reactivate local economies, promote community based training and find alternative sources of livelihoods for those who cannot or do not want to return to their original occupations. The programme also expected to create sustainable small production units with local ownership. An important prerequisite for economic and employment (including livelihoods) recovery process was a well established skills training infrastructure. The Project contributed to the recovery process by providing livelihoods or income oriented skills training opportunities to vulnerable persons.

The project was an adaptation of the ILO's Training for Rural Economic Empowerment (TREE) strategy and Community Based Training cum Production (CBT) methodology, and adapted to suit the local situation as **Community Based Training for Rural Economic Empowerment (CB-TREE) Strategy**. It provided a total package of identification and preparation of communities who need such skills training and provided follow-up skills training through a local partner organization. The CB-TREE methodology is a tool that promotes local economic development, create new economic opportunities for the poor and disadvantaged groups and mobilize them towards establishing sustainable economic activities. It is a comprehensive community based training package that helps the communities to identify and assess local economic opportunities, design and deliver community based skills training, and provides post training services including provision of assistance to target beneficiaries to organize themselves into credit and savings groups. Accordingly, through the project, women, men and youth of affected villages were able to restore their livelihoods and earn additional incomes.

As stated earlier, the Project has planned initially to implement in the districts of Ampara and Trincomalee. However, due to the deteriorating peace situation in the Trincomalee district, the National Project Advisory Committee (NPAC) decided to limit the project operations only to Ampara district, being it was the most severely affected district by the tsunami, and thereby to achieve a much larger impact through the project.

The Ampara district, situated in the South Eastern coastal line of Sri Lanka was the severely affected district by tsunami. The district is highly dependant on agriculture but has potential to develop industries, mainly processing of agricultural produce. Main agricultural crop of the district is paddy with a cultivable area of 55,000 ha and cultivate in both seasons with the use of irrigated water. The average paddy production of the

district is estimated at 500,000 m. t. per annum, which is approximately 1/5<sup>th</sup> of the country's rice requirement. There are other crops such as maize, cowpea, sugarcane and ground nut produce in the district. It is also a prominent area of fishing where almost 17,000 families engaged in fishing prior to tsunami. Production of handloom textiles, brick making and tourism related services are the main small industries of the district.

Out of the 21 Divisional Secretariat (DS) Divisions of the district, 9 were severely affected by the tsunami. Total number of deaths occurred due to tsunami was nearly 10,000, with more than 100,000 displaced out of their houses due to damaging of about 29,000 houses. In addition, 50 schools and 82 places of worship were devastated by the tsunami. The enormity of jobs and livelihoods lost had its imperative for the government and other donors to focus on employment creation and revival of livelihoods as a priority activity in the post tsunami assistance. Skills development is crucial for both revival of livelihoods and meeting the massive reconstruction needs of the district. In this situation, the application of CB-TREE methodology provided a readymade tool for skills training for employment and self employment for the benefit of crisis affected people of Ampara.

## **1.2 Objectives and Target Outputs of the Project**

The main goal of the project was to contribute to restoration of livelihoods and earning capacities of the tsunami affected victims through skills training and income generating activities in the tsunami affected areas of Ampara district. The revised objectives and target outputs after the PAC decision to focus project activities only in Ampara district were as follows.

### **Objective 1 – Target groups trained, their communities mobilized and empowered**

#### **Output 1.1 – Participation in skills training and its impact**

- 1,000 men and women trained in skills
- 700 or 70 % of the trained beneficiaries engaged in group enterprises

#### **Output 1.2 – Community Groups (Credit and Savings Groups)**

- 1,000 men and women trained other than skills training

- 10 community groups organized and operating their micro credit programme
- 2,400 indirect beneficiaries benefited by the project intervention.

#### Output 1.3 – Capability building of Partners

- 12 workshops for local partners conducted
- 145 local partners attended and trained in the methodology
- 90 of the participants were developed into local experts of the CB-TREE methodology

### **Objective 2 – CB-TREE concepts, methodology and strategies adapted to the Sri Lanka context and used by Partners**

#### Output 2.1 – Preparation of Guidelines

- 6 guidelines (Manuals) on project methodology adapted for Sri Lanka
- 6 local partners are utilizing the methodology

#### Output 2.2 – Mobilization of national government agencies

- 6 national government agencies mobilized
- 6 meetings have been conducted

### **Objective 3 – National policy on Community Based Training developed for Government of Sri Lanka**

#### Output 3.1 – Preparation of Policy Papers

- One policy paper on community based training prepared

#### Other target outputs

- 4 affected villages served
- 80 training programmes conducted
- 2 local studies have been conducted

Project followed the simplified four staged CB-TREE methodology during its implementation.

**Stage 1 – Community Preparation:** Profiles of target areas and groups gathered, analyzed and communities were sensitized, organized and prepared for project interventions

**Stage 2 – Community Planning:** Training needs and enterprise projects have been identified, training proposals prepared and other development projects passed on to other actors

**Stage 3 – Training Delivery:** Approved training programmes were conducted and training related activities were implemented

**Stage 4 – Post Training Assistance:** Beneficiaries implemented their plans, provided with assistance for expansion and sustainability of their economic activities

During the implementation of the project, the following four-step process was followed, as explained in the matrix given below.

Step	Outputs	Outcomes
1. Adaptation of the CB-TREE Methodology and Project Management System	Adapted methodology with implementing manuals and instruments	National policy on community based training developed for GOSL
2. Developing capability of partners and target groups on the utilization of the methodology	40 Community Coordinators and 45 Master Trainers trained in actual use of methodology	Partners adopting the methodology in their community livelihood projects
3. Building productive capabilities of target groups through skills and entrepreneurship training	2,000 beneficiaries trained in 48 target communities	80% utilizing acquired skills and knowledge, 70% engaged in enterprises
4. Enhancing capabilities of communities through organizing Co-fund and enterprise system	10 pilot “Corporate Community Groups” fully operational	2,400 more beneficiaries indirectly benefiting from the project interventions

The project implementation was through a set of selected local level Partner Organizations (POs) identified within the district and most probably from the relevant DS Division. The ILO project implementation office in Ampara, with the assistance of Colombo Office, was responsible for training the POs. In turn, the POs were responsible for the training of selected community groups. The ILO Colombo Office and the Project Implementation Office in Ampara, with technical backstopping support of ILO Geneva / New Delhi Office, was responsible for the adaptation of CB-TREE methodology to suit to Sri Lankan conditions. The project was managed through PAC

where the Ministry of Labour Relations and Manpower hold the chairmanship. PAC met once a quarter to review project performance and decide on strategic policies.

### **1.3 Review of Project Approach**

The project was utilizing the ILO's Training for Rural Economic Empowerment (TREE) Methodology which was developed and proved effective in addressing income generation as a major component of poverty reduction and rural economic reconstruction in Mindanao, Philippines and in Pakistan. The methodology addressed human and structural issues that cause rural poverty, out-migration of people from rural areas and stagnation of rural economies. These are:

- i. Low level of technical and entrepreneurial capability and capacity of target groups in production, marketing and distribution of their goods and services.
- ii. Weak / absence of appropriate corporate culture and skills of target groups to generate and utilize internal and external resources to sustain their enterprise projects and make them competitive.
- iii. Absence of capital assistance to create internal market structure suited to the socio-political characteristics of target groups and the economic realities in the communities.

In the normal economic empowerment strategies what is generally followed included provision of skills training, distribute welfare programs and services, provision of credit facilities through formal institutions. Most of the facilities thus provided were not reachable to the socially deprived communities and, as a result of training received, they were dreaming for "good jobs" but the economy may not create required number of such jobs due to lack of investment. However, such jobs are generally available in the urban sector or overseas and for much educated and highly skilled workers. Of course, the deprived communities do have no collateral, and therefore, even they wanted establish enterprises on self employment basis, they face lack of capital due to poor accessibility to credit systems.

The CB-TREE strategy introduced a systematic approach in making rural communities empowered based on a community driven and people oriented approach consisting of the following principles.

- Structured 'rapid meeting techniques' to identify economic projects using participatory principle;
- Follow-up of 'product/service oriented training' in place of purely operational skills;
- Planning of 'transition enterprise project' using practical forecasting techniques, strategies in marketing and self evaluation;
- Organizing communities anchored on 'corporate ideas and practical visions' that catalyze individual dynamism and community action;
- Introducing the 'community fund scheme' (Co-fund) to empower target groups through ownership and management of capital resources;
- Linking target groups to the formal sector 'only when they are ready', capable and willing to mainstream themselves.

The project was funded by the Government of Belgium with a total budget of US \$ 1,560,971.



### 2.1 Background on Evaluation

Since the project was a training strategy for employment and self-employment in the post-disaster situation of Tsunami 2004, where the target groups were facing both material and psychological problems due to loss of loved ones, employment, production assets, and income generation capacities, it proposed to utilize a strategy for rapid deployment of resources to assist disaster victims who needed assistance for revival of their livelihoods and income generation opportunities. During the evaluation, it was expected not only to determine whether the project achieved its output targets but to assess the extent to which it responded to the challenges faced by communities, how far it contributed to the restoration of earning capacities, how fast and effective the outputs was delivered, and how sustainable the results were.

### 2.2 The Purpose and Primary Use of Evaluation

Since the CB-TREE methodology was adapted and implemented in the tsunami affected Ampara district to revive the livelihoods and earning capacities, suffering from chronic cycle of poverty, conflict situations and natural disasters, the project expected to examine the success of implementation, verify the achievements with regard to attempts made on the development of practical and empowering tools to address the issues faced by target groups, and the accomplishments with regard to non-conventional and non-traditional tools used for the establishment of livelihoods. The evaluation, therefore, is expected to review the following issues.

- Was the rapid planning technique and tools effective in coming up with project ideas in a practical and fast manner that the partners and target groups understood, appreciated and utilized?
- Were the ideas of formatting the outputs of the planning process including the preparation of project proposals useful in the implementation of training?
- Was the combined skills training and transition enterprise project training effective in income-generating activities immediately after training?

- Was the design of the transition enterprise project training material effective in teaching the target groups how to create a small and time-bounded enterprise projects?
- Was the strategy of creating a transition enterprise project for groups effective in providing opportunities for group learning and developing the motivation and knowledge of entrepreneurship?
- Was the community fund scheme useful and relevant as a community-based support mechanism to assure expansion and sustainability of the transition enterprise projects?
- Was the manual of community fund clear enough to be understood and utilized by the target group?
- Was the whole methodology effective and efficient in addressing the various issues of marginal education, marginal resources, and practical solutions to employment and self-employment in rural communities?
- Were the project management style and logistic support system effective in the total implementation and service delivery?
- Given the same kind of target groups, communities and crisis situation, what should be the improvements on the tools and strategies of the CB-TREE methodology?

The primary use of the evaluation was to assess the success of the test the extent to which the CB-TREE methodology was successful and managed to bring forth expected results through its implementation at changing environments. The selected beneficiaries were not only poor but facing with more than two decades long conflict situation. Most of them were displaced for their original places of living and lost all belongings with such displacements. On top of this, the communities had to face with a natural disaster, the Tsunami, which they no one has faced with the destruction caused during their lifetime. The evaluation could assess the extent to which the CB-TREE methodology could help to generate hope and confidence for the communities to revive their lives through the outputs and achievements of the project.

### **2.3 Operational Sequence of Evaluation**

The CB-TREE methodology included four phases of implementation that represented the cycle of application: Community Preparation, Community Planning, Training Delivery and Post Training Assistance. The evaluation is expected to consider these four stages and analyze the outcomes of each phase.

The evaluation proposed to undertake a desk study of review of reports and understand the methodology of implementation especially the four stages of implementation of the CB-TREE methodology and verify its achievements through a field survey. The desk review had two phases, the review phase in Colombo reviewing all reports available and discussing the issues with relevant stakeholders. Second phase includes a detailed discussion with the Project Team in Ampara to collect information and understand the actual methods of methodology implementation at the field level and review the processes followed in the selection of beneficiary communities, their mobilization and grouping, identification and selection of POs, issues related to training of communities, establishment of enterprises and management of community enterprises during the initial period etc.

Consultants proposed to spent about one week in Colombo commencing December 08<sup>th</sup> 2008 and visit Ampara for a period of about 10 days commencing 15<sup>th</sup> December 2008. The first two dates in Ampara was reserved mainly to discuss in detail with the Project Team and also met senior public officers and institutions in Ampara who were directly involved with the implementation of the project. From 17<sup>th</sup> through 21<sup>st</sup> December, consultants visited the selected sample of communities and POs involved in the project. The time table of interviews and meetings held by consultants in Ampara is given in **Annexure 1**.

### **2.4 Information on Clients of the Evaluation**

The principle clients of the evaluation would be the ILO (Headquarters, Sub=regional Office in Delhi, Area Office) the donor (Belgium Government) and the Government of Sri Lanka. The client would also include the project partners and stakeholders in Sri Lanka, at the national and district levels including the ILO Constituents. More broadly, the evaluation is expected to generate knowledge that will be of use to agencies engaged in community based training for employment and self employment in Sri Lanka as well as elsewhere.

The evaluation is conducted by Management Frontiers (Pvt) Ltd. It is a consultancy firm that had been undertaken several mid term and project end evaluations for various clients including Government of Sri Lanka and donor assisted projects.

The Evaluation Manager of the present assignment is Ms Pamornrat Pringulaka of ILO.

The original TOR is included in **Annexure 2**.

### 3.1 Methodology Employed

A brief description of the methodology employed for the evaluation of CB-TREE project was consisted of three components. Firstly, it included a review of project performance through an assessment of review reports available in the ILO Office and with the Project Team in Ampara. These reports provided the project justification, description of the project together with its main components, the strategy of implementation, about CB-TREE methodology as adapted to fit into Sri Lankan situation and performances achieved during the full period of project implementation. Secondly, the evaluation team conducted detailed discussions with the Project Team in Ampara to understand clearly the project and its implementation and to verify the extend to which how the Project Team was responding to the challenges faced during implementation and, according to the experience of the Project Team, issues they had to face in delivering the services needed by targeted communities and also measures they implemented to sustain the results achieved. Thirdly, stakeholder participation was used as the main activity of the evaluation with the presumption that the POs and Communities who benefited from the project would explain better the achievements of the project and the extent to which they had been satisfied with the achievements of the project and their perceptions about the sustainability of the results achieved. The detailed methodology of evaluation is explained below.

- i. For desk review, the following documents were supplied by the project
  - “Skills Development for Economic Empowerment and the Creation of Livelihoods after Tsunami”, (Project Document)
  - Community Based Training for Economic Empowerment Methodology (CB-TREE), Introductory Volume, ILO
  - CB-TREE Methodology, Volume 1, Community Preparation and Planning, ILO
  - CB-TREE Methodology, Volume 2, Training Delivery, ILO
  - CB-TREE Methodology, Volume 3, Monitoring and Post Training Assistance, ILO
  - CB-TREE Methodology, Volume 4, Community Fund Scheme, ILO
  - A Comparative Study on the Effectiveness of the ILO Co-fund Project and related Micro-finance Programs existing in the Ampara District, Prepared by Mrs. F.H.A Raul and Dr. A. Jahfer, September 2007, ILO

- ILO CB-TREE Methodology, The Report on the Evaluation and Tracer Study of Beneficiaries of Phase 1 Projects, Conducted by Ampara District Chamber of Commerce and Industry, September 2007
  - Community Based Training for Economic Empowerment (CB-TREE), Snapshots of Accomplishments, ILO
  - Tracer Study of ILO CB-TREE Project Beneficiaries in the Ampara District, Submitted to ILO by Business Creations (GTE) Limited, June 2008
  - ILO Multi-Bilateral Programme of Technical Cooperation, Progress Report / Final Report
- ii. Conduct discussion sessions with the officers in the Area Office in Colombo
  - iii. Conduct discussion with the Project Team in Ampara
  - iv. Conduct field visits to community projects in Ampara District and held discussions with stakeholders of project implementation
  - v. Conduct discussions on preliminary findings with the Project Team and the Evaluation Manager

Consultants selected a sample of 11 POs out of the total of 16 POs worked for the project for evaluation. These POs supported 18 community enterprises selected from 11 Divisional Secretariats, representing 20% of the total community enterprises functioning under the CB-TREE project. The Community Enterprises were selected on random basis with an attempt to select a wider distribution of different types of enterprises to assess the capacity of communities in the management of these enterprises.

A list of POs and Community Enterprises subjected to review by the team of evaluators is given in **Annexure 3**.

The evaluation team has developed two Discussion Guidelines for the conduct of focus group discussions with community groups and with representatives of POs. Copies of the two Guidelines are given in **Annexure 4**. These discussions produced as the main source of information collected for the evaluation of the achievements of CB-TREE Project, where the findings are discussed in detail in the next chapter.

With information collected through above sources, consultants prepared a Draft Evaluation Report and submitted to the Evaluation Manager for comments and observations. After

## CHAPTER 4: FINDINGS REGARDING PROJECT PERFORMANCE

### 4.1 Strategic Fit

Evaluation Team observed that the CB-TREE Project is very well fit into the overall strategy followed by the Government of Sri Lanka in addressing the poverty issues and livelihood approaches faced by the rural sector communities of the country. The Poverty Alleviation Strategy implemented by the government through various projects and programmes implemented for addressing the above issues with financial assistance from the World Bank and other donors follow more or less the same strategies and principles followed by the CB-TREE Project. One good example is the “Community Development and Livelihoods Improvement Project” implemented by the Ministry of Samurdhi Development and Youth Affairs with financial assistance from the World Bank. In addition, under the “Samurdhi” Programme, the poverty alleviation Programme implemented by the Government during the past several years also has a livelihoods development component similar to the same approach and methodology.

The CB-TREE Project, therefore, very well fit into the government’s effort to generate livelihood development options in addressing the poverty situation faced by the rural communities and backward segments of the population. The more emphasis paid by the CB-TREE project to provide short term and crash course type skills training programmes had a step ahead of the approach hitherto implemented by the Government. This allowed the Government to revisit its poverty alleviation and livelihoods development approach with lessons learned from the implementation of this Project.

### 4.2 Validity of the Design

The evaluation found that the project design is very well fit into the expectations of under-privileged communities who had no direct support to address their employment problems. The experience showed that the communities were not interested in following training programmes that lead to formal sector employment. One major reason was that the formal sector was not generating sufficient number of jobs to attract all unemployed youth of the rural and under-privileged communities. Also, whatever the job opportunities created were in the urban areas and these communities could not afford to go and live in the urban sector with the remuneration they receive. On top of this, rural youth were supplementing their family labour for agricultural activities, where rural communities were producing for subsistence.

The CB-TREE Project has taken all the above issues into consideration in designing its development approach. It designed and implemented only short term and enterprises based training programmes. This training was limited to 15 days and fitting only for the establishment of enterprises and need not to depend on employment capacities. Community members need not to move away from their villages and need not to follow a 'factory attendance' schedule. The design of CB-TREE Project, therefore, very well fit into the working environment of the rural communities.

In the background of the above perspective, the CB-TREE Project implemented as a pioneering intervention that proved its viability through the following:

- Benefiting the poor, marginalized, minimally educated, neglected, underserved, and the vulnerable community groups;
- Training as an entry point to realize their own potential, prospects for development, and group participation where they through peer sharing, build up the capacity for continuity of their economic activities;
- Implementing an instructional stakeholder participation for project interventions and community work;
- Providing opportunities for women participation in supplementing without hindrance to meeting family responsibilities and obligations;
- Closer monitoring and provision of follow-up services in guiding the destiny of the economic activities (eagle's care approach)

### **4.3 Management Arrangement and Efficiency**

Scope of the study expects the evaluation to consider various stages of training and post training in which the beneficiaries are engaged into at the time of evaluation. The achievements related to training of beneficiaries show that, first, a total of 16 Partner Organizations (POs) had been trained focusing on theories, principles, concepts, guidelines and tools of the CB-TREE methodology. All POs were selected from within the district and, the advantage being after the completion of training, continued to serve the beneficiaries as and when required their services. In addition to the training provided on CB-TREE methodology, the PO representatives were given training on "start and improve your business" (SIYB) package to be used POs during the training and enterprise supervision of community enterprises.

The POs were given a detailed training on the selection of communities, formation into groups, selection of enterprises suitable to groups, guidelines on enterprise based



training, assistance to be provided for the establishment of enterprises and provision of support services to community enterprises for a period of four months. All POs were supervised by the Project Team on their performance and provided all facilities and assistance to the community groups through respective POs who were assisting and supporting the communities.

The management arrangement was efficient. However, one of the components included in the project components was to establish the "Community Fund" (Co-Fund) to provide working capital requirements for the community enterprises. Although the Co-Fund was established in 2006, up to the end of 2008 trained only seven (07) communities in seven Divisional Secretariats. In fact, there were 92 community enterprises with the participation of almost 820 beneficiaries. During Evaluation, it was found that several enterprises were facing working capital shortages and looking for financial support to meet the requirements. When verified from the communities, they were unaware of the Co-Fund facility available and had no access to resolve the problems.

#### **4.4 Effectiveness, impact and sustainability of the Project**

The total number of beneficiaries trained in all community groups was 840, in 91 various entrepreneurial skills. It was found that more than 1,000 beneficiaries were selected for the training on community enterprises, some of them have left the training programme during its initial period and few others dropped while training was going on. The reasons given for the drop outs were their non-willingness to go through the programme, and others expressed their inability to attend due to personal reasons. The Evaluation Team assumes that the 84 % success is an achievement for a programme such as this, where beneficiaries were not paid any allowance or any other incentive during their training period, similar to other programmes provided for tsunami affected persons. The beneficiaries were from 45 villages of 11 tsunami affected DS Divisions. **Annexure 5** gives information on Community Groups, POs responsible for such training, skills selected for training, and the total number of beneficiaries trained and now available, as surveyed by the evaluation team.

All community groups, other than the four groups in the Mahaoya DS Division, were tsunami victims living in the coastal areas of the DS Divisions of Kalmunai, Kalmunai Muslim, Sainthamaruthu, Karativu, Ninthavur, Adalachchenai, Akkaraipattu, Tirukkivil, Pottuvil and Lahugala. The DS Division of Mahaoya, where the four selected communities for skills training, were selected either from physically handicapped persons from villages or affected by the internal conflict.

The socio economic profile of the beneficiaries revealed the following characteristics.

- Almost 75 % of the beneficiaries were women;
- Women participation was 100 % in some DS Divisions such as Pottuvil and Akkaraipattu and with different degree in other Divisions;
- About 64 % of beneficiaries were married with several dependants, while about 5 % of beneficiaries being widows.
- About 25 % of beneficiaries completed only primary education while another 37 % studied up to secondary level.
- 10 % of beneficiaries qualified with GCE A/L but unemployed.
- Family income of almost 58 % of the beneficiaries was below Rs. 3,000 per month
- About 11 % were earning a monthly income of below Rs. 5,000.

As mentioned earlier, the strategy followed by CB-TREE Project was much different from that was followed by other programmes hitherto implemented in the country. In the traditional vocational training programmes, emphasis was given mainly for the skills training assuming that those who received training would be able to find employment in the formal sector. Similarly, self employment training programmes did not provide any training on vocational skills. Accordingly, those who received vocational training could not manage an enterprise and those who could manage an enterprise had no vocational skills. The CB-TREE Project combined both components through a package of skills training on selected enterprises with systems of enterprise management including marketing. Therefore the CB-TREE strategy opened opportunities for all beneficiaries to establish enterprises.

Since the CB-TREE strategy provided the communities to form into groups by themselves, the groups comprised of different numbers, ranging from 7 to 15. However, during the evaluation the following outcomes were established.

- Highly successful enterprises comprised of mostly 8 - 10 members, depending on the nature of the business.
- There were some enterprises, such as the cement product manufacturing enterprise established in Akkaraipattu, had only 4 members operating with much success and earning a net income of about Rs. 7,500 per member.
- When the number of members was large they were earning only a limited income and the unsatisfied members opted to leave the enterprise.

Evaluation, therefore, concluded that the optimal size of a community based enterprise is around 8 – 10 members, if they are to function as viable and profitable ventures.

The community group system is a challenging concept introduced by the CB-TREE methodology. In Sri Lanka, there was a system of cooperative ventures, under the supervision and monitoring of the Department of Cooperatives. The terms and conditions that govern the cooperative system were complicated in that it did not provide the members to work as group ventures and produce one commodity and market on commercial basis. Most of the production cooperatives functioned within a limited period of time only with the Head of the group was working as the leader. The CB-TREE methodology did not establish any enterprise under a 'Leader'. All members had to work together as members of one group. There were no specific working hours or norms for each member and, with the limited number, depending on their capacity for undertaking of activities related to the enterprise, they were responsible for the group work. In fact, during evaluation, it was revealed that in few enterprises, some members left the community due to their non-willingness to function as members of a group. Accordingly, the evaluation found that community members now clearly understood and appreciated the principles introduced by the project.

For the training and provision of assistance and guidance to the communities in the establishment of enterprises, CB-TREE methodology used POs selected from the area. Since these POs were within the area, their services were not limited to the transition period of four months only as envisaged by the project. The evaluation found that, after completing more than one year of operating the project, POs were still assisting the communities as and when they requested, with no additional remuneration. The evaluation appreciates this as yet another positive achievement of the Project, without creating additional burden for the project management.

The 91 community groups established 88 community enterprises with skills training provided. These enterprises, other than one unit established for production of *papadams* due to technical reasons, operate successfully. The group that faced technical problems commenced an alternative enterprise subsequently with production of Yoghurt and, at present, functions satisfactorily. However, this does not mean that all enterprises established and operate are highly successful. They face different problems and issues and are discussed below.

- About 50 % of sample enterprises expressed their complete satisfaction on the training given and assistance provided by the project while others expressed different views of inadequate training and necessity of further training to overcome technical difficulties related to project implementation, especially with regard to improving quality of products.

- Most enterprises that depend on higher working capital requirements face financial difficulties to increase their working capital requirements for purchase of empty bottles for fruit juice production and maintain stocks of iron and steel for grill works etc. Co-fund facility or any other loan facility is not accessible for these enterprises.

All enterprises interviewed reported that, at present, they are facing difficulties in finding additional financial resources for expansion of their production capacities. The initial resources provided by the project had been used to purchase essential raw materials and working capital. After operating for more than one year, these enterprises are now established in the market and gained a name for their products. Many enterprises are now in a position to increase production and function as contract suppliers to supermarkets and large distributors. However, the working capital limitation is a handicap for such expansion since most of the enterprises do not have access to formal lending institutions. The following gives a list of issues presently faced by these enterprises.

- No guidance was given to community enterprises to open bank accounts in the name of enterprises; members have only private savings accounts but not eligible for loan funds or overdraft facilities to meet additional financial resources.
- POs face difficulties in the extension of technical support due to lack of know-how or lack of knowledge to guide community groups; capacity to find assistance from suitable technical institutions such as the Industrial Development Board is an issue for them.
- The Co-fund established by the project is not fully operational to meet the working capital requirements of these enterprises; (**Annex 4** gives details regarding the provision of Co-fund management training to community groups.)
- Although some POs are able to provide such services through other institutions, they face difficulties in meeting basic expenses. At present, project does not extend any such assistance to POs.

Enterprises also face issues related to transport of raw materials and finished products. Since most enterprises are located within the village itself either in a house

of a member of the group in the interior. Transport of raw materials from the main supply stations and finished products to the market has become a problem. No enterprise earns sufficient margin to meet high transport costs. As a result, the members had to carry manually by themselves both raw materials and finished products.

The Federation of Community Enterprises, the institutional system established to ensure the sustainability of community enterprises, has not been developed to provide necessary support to all enterprises. The Federation is registered as an independent entity under the Registrar of Companies. At present it has only 6 Divisional Federations and needs to expand to cover all 11 Divisional Federations. Since the Co-Fund is expected to be fully operational after taking it over by the Federation this requirement is essential for the sustainability of enterprises.

The Evaluation Team also observed that there is no position for the POs who are still providing a remarkable service to community enterprises. POs are the only institutions close to community groups and understand their socio-economic characteristics. Community enterprises continue to request the services of POs until such time they reach an advanced stage of self-dependence. It is therefore necessary to accept that the POs have a role to play and in the institutional structure established for the future development of enterprises.

At the focus group discussions, another important issue raised was the difficulty faced on marketing of products. For example, local fruit juice producers had to compete with national-level soft drink producers and fruit juice suppliers. These products are marketed with aggressive marketing campaigns and available in all corners of the country. In such a situation, the micro-enterprises face difficulties in selling their products inside villages too. Those specific products where no such competition is available, the limitation of market knowledge and poor packing etc., create difficulties in marketing.

The change of attitudes was an important positive factor developed by the Project. The discussions revealed that communities understand the market competitiveness and necessity for producing quality goods to stabilize in the market. They also understood the provision of welfare facilities alone will not help to overcome their poverty levels. Beneficiaries appreciate the enhancement of income levels was due to competency development, self-confidence, and group participation in the production system. They are with the understanding that they would not have achieved the present level of development in business without group effort.

## CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

The evaluation revealed that the CB-TREE project was successful in its implementation compared to the success rates of similar programmes implemented for the revival of livelihoods of tsunami affected population. Its success rate has been assessed in terms of direct opportunities created for sustainable livelihoods and not in terms of short term welfare assistance provided or the amount of resources transferred to the affected people. A significant achievement of the programme was the special attention paid to unemployed women as beneficiaries, especially in the low income families of tsunami affected areas.

The achievements of the project compared to its original targets are given in Table 5.1:

**Table 5.1: Achievements of CB-TREE Project compare to Project targets**

Steps	Outputs	Outcomes
1. Adaptation of the CB-TREE Methodology and Project Management System	Adapted methodology with implementing manuals and instruments	Developed 5 volumes and used for training of POs and Community Groups. These were submitted to the Government for use in project planning.
2. Developing capability of partners and target groups on the utilization of the methodology	40 Community Coordinators and 45 Master Trainers trained in actual use of methodology	40 Community Coordinators and 46 Master Trainers Trained in actual use of the methodology. The achievement rate is 100 %.
3. Building productive capabilities of target groups through skills and entrepreneurship training	1,000 beneficiaries trained in Ampara in 48 target communities	840 beneficiaries trained in Ampara in 54 target communities. The achievement rate of beneficiaries is 84 % and communities 112%
4. Enhancing capabilities of communities through organizing Co-fund and enterprise system	10 pilot "Corporate Community Groups" fully operational	7 Pilot Corporate Communities are fully operational. Achievement is 70 %.

The evaluation concludes the following.

- CB-TREE methodology proved as a successful strategy in addressing the issue of reinstating/developing lost livelihoods for Tsunami affected communities. The beneficiaries showed high enthusiasm during community mobilization and training with more than 95 % of trained established enterprises. No waste of resources experienced and resources available utilized efficiently.
- Community beneficiaries were allowed to form into groups voluntarily. Had they were allowed to group on their skill levels and willingness to handle together key business functions related to enterprises, the success rate would have been much higher?
- CB-TREE methodology adapted to suit to local conditions with four stages of community-based interventions showed encouraging results. With this approach programme proved that it could serve the poor, marginalized, under-privileged and vulnerable communities through provision of enterprise based skills training, and to motivate them on group participation as a mode of future development.
- A significant proportion of trainees, 806 out of 840 trained, (96 %), engaged in the establishment of enterprises they were trained for and continued to be involved in production. The reason for drop-out, as stated by the present beneficiaries, was their unwillingness to group work. Only one enterprise faced the issue of abandoning due to technical reasons but was able to start a new enterprise successfully.
- Communities appreciated the training as the mean for skills development as well as for self confidence. The CB-TREE methodology proved a cohesive and integrated approach in transforming backward communities to embark on entrepreneurial ventures through group participation.
- Incomes of beneficiaries showed a considerable increase after the implementation of the project. Their reported income of approximately Rs. 1,500 – 3,000 per month prior to the project increased to between Rs. 5,000 – 7,500 and going up to Rs. 9,000 in some enterprises.
- Most enterprises reported that they want to expand and increased production but face difficulties in finding additional working capital. It is unfortunate that the enterprises are inaccessible to the CB-Fund for assistance.

- Main reason for the achievements of enterprises was the support provided by the POs. In cases where POs were inactive in monitoring, those enterprises failed. The services provided by the POs with no continued financial assistance by the project, should be appreciated.

## **5.2 Recommendations**

The recommendations proposed in this study are aimed at improving the success rate of the CB-TREE project and minimize or to get out of the deficiencies faced by community enterprises. The achievements of CB-TREE project are precise and distinct. Whatever the shortcomings experienced are due to deficiencies of implementation and cannot be attributed to programme design. The recommendations proposed below should therefore be considered more practically in replicating the same in similar environments.

- Success of the training and development of the enterprises depends on the commitment and responsibilities of the members of community groups. It is therefore recommended that when beneficiaries are formed into groups pay attention their preference for group work, competence with similar skills and maintain a gender balance. Allowing the trainees to form into groups at their wish could create unexpected problems during the development stage of enterprises.
- It is recommended that the optimal size of a community group is about 8 – 10 members, based on the nature of the enterprise. Attempts should not be made to group them on the wish. Since it is practically proved that efficient size of membership depend on the nature of the enterprise, early guidance should be given at the time of groupings.
- Marketing is considered as a major issue faced by micro enterprises. Since they operate in a local economy, the market would be limited and will have to compete with products of large companies. It is therefore recommended that an internally generated demand element be designed among community group products to create a sizeable market for each industry.
- It is recommended that the services of POs be maintained after the completion of the initial stages of development, even on a low key basis, until such time the enterprises are developed up to a self manageable level.
- It is recommended the enterprises should be encouraged to establish business accounts with banks and to train enterprises on maintaining asset depreciation funds and internalize waste disposal systems as components of the system.



- The Co-fund should have been operational concurrently with the establishment of enterprises to provide access for all enterprises to meet working capital requirements, on loan basis. Lack of such a facility acts as a constraint for development of enterprises.
- It is recommended that a plan of action for the first year of operation of the Federation of Community Enterprises shall be prepared and implemented with a target date for all enterprises to become members of the Federation. The Chamber of Commerce and Industry of Ampara shall take the responsibility of supervising the implementation of the action plan and provide necessary advices and assistance for execution. The present POs should be given a responsibility under the proposed structure of Federation to provide assistance to community enterprises through Divisional Federations.

### **5.3 Lessons Learned**

Development interventions initiated by the ILO was different from others implemented in the country towards skills training for unemployed in low income groups. Compared to the performances achieved by the CB-TREE project, the main lesson learned was the community group concept introduced as against skills training and establishment of enterprises as against the individual enterprises concept implemented by others. Since the community group concept has given a better strength and confidence for vulnerable communities, it is proved as a sound strategy for all development partners to follow in future interventions.

The selection of local NGOs as POs of development is another lesson learned through successful implementation of the CB-TREE project. In general, what followed in other development initiatives was to select POs through public advertisement and those who selected had to work as strangers to local communities. With the completion of main activities performed, those POs moved out of the project and communities were stranded with no support. In the case of CB-TREE project, it is proved that, the POs are from the local area and they could not move away even after their services are concluded.

All Beneficiaries are satisfied about the level of income earn after the establishment of enterprises; there are few enterprises where net income increased to more than Rs. 5,000 per month per group member. In fact, those enterprises that do not have market competition with outside products are operating at better levels of profitability and earn higher incomes. The bakery products enterprise established in Panama, wood products enterprise in Ninthavur and cement block products (although producing only one item) enterprise in Sainthamaruthu are few of such examples.

The project proved that for the achievement of a higher rate of success, continuous monitoring of community activities is essential. In instances where such supervision and monitoring was not received, the enterprise failed. Only the presence of active POs with soft peddling towards community activities could make such successes. It is therefore essential that selection of local NGOs with expected qualities is essential for successful implementation of the programme.

The project implementation should necessarily follow a network approach with timing for the implementation of all project activity commencing at their critical times. The rate of performance of newly established community enterprises could have been much higher, had the Co-fund was implemented for the benefit of all enterprises with correct timing. Although the project provided Co-fund Management Training for 7 community groups in seven villages (with effect from September 2006 until February 2008), this was only 8 % of the total communities established community enterprises. Accordingly, the Co-fund showed no contribution to the needy enterprises at their critical times. Other than the 7 enterprises received management training others was unaware of the facilities available with the Fund.

It is important that along with the establishment of enterprises, to guide and advice the communities to establish business accounts with any commercial bank and train them on business operational practices. If banking facilities followed by the communities, they would have slowly enter into the business culture where they would have reached up to formal enterprises rather than continued to be in the in-formal enterprises. The financial issues faced by most of the enterprises could have been resolved by now and minimize the necessity of the Co-fund intervention.

The establishment of a sustainable institutional structure is another example that shows results. However, the level of achievement is slow and most of the community groups are still unaware of the institutional system available for them to operate as one family. Being micro enterprises with little attention from other formal sector enterprises, the strength generated by the 'family approach' could have provided for a moral boost as well as for future sustainability.

**Annexure 1**

**Interviews and Meetings**

<b>Date</b>	<b>Interviews / Meeting</b>
<b>2008.12.15</b>	<p><b>Familiarization Meeting- ILO/CB-TREE Ampara Office</b> Mr Rudy R Baidemor (Chief Technical Advisor), Mr Sivapragasam (Programme Manager) Ms Promod Weerasekara (Programme Officer) , Management Frontiers (MF) Consultant Team</p> <p><b>Industrial Development Board –District Office, Ampara</b> Mr S A G Senanayake (Deputy Director), Attended by the MF Team</p> <p><b>Ampara District Planning Secretariat</b> Mr Bawa, (Director Planning), Attended by the MF Team</p> <p><b>Government Agent’s Office, Ampara</b> Mr Sunil Kannangara (District Secretary), Ampara, Attended by the MF Team</p>
<b>2008.12.16</b>	<p><b>Briefing Session with CB-TREE Partner Organizations</b> Attended by the MF Team</p> <p><b>Ampara District Chamber of Commerce and Industry</b> Mr Wasantha Kumara (CEO), Attended by the MF Team</p> <p><b>Business Creations (Gte) Limited</b> Mr J Jeyaganesh, Manager Attended by Mr. K.A.L. Premaratne and Mr. Mark Waqrnakula of MF Team</p>
<b>2008.12.17</b>	<p><b>Divisional Secretariat, Pottuvil</b> Mr A U KM Ansar (DS), Mr A H M Azmi (A/DS), Mr A B M Ashroff (DO), Attended by Mr K A L Premaratne (MF)</p> <p><b>Socio Economic Development Foundation (First), Urani</b> Mr P Jeyakanthan (President), G Sushaskaran (Secretary), Ms J Roshini (Treasurer) Attended by Mr. K.A.L. Premaratne (MF)</p> <p><b>Ampara District Chamber of Commerce and Industry</b> Mr Daya Liyanage (Chairman), Attended by Mr.Mark Warnakula of MF</p> <p><b>National Economic Social Advancement Movement, Ninthavur</b> Mr A L M Basheer (Chairman), Mr M R M Nazoordeen, Director, Attended by Prof. Thedchanamoorthy (MF)</p>

2008.12.17	<p><b>ILO/CB-TREE Ampara Office</b></p> <p><b>Federation of Community Based Organizations, Ampara District</b> Mr S L M Ismail (President), Ms. P Pathmini (Secretary), Attended by the MF Team</p> <p><b>Sooriya Community Development Foundation</b> Mr Sunil Chandralal (Chairman), Attended by Mr. K.A.L. Premaratne and Mr. Mark Antony Warnakula of MF Team</p>
2008.12.18	<p><b>Centre for Peace Building Reconciliation, Thambiluvil</b> Mr S Kiriyan (Coordinator), Attended by Prof. Thedchanamoorthy (MF)</p> <p><b>Developers, Thambiluvil 1</b> Ms Mohana Priya (Chief Clerk), Attended by Prof. Thedchanamoorthy (MF)</p> <p><b>Eastern Rehabilitation and Relief Organization, Akkaraipattu</b> Mr S L M Uvais (Chairman), Attended by Prof. Thedchanamoorthy (MF)</p>
2008.12.19	<p><b>Social Envovision Organization, Chenaikudiruppu, Kalmunai.</b> Mr. K. Salhiyanathan (Ex. Director) Mr. K. Kamal – (Director / Finance) Attended by Prof. K. Thedchanamoorthy – (MF)</p> <p><b>Women’s Development Foundation, Akkaraipattu.</b> Ms. K. Thillaiammah (President) Attended by Prof. K. Thedchanamoorthy (MF).</p> <p><b>National Ethnic Unity Foundation, Ampara</b> Mr. B.W. Gunasekera, President Attended by Mr. K.A.L. Premaratne, and Mr. Mark Anthony Warnakula</p>
2008.12.20	<p><b>AI – Haram Social Development, Sainthamaruthu.</b> Mr. A.B.M. Jaleel (President) Mr. ULM. Nazar (Co-Ordinator) Attended by Prof. K. Thedchanamoorthy (MF)</p>
2008.12.21	<p><b>Social Renaissance Council, Palamunai</b> Mr. A.B.M. Jaleel (President) Mr. ULM. Nazar (Co-Ordinator) Attended by Prof. K. Thedchanamoorthy (MF)</p>

## Annexure 2



### **Terms of reference (as of 4 Dec. 08)**

#### **Independent Final Evaluation**

#### **Skills Development for Economic Empowerment and Creation of Livelihoods (ILO CB-TREE Project, Sri Lanka) SRL/05/08/BEL**

Project code: SRL/05/08/BEL

Donor: Belgium

Project budget: USD 1.56 million

Project duration: 2005– Dec 2008

Implementing Agency: International Labour Organization (ILO)

Geographical coverage: Ampara district and surrounding areas

Evaluation date & duration: December 2008

TORs Preparation date: November 2008

#### **I - Introduction and rationale for the evaluation**

The Project was a training strategy for employment and self-employment in a post-disaster situation where the target groups have both material and psychological problems to cope because of the loss of their loved ones, employment, production assets, and similar income generation capacities. In other words the project was asked to utilize a strategy for rapid deployment of resources to assist disaster victims whose losses and need for assistance happened at the same time.

A self project mid-term review was conducted in April to May 2007. The project will end in Dec. 2008 and according to the ILO policy on project evaluation, there is a need to conduct an independent final evaluation as the independent project evaluation is required at least once during the project life time for all ILO projects that have budget over USD 500,000.

Hence, the final independent evaluation of the CB-tree project is proposed. The evaluation is aimed to determine whether the project objectives have been achieved and whether all target outputs have been produced. The final evaluation should also assess the extent to which the project has responded to the challenge, how far it has contributed to the restoration of the earning capacities of the beneficiaries, how fast and effective was it delivered, and how sustainable the results are. The evaluation would help ILO to fine tune its post-crisis training and employment/ self-employment creation strategy so that it could be more ready and capable to provide response in (God forbids) similar disaster situations.

The evaluation will comply with UN evaluation norms and standards; and OECD/DAC Evaluation Quality Standard, and that ethical safeguards will be followed.

#### **II – Background on project and context**

The Project was primarily designed to help restore the lost livelihoods and earning capacities of the victims of the December 2004 tsunami. The Tsunami left massive destruction along the northern, eastern and southern coastal districts of Sri Lanka. This resulted in large numbers of women and men losing their source of livelihoods and employment. 38,000 people lost their lives. Over 21,000 were injured, 5,000 missing and almost 1 million displaced. The districts which had the highest poverty levels were also those which had the highest job losses.

This compounded the already existing vulnerabilities and displacements because of the civil conflict, particularly the North eastern part of the country where capacities and skill levels have been eroded. After six months of rescue and relief, activities now must focus on recovery and reconstruction.

Evidence suggested that the most severely tsunami affected people are women and children. Many suffered from traumatic stress due to shocking past and present events and current living conditions. Not only, are they faced with the physical destruction of family, homes, schools and hospitals but additionally are constantly at risk in a heavily mined area. This condition needed immediate attention and assistance, assuming that with the restoration of basic infrastructures, principally houses, and through the provision of tools and equipment used for their former employment or self-employment, coupled with training and other post-training support mechanisms such as organizing and micro-finance assistance, their psychological sufferings will be minimized onward to full economic, psychological and economic recovery.

The project, however, waited for at least one year, or until the relief period would be completed by other agencies before it started. The major reason was to wait for the time when the target groups have recovered from their trauma and their minds would have developed a sense of permanence either through their return to their former communities or through resettlement. Otherwise, the nature of assistance would not have been more effective.

The Project was initially planned to be implemented in two districts for two years : Trincomalee and Ampara. However, in view of the deteriorating peace and order situation in Trincomalee during that time the National Project Advisory Committee (PAC) decided that the Project intervention be instead focused in the Ampara district in order to achieve more impact.

Ampara district is situated in the South Eastern coastal line of Sri Lanka and also severely affected by the tsunami. The district is mainly on agriculture, but there is a potential for industrial development. The district is in dry zone and cultivation is done in two seasons with the help of irrigation system. Total cultivable area under paddy is 55,000 hectares and the average production is 250,000 Mt. a season, which is 1/5 the of the country's requirement. Maize, Cowpea are other crops and a number of farmers are involving in livelihood before the tsunami. About 17,000 families were also involved in fishing. There were more than 200 rice mills and few industries serving the need for food and employment. Moreover, there was potential for development of small-scale enterprises on brick making, handloom and for tourism. Out of 21 DS divisions, 9 districts were severely affected by the tsunami. The number of people died in the division is nearly 10,000 and the number of internally displaced population was more than 100,000. In addition, 29,097 houses, 50 schools and 82 religious buildings were devastated by the disaster.

The enormity of the job and livelihood losses has made it imperative for government as well as other stakeholders to focus on employment creation and revival of livelihoods. Skills development is crucial not only for livelihoods revival but also to cater to the massive reconstruction needs. The Ministry of Skills Development Vocational and Technical Training through its implementation arms of VTA and NAITA and the Technical Colleges, began soon after the tsunami, training programs which were designed for a period of 3 weeks (technical training) after which an On the Job training (OJT) component for 5 months was organized by NAITA. The initial target is to train 3000 crafts persons (mainly in the construction sector). The National System would provide a mechanism by which the trainees could be assessed and certified. Support was received from the GTZ and other donor agencies in various ways to implement the training programs.

It should be noted however, that the skills training programmes under the supervision of the Ministry of Skills Development, Vocational and Technical Education are those categorized under a structured national skills training and certification system and the courses mostly cater to the formal sector and are of a longer duration, between six months to one year.

However, for the tsunami affected communities, the skill needs were immediate and, therefore, there must be capacities to provide more short-term/crash-course-type of skills training programmes having immediate/direct application through a training-cum-production process and/or enterprise creation immediately after training.

Hence, the ILO decided to apply the TREE Methodology which has been proven to work in post-crisis situation such in the post-conflict areas in Mindanao in the Philippines. The methodology had ready-made tools for rapid community and target group assessment for training for employment and self-employment in crisis-affected communities such as in the Ampara District.

The main goal of the project is to contribute to restoring the livelihoods and earning capacities of the tsunami victims through skills training and income generating activities in the tsunami affected areas. The revised/ rationalized target outputs of the Project (after the PAC decision to focus only in Ampara District) are the followings: -

- Objective 1 - Target groups trained, their communities mobilized and empowered
- Objective 2 - CB-TREE concepts, methodology and strategies adapted to the Sri Lankan context and used by Partners
- Objective 3 - National Policy on Community-based Training developed for Government of Sri Lanka

The Project utilized the adapted stages of the CB-TREE Methodology such as the following :

- Community preparation and planning
- Training designing and delivery
- Implementation of Transition Enterprise Projects by the beneficiaries
- Organizing the beneficiaries into community groups
- Training and implementation of Community Fund Scheme
- Linking the beneficiaries to the formal sector

In the final adaptation this 6-Stages were simplified into four in accordance with the Sri Lanka context:

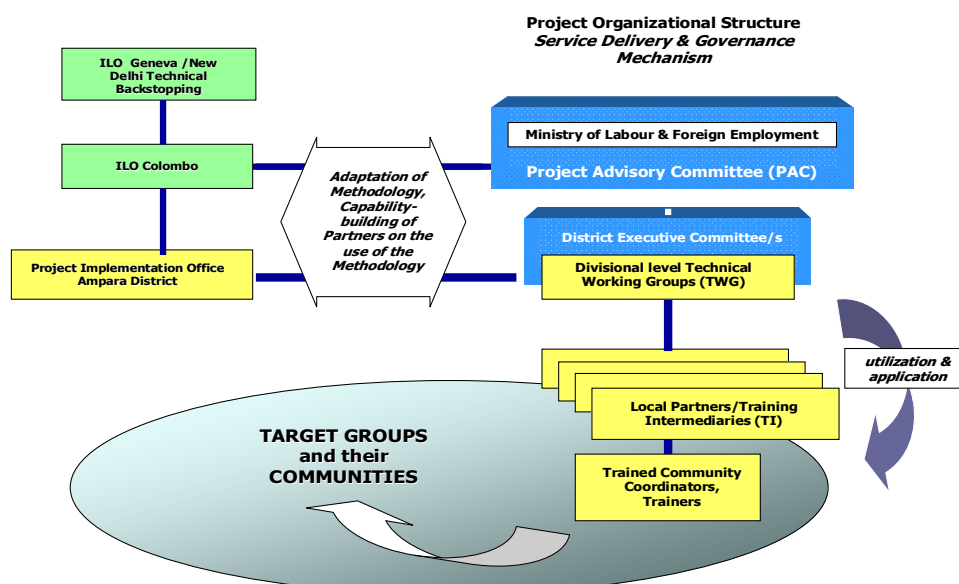
- Stage 1 - Community preparation
- Stage 2 - Community planning
- Stage 3 - Training delivery
- Stage 4 - Post-training assistance

The implementation of the Project followed a four-step process as follows: -

- Step 1 - Adaptation of the methodology Project management system
- Step 2 – Developing capabilities of partners on the use of the methodology
- Step 3 – Building the productive capacities of target groups through skills and small enterprise training
- Step 4 – Enhancing the capacities of the communities through organizing, community fund and enterprise system

The Project was managed through a National Project advisory Committee (PAC) Composed of 12 government agencies and private organization including the Ministry of Labour Relations and Manpower which acted as the Chair. The PAC met at least once in every quarter to review the project performance and discuss and decide on strategic policies in relation to the obtaining situation.

The Project was implemented through a Project Implementation Team and local partners in the Ampara District.



The project commissioned private consultants to conduct three studies which provided the project guidance in its subsequent implementation strategies. These studies were the Study of existing micro-finance programmes in the Ampara District and its comparison with the Co-Fund Scheme of the CB-TREE methodology; and Tracer study of the CB-TREE beneficiaries of the first 52 enterprises created through the Project.

### **III - Purpose, scope and clients of the evaluation**

#### **1. Purpose**

The CB-TREE project utilized an ILO methodology – Training for Rural Economic Empowerment, the latest version of community-based training that has been adapted in the field. The methodology was specifically and deliberately designed for marginalized, disadvantaged groups in their equally marginalized and disadvantaged communities – those that has been by-passed by development assistance and/or has already suffered from assessment and planning fatigues without effective project delivery by government or aid agencies. Further than that, the tools has been designed for target groups and communities that are not only suffering from chronic cycle of poverty but also from conflict and disasters such as in Mindanao, Philippines and Sri Lanka. Hence, in trying to develop practical and empowering tools to address these target groups, communities and area situations the tools are quite non-conventional and non-traditional. But it must be noted that the designs are deliberate in order to address the issues and problems.

In this context therefore, the Project would like the following issues to be examined by the evaluation team: -

- Was the rapid planning technique and tools effective in coming up with project ideas in a practical and fast manner that the partners and target groups understood, appreciated, and utilized ?
- Was the idea of formatting the outputs of the planning process including the preparation of project proposals useful in the implementation of training
- Was the combined skills training and transition enterprise project planning effective in creating income-generating activities immediately after training ?
- Was the design of the transition enterprise project training material effective in teaching the target groups how to create a small and time-bounded enterprise projects ?
- Was the strategy of creating a transition enterprise project for groups effective in providing opportunities for group learning and developing the motivation and knowledge of entrepreneurship ?
- Was the community fund scheme useful and relevant as a community-based support mechanism to assure expansion and sustainability of the transition enterprise projects ?
- Was the manual of community fund clear enough to be understood and utilized by the target groups ?
- Was the whole methodology effective and efficient in addressing the various issues of marginal education, marginal resources, and practical solutions to employment and self-employment in rural communities ?
- Were the project management style and logistic support system effective in the total project implementation and service delivery ?
- Given the same kind of target groups, communities and crisis situation, what should be the improvements on the tools and strategies of the CB-TREE methodology ?

#### **2. Scope**

The evaluation is expected to cover the Ampara district and other expansion areas. But it would consider the various stages of training and post-training in which the beneficiaries are engaged into at the time of the evaluation. There are two or three phases of project implementation representing the cycle of application of the CB-TREE methodology, hence the Project would like the evaluation team to consider this in the analysis of each phase.

#### **3. Clients**

The principal clients of this evaluation are the ILO (Headquarters, Sub-Regional Office



in Delhi, Area Office), the donor (Belgian Government) and the Government of Sri Lanka. The clients also include the project partners and stakeholders in Sri Lanka, at the national and district levels including the ILO Constituents. More broadly, the evaluation is expected to generate knowledge that will be of use to agencies and organisations engaged in community-based training for employment and self-employment in Sri Lanka as well as elsewhere.

#### **IV. Key evaluation questions/Analytical framework**

The followings are the specific key questions the evaluation should consider.

##### **4.1 Strategic fit**

- To what extent did the project support national development priorities, including those shared by the ILO and its constituents?

##### **4.2 Validity of the design**

- Was the design process adequate?
- Was the resulting project design logical and coherent?
- Considering the results that were achieved, was the project design realistic?
- Did the project design include a strategy for sustainability?

##### **4.3 Relevance and effectiveness**

- To what extent has the project approach as outlined in the document been implemented?
- What changes were made, and why?
- Were these valid reasons?
- Was the approach as implemented logical and coherent?
- Was the approach as implemented relevant to the needs of target groups and their communities under the post-disaster situation?
- To what extent did it reflect ILO's cross-cutting issues gender, poverty, labour standards, and tripartism/social dialogue?
- To the extent it did not, what were the reasons?
- Were these valid reasons?
- To what extent was the approach effective, i.e. have the project objectives and outputs been achieved, including early signs of impact at the level of enterprises, incomes and employment?
- To the extent they have not been achieved, what were the reasons?
- Were these valid reasons?
- What role has the project's mid-term review played in the development of the approach?

##### **4.4 Management arrangements and efficiency**

- To what extent were the management, monitoring, and governance arrangements for the project adequate?
- Was the technical, programmatic, financial and administrative backstopping from the relevant ILO offices adequate?
- To what extent were the project's funds spent in accordance with its budget?
- If changes were made, what were the reasons?
- Were these valid reasons?

##### **4.5 Impact and sustainability**

- What has the project done to evaluate and assess the impact of its approach and specific interventions?
- Was this adequate, and has it resulted in knowledge generated that can be applied by others?
- Have the project's and the ILO's efforts to make use of and disseminate this knowledge been adequate?
- To what extent have components of the project approach already been replicated or made use of in other ways?
- Has the project developed a feasible strategy for sustainability of those interventions that held potential to become sustainable?
- To what extent has this been implemented?

- To what extent has it succeeded?

#### 4.6 Learnings and future action

- To what extent has this been a learning project, i.e. has it developed and adjusted its approach as it learned more about the needs of its stakeholders and target groups, and what worked and what did not?
- How successful have the project and the ILO more generally been at sharing these learnings?
- What good practices can be learned from the project that can be applied to similar future projects?
- What should have been different, and should be avoided in similar future projects?
- Can the project approach be replicated and scaled up, in Sri Lanka or elsewhere?
- What should the ILO, the donor and the key stakeholders do to follow up on this project?

### V. Main outputs

#### 1) Evaluation reports

The evaluation team will draft a report and present the main conclusions, recommendations and lessons learned to the Project Advisory Committee.

The report will have the following structure:

- a. Cover page with key project and evaluation data
- b. Executive Summary
- c. Brief background of project and its logic
- d. Purpose, scope and clients of evaluation
- e. Methodology employed
- f. Review of project approach
- g. Findings regarding project performance
- h. Conclusions
- i. Recommendations
- j. Lessons learned
- k. Annexes, including TORs, persons contacted, etc.

#### 2) Evaluation summary (in standard ILO template)

### VI. Methodology

The evaluation should address the overall ILO evaluation criteria such as **relevance and strategic fit of the project, validity of project design, project progress** and **effectiveness, efficiency** of resource use, effectiveness of management arrangement and **impact orientation** and **sustainability** as defined in the *ILO Guidelines for Planning and Managing Project Evaluations 2006*.

The followings shall be carried out by the evaluator.

- Desk review of relevant documents, which will be provided by the project. These will include:
  - Project document
  - Inception report
  - Research reports
  - Progress reports
  - Mid-term review
  - File documents at the Project Implementation Office if necessary
- Briefing by the evaluation manager and by the ILO Area Office in Colombo
- Discussion with the project team (CTA and National Project Manager)
- Field visits to Ampara and surrounding districts. However this can be finalized with the Ministry concerned. The selection of visits should be inclusive of ethnical background of the beneficiaries.
- Interviews with key stakeholders in the Ampara districts
- Interviews with key stakeholders in Colombo (Ministries, Employers, Trade Unions)
- Phone interviews with relevant ILO staff at the Sub-regional Office in New Delhi and

#### SKILLS in ILO Headquarters

- Discussion of preliminary findings with the project team and the evaluation manager
- Presentation to the Project Advisory Committee on the first draft - the draft report will be circulated to the members of the Project Advisory Committee for their review.

Draft reports will be shared with relevant key stakeholders for comments; and comments will be consolidated by the evaluation manager and be provided to evaluator. In preparing the final report the team leader should consider these comments, incorporate as appropriate and provide a brief note explaining if some comments were not incorporated).

## VII. Management arrangement, work plan and time frame

### 7.1 Composition of the team, management arrangements, workplan

An independent consultant will undertake the evaluation. The evaluation will be managed by Pamornrat Pringsulaka, evaluation officer based in ILO ROAP whom the evaluator reports to. Evaluation Manager is responsible for the overall coordination, management and for ensuring follow up of this evaluation. EVAL at ILO HQ will provides support to the evaluation process and does quality control of the process and of the report.

The total evaluation requires about **25** work days.

The schedule is as follows:

- Desk review: 5 work days
  - Mission to Ampara Districts 10 work days
  - Drafting report: 5 work days
  - Presentation to PAC –half day or a day
- (Circulation of draft to key stakeholders, consolidation of comments sent to evaluator: 14 days)
- Integration of comments and final report: 4 work days

#### ***A work plan and timeframe:***

Task	Responsible person	Time frame
Preparation of the TOR	Evaluation Manager/ Project manager	Nov 2008
Sharing the TOR with all concerned for comments/inputs	Evaluation Manager	Nov. 2008
Finalization of the TOR	Evaluation Manager	4 Dec. 2008
Approval of the TOR	EVAL at ILO HQ	4 Dec. 2008
Selection of consultant and finalisation	Evaluation Manager/ EVAL	8 Dec. 2008
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Project manager	8 Dec. 2008
Ex-col contract based on the TOR prepared/signed	Project manager	8 Dec. 2008
Brief evaluators on ILO evaluation policy	Evaluation Manager	9 Dec. 2008
Evaluation Mission	Evaluator	10-19 Dec 08
Drafting of evaluation report and submitting it to the EM	Evaluator	29 Dec 08
Sharing the draft report to all concerned for comments	Evaluation Manager	Jan 08 (14 days)
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	Mid Jan 2009

Task	Responsible person	Time frame
Finalisation of the report	Evaluator	Third week of Jan 2009 and submit the final report to EM on 25 Jan 2009
Review of the final report	EVAL	Last week of Jan
Submission of the final report to EVAL	Evaluation Manager	End of Jan. 2009

## 9. Qualifications of the team members

The independent consultant should have the following qualifications:

- High level knowledge of and at least 10 years of practical international experience in community-based training for income-generation in developing countries and in post-disaster situations
- Experience in the evaluation or review of development projects
- Demonstrated ability to contribute at the international level to the generation of knowledge on and approaches to community-based training for employment and self-employment is preferred
- Experience in Sri Lanka and/ or South Asia is preferred
- Fluency in English
- Excellent writing skills in English

### Annexure 3

#### Partner Organizations and Community Enterprises Reviewed during Evaluation

<b>Partner Organization (PO)</b>	<b>Community Enterprises</b>
1. Social Economic Development Foundation, First (SEDO, First), Urani, Pottuvil	i. Snacks Mixture Processing ii. Fruit Juice Processing
2. National Economic Social Advancement Movement, Ninthavur	i. Rice Processing ii. Carpentry Workshop
3. Sooriya Community Development Foundation	i. Bakery Operation ii. Dry Fish Processing
4. Centre for Peace Building Reconcilliation, Thambiluvil	i. Yoghurt Production ii. Welding Plant
5. Developers, Thambiluvil	i. Beauty Parlour ii. Grinding Mill
6. Eastern Rehabilitation and Relief Organization, Akkaraipattu	i. Cement Products ii. Milk Products
7. Social Envovision Organization, Chenaikudiruppu, Kalmunai	i. Fabric Painting ii. RetailShop
8. Women's Development Foundation, Akkaraipattu	i. Dress Making ii. Popcorn Products
9. National Ethnic Unity Foundation, Ampara	i. Spice Grinding ii. Milk Based Products
10. Al – Haram Social Development, Sainthamaruthu	i. Carpentry Shop ii. Maldiva Fish Production
11. Social Rennaisance Council, Palamunai	i. Rice Flakes ii. Wooden Furniture

## **Annexure 4**

### **Independent Final Evaluation – ILO CB-TREE Project**

#### **Discussion Guideline for Conduct of Focus Group Discussions with Community Groups**

1. How did you come to know about this Program (Training for Rapid Economic Empowerment)
  - Who informed you about the Program?
  - When did you first join the Program?
  - How many of you attended the Program initially?
  - Have you been explained about the Program, including how it is implemented and advantages to the participants and their responsibilities?
2. What are characteristics of members of the group?
  - No. of members in each age group (Below 25 years, 26 – 40, 41 – 55, Above 56)
  - Sex distribution (No. of males and No. of females)
  - Civil status (No. of persons married, Unmarried, Widowed)
  - Family status (No of family heads, Non-family heads, Total dependants)
  - Occupation of other members (No. engaged in permanent employment, No of involved in income earning activities, No. of schools children, Not earning any income)
3. How did you select the present enterprise?
  - What is the enterprise you are now implementing?
  - Who selected it, by your group or with the assistance of Partner Organization?
  - What is the name of the Partner Organization assisting you?
  - Do you think the enterprise that you have selected is the best suited for your group?
4. Do you satisfy about the skills training given on the selected enterprise?
  - What were the main subjects taught during training?
  - Did you receive training on following areas
    - Marketing of products
    - Book keeping,
    - Product costing and pricing methods and
    - Cash management
5. How many persons presently involved in the enterprise?
  - How many persons initially joined the group and how many are now engage in the business?
  - What happen to others? Have they found other jobs or have they moved out of the village?
  - What are the job responsibilities of each person or groups of persons?
6. What was the source for financial resources?

- Private money lenders / Commercial Bank / Rural Development Bank / Non Government Organization / Community Fund
  - Were the funds provided to the group sufficient to meet expenditures?
  - Were you borrowing additional funds or using members own money to meet expenditure?
7. What type of knowledge given to you on the Community Fund?
- On the operational aspects of the Fund?
  - How the fund to be maintained (Borrowing terms and repayment procedures)
  - Maintenance procedures etc.?
8. From where you purchase raw materials for production?
- Direct suppliers or purchase from the market
  - Purchase on credit basis or through out right cash payment basis.
9. How do you sell your products?
- At the site itself / Take to the market centers / Distribute from house to house / Contract with buyers at pre-determined prices
10. What is the present average income of the Project?
- What was the last month total turn over?
  - What was the previous month total turn over?
  - What was the average income of a member in the last month?
  - What was the average monthly income of a member before the establishment of the present enterprise?
11. Do you have any relationship with the other community groups of the Program
- Where are they?
  - What do they produce?
  - Any exchange of products among the groups? If so on what terms?
12. Do you think that the enterprise could earn sufficient monthly income for your family?
13. What was your level of understanding the training given by the program?
- Understood the contents well / Could not understood most of the contents / Discussions among group members, understood the contents
  - Operate the business as understood the program
  - When made mistakes, whether advice was given to correct them
14. After training what did you exactly receive?
- Knowledge about selected enterprise
  - Better skills on production
  - New technology of production

- Quality maintenance of products
  - Self confidence for doing a business
15. Do you think whether the training and support that the project provided was sufficient and satisfactory?
- What additional training would be required? Name the areas required.
  - What additional support would be required? Name the type of support required.

### **Independent Final Evaluation – ILO CB-TREE Project**

#### **Discussion Guideline for the Conduct of Discussions with Partner Organizations**

1. Name and address of the Partner Organization
2. Names and addresses of Directors
3. What are main business activities of the organization?
4. What is the geographical area of operation of the organization?
5. Who are the community groups trained by your organization?
6. What were the trades trained by your organization?
7. How the selection of enterprise was made by the beneficiaries?  
 What was your involvement in the selection of the enterprise?  
 Did your organization made any verification of the advantages of the selected enterprise for the community?
8. Do you think the rapid training techniques given in the CB-TREE methodology were effective and practical?
9. What were your experiences on Community Preparation?
  - a. Did participants show encouragement in the Program?
  - b. Did they continuously follow the program principles?
  - c. Were their any drop-outs during the preparation stage itself?
  - d. Assess their encouragement on the selection of the enterprise
10. What were your experiences of community training?
  - e. Did the participants understand the concepts satisfactorily?



- f. How did they respond during the conduct of training sessions?
  - g. What type of subjects included in the training program directed for better implementation of projects?
  - h. With your experience whether the training methodology included all critical subjects required for enterprise skills training?
11. Did you involve in the post training monitoring activities?
- i. Whether communities were able to commence enterprises immediately after training?
  - j. Were you satisfied about the logistic support provided by ILO to the community groups for establishment and management of enterprises?
  - k. What are your views on the operation of the Community Fund?
    - Whether funds released at the correct time?
    - Whether funds provided were sufficient for the groups to start the enterprise?
    - How do you assess on fund management by the community groups?
    - Do you think the Fund could be sustainable in the future?
12. What are the positive impacts of the program?
- i. Ability to engage in gainful employment by the participants
  - ii. Competitiveness of the enterprises and their sustainability
  - iii. Validity of the design to replicate the program
  - iv. Relevance of the program for replicate under similar conditions
13. Given the type of target groups involved in skills training, do you think that the scope of training needs to be modified for better results?
14. How do you propose that communities be encouraged to develop the enterprise into a competitive business venture in future?
15. What lessons you learned as a partner organization in the implementation of CB-TREE project?

**Annexure 5**

**Partner Organizations - ILO CB-TREE Programme**

<b>Name and Address of Organization</b>	<b>DS Division</b>	<b>Villages Covered</b>	<b>Skills Covered for Training</b>	<b>No. of Beneficiaries Originally Trained</b>	<b>No. Presently in Operations</b>
1. Social Renaissance Council (SRC) SRC Park Hussaniya Nagar Road Pallamuna	Sainthamaruthu	Sainthamaruthu 10 Sainthamaruthu 14 Sainthamaruthu 15 Sainthamaruthu 08	Cement Products Flour Products Maldive Fish Product Rice Flakes Wooden Furniture	8 14 15 12 8	8 12 15 12
2. Social Economic Development Organization (SEDO)  P/25, Urani, Pottuvil	Pottuvil	Urani Varvali Komari 1	Cement Block Making Leather Products Fruit Juice Processing Food Mixtures Mat weaving	7 8 12 10 8	7 8 12 7 5
3. Developers  VC Road, e/409 1 <sup>st</sup> Cross Street Thambiluvil 02	Thirukkuvil	Thambiluvil 2 Thambiluvil 1	Bakery Operation Beauty Parlour Grinding Mill Clay Products Weaving	8 6 8 6 6	8 6 7 6 6
4. Women's Development Foundation (WDF)  Telecom West Street Akkraipattu 08	Kalmunai	Pandirippu 2A Kalmunai 1A	Dress Making Leather & Ornamental Maldive Fish Pappadam Making Pop Corn and Sweets	15 15 9 13 7	15 12 9 12 10
5. Eastern Rehabilitation and Relief Organization (ERRO)  180, Mudaliar Road, Akkaraipattu 4	Akkaraipattu	Karunkodithivu 11 Karunkodithivu 14	Cement Products Milk Based Products Pop Corn and Sweets Welding Bakery Products Rice Mill	4 9 7 11 5 8	4 9 7 11 5 8

6. Al-Haram Social Development Organization (ASDO) 183J/3, Kariappar Rd Sainthamaruthu 02	Sainthamaruthu	Sainthamaruthu 2	Rice Flakes Sewing Rice Milling	12 13 12	12 12 10
7. Centre for Social Assessment (CSA) 05, Town Hall Road Kalmunaikudy	Karativu	Karativu 4 Maligaikadu	Bakery Operations Carpentry Dry Fish Processing Grain Grinding	11 12 12 12	11 12 12 10
8. Social Welfare Organization for Ampara District (SWOAD) Sagama Road Akkaraipattu 08	Pottuvil	Sengamam Sinna Ullai Komari 01	Mat weaving Masala grinding Leather Products Concrete Works	6 6 9 8	6 6 8 8
9. Centre for Peace Building and Reconciliation (CPBR) Main Street Thambiluvil 01 Thirukkovi	Thirukkovil	Thirukkovil 1 Mondoni	Pappadam Making Yoghurt Making Welding Carpentry	6 9 8 8	6 9 8 8
10. Social Economic Educational and Welfare Organization (SEEWOW) 25, Central Road Adalaichchanai	Addalachenai	Addalachenai 6 Addalachenai 8	Cement Products Milk Based Products Pop Corn and Sweets Rice Milling Coconut Tree Based Products Clay Bricks Coir Products	10 9 4 8 11 6 15	10 8 6 6 11 8 15
11. National Ethnic Unity Foundation ((NEUF) Police Quarters Road Ampara	Mahaoya	Dambadeniya Polebedda Bubula Samagipura Nuwaragalatenna Tampitiya	Book Binding Reed Based Products Spice Grinding Weaving Milk Based Products Leather Based products Cashew	8 9 7 6 9 9 11	8 9 7 6 9 9 11

12. Sooriya Community Development Foundation (SCDF)  Madawalalanada Ampara	Lahugala	Panama North Panama Central	Bakery Operations Dry Fish Processing Milk Based products Pal Leaf Based Products Ground Nuts Processing	10 10 10 10 10	10 10 10 10 10
13. Social Economic & Environment Organization (SEEDO)  92, ARM Mill Road Adalachchanai 01	Kalmunai Muslim	Maruthamunai 02 Maruthamunai 01 Kalmunaikudy 02  Adalachchenai 2 Adalachchenai 4 Adalachchenai 6	Flour Grinding Leather and Ornamental Fabric Painting Dry Fish Production Clay Products Weaving Yoghurt Production	12 12 7 5 10 5 9	10 10 8 5 10 5 9
14. Social Envo Vision Organization (SEVO)  Main Street Canaikudiyerippu 01 Kalmunai	Kalmunai Muslim	Kalmunai 03A Periyaneelvanai 02	Leather & Ornamental Products Fabric Painting Retail Shop Food Mixture Products Flour Grinding	12 7 4 11 12	12 7 4 11 12
15. United Social Development Organization (USDO)  12, Main Street Ninthavur 16 <b>(Follow-up services now provided by NESAM)</b>	Ninthavur	Ninthavur 07 Ninthavur 09 Karathivu 12	Dairy Products Processing Maldiva Fish Sambol Mini Garment Manufacturing	12 11 12	12 11 12
16. National Economic Social Advancement Movement (NESAM)  117, Neeranagar Ninthavur 11	Ninthavur	Addapalam Ninthavur 01	Wood Carving Furniture Manufacturing Rice Milling	12 8 10	12 8 10

**Annexure 6**

**Communities Trained on Co-fund Management**

<b>S. No</b>	<b>Name of Community Group</b>	<b>Location/Village</b>	<b>Date of Training</b>	<b>No. of Beneficiaries</b>
1	Pandiyoor Social Development Society	Pandiruppu	28-29 Sep, 2006	50
2	Shams Social Development Forum	Maruthamunai	05-06 July 2006	50
3	Vivekananda Social Development Society	Karativu	04-05 Oct. 2007	100
4	Valkai Tholil Apeverutti Amaippu	Kalmunai	12-13 Jan. 2008	96
5	Fajr Reconstruction Society	Addalachenai	03-04 Jan. 2008	50
6	Oluvil Bismillah Fishermen Cooperative Society	Oluvil	29-30 Jan. 2008	105
7	Samuha Porulathara Nananpuri Amaippu	Pottuvil	01-02 Feb. 2008	150