Evaluation Unit (EVAL)

Evaluation Title Page

- **Project Title:** **Capacity Building for Employment Services and JOBSNET (CABNET) (ILO Accelerated Employment Services Project (AES), Sri Lanka**

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- **Technical Unit:** **Employment (skill), ILO-crisis**

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- **Key Words:** **JobsNet, Job Placement, Employment Services, Labour Market Information, Tsunami Affected Jobseekers, Skills training, Sri Lanka Tsunami Response**

FINAL INDEPENDENT EVALUATION REPORT

of

Capacity Building for Employment Services and JOBSNET (CABNET)
(ILO Accelerated Employment Services Project (AES), Sri Lanka)
SRL/03/01/MSID

International Labour Organization

September 2009

C O N T E N T S

ABBREVIATIONS

AES	Accelerated Employment Services
CBST	Community Based Skills Training
FCCISL	Federation of Chamber of Commerce and Industry of Sri Lanka
G.C.E. (O/L)	General Certificate of Education Ordinary Level
HRD	Human Resource Development
ILO	International Labour Organization
INGO	International Non Governmental Organization
IT	Information Technology
JMC	JobsNet Management Center
LIOC	Lanka Indian Oil Company
LMI	Labour Market Information
MLRM	Ministry of Labour Relations and Manpower
MOU	Memorandum of Understanding
NAITA	Naitonal Apprenticeship and Industrial Training Authority
OJT	On the Job Training
PIS	Project Implementation Strategy
SIDA	Swedish International Development Agency
TOR	Terms of Reference

EXECUTIVE SUMMARY

The Accelerated Employment Services (AES) Project was implemented by the International Labour Organization (ILO) commencing October 2005 through December 2008 in two Stages, Stage I from October 2005 to January 2007 and Stage II from January 2007 up-till end December 2008. The objectives of AES Project were to:

a. Register 10,000 Tsunami affected jobseekers under the JobsNet program and of which 5,000 to be provided with individual employment opportunities;

b. 1,000 Tsunami reconstruction related job vacancies to be filled through training and job matching; and

c. Centralized Labour Market Information system is made operational to assist the Ministry of Labour Relations and Manpower.

The Project was planned initially to be implemented in the Tsunami affected areas of five districts of Galle, Matara, Hambantota, Ampara and Batticaloa but was implemented only in the two districts of Batticaloa and Ampara of Eastern Province, out of the original five districts, and extended to Trincomalee, the other district of Eastern province. The JobsNet (Pvt) Ltd. was the primary contractor and also coordinated activities with FCCISL and NAITA, as sub-contractors in Project implementation.

Since the Project was completed in December 2008, the ILO is interested in conducting a Project-end Evaluation by an independent group and selected Management Frontiers (Pvt.) Ltd, for this purpose. The purpose of the evaluation was to verify the following.

- Whether the three immediate objectives were achieved through the proposed 11 outputs of the Project?
- Whether the Project management style and logistic support system was effective in the total Project implementation and service delivery? and
- Given the same kind of target groups, communities and crisis situation, what should be the improvements on the tools and strategies of the AES methodology?

The Methodology followed in the collection of data and information for the Project-end evaluation included:

- Review of reports and documents available at the ILO Project Office;

- Conduct detailed discussions with Officers of ILO Project Office and JobsNet Head Office in Colombo;

- Conduct Interviews with representatives of key stakeholders

- Conduct a Sample Survey of 200 jobseekers and a sample of trainers and employers of the three districts; and

- Presentation of Evaluation findings to ILO Project Team and Officers of JobsNet and the Ministry of Labour Relations and Manpower.

The performance achieved during Stages I and II of the Project proves that out of the three main targets of the Project, i.e., registration of 10,000 jobseekers, placement of 5,000 jobseekers in various employments and provision of skills training for 1,000 trainees, two targets had been successfully achieved with actual performance being much higher than the targets. In fact, the total registration was 15,070 and total trained was 1,577 as against the targets given above. Only the job placement target could not be achieved and the actual performance was only 40 % of the target and this leads to extend the project implementation period up to end December 2008 taking it as Stage II of the Project (AESII)

The achievements of AES II were also satisfactory and almost all the targets have been achieved with only marginal deficiencies with regard to direct job placements (only 25 numbers less than the target of 750 and 225 numbers less than the target of 1,000 on the job training). The Sample Survey conducted for the evaluation revealed following results.

- Trainees are satisfied on the skills training they received on the expectation that they could easily find employment after completing the courses.

- Beneficiaries on skills training were mainly engaged in computer software training such as Office Management, Accounting and Graphics; however, these trainees do not know whether there are employment opportunities for all such skills.

- Trainees were most attached mostly either to small and medium enterprises or to public sector institutions for on-the-job training. The number that could be absorbed to small and medium enterprises, after completion of training, is limited and the public institutions cannot absorb them to fill cadre vacancies. Accordingly, out of those trained by on-the-job basis, only a smaller number would be able to obtain permanent placement after training.

- Survey also revealed that JobsNet Service Centres did not attach on-the-job trainees into large industrial establishments such as PRIMA Flour Mill, MITSUI Cement Factory or LIOC Oil Farm, and other Institutions such as Trincomalee and Oluvil Harbours. Consultants are of the view that such large industrial ventures would be able to absorb a much larger number of jobseekers with the backing of the ILO funded project, if JobsNet had taken initiatives to tap such opportunities.

Responses made by the employers and the trainers are important for future planning of similar projects. The following are the main observations made by employers and trainers.

- Both employers and trainers showed satisfaction about the services provided by the Project and stated their willingness to extend their support for on-the-job and skills training in the future.
- They expressed their inability to absorb all trainees into permanent cadres due to prevailing economic conditions faced by the business sector.
- Employers are concerned about the attitudes of jobseekers when they are being interviewed for employment. Their main concern was the interest shown by the applicants on the monthly salary without considering whether they could provide the service expected from them.
- The trainers have, as far as possible, allowed trainees to follow normal courses. To meet the request made by the project, some training institutions have designed special courses to achieve minimum qualifications required to follow normal courses. A Good example is the IDM Computer Training Centre in Kalmunai that developed an elementary course, where after completing the training they could qualify to follow either a Diploma or a Degree program.
- The Computer based Accounting Courses offered by institutions use popular accounting software systems. The Trainees could easily find employment after the completion of the courses.

The evaluation, therefore, recommended that, at the designing stage of the project, detailed project implementation guidelines should be prepared and submitted for the benefit of management staff on project implementation procedures. This will provide better opportunities for planning and implementation of project activities within the districts.

Evaluation also recommended that each District Chamber of Commerce and Industry establishes a close relationship with JobsNet Centres to collect information on future employment potentials of enterprises, so that the JobsNet Centres could train jobseekers on required skills.

Since employers are interested in the productivity of the employee to match their output with salaries they pay, JobsNet should consider including attitudinal change components in the Counseling program. This could earn a favourable attitude from the employers towards jobseekers at the interviews.

The experience gained by the project from the beginning to completion, should be documented and made available to donor agencies, Government institutions and non Governmental organizations so that it could be used as a referral document to be used in the event of a crisis situation similar to the one caused by Tsunami.

Similarly, skills training needs should be well planned and implemented to maximize the limited opportunities available to distribute among those in need. It was evident during the Survey that there were a considerable number of beneficiaries who followed several training courses and are waiting for employment but still enrolled for skills training programs. These jobseekers have registered under the JobsNet program for placements and not necessarily for further training. Such requirements need to be further studied before referring them for skills training.

CHAPTER 1: THE PROJECT, TERMS OF REFERENCE OF EVALUATION AND METHODOLOGY

1.1   The Project

The Project was initially designed to meet the needs of employment recovery in the Tsunami affected areas by supporting jobseekers and employers through the existing JobsNet structure. The Project was implemented from October 2005 through January 2007 with ILO as the Executing Agency.

The objectives of the original Project were to:

- Build the capacity of JobsNet Management Centres; and
- Increase the capacity of Job Assistance Centres planned by Ministry of Labour Relations and Manpower (MLRM).

Both there objectives were to deliver basic employment services needed for the Tsunami affected population to recover their jobs and livelihoods.

There were 4 key interventions included in the project.

i.   Outreach to jobseekers affected by Tsunami;
ii.   Canvas and match additional job opportunities;
iii.   Operate a targeted skills training scheme; and
iv.   Monitor livelihood recovery and produce necessary Labour Market Information (LMI)

Planned outputs of the project included:

- Register 10,000 Tsunami affected jobseekers with the National JobsNet Database, of which 5,000 were to be provided individual employment services as follow-up to their registration;

- Fill 1,000 Job vacancies related to the post Tsunami rebuilding process through training and job matching;

- Design and make operational a centralized LMI system and coordinate the delivery of services in the Tsunami affected districts to be responsive to the needs of users.

The Accelerated Employment Services Project (AES) completed its implementation achieving the stipulated targets by January 2007. However, the achievement level of job placement target was only 40 %. To achieve the balance job placement target, a no cost extension to the Project was allowed by SIDA to continue the Project until end December 2008 (this extension was designated as AES II) and ILO took over the responsibility of pursuing the under-achieved target primarily to train and place 3,000 persons in employment within the extended period of the project.

A summary version of the total Project consisting of AES I and AES II is given in matrix 1.1.

AES I	AES II
Output 1: Registration of 10,000 jobseekers	**Output 1: Registration of 3,000 jobseekers through Mobile JobsNet Units and Job Clubs**
1.1 Job assistance centers set up in 5 districts with mobile registration units	1.1 Employment service centers to be operational in 3 districts; Develop district action plans for vacancy registration; Utilize district plans to launch registration; Liaise with local reconstruction Projects; Establish contacts with contractors
1.2 Adapt JobsNet software and registration forms	
1.3 Install and maintain IT network and database access at centers	
1.4 Train 30 job assistance center staff	1.2 Train 30 job placement assistants for Job Clubs
1.5 Monthly review and planning meetings at district centres and JobsNet centre	1.3 Review and plan meetings between Job Clubs and JobsNet centres
1.6 Develop District Action Plans for jobseeker registration	1.4 Organize 3 local jobseeker registration events in each district
1.7 Organize 5 jobseeker registration events in each district	1.5 Conduct 3 community campaigns in each district to promote jobseeker registration
1.8 Organize 5 community campaigns in each district to promote registration	1.6 Organize 6 Job Fairs in identified commercial industrial zones
1.9 Monthly track recording, quality control and profiling of registers	1.7 Monthly track recording and quality control job vacancy registration per district; Develop monthly lists of new vacancies per Divisional Secretariat.
Output 2: Delivery of community-based	**Output 2: Delivery of community based**

employment services to 5,000 jobseekers 2.1 Establish Inter-Ministerial Technical Task Force 2.2 Train 30 jobs assistance staff in integrated customer oriented services 2.3 Develop district strategies and action plans for delivery of employment services 2.4 Networking and cooperation with local service provider institutions 2.5 Accelerated delivery of employment services to 5,000 jobseekers 2.6 Set up local job clubs; 5 Officers running 2 groups of 25 club members for 3 months covering 5,000 in total 2.7 Introduce jobseeker network to vulnerable groups 2.8 Design jobseekers guide, manual, working sheets and trainer's manual 2.9 On the job coaching programme for job assistance Officers 2.10 Quarterly experience sharing workshops for job assistance Officers 2.11 Monthly meetings between job assistance center and JobsNet Center in each district by MLRFE 2.12 Monthly mini impact assessments of individual employment services 2.13 Set up a "chat room/conference" within the JobsNet 2.14 Compile lessons learnt and conceptualize employment services delivered as crisis response.	**employment services to 1,000 job seekers** 2.1 Develop district strategies and action plans for delivery of community-based skills training 2.2 Networking and cooperation with local institutions and service providers on employment promotion 2.3 Link with local job clubs in the affected Divisions of 3 districts 2.4 Introduce jobseeker network for vulnerable groups 2.5 Monthly assess individual employment services delivered to local jobseekers
Output 3: Short cycle skills training support program and referrals 3.1 Update and maintain skills training resource database by JobsNet 3.2 District mapping of local skills training providers 3.3 Networking and cooperation with institutions and people engaged in skills training of construction workers 3.4 Special focus on skills training support to address requirements of vulnerable groups 3.5 Formulate gender balanced objectives, guiding principles and admission	**Output 3: On the Job (OJT) support program and referrals for 1,000 jobseekers** 3.1 Update and maintain skills training resource database and identify skills gaps and potential OJT segments within the districts; identify skills training programs to train jobseekers 3.2 Identify training sites and coordinate OJT with NAITA for placement and training support; identify administrative and financial trainee subsidy, where necessary 3.3 Networking and cooperation with institutions and people engaged in skills

procedures for skills training support 3.6 Set-up and maintain an administrative and documentation system 3.7 Canvas among employers/clients to temporarily recruit and share cost of training of jobseekers 3.8 Attitudinal and behavioural change to improve decent work and dignity of labour in construction industry 3.9 Train jobseekers to fill 1,000 vacancies in the construction industry 3.10 Identify skills training programmes to train jobseekers 3.11 Selection of jobseekers to enroll in skills training 3.12 Admission and financial monitoring of trainee subsidies 3.13 Technical monitoring of skills training	training provision for construction workers 3.4 Special focus on skills training support for vulnerable groups 3.5 Formulate gender balanced objectives, guiding principles and admission procedures 3.6 Set up and maintain an administrative and documentation system 3.7 Canvass among employers/clients for temporary recruitment and share cost of training 3.8 Attitude and behavioral change initiative towards general public and among jobseekers 3.9 Organize "One Day Career guidance Session/Workshop for identified target group of 30 jobseekers 3.10 Technical monitoring of OJT program 3.11 Monthly assessment of individual employment services delivered to local jobseekers
Output 4: Registration of Job Vacancies 4.1 Adaptation and maintenance of IT software and registration forms 4.2 Launch of an online "Jobs for Rebuilding the Nation" 4.3 Research on current legislative, economic and labour market relations 4.4 Further training for 10 JobsNet staff on canvassing and development of district action plans 4.5 Finalization of district action plans for job vacancy registration 4.6 Liaison with major reconstruction Projects 4.7 Liaison with relevant national authorities on new Project approvals 4.8 Establish contacts with contractors 4.9 Monitoring of relevant web sites and advertising sources 4.10 Conduct 5 district campaigns for registration of vacancies 4.11 Monthly lists of new vacancies 4.12 Monthly track recording and quality control of job vacancy registration	**Output 4: Direct Job Placement for 750 jobseekers** 4.1 Identify enterprises for direct job placements through JobsNet 4.2 Canvas among employers to recruit entry level jobseekers 4.3 Conduct attitude and behavioral change programs to impart knowledge on decent work and dignity of labour
Output 5: Job matching to fill 5,000 job vacancies	**Output 5: Self employment related technical training programs and input**

	assistance for 250 self employment seekers
5.1 Adaptation of automatic job matching software 5.2 Design and introduction of job matching measures addressing vulnerable groups 5.3 Further training of 10 JobsNet staff 5.4 Study the prospects for setting up of a job matching and monitoring system 5.5 Study ways to strengthen quality and impact of job matching 5.6 Quality control and direct follow up on job matching and registration 5.7 Compilation and dissemination of lessons learnt and recommendations	5.1 Introduce training of job placement staff on business plan preparation by FCCISL 5.2 Identify potential jobseekers for self employment projects by JobsNet 5.3 Conduct 2 one-day self employment technical training program in each district 5.4 Implement and monitor self employment input assistance for selected self employment starters 5.5 Organize 6 Employment Forums in identified commercial and industrial zones in the districts 5.6 Design and introduce measures addressing employment needs of vulnerable groups 5.7 Assess individual employment services delivered to local self-employment seekers
Output 6: Advocacy and payable services for employers/clients 6.1 Advocacy and registration drives among employers, clients and contractors 6.2 Design and introduction of 3 types of customized job matching services 6.3 Design and delivery of local information for employers 6.4 Networking with regional Chambers of Commerce 6.5 Cross district initiative to promote employment for vulnerable groups	
Output 7: Accelerated analysis and dissemination of labour market information on tsunami affected areas 7.1 Collecting, collating and harmonizing LMI on tsunami affected areas 7.2 Produce and disseminate analysis and interpretations of harmonized LMI 7.3 Training of LMI staff and other key LMI providers 7.4 Develop dissemination strategy for LMI in tsunami affected areas 7.5 Establish record keeping system for registration and filling of LMI users	

7.6 Produce/coordinate 5 customized LMI products	
Output 8: Mapping of current LMI providers and users 8.1 Set up a LMI Stakeholder Working Group 8.2 National review of the existing LMI providers 8.3 Profiling of the current and potential LMI user segments 8.4 Follow up consultations with main LMI stakeholders	
Output 9: A strategy for the establishment of a centralized national LMI system 9.1 Stakeholder Seminar for Policy makers from LMI providers and users 9.2 Stakeholder workshop for technical staff from LMI providers 9.3 Finalize strategy document and have it endorsed by all line Ministries and Government bodies involved	
Output 10: Centralized LMI system designed and made operational 10.1 Master Plan for Management and Operation of LMI system 10.2 Launch of new LMI system to cover tsunami affected districts 10.3 Develop Manuals on Operation, maintenance and output involved in running the centralized LMI system 10.4 Evaluation and adjustment of the operations of centralized LMI system	
Output 11: Preparation for computerization of centralized LMI system 11.1 Preparation for the automation of design for the centralized LMI system	

The Project Implementation Strategy (PIS) document prepared for the implementation of the extended component of AES project states that the following characteristics were to be taken into account to meet the above target.

a. That the target locations for the implementation of activities will be the districts of Trincomalee, Batticaloa and Ampara. The target population consists of both conflict affected and Tsunami affected persons in the three districts;

b. That ILO continues to work with JobsNet (Pvt) Ltd as the lead Agency to reach the target population, taking into account the positive and proactive role played by JobsNet previously, as the Premier Employment Services Agent in Sri Lanka;

c. That the ILO and JobsNet (Pvt.) Ltd sign a Memorandum of Understanding (MOU) with the National Apprenticeship and Industrial Training Authority (NAITA) and the Federation of Chambers of Commerce and Industry in Sri Lanka (FCCISL) to meet the training requirements and placements of the target population;

d. That the ILO grants a one time Management and Operational fee to JobsNet (Pvt.) Ltd taking into account the remaining grant balance to carry out activities of job placement and overall coordination;

e. That ILO grants separate cost recovery for job training and placement to both NAITA and FCCISL respectively;

f. That out of the target population, 1,500 persons are placed within self employment vacancies and supported to sustain their businesses;

g. That the balance target population of 1,500 persons be placed within the formal vocations in the private sector.

The following modes of interventions have been identified for achieving the balance targets of the extended Project.

1. JobsNet will be the primary contractor and coordinate activities with FCCISL and NAITA in project implementation. The responsibilities of JobsNet will be -

a. To identify and carry out registration within the three districts of Trincomalee, Batticaloa and Ampara for the potential target group that requires specific interventions;

b. To identify required training and direct the potential candidates to NAITA for training and skills enhancement. This includes regular monitoring and evaluation of the On-the-Job Training (OJT) Programs and Community Based Skills Training (CBST) Programs;

c. To identify key business initiatives within the districts and coordinate with FCCISL on market enhancement and business promotion to accommodate potential employees to small and medium business within the districts; and

d. To monitor and report the progress of the project and activities completed to ILO.

2. The NAITA will be the primary training focal point for JobsNet for undertaking the following activities.

   a. Be responsible for conducting On-the-Job within the formal employment sector for trainees identified by JobsNet within the districts. Training will be conducted according to curricula developed by NAITA;

   b. Support and conduct CBST for trainees identified by JobsNet and the training programmes will include Small/Medium Enterprises Apprenticeship Training and conducted according to curricula developed by NAITA.

3. FCCISL will be primary focal point for identification of key business initiatives to accommodate employing the target beneficiaries of JobsNet. This includes:

   a. Coordinate with JobsNet on identification of the human resources requirements of small and medium enterprises including skills assessments;

   b. Support existing small and medium business to expand and accommodate placements from JobsNet through business promotion activities.

In the implementation of the project, it was planned to use the well established structure of JobsNet to facilitate the process of livelihood recovery through the following four measures.

i. Expansion of services for jobseekers, especially the more vulnerable groups using integrated employment services to locate, counsel, register and match jobseekers with vacancies;

ii. Special efforts to mobilize new job opportunities. For this purpose, it was required to establish a national labour placement mechanism to identify the needed workforce for permanent and temporary jobs in a timely, flexible and efficient manner.

iii. Selectively subsidize training programs in areas of high demand and limited supply; and

iv. Monitoring of the labour market through regular livelihood surveys and provide advisory support to the Labour Market Information (LMI) Unit of the Ministry of Labour Relations and Manpower.

1.2   Evaluation Assignment

The project implementation was completed in December 2008. ILO is now interested in conducting a Project-end Evaluation by an independent group. Management Frontiers (Pvt) Ltd was selected for this purpose.

The objective of evaluation was to assess the level of implementation performance asking the basic questions such as:

- Were the three immediate objectives and 11 outputs of the project achieved?
- Were the project management style and logistic support effective for total project implementation and service delivery? and
- Given the same kind of target groups, communities and crisis situation, what should be the improvements on the tools and strategies of the AES methodology?

The **Scope** of the evaluation is to ensure the following.

    i.   The qualitative impact of the project in streamlining employment services to cope in crisis situations; and

    ii.   The effective delivery of quantified results where applicable, under the outputs in the project locations of Trincomalee, Batticaloa, Ampara, Hambantota and Matara districts.

The **clients** of evaluation have been listed as follows.

- The principal clients would be the ILO (Headquarters, Sub-regional Office in Delhi, Area Office), the donor (SIDA) and the Government of Sri Lanka;

- The project partners and stakeholders in Sri Lanka such as:-
  - JobsNet (Pvt) Ltd,
  - Ministry of Labour Relations and Manpower,
  - Private training institutions,
  - Various Chambers of Commerce

More broadly, the evaluation is expected to generate knowledge that will be of use to agencies and organizations engaged in employment services for wage-employment and self-employment in Sri Lanka and elsewhere.

Detailed Terms of Reference (TOR) of evaluation in terms of key evaluation questions are given in **Annexure 1**.

A list of persons and institutions interviewed during the Evaluation is given in **Annexure 2**.

CHAPTER 2: METHODOLOGY EMPLOYED IN EVALUATION

The evaluation is focused on the following aspects.

- Assess the relevance and **strategic fit** of the project,

- Validity of the Project **design**,
- **Efficiency** and **effectiveness** of resources use
- **Management** arrangement,
- Project **Impact**s, and
- **Sustainability** of Impacts.

The following is the Methodology of Evaluation followed in assessing the above aspects.

i. Conducted a desk review of documents provided by the project office. The list of documents reviewed includes the following.

- Sri Lanka Tsunami Response, Multi-bilateral Technical Cooperation Project, Project Document, August 2005;
- Project Implementation Strategy Document, Accelerated Employment Services Project, Sri Lanka JobsNet Ltd, February 2008;
- Accelerated Employment Services Project, Progress Report January 2006 – January 2007;
- JobsNet Employment Sourcing and Delivery System Sri Lanka, Final Report December 2007;
- JobsNet Project, Progress Report, National Employment Sourcing and Delivery System July 1st 2006 – January 31st, 2007;

The desk review was carried out from 19th – 25th December, 2008.

ii. Conducted a discussion on the Project, its components and implementation performance with the ILO Area Office in Colombo on 17th and 18th of December 2008

iii. A detailed discussion on Project implementation performance with the partner, JobsNet Office in Colombo with Mr. Premasiri Kandawala, Chief Executive Officer of JobsNet (Pvt) Ltd, and Managers of JobsNet District Offices of Trincomalee, Batticaloa, Ampara, Galle, Matara and Beliatte;

iv.   Visited the three district offices of Ampara, Batticaloa and Trincomalee and conducted a sample survey of 200 jobseekers/trainees selected from the three districts (104 from Ampara, 49 from Batticaloa and 55 from Trincomalee);

v.   Conducted interviews with representatives of Key Stakeholders of the project in the three districts mentioned above

vi.   Conducted interviews with representatives of key stakeholders in Colombo; The institutions visited include, Ministry of Labour Relations and Manpower, LMI Unit of the Ministry of Labour Relations and Manpower, Federation of Chambers of Commerce Industry of Sri Lanka;

vii.   Discussion of preliminary findings with the ILO Office and Ministry of Labour Relations and Manpower;

viii.   Presentation of the first draft report to the ILO, JobsNet (Pvt) Ltd and Ministry of Labour Relations and Manpower. The Draft Report has been circulated among the representatives of the above institutions for their review.

CHAPTER 3 – A REVIEW OF PROJECT PERFORMANCE

The two stages of AES I and AES II had different output targets set for achievement. However, as mentioned in Chapter 1, as a result of not achieving the main objective of providing 5,000 job opportunities to the registered job seekers, its second stage, i.e. no cost extension of AES II was approved and implemented during the period January 2007 to December 2008. Table 3.1 gives the achievements of the three main output targets of AES I as against their expected targets.

Table 3.1: Achievements as against planned targets of AES I and AES II

Project Stage	Planned Target	Achievement
AES I	**i. Registration of 10,000 jobseekers on district basis as follows:** - Ampara - 2,000 Registrations - Batticaloa - 2,000 Registrations - Matara - 2,000 Registrations - Hambantota - 2,000 Registrations - Galle - 2,000 Registrations **Total 10,000 Registrations**	**i. Total no. of job placements made as at end of January 2007** - Ampara - 2,490 Registrations - Batticaloa - 2,532 Registrations - Matara - 3,302 Registrations - Hambantota – 4,225 Registrations - Galle - 2,521 Registrations **Total 15,070 Registrations**
	ii. Delivery of community-based employment services to 5,000 jobseekers - Ampara - 200 Placements - Batticaloa - 200 Placements - Matara - 200 Placements - Hambantota - 200 Placements - Galle - 200 Placements **Total 1,000 Placements**	ii. Actual delivery of Job Placements as at end January 2007 - Ampara - 800 Placements - Batticaloa - 359 Placements - Matara - 218 Placements - Hambantota - 234 Placements - Galle - 419 Placements **Total 2,039 Placements**
	iii. Short cycle skills training support programme and referrals (On-the-Job Training) - Ampara - 200 Placements - Batticaloa - 200 Placements - Matara - 200 Placements - Hambantota - 200 Placements - Galle - 200 Placements **Total 1,000 Placements**	iii. Actual performance of On the Job Training program as at end January 2007 - Ampara - 723 Placements - Batticaloa - 298 Placements - Matara - 125 Placements - Hambantota - 144 Placements - Galle - 287 Placements **Total 1,577 Placements**

The Performance achievement of the above three planned output targets of AES I of the Project in the five districts are shown in Figures 3.1 to 3.5 below.
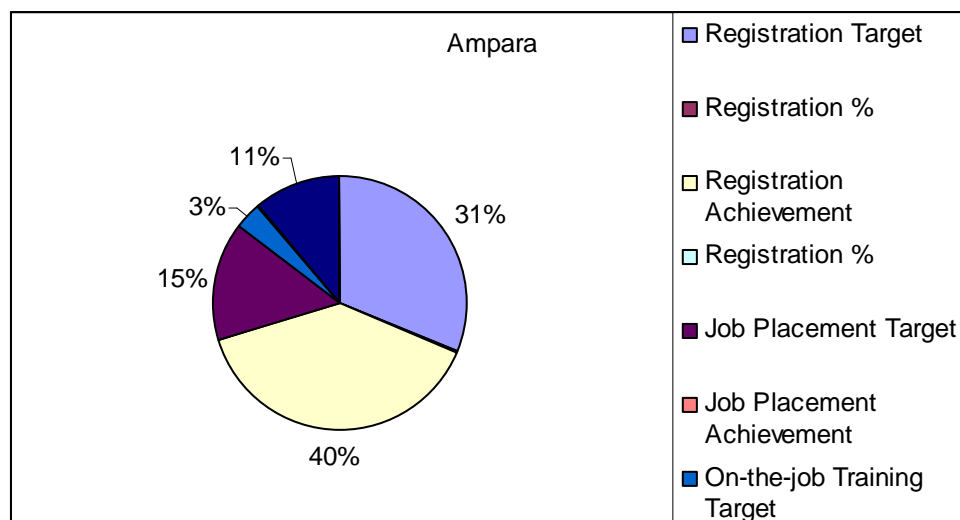
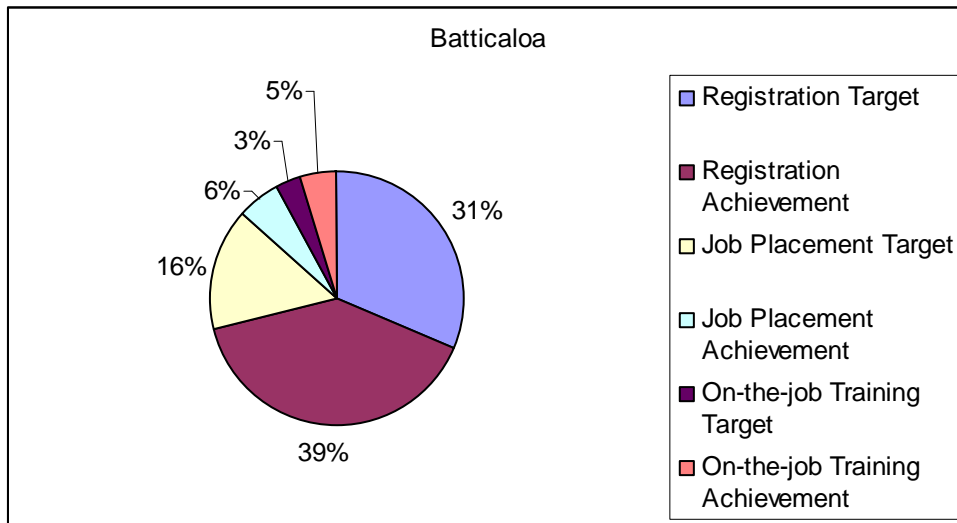Figure 3.1: Chart showing Performance achievement of Ampara District

Figure 3.2: Chart showing Performance achievement of Batticaloa District
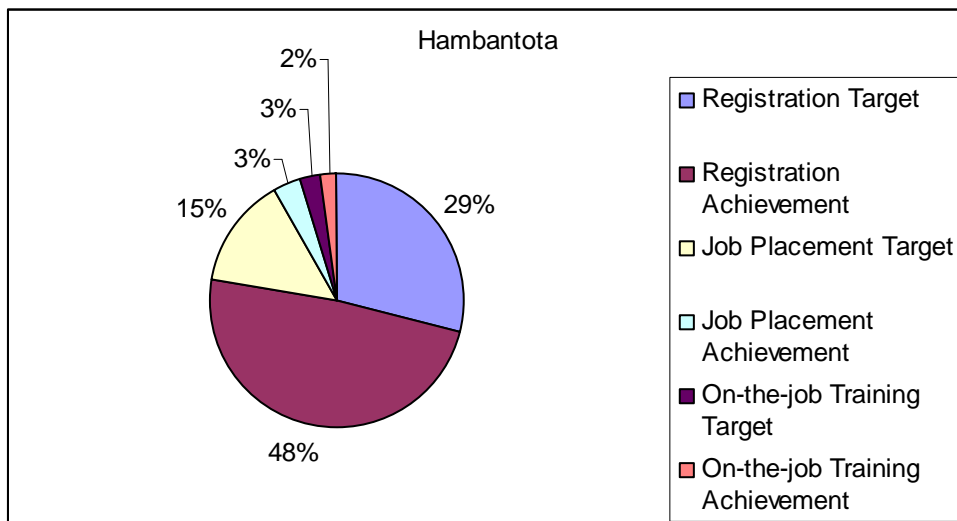
Figure 3.3: Chart showing Performance achievement of Hambantota District
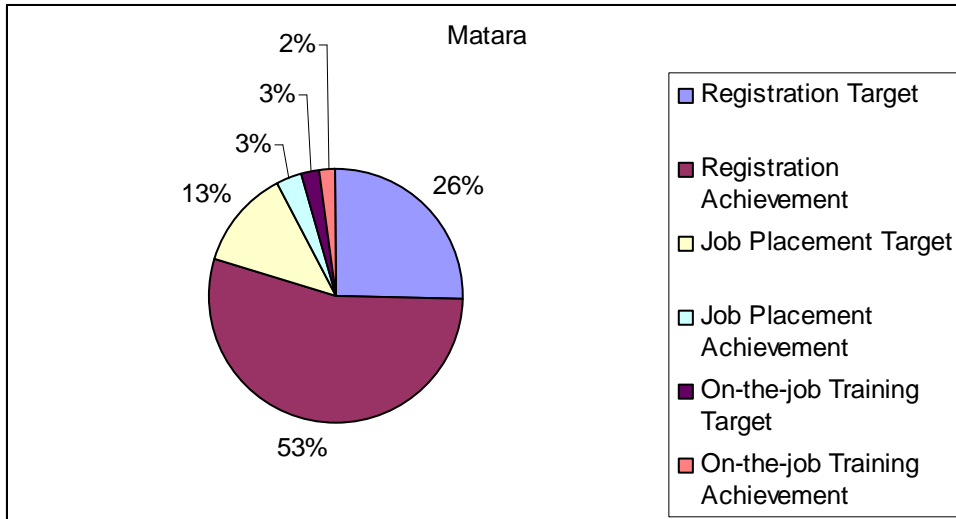
Figure 3.4: Chart showing Performance achievement of Matara District
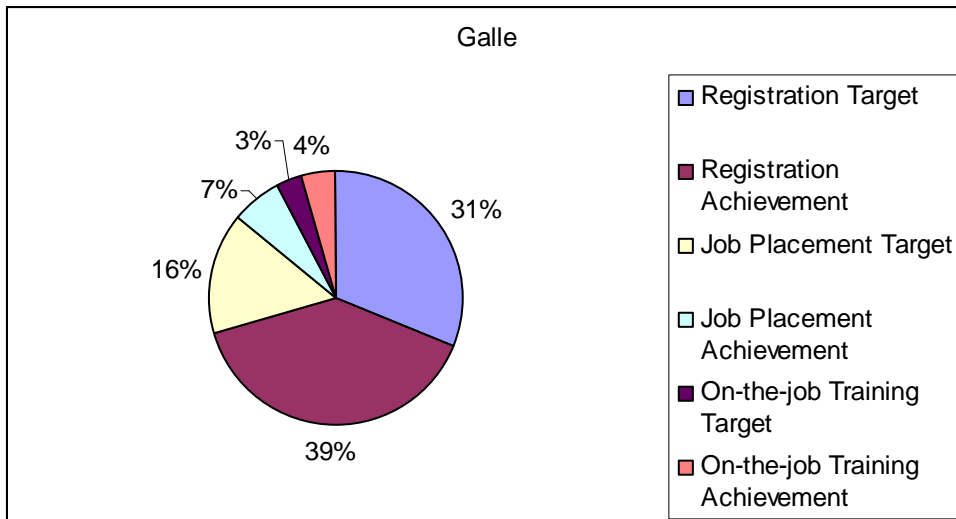
Figure 3.5: Chart showing Performance achievement of Galle District

It is observed that the total achievement of target of Registration of Jobseekers increased by 150 %. The higher rates of achievement were recorded in Matara and Hambantota districts with 210 % and 165 % respectively. However, the above two districts showed performance rate of 62.5 % and 72 %, respectively with regard to On the Job Training, while Ampara district showed an On-the-Job placement achievement rate of 360 %.

The Project also proposed to conduct Job Fairs (06 nos.), Career Guidance Programmes (30 nos.), Training for Job Placement Assistants (03 nos.) and Employers Forums (06 nos.) during the Project Period. The Project has achieved 100 % performance with regard to above targets.

The support provided by HRD Officers in the Tsunami affected districts was positive in attaining the targets of the Project. The HRD Officers were responsible for the initial registration of jobseekers and the introduction of the Project to the local community. The regular meeting organized by the HRD Officers in the villages helped to bring down Jobseekers into Job Clubs and provide them required support and training in job searching. In fact HRD Officers were mainly responsible for the selection of beneficiary jobseekers for the job placement and training components during the Stage I of the Project, even though their role during the Stage II of the Project was rather indirect. However, the direct involvement of HRD Officers had contributed to exceed the target achievement of the above two components during Stage I of the project.

The strengthening of the LMI Unit of MLRM was a successful initiative, whereby trained staff and resource support enabled the Unit to produce qualitative and quantitative information on employment services. As a result, a Quarterly Bulletin is published and also available on the Website of LMI Unit.

The poor performance of job placement rate was only 40 % of the target and led to the extension of the project to Stage II, with the new completion date fixed as end December 2008. However, AES II was implemented only in the three districts of the Eastern Province, Ampara, Batticaloa and Trincomalee. The performance achievement level of AES II with regard to the same three output targets as at Mid December 2008 is presented in **Table 3.2**.

Table 3.2: Performance Achievement level of AES II as against planned targets

Activity	Planned Target	Achievement			Total
		Ampara	Batticaloa	Trincomalee	
Jobseeker Registration	3,000	1,403	718	872	**2,993**
Community Based Employment Services	1,000	363	260	300	**923**
On the Job Training	1,000	218	260	297	**775**
Direct Job Placements	750	278	247	200	**725**
Self employment related Training	250	94	94	62	**250**

Source: Sri Lanka JobsNet Ltd.

As per Table 3.2, the self employment related training program achieved its target. Other activities achieved slightly less than the target. When compared with the target of job

registration assigned to districts (Ampara 1,500, Batticaloa 750 and Traincomalee 750), improved performance showed in Trincomalee, whereas the performance of other two districts was short of the targets. The actual performance of each component as against their targets is shown in Figure 3.6.
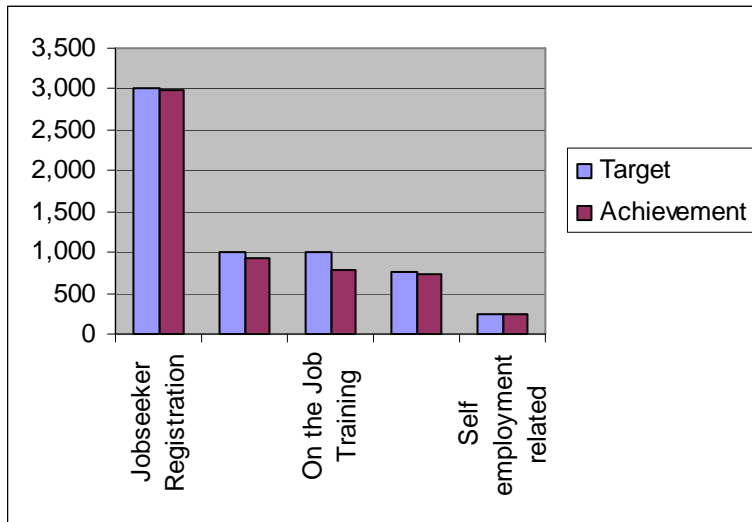

Figure 3.6: Comparison between targets and achievements of Project components of AES II

With regard to Registration of Jobseekers performance on district basis, Trincomalee showed better performance compared to the other two districts as shown in Diagram 3.7.
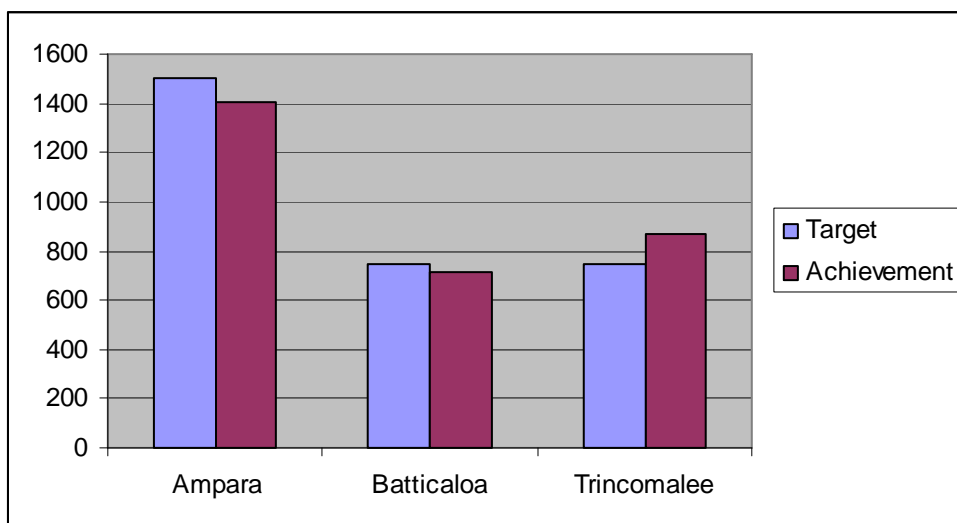

Figure 3.7: Targets and achievement of Jobseeker Registration by District, AES II

The Project supported further development of the capacities of MLRM and the JobsNet Management Centers for the delivery of employment services for jobseekers in the Tsunami affected districts during Stage I and conflict affected areas during Stage II. The activities completed for the benefit of MLRM were:

- Training of 32 HRD Officers attached to Southern and Eastern Provinces;
- Conduct 5 day training programme on Labour Market Information for HRD Officers;
- Strengthen Career Guidance Division of MLRM

The jobseekers in the districts of Amapara and Batticaloa benefited through the above activities especially during AES I, where the HRD officers played a major role in directing job seekers to register with JobsNet. The Project approach also benefited the Employment Division of MLRM, not only through satisfying the aspirations of jobseekers in the Project area but operating a comprehensive LMI system. The JobsNet centres too received recognition for focusing on employer requirements and operating the national JobsNet database. This was the first time that JobsNet focused their attention on the provision of skills training for the registered jobseekers.

Following the Project components spelt out in Table 1.1, the following activities were also implemented during AES II of the Project to achieve its output targets.

- Conduct of 6 Job Fairs, 2 in each district;
- Conduct of 6 Employers' Forums, 2 in each district
- Conduct 30 Carrier Guidance Programs for the benefit of jobseekers; and
- Conduct 3 Job Placement Assistance Training Programs.

These initiatives showed encouraging results in matching the employer demand for jobs with jobseeker qualifications.

CHAPTER 4: EVALUATION FINDINGS

4.1   Strategic Fit

Assessments on the impact of Tsunami clearly demonstrated the need for specific initiatives to bring vulnerable groups into the mainstream. The decades long internal conflict did not open new employment opportunities for the educated youth both in the affected areas as well as in adjoining districts. In fact, there were several women headed families created both by the Tsunami and the internal conflict, especially in the districts of Trincomalee, Batticaloa and Ampara. Similarly, these districts lost opportunities for self employment and, therefore, increased unemployment and loss of livelihoods. It was therefore necessary to generate tailor made services and initiatives for the creation of employment opportunities and livelihoods especially for those who were affected by the Tsunami. The AES Project was a timely project implemented by the ILO for those who really faced the natural calamity as well as the man made disaster The project components that included awareness creation, confidence building and, advocacy and information dissemination were appropriate to resolve the problems of youth, women and other vulnerable groups.

The Project was also implemented at a time where the Government was looking for donor assistance to address the livelihood development of Tsunami affected households. Since the rehabilitation and reconstruction of housing and infrastructure services was a mammoth task to be taken over by the Government, the creation of lost livelihoods, especially for the youth was an enormous task for the Government and it was expecting donor assistance to provide support towards it. The implementation of the AES Project by the ILO, therefore strategically fit into the overall rehabilitation program of the Government.

4.2   Validity of the Design

The Project was designed to improve the livelihood opportunities for the Tsunami affected population through accelerated employment creation program. However, it did not exclude the benefits to those who wished to access the services provided by the Project in the 5 districts mentioned above. The Project was designed to directly benefit the three vulnerable groups, female jobseekers, jobseekers with disabilities and unemployed persons above 40 years within the Tsunami affected districts under AES II.

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It was also designed to benefit jobseekers through subsidizing the employers to provide on-the-job training facilities for a period ranging from 4 – 6 months to improve the competitiveness of jobseekers with no experience. In fact, the on-the-job training component was the most attractive component for unemployed youth. The training subsidy was directly paid to the services providers. The Skills Training and on-the-job training programs have helped the jobseekers to find better employment after completion of training and this was the very reason for achieving the highest performance under the three outputs of the Project.

4.3   Efficiency

In order to evaluate the efficiency of the Project, it is necessary to compare the costs of Project implementation with the outputs achieved. However, the Team was unable to collect detailed information on each and every activity separately and estimate the unit cost of, say, the cost incurred for registration of one jobseeker, the cost of placement of one person or the cost of providing on the job training per person, separately. The ILO made a payment to the JobsNet for the implementation of all the 3 components above and several other activities in which JobsNet were completed during the project period. It is therefore difficult to estimate the cost per unit of output basis but, in general, when compared with the total cost of US $ 1.126 million, the cost per unit of output (per beneficiary) was in the range of approximately US $ 462, which is reasonable by any standard.

The training subsidy was directly paid to the service providers. The skills training and on the job training programs have helped the jobseekers to find better employment after completion of training. However, since no tracer study results are available, it is not possible to quantify the positive contribution made by the Project towards improving employment status of trainees. Since information collected in the sample survey was limited, it is difficult to make a meaningful conclusion on the improvement of employment status of trainees.

4.4   Effectiveness

The effectiveness of the Project during the first 3 years was low. Although registration of jobseekers was high and it did not materialize with the job placements the survey revealed that placements were limited to 'on the job training'.

The JobsNet was expected to cater to the demand and supply situation. On the one hand, the unemployed youth were given an opportunity to register themselves in the JobsNet giving their bio data including experience if any. On the other hand, the employers had the opportunity of selecting suitable candidates they needed through the JobsNet. One important activity introduced by the AES Project was the services made available to jobseekers for training on skills and on-the-job. This made their task of finding a job easier. However, the awareness campaigns implemented during this period would have had, no doubt, in meeting the expectations of jobseekers during the latter two years of the Project, i.e., during AES II. The implementation of Job Fairs, Career Guidance programs, Employer Forums has benefited both employers and jobseekers during AES II.

Assessments on the impact of Tsunami clearly demonstrated the need for specific initiatives to bring vulnerable groups into the mainstream. In fact, there were several women headed families created by both Tsunami as well as internal conflicts over a period of more than 3 decades in the districts of Trincomalee, Batticaloa and Ampara. Similarly, these districts experienced loss of self employment opportunities, increased unemployment and loss of livelihood for women. It was therefore necessary to generate tailor-made services and initiatives for the creation of employment opportunities and livelihood for such groups. The program implemented for awareness creation, confidence building and advocacy and information dissemination carried out by the AES Project had directly addressed the employment related issues of vulnerable groups.

However, since no tracer study results are available, it is not possible to quantify the positive contribution made by the Project towards improving employment status of trainees.

4.5 Project Implementation

All major Project activities were implemented through the JobsNet. Being an implementation arm of the Federation of Chambers of Commerce and Industry of Sri Lanka, JobsNet provided the catalyzing role in the registration of jobseekers but fulfilling the much required role of matching the demand for jobs with that of supply through the on-the-job training component.

Project also obtained the services of both public sector training institutions such as NAITA and a large number of private sector training institutions to provide necessary training

facilities to jobseekers. This component actually helped private training institutions to introduce new courses to their training stream and also to increase their capacities. The private training institutions provided the exact training requirements of employers, since they were members of the Employers' Forum having closer dialogue with employer community.

The Methodology followed by the AES Project in addressing the requirements of jobseekers was basically Community-based and Community-oriented through a 'supply driven' approach. Even though the employer requirements were fulfilled on demand, the jobseeker aspirations had been fulfilled on supply driven basis.

4.6   Project Impact

In order to evaluate the project impacts, the evaluation team conducted a sample survey of beneficiaries and other stakeholders of the Project. A detailed account of the sample survey of beneficiaries, employers and trainers is given in **Annexure 4**. The summary results of the beneficiary sample survey are given below. .

Out of the 208 sample beneficiaries surveyed, 73 % constituted of trainees who were looking for future employment. Although they are categorized as 'on-the-job trainees', majority of them were school leavers and looking for some training in computer programs and other trades to collect additional experience to qualify for employment. However, almost all of them were registered in the JobsNet as jobseekers.

The basic Academic qualification is GCE O/L. Most of them were not qualified to continue for higher studies. There were over 20% with GCE A/L qualifications who were not qualified to enter the university study stream.

Although the Project targeted persons above 40 years of age as vulnerable for employment, the sample included only 3 % of this age group. In fact, 39 % of the persons surveyed were in the age group less than 20 years and a similar number in the age group 21 – 25 years.

Information collected from the survey found that majority of the beneficiaries on skills training was engaged in computer training, mainly with software Programmes such as Office Management, Accounting and Graphics. When asked about the rationale for selecting these courses, the Trainees explained the reasons for such selection as either on the basis for better

prospects for immediate employment or selecting the course as a stepping stone for further studies/training.

The Survey revealed that JobsNet Service Centers did not attach on-the-job trainees into large industrial establishments such as PRIMA Flour Mill, MITSUI Cement Factory, LIOC Oil Farm, and other Institutions such as Trincomalee and Oluvil harbours located in the Eastern Province. Only exception was the attachment of four registered trainees to Galoya Plantations Ltd during Stage II of the Project but similar attachments made under Stage I of the Project in the same organization were discontinued after completion of the six months training. The attachment of all on the job trainees to small and medium enterprises would have been due to the fact that they are members of the FCCISL and its sister organization the JobsNet.

Survey also revealed that some of the trainees referred for skills training had already possessed similar or sometimes a higher level of training in the same professions. There were also trainees who were qualified and trained on several courses but waiting for jobs. This indicates that JobsNet Service Centers have referred persons for training without going through their Bio Data or Courses already followed prior to registration.

Survey revealed an impressive training programme conducted for 25 students attached to the Academy of English Nations in Akkaraipattu by Ampara JobsNet Centre. The institution, simultaneously conducts English Language teaching classes for 4 groups of students, each with 25 students. The level of language proficiency of this course was high and all students who completed the course found employment either locally or abroad. At the end of the four months course, a language test is conducted and certificates are issued only to those who pass the test.

4.7   Sustainability of Impacts

The JobsNet is a permanent private sector organization which works closely with the employers and gained the confidence of jobseekers. This will help to continue the Project activities, namely, the registration of jobseekers, placement of jobseekers for employment and placement of on the job trainees to enterprises for those who are in need of such facilities. Therefore, there is no doubt that the sustainability of systems established by the Project would be maintained. Although the Project activities were completed by end December 2008, at the time of evaluation too, district JobsNet centres were functioning satisfactorily and

continued with Project activities. Unemployed youth after completing their formal education are used to register with JobsNet centres and employers got used to look for JobsNet when filling vacancies.

CHAPTER 5: CONCLUSIONS, RECOMMENDATIONS AND LESSONS LEARNED

5.1   Conclusions

The AES Project during the past three years of implementation achieved encouraging performance, especially with regard to popularizing the JobsNet structure for matching demand and supply of labour in the Private sector. Almost all unemployed youth are eligible to register in the database of JobsNet and the employers also found that it is quick and less costly to look for qualified and experienced youth for employment. This practice is established in Ampara, Batticaloa and Trincomalee districts surveyed by the consultants.

It is found that the number of registrations of jobseekers was much higher than the available job vacancies. The employers have the practice of submitting their vacancies and the type of qualifications required to JobsNet and the placements are done on the basis of qualifications of applicants. The JobsNet identified the training gaps on the basis of qualifications requested by employers and implement its training programme to fill these gaps. However, there exists a time gap between the request made by the employers on job vacancies and placement of jobseekers to fill such vacancies. With a view of closing this gap, JobsNet district offices used to nominate several applicants to the employer giving an opportunity for them to select the best.

FCCISL, being a Director of JobsNet (Pvt) Ltd, has a better opportunity to have a closer coordination with the District Chambers of Commerce and Industry to estimate the present and future manpower requirements of industry and trade within the district. This information would be crucial for JobsNet centres to train their job seeking youth to improve their skills to match such requirements. The training programs presently conducted do not prove that there exists such coordination. This is the very reason for training a high percentage of youths in skills such as computer studies but pay little attention to improve in hard skills where youth

could be easily trained to find employment opportunities in the industry sector or develop them for self-employment opportunities.

The self-employment program conducted by the JobsNet is not coupled with options available for financing of enterprises. Also, such enterprises will require a continuous training and education facilities for resolving day to day problems faced by such entrepreneurs along with the improvement of their business. Evaluation team could not find any evidence to prove that the JobsNet centres have, from time to time, called for information from employees on their future employment requirements and to develop a skills training program to meet the demand for employment. It could therefore be concluded that the self employment training programmes were designed on the basis of current requirements and not on future demand.

There are also several Development programs planned for the future, both by the public and private sectors in the Project area and no attention has been taken by the JobsNet for preparing educated youth with necessary training and skills to fill the needs of such Projects. Also, in designing the Training Programmes, JobsNet would have paid attention to supply the people to meet the foreign demand for skilled persons in line with the employment objectives of the Government.

At present, JobsNet has not taken an initiative to collect existing vacancies or medium term (3 – 4 years) employment potential in the large industries and institutions in the area for direct placement or on the job training. The large industries annually recruit approximately 5% of total employment to meet an annual attrition rate. This is equivalent to about 550 persons annually in the large industry sector per annum. In terms of the registration of jobseekers of the three districts, it seems to be a sizeable amount of approximately about 25 percent of the total jobseekers of the area.

The potential Employer Institutions will pay more attention to local skilled personnel rather than bringing persons from outside. This will reduce the absenteeism in employment, increase regular attendance, increase productivity and facilitate the employees to manage their life with their earnings.

In consultation with the Employers Federation and local specialists, the Project has paid special attention on jobseekers with disabilities. An awareness programme was also implemented for the JobsNet staff and HRD Officers, with the partnership of "Motivation", an International Non Governmental Organization (INGO) that works with persons with

disabilities. Also in collaboration with the Employers Federation, 02 special Job Fairs were organized for jobseekers with disabilities. A mass media campaign was also implemented to create awareness of the public and motivate jobseekers with disabilities to search for jobs using the JobsNet. These initiatives have helped more than 250 disabled jobseekers to register with the JobsNet.

5.2   Recommendations

Based on the above conclusions, the following recommendations are being made for the consideration of ILO as well as JobsNet (Pvt) Ltd in planning and implementation of Projects in future.

It is recommended that at the designing stage of the Project, detailed Project implementation guidelines should be prepared and submitted especially at district and field level management staff on Project implementation procedures. This will provide better opportunities for planning and implementation of project activities within the districts by the district management staff.

It is recommended that each District Chamber of Commerce and Industry establishes a close relationship with JobsNet centres, who have already established a reputation with the youth of the area as an Institution assisting to achieve their employment objectives. The provision of future employment potential of the enterprises sector shall therefore be supplied to the JobsNet centres, in advance, allowing the JobsNet centres to train jobseekers on necessary skill levels. The demand for skills will help the JobsNet centres to implement better focused skills training programs through its training network allowing both employers and jobseekers to achieve a win-win situation.

Since employers are interested in the productivity of employees to match with the salaries they pay, JobsNet should consider as one of the main components of its counseling programme to include change of worker attitudes. It is therefore recommended that JobsNet centres implement a routine training activity on ways and means of satisfying the aspirations of employers prior to referring them to job interviews. This would improve employer attitudes towards potential employees during job interviews.

The experience gained by the Project from its beginning to completion should be well documented and made available to the donor agencies and related Government and Non Governmental organizations so that it could be used as a referral document to be used in the event of a crisis situation similar to the one caused by Tsunami.

5.3   Lessons Learned

The Project should have been better designed and implemented to achieve expected targets. It is important to learn the reasons for not fulfilling the targets and overcome such causes for achieving targets.

The Project revealed that job placement and training targets can be achieved only through close collaboration with employers and trainers. In the present Project, the employer and trainer support was requested to provide services for the numbers where the JobsNet has referred to them without taking into consideration the facilities available with institutions or on the demand for the outputs.

Skills training needs to be well planned and implemented to make opportunities for those who completed training, to find employment. It was evident during the survey that there were a considerable number of beneficiaries who possess skills but are waiting for jobs. They have registered under the present program for placements and not necessarily for further training. Such requirements need to be further studied before referring those beneficiaries for further training.

The opportunities available for the youth need not to be confined to employment within the local environment. The training given in international languages, e.g. Professional English Education Centre proved that English educated youth have better prospects both locally and internationally when they were provided with competitive training.

Terms of reference
Independent Final Evaluation

Capacity Building for Employment Services and JOBSNET (CABNET)
(ILO Accelerated Employment Services Project (AES), Sri Lanka)
SRL/03/01/ MSID

Project code: **SRL/03/01M/SID**

Donor: Sw3edish International Development Agency (SIDA)

Project budget: USD 1.2 million

Project duration: September 2005 to January 2007 (extended up to December 2008)

Implementing Agency: International Labour Organization (ILO)

Geographical coverage:

- 5 most tsunami affected districts of Sri Lanka (Trincomalee, Batticaloa, Ampara, Hambantota and Matara) and surrounding areas for the period September 2005 to end January 2007.

- Trincomalee, Batticaloa and Ampara as the last phase of activities for the period January 2007 to December 2008.

Evaluation date & duration: December 2008

TORs Preparation date: December 2008

I - Introduction and rationale for the evaluation

The ADILSTA project was designed to meet the immediate needs for livelihood and employment recovery in the Tsunami-affected areas through supporting the rapid establishment of local employment services delivery for job seekers and employers building on the existing JobsNet structure.

With the ILO as executing agency it built capacity of the JobsNet Management Centres and the Job Assistance centres planned by MLRFE to deliver the basic employment services in need for the tsunami-affected population to recover their jobs and livelihoods. There are 4 key interventions: (i) outreach to jobseekers affected by Tsunami; (ii) canvas and match the additional job opportunities; (iii) operate a temporary targeted skill training scheme; (iv) monitor the livelihood recovery and produce necessary LMI. There were special efforts to assist the most vulnerable groups; such as female job seekers, unemployed people above 40 years, people with disabilities in the affected areas.

A self project mid-term review was conducted in August of 2006. 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 AES 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 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 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

JobsNet is a modern, demand driven, employment sourcing- and delivery system set up as a Public Private Partnership to serve employers, jobseekers and other customer groups throughout the country. It combines walk-in job service centres with online services for which it operates a comprehensive IT-network and database software[1]. This job matching database is, in fact, the largest employment related database in Sri Lanka. By March 2005, it registered more than 135,000 job seekers in its database and more than 110,000 job vacancies. With 63 well trained staff[2] spread over 18 centers, it covers the entire country[3]. JobsNet is supported by a project executed by the ILO and funded by SIDA.

In many countries, recovering from man made or natural disasters, employment services are a key component of livelihood recovery. It is a considerable advantage for Sri Lanka to already have a well established and well functioning structure, like JobsNet, to start from. The partners of JobsNet assess that a temporary expansion of the services as well as a more active outreach to both jobseekers and employers is required. Hence the proposal for additional funding for the ADILSTA project, a sub project of JobsNet.

The ILO estimates that, with the Tsunami, 275,000 jobs were lost directly (and another 125,000 indirectly) in the affected areas[4]. According to JobsNet information, Galle, Hambantota, Batticaloa, Ampara, and Matara were hardest hit in terms of job losses[5]. In April 2005 ILO conducted a follow-up Needs Assessment Survey for Income Recovery (NASIR) within eight of the Tsunami-affected districts. Sixty per cent - more men then women- of those who lost their jobs due to the disaster regained some source of income[6]. Forty per cent are still severely struggling; livelihood recovery appears hardest for those over 40 years old.

Surprisingly only fifteen per cent expressed the need for training; yet, this still implies an approximate number of 30,000 women and men. The call for training was most prevalent among youth, women and wage-employed. If the aim is to build back better, and following the existing levels of poverty in the districts concerned, training will be needed for higher numbers even. One-fourth of the previously non-working women now are planning to work, but most of them do not know where they will find employment. In total 14% of all the Tsunami-affected women do not know what they will do in the future to gain an income. Advice and counseling, in addition to stable housing conditions, are considered to be keys to livelihood recovery.

The reconstruction process also brings about significant change in the demand side of labour; projects provide temporary or longer term skilled and unskilled jobs. Speedy recovery is only possible if these vacancies are quickly filled. Particularly the construction sector faces serious difficulties because of the dearth of skilled, even unskilled, and labour.

JobsNet is an important producer and user of labour market information, but it is one among many other institutions; including the MLRFE, the Department of Census and Statistics, the Youth Employment Network, the Central Bank, the Ministry of Education and other ministries, Chambers of Commerce, industry associations, trade unions, NGO's, international agencies and various private sector bodies. Both the set-up and analysis lack coordination and management, and are supply driven rather than being dynamic and responsive to the real needs of users.

The ADILSTA project proposed to make use of the well established structure of JobsNet to facilitate the process of livelihood recovery. It was to do this through:

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[1] Please refer to www.jobsnet.lk

[3] JobsNet centres are established in eight of the Tsunami-affected districts in Sri Lanka; Colombo, Kalutara, Galle, Matara, Hambantota, Ampara, Batticaloa and Trincomalee. Finally, a new JobsNet centre is scheduled for opening in Jaffna during July 2005.
[4] Rapid assessment of the tsunami's impact on livelihoods in affected areas in Sri Lanka, January 2005, ILO.
[5] Information collected by JobsNet in 11 affected districts not including Kilinochchi, Mannar and Putlam as job losses in the latter three were minimal.
[6] 1,600 interviews were conducted in the districts of Colombo, Galle, Hambantota, Ampara, Batticaloa, Trincomalee, Mullaitivu and Jaffna.

(i) **Expansion of services for job seekers, especially the more vulnerable groups.** The need for accelerated, pro-active outreach to the affected communities to assist especially vulnerable groups in finding jobs; using integrated employment services to locate, counsel, register and match job seekers with vacancies

(ii) **Special efforts to mobilize new job opportunities** (and match them with job seekers). The large number of reconstruction projects will require a national labour placement mechanism to identify the needed workforce for permanent and temporary jobs in a timely, flexible and efficient manner

(iii) **Selectively subsidize training programmes in areas of high demand and limited supply**; reconstruction will require significant skilled labour, particularly in the construction sector, which can be achieved through innovative, short-cycle training initiatives. These jobs are usually not very popular; creating incentives through training subsidies, combined with ongoing Government plans to set up social security schemes for construction workers will make these jobs more attractive

(iv) **Monitoring of the labour market.** Through regular livelihood surveys and advisory support to the LMI unit in the Ministry of Labour, the project will provide up to date information of the livelihood recovery process and contribute to the strengthening of manpower planning.

Immediate objectives, output and activities of the project are :
Immediate Objective 1:

10,000 Tsunami-affected job seekers have registered with the national JobsNet database. 5,000 of these - of which a minimum of 30% are female job seekers, 20% are job seekers above 40 years of age, and, finally, 5% represent job seekers with disabilities - have been provided individual employment services as follow-up to their registration.

OUTPUT 1   Registration of 10,000 job seekers

A.1.1   Job Assistance Centres set up in 5 districts with mobile registration units attached
A.1.2   Adaptations of JobsNet software and registration forms for registration of Tsunami-affected job seekers
A.1.3   Installation and maintenance of IT network and database access in job assistance centres including random check and feed back on quality of database input
A.1.4   Training of 30 job assistance centre staff to develop district registration action plans and use JobsNet database for registration and quality control of job seeker data
A.1.5   Monthly review and planning meetings between Job Assistance centre and JobsNet Centre in each district, organized by MLRFE.
A.1.6   Development of District Plans of Action for job seeker registration including initiatives to reach women, people above 40 years and persons with disabilities
A.1.7   Organizing of 5 local job seeker registration events in each district
A.1.8   5 community campaigns in each district for promoting job seeker registration (using local media, public advertisements, awareness-raising among public offices and community groups etc.)
A.1.9   Monthly track-recording, quality control and profiling of the job seeker registration per district.

OUTPUT 2   Delivery of community-based employment services to 5,000 job seekers

A.2.1   Establishment of cross-ministerial technical task force by MLRFE
A.2.2   Training by JobsNet of 30 job assistance center staff in integrated customer-oriented quick impact employment services
A.2.3   Training of 30 job assistance center staff in community-based socio-economic recovery strategies and approaches (Main target of these strategies and approaches is to create jobs at the local level to keep the people within the community and to provide support and advise them how to undertake project of worthwhile social value. These also support the local government authorities, local community agencies, and NGOs active within the community), focusing on the aims of A.1.6.

A.2.4	Development of district strategies and action plans for delivery of community-based employment services to the identified job seeker segments, according to the District Plans of Action. (refer A.1.6.)
A.2.5	Networking and cooperation with local institutions and relevant service providers engaged in employment promotion and generation including foreign employment agents, workers' and employers' organizations, especially, regional chambers of commerce.
A.2.6	Accelerated delivery of integrated community-based employment services to 5,000 job seekers
A.2.7	Setting up local job clubs in the affected divisions within the 5 districts. In each district 5 officers are running two groups of about 25 job club members for a period of 3 months, covering 5.000 jobseekers in total.
A.2.8	Introduction of job seeker network for female job seekers, unemployed people above 40 years and for job seekers with disabilities – minimum five network clusters per segment to be started in each district amounting to in total 75 network clusters
A.2.9	Design of job seeker's guide including manual, working sheets and trainer's manual (Sinhala, Tamil and English version)
A.2.10	On-the-job coaching programme for job assistance officers by JobsNet related to the use of the databases.
A.2.11	Quarterly experience-sharing workshops for Job assistance officers and JobsNet staff attending from all project districts organized by the project advisor.
A.2.12	Monthly review and planning meetings between Job Assistance centre and JobsNet Centre in each district by MLRFE (refer. A.1.5.)
A.2.13	Monthly mini impact assessments of individual employment services delivered to local job seekers per district including gender analysis and assessments of job recovery vulnerability and of the conflict sensitivity and impact of the project, including database control and update.
A.2.14	Set up an exclusive "chat room/conference" within the JobsNet IT-network for exchange of experiences and information between Job Assistance centres and JobsNet Centres nation-wide
A.2.15	Compilation of lessons learnt and conceptualization of employment services delivery as crisis response

OUTPUT 3   Short-cycle skills training support programme and referrals

A.3.1	Update and maintenance of Skills Training resource database by JobsNet.
A.3.2	District mapping of local skills training providers (formal and non-formal) and potential on-the-job training sites in enterprises, with experienced craftsmen or similar placements, first and foremost, related to the construction sector by JobsNet centers.
A.3.3	Networking and cooperation with institutions and people engaged in skills training provision for construction workers by JobsNet centers.
A.3.4	Special focus in the skills training support programme to address the skills and employment requirements of women, people above 40 years and job seekers with disabilities
A.3.5	Formulate gender-balanced objectives, guiding principles and admission procedures for the Skills Training Support scheme run by JobsNet
A.3.6	Set-up and maintain an administration and documentation system serving monitoring and reviewing purposes of the support scheme by JobsNet under the supervision of the project advisor
A.3.7	Canvassing among employers/clients to temporarily recruits and cost-share training of job seeker(s) by JobsNet centers
A.3.8	Attitude and behavioral change initiative towards the general public and among job seekers to improve decent work and dignity of labour in the construction industry
A.3.9	1,000 local job vacancies in the construction sector (or other sectors if appropriate in local context) for which job seekers could be trained and matched, to be identified by JobsNet centers
A.3.10	Identify skills training programmes to train job seekers for existing or potential job vacancies
A.3.11	Selection of job seekers for enrolment in skills training programme
A.3.12	Admission and financial monitoring of trainees subsidies allocated for the skills training support programme by the JobsNet centers and the ILO project staff

A.3.13　　　　　Technical monitoring of skills training programmes including support services for trainees and employers involved

Immediate Objective 2:

> 5,000 job vacancies related to the Post-tsunami rebuilding process are filled through job matching by JobsNet.
>
> Of the above target, minimum 1,500 vacancies (30%) should be filled by female job seekers, 1,000 (20%) should be filled by job seekers above 40 years and 250 vacancies (5%) should be filled by job seekers with disabilities. The success rate for the job matching targets strongly depends on the results achieved both in job canvassing and in the job seeker registration (immediate objective 1).

OUTPUT 4　　　Registration of job vacancies

A.4.1　　　　　Adaptations and maintenance of IT-software and registration forms for vacancies and membership used by employers/clients

A.4.2　　　　　Launch of an online "Jobs for Rebuilding the Nation"-Desk for advertisement of jobs in the context of Post-tsunami rebuilding by JobsNet

A.4.3　　　　　Research on the current legislative, economic and labour market related aspects of using temporary employment in Sri Lanka monitored by the ILO project staff

A.4.4　　　　　Further training for 10 JobsNet staff on job vacancy canvassing and development of district action plans for vacancy registration

A.4.5　　　　　Finalization of district plans of action for job vacancy registration for the 5 affected districts in accordance to A.1.6. and A.2.4.

A.4.6　　　　　Liaison with major reconstruction projects to collect details on time frames, starting dates, implementing contractors and job estimates by JobsNet center staff

A.4.7　　　　　Liaison with relevant national authorities to get details on new project approvals, short-listed/winning contractors for implementation etc.

A.4.8　　　　　Establish contact to contractors involved in reconstruction projects to promote the services of JobsNet in the recruitment process as a special focus within A.2.5. and A.3.3.

A.4.9　　　　　Monitoring of relevant web sites and advertising sources for job vacancies particularly in relation to the Post-tsunami rebuilding

A.4.10　　　　5 district campaigns for the registration of vacancies – temporary or permanent, domestic or abroad – and the use of JobsNet as central gateway to fill jobs. (refer. A.1.7. and A.1.8.)

A.4.11　　　　Monthly lists of new vacancies per district for Job Assistance centres

A.4.12　　　　Monthly track-recording and quality control of job vacancy registration per district.

OUTPUT 5　　　Job matching to fill minimum 5,000 job vacancies successfully

A.5.1　　　　　Adaptation of automatic job matching software

A.5.2　　　　　Design and introduction of job matching measures addressing the employment needs of women, people above 40 years and people with disabilities in the job seeking population

A.5.3　　　　　Further training of 10 JobsNet staff on job matching including the formulation of a gender-balanced project strategy for job matching[7].

A.5.4　　　　　Study on prospects of setting up a job matching and monitoring system for temporary employment monitored by ILO project staff

A.5.5　　　　　Study on ways to strengthen quality and impact of job matching

A.5.6　　　　　Quality control and direct follow-up on job matching and registration of recruitment result per district by JobsNet headquarter and project staff.

A.5.7　　　　　Compilation and dissemination of lessons learnt and recommendations on job matching in crisis response

OUTPUT 6　　　Advocacy and payable services for employers/clients

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[7] Representatives from local Job Assistance centres from the affected districts where JobsNet is present should be invited also

A.6.1	Advocacy and registration drives among employers, clients and contractors engaged in Post-tsunami rebuilding activities to increase JobsNet membership and job vacancy registration
A.6.2	Design and introduction of minimum 3 types of payable customized job matching services for individual employers/clients
A.6.3	Design and delivery of local information services for employers on employment related subjects relevant in a crisis-rooted context
A.6.4	Networking with the regional chambers of commerce (refer. A.2.5.)
A.6.5	Cross-districts initiative to promote the employment of women, people above 40 years and people with disabilities in the Post-tsunami rebuilding process

Immediate Objective 3[8]:

> A centralized labour market information system is designed and made operational to coordinate the delivery of labour market information and analysis from the Tsunami-affected districts responsive to the needs of users[9]

OUTPUT 7 **Accelerated analysis and dissemination of labour market information (LMI) on Tsunami-affected areas[10]**

A.7.1	Collecting, collating and harmonizing LMI on the Tsunami-affected areas from key LMI providers
A.7.2	Produce and disseminate analysis and interpretations of harmonized LMI on quarterly basis
A.7.3	Training of LMI staff from MLRFE and other key LMI providers requiring further training in LMI analytic tools and methodologies
A.7.4	Develop dissemination strategy for LMI on Tsunami-affected areas (electronic and print for Sinhala, Tamil and English versions as appropriate).
A.7.5	Establish record-keeping system for registration and filing of LMI users, requests and LMI services delivery
A.7.6	Produce/coordinate five customized LMI products related to the Tsunami-affected areas for particular user segments
A.7.7	Establish distribution system for LMI products

OUTPUT 8 **Mapping of current LMI providers and users**

A.8.1	Set up a LMI Stakeholder Working Group in the MLRFE (including representatives for the Employment Division and JobsNet) to assist in mapping, strategy development and design for the LMI system
A.8.2	National review of the existing LMI providers (public and private), their products and capacities
A.8.3	Profiling of the current and potential LMI user segments, their LMI requirements and the LMI gaps in the existing LMI provision
A.8.4	Follow-up consultations with main stakeholders among LMI providers and user on findings from 8.2 and 8.3

OUTPUT 9 **A strategy for the establishment of a centralized national LMI system**

| A.9.1 | Stakeholder seminar for policy makers from LMI providers and user re the establishment of a centralized LMI system |
| A.9.2 | Stakeholder workshop for technical staff from LMI providers re the establishment of a centralized LMI system |

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[8] Immediate objective 3 corresponds in much detail to the project proposal *"Development of a Labour Market Information System In Sri Lanka"* presented to the ILO Office in Colombo by MLRFE in April 2005 with request for technical assistance. Thus the proposal – enclosed as annex - will guide the LMI activities proposed implemented in the ADILSTA project.

[9] Particular attention will be paid to have LMI data disaggregated according to gender, age and ability/disability. Furthermore, gender analysis, job recovery vulnerability assessment and Decent Work Indicators will be elements to incorporate in LMI analysis.

[10] Delivery of Output 7 will be initiated with immediate effect by MLRFE after project start. Particular efforts to collect data on livelihood recovery and to provide LMI on women, persons above 40 years and people with disabilities will be made.

| A.9.3 | Finalize strategy document and have it endorsed by all line ministries and government bodies involved |

OUTPUT 10   Centralized LMI system designed and made operational

A.10.1	Master Plan for management and operation of LMI system developed and endorsed by key LMI providers
A.10.2	Launch of new LMI system to cover Tsunami-affected districts first and foremost.
A.10.3	Develop manual on the operations, maintenance and output involved in running the centralized LMI system
A.10.4	Evaluation and adjustment, if necessary, of the operations of the LMI system after 6 months and after 12 months

OUTPUT 11   Preparation for computerization of centralized LMI system

| A.11.1 | Preparation for the automation design for the centralized LMI system by JobsNet |

III - Purpose, scope and clients of the evaluation

1. Purpose

The AES project objective was to contribute to the recovery of livelihood and employment in the Tsunami-affected districts in supporting a timely and efficient matching of demand and supply of labour to successfully implement the many Post-tsunami rehabilitation and reconstruction programmes planned or already launched.

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

- Was the three (3) immediate objectives achieved through the proposed 11 outputs?
- 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 AES methodology?

2. Scope

The scope of the evaluation is to ensure:
- The qualitative impact of the project in streamlining employment services to cope in crisis situations.
- The effective delivery of quantified results where applicable under the outputs in the project locations of Trincomalee, Batticaloa, Ampara, Hambantota and Matara districts and the systematic.

3. Clients

The principal clients of this evaluation are the ILO (Headquarters, Sub-Regional Office in Delhi, Area Office), the donor (SIDA) and the Government of Sri Lanka. The clients also include the project partners and stakeholders in Sri Lanka primarily JobsNet (Pvt) Ltd, Ministry of Labour Relations and Manpower, the Labour Market Information Unit (LMI) of the Ministry of Labour Relations and Manpower, private training institutions, and various chambers of commerce. More broadly, the evaluation is expected to generate knowledge that will be of use to agencies and organizations engaged in employment services for wage-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 on employment creation during the tsunami crisis period?

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?
- 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?
- 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 Learning 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 learning?
- 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 ILO.

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:
    - o Project document
    - o Inception report
    - o Research reports
    - o Progress reports
    - o Mid-term review
    - o File documents at the Project Implementation Office if necessary

- Briefing by the ILO Area Office in Colombo
- Discussion with the project implementation partner (JobsNet)
- Field visits to the specified districts.
- Interviews with key stakeholders in the districts
- Interviews with key stakeholders in Colombo (Ministry of Labour Relations and Manpower, JobsNet, LMI Unit of the MoLR&M, Chambers of Commerce)
- Phone interviews with relevant ILO staff at the Sub-regional Office in New Delhi and ILO Headquarters
- Discussion of preliminary findings with the ILO and the Ministry of Labour Relations and Manpower
- Presentation to the ILO and the JobsNet (Pvt) Ltd and the Ministry of Labour Relations and Manpower on the first draft. The draft report will be circulated to the above mentioned members 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 **14** work days.

The schedule is as follows:
- Desk review: 7 work days (simultaneous with Mission to Districts)
- Mission to Districts 7 work days(simultaneous with desk review)
- Drafting report: 5 work days
- Presentation to PAC –half day

(Circulation of draft to key stakeholders, consolidation of comments sent to evaluator: 14 days)
- Integration of comments and final report: 2 work days

A work plan and timeframe:

Task	Responsible person	Time frame
Preparation of the TOR	ILO AO	Dec 2008
Sharing the TOR with all concerned for comments/inputs	ILO AO	Dec 2008
Finalization of the TOR	Evaluation Manager	15 Dec. 2008
Approval of the TOR	EVAL at ILO HQ	15 Dec. 2008
Selection of consultant and finalization	Evaluation Manager/ EVAL	18 Dec. 2008
Draft mission itinerary for the evaluator and the list of key stakeholders to be interviewed	Project manager	19 Dec. 2008
Ex-col contract based on the TOR prepared/signed	Project manager	18 Dec. 2008
Brief evaluators on ILO evaluation policy	Evaluation Manager	19 Dec. 2008
Evaluation Mission	Evaluator	20-23 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 09
Consolidated comments on the draft report, send to the evaluator	Evaluation Manager	Mid Jan 2009
Finalization 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 2

List of Persons Met

No	Name	Institution
1	Mr. Premasiri Kandawala	Sri Lanka JobsNet (Pvt) Ltd., Colombo
2		
3	Mr. AA. Jabeer	Service Center Manager, JobsNet, Ampara
4	Mr. G. Thaveendran	Service Center Manager, JobsNet, Trincomalee
5	Mr. Prahalathan	Service Center Manager, JobsNet, Batticaloa
6	Deshabandu B. Uthayalashankar	Chief Executive Officer, Chambers of Commerce & Industry, Trincomalee
7	Mr. Wasantha Kumara Jayasena	Chief Executive Officer, Chambers of Commerce & Industry, Ampara
8	Mr. M. Bahiradan	Institute of Professional Studies, Kalmunai
9	Mr. A.R. Mujahitt	Admin. Oficer, Academy of English Nations, Akkaraipattu
10	Mr. M. M. Aabdeen	Social Renaissance Council, Palamunai, Addalachena
11	Mr. Y.L. Jaheel	IDM Computer Studies, Kalmunai
12	Mr. Chintaka Ratnaweera	ATC Computer Studies, Ampara
13	Mr. M.H. Badurdeen	Hardy Technical College, Ampara
14	Mr. Premasiri Halpe	General Manager, Galoya Plantations Co. Ltd.
15	Mr. Chaminda Sanjeewa	Proprietor, New Super Tailors, Ampara
16	Mr. Sudesh Daluwatter	Managing Director, Weligama Bookshop, Ampara
17	Mr. J. M. Nissam	Accountant, College of Management and Technology, Sainthamaruthu
18	Mr. A. Achchudan	Manager, E'Net College, Trincomalee
19	Eng. K. Kulendrarajah	Director, Sieera Construction, Ltd, Provincial Office, Trincomaqlee
20	Mr. K. Kannan	Director, Soft View Center, Trincomalee
21	Mr. S. Jeyapalan	Assist. Director, Industries Development Board, Trincomalee
22	Mr. R. Vijayan	Owner, Viji Tailors, Batticaloa

Annexure - 3.1

ILO ACCELERATED EMPLOYMENT SERVICES – STAGE 2

CAPACITY BUILDING FOR EMPLOYMENT SERVICES AND JOBSNET

Questionnaire to Collect Responses of Beneficiaries

1. Name:-

2. Address:-

3. Date of Birth:-   Age:-

4. Education Qualifications (with subjects):

5. Other training courses followed:-

6. Give details about your family:-

Family Member	You relationship

7. Were you / your family affected by any disaster:- (√ applicable Box) Yes No

8. If yes, what was it:- (√ applicable Box) Tsunami Affected by war

9. What was the service component you benefited from the project (√ applicable Box)

   i. Direct Job placement ☐

   ii. On the job training ☐

   iii. Self employment related technical training ☐

10. If you are a beneficiary of (i), please indicate the name of employer:-

11. Address of the employer:-

12. Date of joining the employment:

13. Are you still employed with original employer:- (√ applicable) | Yes | No |

14. Have you moved to another employment during the period:- | Yes | No |

15. If yes, what is name and address of present employer:-

16. What is your present position in employment:-

17. Did you receive promotion in the course of employment:- | Yes | No |

18. Did you receive any salary increase since you received employment:- | Yes | No |

19. What rank you assign for the level of service provided by JobsNet:- (√ applicable Box)

   i. Excellent
   ii. Very Good
   iii. Good
   iv. Satisfactory
   V. Poor

20. What additional services you propose that JobsNet should provide:-

21. If you are a beneficiary under (ii) of question 9, please indicate the name of employer:-

22. Address of the employer:-

23. Date of joining the On the job training:-

24. How long you followed the On the job program:-

25. Have you been made permanent by the employer:-

26. Did you change your after the training:-

27. If yes, what is the name and address of the present employer:-

28. Are you satisfied about the salary you receive:-

29. Was it in par with other employees of your grade in the company:- | Yes | | No |

30. If answer is NO, What do you think the reason for under-payment:-

31. What rank you assign for the level of service provided by JobsNet:- (√ applicable Box)

    i. Excellent

    ii. Very Good

    iii. Good

    iv. Satisfactory

    V. Poor

32. What additional services you propose that JobsNet should provide:-

33. If you are a beneficiary under (iii) of question No. 9, name the institution you received entrepreneurship training:-

34. How many days you received training:-

35. What were the subject you received training:-

36. Did you engage yourself in any business at the time of receiving this train | Yes | | No |

37. If No, have you started a new enterprise:- | Yes | | No |

38. How did you received funds to establish the enterprise:- :- (√ applicable Box)

    Own savings

    Parents gave money

    Well wisher assisted

    Received a loan from a financial institution

    Got a loan from a money lender

39. Where the enterprise is located: At home

        Out side home but within the village

        In the town (Name the town)

40. Are you earning a satisfactory income out of the enterprise:- | Yes | | No |

41. What are problems you face in operating the enterprise:-

        Financial problems for expansion

        Marketing of products

        Difficulties in collection of debts

        Further advise for business development

        Other (Please name)

42. What rank you assign for the level of service provided by JobsNet:- (√ applicable

    Box)

    i. Excellent

    ii. Very Good

    iii. Good

    iv. Satisfactory

    V. Poor

43. What additional services should be provided by JobsNet:-

ILO ACCELERATED EMPLOYMENT SERVICES STAGE 2

CAPACITY BUILDING FOR EMPLOYMENT SERVICES AND JOBSNET

Questionnaire to Survey Jobseekers/Trainees

1.   Whether your anticipations have been met through the Project?

        Recovery of employment

        Improvement in the employment and sources of income

2.   Benefit gained from the project

           Improved technical knowledge

           Confidence

           Risk taking and crisis management

3. Training received is adequate or further training required?

4. Your future plan

           In employment

           Setting up of a business / vocation

5. How do you design your future business plan? And search for funds in future.

6. Are you maintaining books of accounts with regard to business transactions?

7. Have you opened a bank current account for the business and in which bank?

8. Do you have adequate resources for development of the enterprise? Financial

                            Material

                            Skilled labour

9.   What is nature of the enterprise and products

10. Whether you have a market for products

11. Do you communicate details of the services rendered by JobsNet to your relatives, friend etc. including benefits that could be derived?

12. When you face any difficulty regarding technical, managerial, or financial, from whom you obtain support or advise?

13. Do you have any relationship with the District Chamber of Commerce or Do you aware of the facilities provided by district Chamber of Commerce to small entrepreneurs?

14. Do you have a plan to face any disaster in the future such as insurance?

Annexure - 3.3

ILO ACCELERATED EMPLOYMENT SERVICES - STAGE 2

CAPACITY BUILDING FOR EMPLOYMENT SERVICES AND JOBSNET

Guideline for Interviewing Employers and Training Institutions

1. On what activities you are involved with the JobsNet service Centers? Skills training / On the job training

2. From when you were involved in providing services (on the job or skills training) for persons referred by the JobsNet?

3. What is your assessment of the educational levels of persons referred to your institution?

4. Do you find any persons referred to you who are low in required education standards?

5. How do you assess the attitudes of trainees on their aspirations in future employment? Are they looking for direct employment or prepared to commence self employment?

6. Are you conducting any additional programmes / courses to change the attitudes of trainees?

7. As an employer, do you think that you are in a position to absorb all or some as permanent employees of your institution?

8. Do you satisfy with the terms and conditions offered by the JobsNet project for on the job training / skills training?

9. Are you using your normal training programmes to train the persons referred to your institution or have you developed tailor-made training courses/programmes for those persons?

10. What are your proposals regarding future planning of similar projects by donor institutions?

Annexure - 4

Findings of the Sample Survey

A.   Beneficiary Survey

The sample survey consisted of two parts, survey of a sample of 208 direct Beneficiaries and survey of selected employers and trainers. The questionnaire used for the conduct of the sample survey of direct Beneficiaries and the guideline used for interviewing the employers and trainers are given in **Annexure 3**.

A profile of the direct beneficiaries whom the survey questionnaire were administered is given in **Table 1**.

Table 1: Profile of direct beneficiaries subjected to questionnaire survey

Age Distribution		Educational Qualifications	
Age Group	**No.**	**Qualification**	**No.**
Less than 20 Years	82	Less than G.C.E. O/L	24
Between 21 and 25	80	G.C.E. O/L	106
Between 26 and 40	39	G.C.E. A/L	75
Above 41 Years	7	Above G.C.E. A/L	3
Total	**208**	**Total**	**208**

Source: Survey Data

The above information reveals that almost 38 % of the total beneficiaries are within the age group of 21 – 25 reflecting that the school leavers are mostly the direct beneficiaries of the Project. Similarly those are the school leavers just qualified with G.C.E. O/L with but not qualified to follow either higher studies or looking for employment due to economic problems faced by their parents. In fact, 51 % of the direct Beneficiaries surveyed consisted of those with educational qualifications of G.C.E. O/L.

The Project emphasized on giving priority for vulnerable persons, female jobseekers, unemployed above 40 years of age and people with disabilities in affected areas.

Out of the total of 208, only 1 direct Job placement beneficiary was within the category of vulnerable group, of which only 3 % (07 nos.) accounted for Unemployed persons above 40 years of age.

The Profile of Beneficiaries surveyed on their distribution among the four categories of activities is presented in **Table 2.**

Table 2: Distribution of sample beneficiaries in four Project activities

Project Activity	No.
1. Direct Job Placement	1
2. On the job training	44
3. Skills training	153
4. Training on self employment	10
Total	**208**

Source: Sample survey

Although Project has provided opportunities for direct Job placements for a sizeable number of jobseekers, only 1 person attended the sample survey. This would have due to the difficulty of calling them for a survey of this nature within the very short period of time that the Survey was planned. The largest number (almost 74 % of the total) of Beneficiaries called for the Sample Survey, was on Skills Training category and this is the easiest category of beneficiaries that could be called for a survey of this nature. In fact they were attending the Training Programmes in a few Institutions and it is possible to call them from the Institution for the Survey of the nature.

Information collected from the survey found that majority of the beneficiaries on skills training was engaged in computer training, mainly with software Programmes such as Office Management, Accounting and Graphics. When asked about the rationale for selecting these courses, the Trainees explained the reasons for such selection as either on the basis for better prospects for immediate employment or selecting the course as a stepping stone for further studies/training.

Survey revealed that for the training of persons 'on-the-job', beneficiaries were attached for development of skills in the following Professions.

- Clerical Training

- Computer Operation

- Recording Bar

- Worker Supervisor (Construction site)

- Tailoring

- Beauty Therapy

- Shoe-making

- Carpentry

- Masonry

- Welding

- Furniture production

- Business Management

- Salesmanship

- Phone Repairs

- TV & Radio Repair

- Accounts Clerk

- Field Assistants

- Pre-schooling Teaching

- Soft toy making

In addition to the Private Sector Institutions, a large number of Trainees were attached to Government institutions such as the following

- Office of Assistant Commissioner of Labour
- Divisional Secretariats
- Youth Services Council District Office
- Regional Director of Health Services
- Hardy Technical College
- Galoya Plantations (Pvt) Ltd (Hingurana Sugar Factory)

Those receiving on the Job training are basically engaged in Computer work of the Offices attending to Data entry, preparation of Tables, word processing of Reports and similar Office work. Since the government institutions have no mandate to absorb the trainees into the

permanent cadre after completing the period of on the Job training, almost all such trainees would be compelled to stop the training at the end of the period.

Most of the other Private Sector Institutions providing on the job training will absorb them into the Training cadre depending on the future prospects for their businesses. Since these Institutions are mainly small entrepreneurs, they may not be able to absorb all persons undergoing on the Job training.

The Survey revealed that JobsNet Service Centers have not attached on-the-job trainees into large industrial establishments such as PRIMA Flour Mill, MITSUI Cement Factory, LIOC Oil Farm, and other Institutions such as Trincomalee and Oluvil harbours. Four Trainees were attached to Galoya Plantations Ltd during Stage II of the Project but those who received training under Stage I have not been absorbed into its permanent cadre.

As revealed in the survey, the majority of direct beneficiaries are getting skills training in computer skills ranging from Word Processing, Office, Graphics and Accounting packages and in Auto Cad. Main Institutions providing such training are:

- Institute of Professional Studies – Kalmunai
- SVC Center – Trincomalee
- Management and Accounting Solutions - Trincomalee
- Social Renaissance Council – Palamunai, Akkaraipattu
- ATC Computer Studies - Ampara
- IDM Computer Studies – Kalmunai
- College of Management and Technology - Sainthamaruthu

Survey also revealed that some of the trainees referred for skills training had already possessed similar or sometimes with higher level of training in the same professions. There were also Trainees who were qualified and trained on several courses but waiting for jobs. This indicates that JobsNet Service Centers have referred persons for training without going through their bio data or courses already followed prior to registration.

Other than the above Institutions, survey found that an impressive training Programme is being conducted for 25 students attached to the Academy of English Nations in Akkaraipattu.

This Institution, simultaneously conducts English Language teaching classes for 4 groups of students, each group having 25 students. The JobsNet of Ampara attached a group of 25 students and the Institution conducts a separate class for the group following the same curriculum. The level of education of the students is understood as satisfactory and almost all students who completed the course speak English and found employment locally and abroad due to their professionalism in English. At the end of the four months of the course, a language test is conducted and certificates are issued only to those who pass the test.

B. Employers and Trainers Survey

During the Survey, several Employers and lead Training Institutions who are providing on the Job Training and Skills Training to the beneficiaries were interviewed and the list is given in **Table 53**.

Table 3: List of Employer and Training Institutions Interviewed

Name of Institution	Type of Institution	
i. Assembly of Social Mobilization, Trincomalee	Employer	Trainer
ii. Chamber of Commerce, Trincomalee	Employer	
iii. Sara Tailors, Trincomalee	Employer	
iv. SVC Center, Trincomalee	Employer	Trainer
v. Gayathan Music Centre, Trincomalee	Employer	
vi. Kinniya Vision, Trincomalee	Employer	Trainer
vii. E' Net, Trincomalee		Trainer
viii. Instiute of Policy Studies, Kalmunai		Trainer
ix. Academy of English Nations, Akkaraipattu		Trainer
x. Social Renaissance Council, Akkaraipattu	Employer	Trainer
xi. IDM Computer Studies, Kalmunai		Trainer
xii. ASTC Computer Studies, Ampara		Trainer
xiii. Galoya Plantations (Pvt) Ltd, Ampara	Employer	
xiv. College of Management Technology, Sainthamaruthu		Trainer
xv. Weligama Bookshop, Ampara	Employer	
xvi. New Super Tailors, Ampara	Employer	

xvii. Sierra Construction Co, Trincomalee	Employer	
xiii. Viji Tailors, Batticaloa		Trainer
xix. C.S.C. Compter Systems, Batticaloa		Trainer
xx. Batticaloa Central Motors, Batticaloa	Employer	

Accordingly, 8 Employers and 8 Training Institutions were interviewed and 4 other Institutions providing Employer cum Training services have also been interviewed. Findings of the interviews conducted are given below.

- Both Employers and Trainers were requested to cooperate for continuing the Project and extend their support for on the job training and provision of skills training.

- There was no commitment from the employers to absorb on the Job Trainees into the cadres at the completion of the four months training.

- However, some Employers expressed willingness to retain at least a few of the Trainees after the completion of the Training programme, depending on the status of future business.

- All Employers could be categorized as small private enterprises, other than a few Institutions where the enterprise could be categorized as medium.

- Employers are concerned about the attitudes of Jobseekers when they are being interviewed for employment. Jobseekers were particular about monthly remuneration, irrespective of an understanding about the level of service. In fact, one employer expressed the view that most of the jobseekers interviewed were interested at the level of remuneration even though they had no idea about the nature of his business and an understanding whether he/she could work in his Institution. He, therefore, recommended that the present counseling programme implemented by the JobsNet centers should include areas such as attitudinal changes of jobseekers to be concerned on their responsibilities similar to same enthusiasm paid for remuneration.

- All persons attached to the Institutions and who undergo on-the-job training attend to normal Office work, data entry and analysis of information related to the businesses.

- The Trainers have, as far as possible, allowed trainees to follow their normal courses but due to the high educational level maintained by the Institutions, for example, the IDM Computer Studies, developed an elementary course for those referred by the JobsNet who could, after completing the course, enter into their normal Programmes and end up with either a Diploma or Degree qualification.

- The Computer based accounting courses offered by the institutions use the popular Accounting Software Systems. The Trainees could easily find employment after completion of the courses.