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Strengthening Socio-Economic Resilience of Returnee Migrants

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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Abbreviations

CDS	Community Development Services
CBO	Community Based Organisation
CSO	Civil Society Organizations
DME	Department of Manpower and Employment
DS	Divisional Secretariat
DTET	Department of Technical Education and Training
EDO	Economic Development Officer
EFC	Employers Federation of Ceylon
FEDDO	Foreign Employment District Development Officer
FEDO	Foreign Employment Development Officer
FGD	Focused Group Discussion
GDP	Gross Domestic Product
GYB	Training on Business Idea generation and Selection
IEC	Information Education and Communication
ILO	International Labour Organisation
IOM	International Organisation for Migration
KII	Key Informant Interview
MoL&FE	Ministry of Labour and Foreign Employment

MSME	Micro Small and Medium Enterprise
NAITA	National Apprentice and Industrial Training Authority
NCC	National Crafts Council
NEDA	National Enterprise Development Authority
NGO	Non-Governmental Organisation
NIOSH	National Institute of Occupational Safety and Health
NUSS	National Union of Seafarers Sri Lanka
NYSC	National Youth Services Council
OECRP	Organization of Environment and Children Rights Preservation
OKA	Online Knowledge Assessment
PES	Public Employment Services
PRNA	Participatory Rural Needs Assessment
PXU	IOM Protection Unit
RFP	Request For Proposal
RPL	Recognition of Prior Learning
RTOT	Refresher Training of Trainers
SAFE	Social Advancement for Family Empowerment Foundation
SEDD	Small Enterprises Development Division
SIYB	Start and Improve Your Business association of Sri Lanka
SLBFE	Sri Lanka Bureau of Foreign Employment
SME	Small and Medium-sized Enterprises
SQ	Survey Questionnaires
SYB	Training on Business Strat-up
TOR	Terms of Reference
TOT	Training of Trainers
TRC	Technical Review Committee
TVEC	Tertiary and Vocational Education Commission
UN	United Nations
VoTs	Women and Victims of Trafficking
VTA	Vocational Training Authority

1. Introduction

Executing Agency	International Organization for Migration (IOM)
Managed by	IOM Protection Unit (PXU)
Project Identification	IOM Project Code: LK10P0520/RR.0206
Geographical Coverage	Sri Lanka
Beneficiaries	<ul style="list-style-type: none"> ▪ Returnee migrants and their communities ▪ Women and Victims of Trafficking (VoTs) ▪ Irregular Migrants ▪ Aspirant Migrants
	<ul style="list-style-type: none"> ▪ The project implemented in collaboration with the International Labour Organization in Sri Lanka. ▪ Government of Sri Lanka: Ministry of Labour and Foreign Employment ▪ Implementing partners: <ol style="list-style-type: none"> 1. Community Development Services (CDS) 2. Social Advancement for Family Empowerment Foundation (SAFE Foundation) 3. Organization of Environment and Children Rights Preservation (OECRP) 4. State Ministry of Foreign Employment Promotions and Market Diversification (SMFE) 5. Sri Lanka Bureau of Foreign Employment (SLBFE) 6. SYIB Association Colombo 7. Small Enterprise Development Division of the Ministry of Youth and Sports (SEDD) 8. Tertiary and Vocational Educational Commission (TVEC) 9. National Apprenticeship and Industrial Training Authority (NAITA) 10. Employers' Federation of Ceylon (EFC) 11. Department of Manpower and Employment (DME) 12. Federation of Chamber of Commerce (FCCISL) 13. National Union of Sea farers (NUSS) 14. National Craft Council (NCC) 15. National Enterprise Development Authority (NEDA) 16. Together with Youth- Colombo 17. National Youth Services Council (NYSC)– Colombo 18. Pass Asia Consultancy
Management Site	Sri Lanka-CO-Colombo-LK10
Project Period	1 April 2021 to 31 July 2023
Date of Submission	16 August 2023

This report presents the results of the evaluation of the “Project for Supporting the Socioeconomic Reintegration of Sri Lankan Migrant Workers Repatriated due to the COVID-19 Outbreak”.

The project was commissioned by the IOM country office in Sri Lanka and managed by the IOM Protection Unit (PXU) to contribute towards the sustainable socioeconomic reintegration of returnee migrant workers.

The project’s duration was from April 2021 to July 2023, subsequent to an extension from 31st March 2023.

KPMG was engaged by IOM to carry out an evaluation of this project. This evaluation report contains the following sections: context and purpose of the evaluation, evaluation framework and methodology, findings and conclusions, lessons learned and recommendations. The annexes of this report are the evaluation matrix, data collection tools, list of documents reviewed, and list of persons interviewed. The data to inform this report was collected from a desk review of project documents, field level key informant interviews and survey questionnaires and through national level key informant interviews.

2. Context and Purpose of the Evaluation

2.1 Context

The International Organization for Migration (IOM) collaborates closely with governmental, intergovernmental, and non-governmental partners to facilitate humane and orderly migration that benefits everyone. It achieves this by offering services and guidance to both governments and migrants.

Approximately 1.5 million Sri Lankan migrant workers are currently employed abroad, with an annual average of 200,000 workers leaving Sri Lanka to work overseas (www.slbfe.lk). According to statistics from the Sri Lanka Bureau of Foreign Employment (SLBFE), in 2018, over half of the departures for foreign employment comprised workers in low skilled and domestic job categories. In 2017, the private remittances sent to Sri Lanka amounted to around USD 7.19 billion, which accounted for roughly 63% of total export earnings and 9% of the country's Gross Domestic Product (GDP).

These foreign remittances serve as one of the primary sources of foreign exchange revenue for Sri Lanka. However, the COVID-19 pandemic has resulted in many migrant workers being unemployed, particularly in regions such as the Middle East, Italy, and South Korea, where a significant number of Sri Lankan migrant workers are located (www.mfa.gov.lk). Lockdown measures have led to job losses and wage non-payment, causing a sudden decrease in remittances that contribute to the national economy. Consequently, a large number of migrant workers returned to Sri Lanka during 2020-2021, resulting in a considerable socio-economic deficit for both the returning workers and their communities.

Upon their return, these migrant workers faced social, economic, and psychological challenges and required immediate, medium-term, and long-term interventions to effectively reintegrate into their communities. To address these challenges, the IOM, in collaboration with the International Labour Organization (ILO), implemented a project aimed at supporting the socio-economic reintegration of repatriated Sri Lankan migrant workers affected by the COVID-19. The specific objective of the project has stated that the target beneficiaries will have recovered from the impact of COVID-19 and will be sustainably engaged in an income generation activity in Sri Lanka or abroad.

As a response, IOM together with ILO implemented this project with the following outcomes and activities:

Table 1: Outcome wise activities

Outcome 01	Migrant returnees impacted by COVID-19 have sustained or restored their livelihoods through community infrastructure or access to employment opportunities and are able to take ownership of their recovery processes along with their communities and local administration
Activity 1.1	Steering committee meeting is conducted at central level with the participation of key central government officials
Activity 1.2	Participatory Rural Needs Assessment is conducted

Activity 1.3	Community infrastructures rehabilitated/supported reaching out to at least 1000 beneficiaries/community members
Activity 1.4	Migrant returnee communities and local government authorities have access to business management training
Activity 1.5	IEC materials and social media messages developed on COVID-19 and stigmatization/mental health and irregular migration
Activity 1.6	Community awareness campaign conducted
Outcome 2: Reduced vulnerability of returnee migrant workers through enhanced skills development for future employment opportunities.	
Activity 2.1	Priority sectors and qualifications for conversion into digital format are identified and a plan is developed in consultation with key social partners such as the government, employers, and workers groups, as well as training delivery partners
Activity 2.2	Vocational training modules in the identified priority qualifications /sectors for offering blended learning (using digital media) are digitalized
Activity 2.3	Migrants access blended or online training programs in the identified qualifications/sectors, including entrepreneurship skills (ILO's training on Start and Improve Your Business -SIYB), core skills, digital skills, occupational health & safety skills using digital tools
Activity 2.4	Training equipment and facilities of public/governmental vocational training institutes are upgraded
Activity 2.5	Public/government vocational training instructors, entrepreneurship (SIYB), master trainers and center managers to deliver the online and distance learning training methods are capacitated
Activity 2.6	Public vocational training institutes can develop programmes to certify the skills of returnees using recognition of prior learning (RPL), including formal skills assessments and endorsement for issuance of skills passports will be provided to those who have fulfilled the requirement for certification.
Activity 2.7	Migrant returnees have access to career guidance
Activity 2.8	IOM and ILO project team have increased capacity to monitor and track the progress of the project
Outcome 3: Improved capacity of government institutions facilitates consistent economic participation of migrant returnees	
Activity 3.1	Migrant returnees have access to job placements and freelance services through Public Employment Services (PES) Centers, services strengthened by linking with employers online "Job portal", job placement and career guidance services to improve job matching services among COVID-19 affected returnee migrants
Activity 3.2	Migrant workers have access to quality apprenticeship/work-based learning programmes by NAITA

Activity 3.3	Migrant returnees have increased capacity on financial support services for SME development
Activity 3.4	Market linkages built-in key sectors

2.2 Evaluation Purpose and Objectives

The final evaluation serves two main purposes, to ensure accountability to the donor, government, beneficiaries, and other stakeholders, and to facilitate learning among all parties involved, including the IOM and ILO. The findings from this evaluation will support in enhancing joint programmes and informing future interventions for greater effectiveness.

The objectives of the evaluation are to assess the following:

- Assess the relevance, efficiency, impact, coherence, effectiveness, and sustainability of the project.
- Identify lessons learned and good practices that can and should be replicated going forward and in future interventions.
- Provide recommendations.

2.3 Evaluation Scope

The evaluation has considered all project activities carried out throughout the project period. It has assessed all geographical areas involved in the project, which includes Kalutara, Ratnapura, Puttalam, Galle, Kurunegala, Anuradhapura, Batticaloa, Kilinochchi, Jaffna, Kandy, Gampaha, as well as the locations where national-level meetings/activities have taken place in Colombo. Additionally, the evaluation has covered all national-level interventions implemented by the IOM, ILO, and the project partners.

During the evaluation process, KPMG conducted an analysis to assess the extent to which the project's objectives and desired results were achieved, and to determine the beneficiaries. The evaluation also prioritized core cross-cutting priorities of IOM, such as gender equality and human rights. Throughout the evaluation, a gender dimension was consistently considered as a cross-cutting aspect in the methodology and deliverables including the final report of the evaluation.

2.4 Evaluation Criteria

The project's performance is evaluated based on the OECD-DAC criteria, which include relevance, effectiveness, coherence, efficiency, impact, and sustainability. Furthermore, the evaluation examines the extent to which the project incorporated cross-cutting issues such as gender equality. To determine what aspects were successful and what areas need improvement, the evaluation also assessed the project's overall implementation processes, ensuring its appropriateness in addressing local needs.

3. Evaluation Framework and Methodology

3.1 Data Sources and Collection

Based on the evaluation questions and proposed methodology in the Terms of Reference (ToR), KPMG developed the methodology through initial review of project documents. An evaluation matrix (section 7.1) was developed to plan for data collection and for each evaluation question in the ToR, sub-questions were established with key indicators, and related data sources and collection methods. An Inception Report was shared with IOM, which included the evaluation matrix, and a list of stakeholders to prioritize for interviews. Outcome harvesting evaluation approach was used and this was carried out using both quantitative and qualitative approaches through KIIs, FGDs, and survey questionnaires. Cross cutting issues such as gender and human rights were also taken into consideration in the data collection process of the study.

A mixed data collection methodology was followed which mainly relied on qualitative methods including:

1. Document review of the project documents, interim reports to donor, progress update reports and quarterly reports.
2. Semi-structured national and district level key informant interviews and focus group discussions (on-site) with partners and stakeholders from government institutions.
3. Semi-structured district level key informant interviews, focus group discussions and survey questionnaires (guided) with the beneficiaries.
4. Direct observation at project sites

3.2 Data Analysis

The primary method of data analysis relied on qualitative analysis of the collected documentation and information from Key Informant Interviews (KIIs), Focus Group Discussions (FGDs), and Structured Questionnaires (SQs). A qualitative analysis was conducted for two cross-cutting themes, namely the human rights approach and gender mainstreaming, by utilizing guiding questions designed for incorporating these themes. Additionally, a document review was conducted to prepare the Inception Report, which provided guidance for further analysis.

To ensure the reliability of the findings, triangulation was employed by cross-analyzing data from multiple sources. A comprehensive qualitative analysis was conducted, incorporating a written narrative and content analysis based on the project's outcomes and activities. The study's results are presented using appropriate visual aids such as infographics, tables, and charts.

3.3 Sampling

The representative sampling technique was used to identify the respondents prioritizing a diverse sample of stakeholders based on the characteristics/profiles of the migrant population including gender. Below is the list of both national level and district level stakeholders who were involved in the FGDs, KIIs and SQs.

Key Informant Interviews (KIIs): 40 Numbers**National level:** 31 numbers:

- Relevant officials from ILO and IOM - 02
- Relevant officials from the Department of Manpower and Employment - 01
- Relevant officials from the MoL&FE /Secretary & Additional Secretary (Development), the former Additional Secretary - 02
- Relevant officials from NAITA/ TVEC/ EFC/ NYC, NIOSH - 09
- Relevant officials from CDS, SAFE Foundation, OECRP - 02
- Relevant officials from Pass Asia Consultancy, NEDA, NCC, and SEDD- 08
- Relevant officials from Together with Youth Colombo / NUSS / FCCISL / NYSC - 07

District level: 09 numbers:

- Relevant officials from NGOs/Partners – 06
- Relevant officials from IOM - 03

Focus Group Discussions: 75 numbers:

- District Secretariat - 04
- Divisional Secretariat – 08
- Foreign Employment Development Officers/Development officers– 58
- Grama Niladhari – 05

Survey Questionnaires: 117 members representing all 20 SMEs. (72% female and 28% in males. This is in accordance with the current gender split of beneficiaries of the SMEs).

3.4 Limitations during the Evaluation Study

- The evaluation has been carried out with a limited time. However, KPMG deployed several teams for data collection and the evaluation was conducted parallelly within the project-initiated districts to overcome the time constraints.
- As many of the project's outcomes/products were only launched and some of them were at the end of the implementation stage at the time of data collection for the evaluation, it was too early to access the long-term impact of the outcomes. Therefore, the focus of the evaluation has been on project implementation and the achievement of intended immediate results. However, the expected future changes of the project were also captured during the evaluation.

- It was identified that most of the government officials such as District Secretariats, Divisional Secretariats, and FEDOs who were involved in the project as well as the ones who received trainings related to the project have transferred to a different district or not been available for the evaluation. However, the evaluation was carried out referring to previous government officials and their records to mitigate this, as far as possible.

4. Findings and Conclusions

4.1 Relevance

This section aims to describe the extent to which the project's intended results remain valid and pertinent to the context. The following aspects have been assessed under each of the 3 outcomes of the project:

- Extent to which the project's expected outcomes and outputs remain valid, pertinent, and appropriate either as originally planned or as subsequently modified to the needs of migrant workers, country as well institutions, policies, priorities of the migration sector, donor expectation.
- Extent to which the needs of stakeholders and beneficiaries have been considered during project design.
- How well the project aligned with national priorities and strategies, government policies and global commitments.

4.1.1 Extent to which the project's expected outcomes and outputs remain valid, pertinent, and appropriate either as originally planned or as subsequently modified to the needs of migrant workers, country as well institutions, policies, priorities of the migration sector, and donor expectation.

COVID-19 significantly impacted migrant workers, leaving them vulnerable to unemployment and wage non-payment resulting in a significant influx of returning migrants to Sri Lanka. Sri Lankan migrant workers who chose to return faced various challenges that necessitated immediate, medium, and long-term interventions to overcome the socioeconomic consequences. Upon their arrival back home, these migrant workers faced social, economic, and psychological difficulties, requiring prompt and sustained efforts to ensure successful reintegration into their communities.

The Sub Policy and National Action Plan on Return and Reintegration of Migrant Workers which was introduced in 2015 provides tools for return and reintegration of migrants in normal times. However, the policy provides little support for the extraordinary circumstances experienced following the COVID-19 outbreak. Therefore, despite the success in implementing health related reintegration protocols, there was a lapse in terms of socio-economic reintegration of returning migrant workers.

For the national COVID-19 response plan for migrant workers which was adopted by the Government of Sri Lanka, both IOM and ILO provided technical support to develop this action plan. This project has been developed to support the implementation of some of the components mentioned in the said National COVID-19 response plan for migrant workers and is further

elaborated in section 4.1.3. The main objective of this project is to contribute towards the sustainable socioeconomic reintegration of returnee migrant workers. The specific objective is that the target beneficiaries of the project have recovered from the impact of COVID-19 and will be sustainably engaged in an income generation activity in Sri Lanka or abroad. The primary beneficiaries of the project are return migrants and their respective communities, irregular migrants, women and victims of trafficking which broadly captures Sri Lankan Migrant Workers repatriated due to COVID 19.

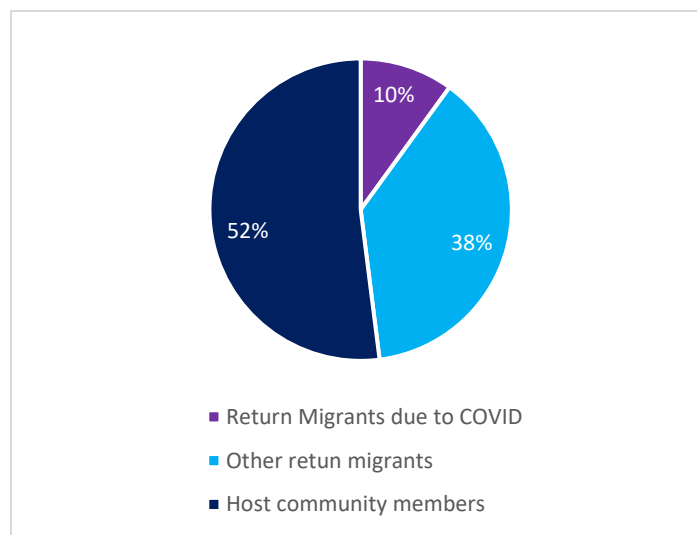


Figure 1: Composition of beneficiaries

Based on the information presented in Figure 1, it is evident that majority (52%) of the direct beneficiaries of the 20 SMEs are from the host community while the remaining 48% are both returned migrants due to COVID-19 or returned migrants due to other reasons. Further, it was also identified that 04 out of the 20 SMEs, had only host community members working at the SMEs.

The main aim of the project was to assist and provide for repatriated migrant workers who were impacted by COVID-19. It should be emphasized that the geographical dispersion of the returnees made it challenging for IOM to increase the number of returned migrants included in the SMEs due to COVID-19 restrictions. Nevertheless, IOM has set up these SMEs in locations where the majority of returnees could benefit.

Although the threat of COVID-19 has significantly reduced, the three outcomes (1) Protection of returnee migrants and preparing them for effective social reintegration through restored livelihoods by community infrastructure or access to employment opportunities, (2) Skill development for future employment opportunities, and (3) Institutional capacity development, and the respective activities of the project continue to be relevant. The acknowledged gaps identified during the project's inception stage and outcomes of the project are still applicable. Therefore, the objectives of the project remains valid and pertinent and appropriate to the needs and priorities of the migrants, country and policies. These needs remain unfulfilled due to limited resources, highlighting the ongoing importance of addressing them.

4.1.2 Extent to which the needs of stakeholders and beneficiaries considered during project design.

Considering the needs of stakeholders and beneficiaries is crucial during project design since it helps to ensure that the project's objectives align with the expectations and requirements of the beneficiaries. During the evaluation study, the involvement of a steering committee with the participation of the Ministry of Labour and Foreign Employment (previously identified as the State Ministry of Foreign Employment Promotion and Market Diversification (SMFE), representative from the Embassy of Japan, IOM and ILO was noted. Two steering committee meetings had been conducted on 14 October 2021 and 8 November 2022 while continuous communication with relevant partners regarding project matters had been available through email correspondence, phone calls and online meetings.

Outcome 01 : Migrant returnees impacted by COVID-19 have sustained or restored their livelihoods through community infrastructure or access to employment opportunities and are able to take ownership of their recovery processes along with their communities and local administration

When outcome 01 is taken into consideration, it was noted that 31 participatory workshops across 09 project districts had been carried out with the participation of both men and women from the returned migrants, host community and other relevant government officials. The project service providers (Institute for Participatory Interaction in Development and EML Consultants) had reached out to a total of 866 (418 women and 448 men) participants out of which 686 (313 women and 373 men) were migrant returnees and 180 (105 women; 75 men) were host community members. This was carried out to identify suitable income generation micro projects for returnee migrant workers. Accordingly, two consolidated participatory rural needs assessment (PRNA) reports had been submitted to IOM on 15 November 2021. Following to the finalization of the small-scale community livelihood development enterprises (SMEs), IOM had reached out to the implementing partners, local government officers and beneficiaries to obtain the machinery, equipment and raw material estimates to operationalize the SMEs.

It was also identified that the need for business management related training for migrant returnee community and local government authorities (activity 1.4), development of printed material targeting safe migration and use of social media messages developed on COVID-19 and stigmatization/mental health and irregular migration (activity 1.5), and need for community awareness on safe migration (activity 1.6) had been rightly acknowledged through a gap analysis and implemented during the course of the project.

Outcome 02 : Reduced vulnerability of returnee migrant workers through enhanced skills development for future employment opportunities.

KPMG conducted KIIs with the relevant stakeholder at national and district level in order to assess the implementation of activities under outcome 02. How the needs of these stakeholders were considered for the project design are identified in Table 2 below:

Table 2: Main stakeholders and the needs assessment

Activity #	Main Stakeholders Involved	How needs were considered for the project
2.1	TVEC	Through an initial discussion held between the ILO and TVEC. National level TVET stakeholder consultation workshops had been conducted at the inception of the project. ILO has also reached out to these individual entities to validate the need.
2.2	TVEC	The ILO has received information from TVEC with the identified occupational areas
2.3	SYIB	Through an RFP from SYIB. The suitable candidate has been referred through the FEDOs
2.4	NAITA	Based on an Expression of Interest from NAITA which ILO received, following to a TVET stakeholder consultation session.
2.5	SYIB, Pass Asia Consultancy, SEDD, NEDA	Through proposal submitted to ILO following to a TVET stakeholder consultation session.
2.6	NAITA, EFC	Initial input obtained from NAITA and through the proposal which has been submitted to the ILO.
2.7	IOM, CSO	Initiated by IOM
2.8	ILO, IOM	Monthly meetings

Accordingly, it is evident that required initial input has been obtained for need identification during the project designing stage.

Outcome 03 : Improved capacity of government institutions facilitates consistent economic participation of migrant returnees

Similarly, to achieve outcome 03, following stakeholders has provided their input in terms of identifying the needs during the project design.

Table 3: Main stakeholders and the needs assessment

Activity #	Main Stakeholders Involved	How needs were considered for the project
3.1	Department of Manpower and Employment (DME)	<ul style="list-style-type: none"> Through a proposal submitted by DME to ILO. Has collected information from 7,000 migrants through SLBFE and had identified the needs via Google Forms
3.2	NAITA and NUSS	<ul style="list-style-type: none"> Through the proposal submitted by NAITA to ILO ILO has conducted discussions with NUSS to identify the requirements and had partnered to provide training for migrant returnees and aspirants.
3.3	Pass Asia Consultancy, NEDA, NCC, and SEDD	<ul style="list-style-type: none"> Through the proposal submitted by Pass Asia to ILO Initial discussion held between SEDD, NCC, NEDA and Pass Asia.

3.4	Pass Asia Consultancy with NEDA, NCC and SEDD	<ul style="list-style-type: none"> • NEDA had identified potential entrepreneurs through development officers district-wise. • NCC had requested ILO to support market linkage programs. • Through initial discussion held between Pass Asia and SEDD
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Based on the information provided, it can be inferred that the project has considered the needs of stakeholders and beneficiaries during project design to achieve all three outcomes.

4.1.3 How well is the project aligned with national priorities and strategies, government policies and global commitments.

The project has been developed in line with the National COVID-19 Response Plan for Migrant Workers and the Sub Policy and National Action Plan on Return and Reintegration of Migrant Workers, which was introduced in 2015.

Below table 5 represents the list of activities of the project that have been designed aligning with the National COVID-19 Response plan for Migrant workers.

Table 4: Project activities aligning to National COVID-19 Response Plan for Migrant Workers

Activity in National COVID-19 Response Plan for Migrant Workers	Project Activity
Activity 4.9 - Recognize and certify skills of returnee migrant workers to match to the labour demand for skilled labour in Sri Lanka.	Activity 2.1 Activity 2.2
Activity 4.10 – Establish a mechanism for local job placement for returnee workers not willing to re-migrate.	Activity 3.1 Activity 3.2
Activity 4.11 - Facilitate jobs and employment creation for migrants through targeted entrepreneurship programmes.	Activity 3.1 Activity 3.2 Activity 3.3 Activity 3.4
Activity 5.4 - Promote mechanisms such as Recognition of Prior Learning to give opportunities to returning migrant workers to have their acquired skills and work experience to be formally acknowledged for better skilled positions	Activity 2.1 Activity 2.2
Activity 5.5 - Enhance skills of Sri Lankan labour migrants to better meet foreign market demand for skilled jobs	Activity 2.3 Activity 2.4 Activity 2.5 Activity 2.6
Activity 5.6 – Raise awareness among the general public on fair and ethical recruitment and safe and regular migration and the risks of irregular migration and human trafficking in line with existing awareness programmes.	Activity 1.6

According to the Sub Policy, Table 5 below represents the strategies to which the three outcomes and respective activities are relatable to:

Table 5: Strategies of outcomes and respective activities

Reference to Sub policy		Reference to this project
Strategy	Activity in the Sub Policy	Activity
Quality standardization and certification of skills of migrant workers at pre-departure and upon return	Establish required country specific skill standards and facilitate relevant agencies to set up required skills testing methods. [Assessment and certification at pre departure level (NVQ 3 minimum) and matching/in line with host country requirements] and set up an information desk at airport on Recognition of Prior Learning and Skills Upgrading.	Initiating OKA system, upgrading the RPL system and issuance of National Skills Passport (NSP) (Activity 2.1 and 2.6).
Promote entrepreneurship, among migrant returnees and family members	Promote and replicate ILO business development model/ SIYB and others experimented and tested in selected districts for accessing vital services	Community infrastructures rehabilitated and Trainings were conducted to promote entrepreneurship (Activity 2.3, 1.3 and 1.4)
Secure local employment for returnees through public private partnerships	Conduct labour market surveys and identify job market opportunities for returnees (domestic workers, care givers, cleaners, construction sector workers, technicians, etc. and facilitate online skill matching for job opportunities.	Linking with employers online "Job portal", job placement and career guidance services to improve job matching services, sea fare trainings and hospitality trainings were also conducted (Activity 3.1 and 3.2). Capacity development on financial support services for SME development and improved market linkages were created (Activity 3.3 and 3.4),
Empowerment of migrant workers through rights awareness	Conduct safe migration and rights awareness particularly in pre-departure training, among migrant workers for ensuring decent work standards	Community awareness campaigns conducted for government officers, community leaders and community members in all 9 districts (Activity 1.6)
Capacity building of all key stakeholders in	Carry out periodic monitoring of the performance of all the stakeholders	Capacitated public/government vocational training instructors, entrepreneurship (SIYB), master

the labour migration sector		trainers and centre managers to deliver the online and distance learning training methods (Activity 2.5).
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This project also has a broader connection to the UN Advisory Note on COVID-19 Socioeconomic Response introduced in July 2020 and the UN Sustainable Development Framework. Below are the SDGs to which this project is connected to:



Figure 2: Related SDGs

Establishment of 20 SMEs, Capacitating MSMEs together with market linkages were established from this project among other activities had aligned with SDGs 01 target 1.2 which is focused to ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services. The SMEs had a representation of 71% female beneficiaries, and it align with SDG 05 target 5.5 to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Establishment of SMEs, empowering MSMEs and capacitating market linkages creates economic growth and it had aligned with SDGs target for decent work and economic growth. Specifically target 8.3 is achieved through the project to promote decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-small and medium-sized enterprises, including through access to financial services.

Hence, it can be concluded that the project is aligned with national priorities and strategies, government policies and global commitments.

4.2 Coherence

This section describes the extent to which interventions made by the project supported, complemented, and added value. The following aspects have been assessed under each of the 3 outcomes of the project:

- Extent to which the project design pursued a coherent response to COVID-19 economic effects or complement the priorities of the government pertaining to migrant workers.
- How well this project aligns with and complement other related initiatives, whether implemented by IOM, ILO, government, or other national and international actors.

As detailed out in section 4.1.3 of the report, the project was developed in collaboration with the ILO, ensuring its alignment with key national and international frameworks. Specifically, the project is in line with the National COVID-19 Response Plan for Migrant Workers (refer Table 04 for a detailed comparison) and the Sub Policy and National Action Plan on Return and Reintegration of Migrant Workers issued in 2015 by the Ministry of Labour and Foreign Employment (refer Table 5 for a detailed comparison).

The assessment also considered how well the project aligned with and complemented other initiatives implemented by IOM, the government, and other national and international actors. For examples, the Reintegration Pilot Project (GOALS) by IOM had identified 04 SME projects (Chili based products in Anuradhapura, Reed based products in Galle, Food Dehydration in Embilipitiya & Coconut Husk Chips in Palathota) in order to provide training and support the community etc. These projects are interlinked with this project to where SMEs are connected for either supply of raw material etc. Further, this project was implemented in collaboration with the ILO, indicating alignment with another key UN organization. It was also noted that both organizations support tripartite dialogue involving governments, employers' organizations, and workers' organizations to address labor migration challenges collectively. Collaboration between ILO and IOM is noted to be driven by a shared commitment to promoting the well-being of migrant workers, protecting their rights, and creating fair and safe labor migration opportunities.

The project had also aligned with women entrepreneurial development programs at divisional secretariat levels where beneficiaries/ members of such societies have also become a part of the project. Moreover, the project's connection to the UN Advisory Note on COVID-19 Socioeconomic Response (July 2020) and its alignment with specific UN Sustainable Development Goals (Goal 01, 05, 08, and 10 – target 10.7) as aforementioned, further demonstrates its integration within broader frameworks and initiatives. This alignment and complementarity indicate that the project is part of a coordinated and comprehensive effort to address the socioeconomic impacts of the pandemic and achieve sustainable development goals.

Overall, the assessment highlights that the project's design and implementation were -aligned with government priorities, responsive to the challenges faced by migrant workers due to the COVID-19 pandemic, and complementary to related initiatives at national and international levels.

4.3 Effectiveness

This section describes the extent to which the project has achieved its intended results. The following aspects have been assessed under each of the 3 outcomes of the project:

- Extent to which the project and its outputs have enhanced the beneficiaries' access to services (livelihood/infrastructure, skills development etc.) and the capacities of government officials and actors involved.

4.3.1 Extent to which the project and its outputs have enhanced the beneficiaries' access to services (livelihood/infrastructure, skills development etc.) and the capacities of government officials and actors involved.

When outcome 01 is considered, there had been significant improvement in the access to services of the beneficiaries as a result of the project. With the development of 20 SMEs under outcome 01, the project has improved the livelihood, skills and the infrastructure facilities of the beneficiaries and the community at large. However, there are mixed comments on the extent to which the project had enhanced and uplifted the economic well-being of the beneficiaries by providing sustainable and reliable means of earning a living and improving their income. Below highlights the status of the monthly salary payments in the 20 SMEs through the evaluation study.

Table 6: Monthly average income of SMEs

District name	SME Name	Monthly average salary per person received from the SME			
		Yes			No
		Less than 15,000	15,000 - 25,000	More than 25,000	
Galle	FGI Apparels	✓			
	Bentota - Nirmani Reed	✓			
Rathnapura	Dehydrated Food Processing Center	✓			
	Sewing Project – Eheliyagoda		✓		
	Sewing Project - Kolonna	✓			
Kurunegala	Coconut Husk Processing Center			✓	
Kaluthara	Royal Mushroom Cultivation Centre			✓	
	Coconut husk processing centre	✓			
	Nipunasawiya Garment Unit	✓			
	Vigamanika Nipunasaviya Garment	✓			
Batticacola	Weaving & Tailoring- Arayapathy		✓		
	Weaving & Tailoring - Pandiyaraweli				✓

Anuradhapura	Chili processing plant				✓
Jaffna	Carpentry workshop			✓	
	Coir mill	✓			
Killinochchi	Sesame oil extraction unit			✓	
	Organic fertilizer manufacturing				✓
Puttalam	"Diwiyata Diriya" Charcoal Production Project			✓	
	Eco-Friendly Bags Production Centre				✓
	Coconut Husk Processing Centre - Mundalama				✓
Total		8	2	5	5

Accordingly, it is apparent that five SMEs have not generated any income at the time of the evaluation while eight SMEs had an average monthly income per person of less than LKR 15,000. This may be due to the reason which the evaluation was carried out nearing to the inception of these SMEs and hence is important to note that the evaluation study does not fully reflect the economic development of the beneficiaries, since none of the SMEs had completed a full year of operations, making it too early to draw conclusions about the extent to which the SMEs have contributed to improving the livelihoods of the beneficiaries.

It was also noted that IOM in coordination with local government officers had conducted skills development training programs to improve and sustain the proposed community livelihood development enterprises (activity 1.4). The trainings had covered the topics of entrepreneurship, basic financial management, marketing, and industry specific training for the beneficiaries delivered by experts in the field. In addition, field visits had also been arranged for some SMEs such as the Coconut Husk Processing Center in Rasnayakapura where the members have been taken to the Husk Processing Center in Kaluthara for practical industry exposure to the beneficiaries. It was noted that the beneficiaries were satisfied with the trainings received during the discussions conducted with them. As per the project documents, 19 training sessions had been conducted during the project. Figure 4 below illustrates the composition of the beneficiaries in the SMEs (who participated for the SQs) in terms of the training received.

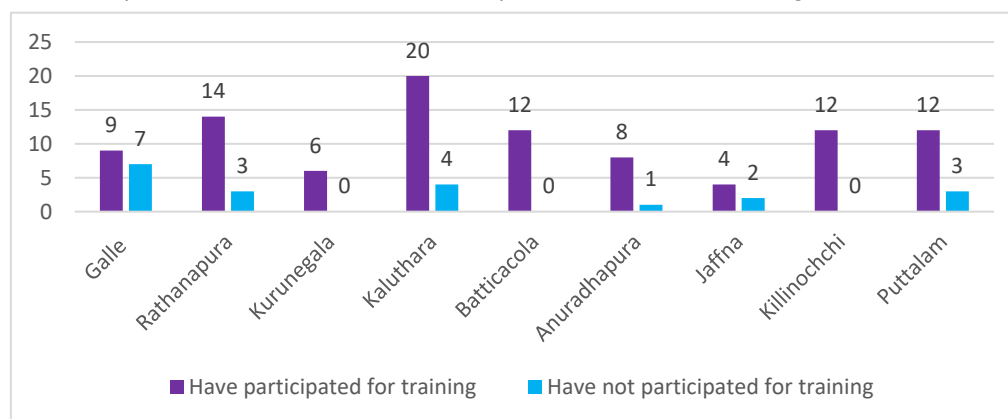


Figure 3: Composition of beneficiaries who received trainings

Accordingly, it was noted that 83% (97) of the beneficiaries interviewed had participated for at least one training program while only 17% (20) have not participated for any.

The observations highlighted during the evaluation uncovered the active engagement of government officials, particularly District Secretaries, Divisional Secretaries, Grama Niladhari Officers, Economic Development Officers, and Foreign Employment Development Officers, in the operations of the 20 SMEs considered. These government officials are currently overseeing the functioning of these SMEs and play a role in addressing conflicts and resolving related matters as necessary, guided by the Division Secretariat Offices.

The ownership of machinery and other infrastructure of the SMEs primarily rests with the Divisional Secretariat Office. This aspect has generated a clear interest among government officials towards the project. Their involvement in the project signifies their commitment to supporting its success and ensuring effective implementation.

The participation of government officials at various levels indicates a collaborative approach between the project and relevant government authorities. This involvement not only brings valuable expertise and support but also helps establish a strong connection between the project and the existing governmental infrastructure. By actively engaging government officials, the project had benefitted from their oversight, guidance, and assistance in addressing operational challenges and ensuring the smooth functioning of the SMEs.

The involvement of the Ministry of Labour and SLBFE is indeed significant and should be highlighted. Their active participation was noted in the development of Training of Trainers (ToT) manuals as part of Activity 1.5. This collaboration indicates a close partnership between the project and the government entities responsible for labour and foreign employment matters.

Furthermore, field-level government officials were capacitated through safe migration training programs, enabling them to conduct community-level awareness campaigns on the subject. KIIs revealed that all field-level government officials expressed satisfaction with the training they received. They emphasized the practical application of the knowledge gained in conducting community awareness activities in the field.

Additionally, KIIs identified the establishment of a district-level forum, which included the participation of FEDOs from each division of the Kalutara district, representatives from Community-Based Organizations, OECRP, and youth members. These forums, conducted on specific dates such as 12 October 2021, 09 June 2022 and on 26 May 2023, aimed to address matters related to safe migration and find solutions, plan trainings, raise awareness, and fulfil other community requirements. These forums were planned to be held biannually, serving as platforms for discussions and decision-making. It is worth noting that the project shares status reports at the end of each meeting with IOM, indicating the exchange of information and progress monitoring between the project and the relevant stakeholders.

In the context of outcome 02 and 03, various activities were carried out with the support and involvement of different government offices such as the Ministry of Labour and Foreign Employment, DME, SLBFE, TVEC, NAITA, NYSC, NEDA, NCC, and others. These activities aimed to facilitate services related to skills development, skill recognition, and institutional

capacity development and support to economic participation. The achievements of each activity under outcomes 02 and 03 are summarized in Table 7 below:

Table 7: Achievements of each activity

Activity #	How it has benefitted the stakeholders/beneficiaries
2.1	The introduction of an online application and self-assessment system for Recognition of Prior Learning (RPL) applicants and assessors has increased the accessibility of applying for RPL. The implementation of a skill passport has improved access to better employment opportunities by providing recognition of experience.
2.2	The introduction of a skill passport as a qualification-based industry requirement has improved access to better employment opportunities. According to KILs, approximately 100,000 applicants have applied for this service.
2.3	Government officials working closely with migrant returnees have received TOTs on entrepreneurship from the SIYB program. This training supports the community by enhancing their skills and knowledge in entrepreneurship. Entrepreneurs and potential entrepreneurs who participated in the SIYB training programs have improved their ideas, skills, and knowledge in entrepreneurship
2.4	Infrastructure development has been undertaken to facilitate beneficiaries and trainers with care sector trainings
2.5	100 government officials trained on online distance learning methods SEDD and NEDA
2.6	Infrastructure development and access to services through: <ul style="list-style-type: none"> • Increased access for better employment opportunities through RPL • RPL assessment centers established in 6 districts with necessary equipment resulting increased accessibility of migrants to apply for RPL. • Capacitating of increased issue of RPLs (increased to 5000 per year) • Increased awareness on the RPL process and conducted in all 3 languages
3.1	District-wise career guidance programs have been conducted to improve employment prospects. Increased awareness on entrepreneurship has also been achieved, enhancing access to better employment opportunities through job fairs.
3.2	Improved access to employment opportunities in the maritime and hospitality sectors has been facilitated through targeted training programs.
3.3	A capacity-building program has been conducted for government officials, resulting in increased capacities, skills, and knowledge among them. This program has benefited over 400 Micro, Small, and Medium Enterprises (MSMEs).
3.4	Exposure to sales and market linkages has been provided through buyer-seller meetups and exposure to digital marketing, enhancing opportunities for sales and marketing for the beneficiaries.

Table 8 below represents the activity wise target and its achievement in the project along with the indicators and remarks from the evaluation.

Table 8: Activity wise target achievement in the project

Activity	Indicator	Target	Status	Remarks
Activity1.1	No of steering committee meetings conducted	02	02 (Achieved)	Senior Additional Secretary, Additional Secretary (Development) and representatives of IOM and the ILO had participated
Activity 1.2	No of PRNAs conducted	10	09 (Achieved)	Conducted across nine project districts
Activity1.3	No of community infrastructure reconstructed or rehabilitated	10	20 (Achieved)	18 of the 20 SMEs were observed to be operational at the time of the study. Thirappane (Chili Sause Production) and Mundalama (Coconut husk processing center) not operational at present (however, ground level arrangements are being coordinated to effectively operationalise the same) due to delays in obtaining food quality standards and issue with the ownership of the land respectively
Activity 1.4	No of trainings conducted	10	19 (Achieved)	According to project documents reviewed, 19 management training were conducted by covering soft skills, capacity development, skill development and industry-specific technologies
Activity 1.5	No of IEC materials printed	10000	7,950(Achieved)	Project reports reveal that 7950 IEC materials were printed, and it was found to be adequate.
Activity 1.6	No of government officers and community members reached through 25	600	2,980(Achieved)	According to the project documents reviewed, 2,717 government officers and community members

	trainings / awareness sessions			attended for the awareness on safe migration and 263 government officers attended the mental health and psychosocial support training programs
Activity 2.1	Successful design validation	1 system	Achieved	<ul style="list-style-type: none"> Introduced an online application and a self-assessment for RPL applicants and assessors. The development of an “Online Knowledge Assessment System (OKA) for upgrading the recognition of prior learning (RPL) system” design validation was completed by TVEC and ICTA
Activity 2.2	No of training modules digitalized to be used as part of the online training	15	15 (Achieved)	Kills with TVEC confirmed the same
Activity 2.3	No of returnee workers benefit by the blended training programs	550	<p>136 (No of Trainers-TOT) 1010 (No of Returnees)</p> <p>Achieved (No of Returnees may be repetitive)</p>	<p>SYIB</p> <ul style="list-style-type: none"> RTOT - 36 trainers SIYB Training of Trainers (TOT) Workshop – 40 Entrepreneurship and Entrepreneurial Motivation Training – 162 Training on Business Idea Generation and Selection (GYB) – 96 Training on Business Start-up (SYB) – 257 Training on Business Improvement -15 Training on Digital Marketing and E-Commerce -87 Training on Occupational Safety and Health (OSH) -87

				<p>Together with Youth – 60 beneficiaries</p> <ul style="list-style-type: none"> TOT for caregiving, housekeeping, and hospitality sector – 60 <p>National Institute of Occupational Safety and Health (NIOSH) – 56 beneficiaries</p> <p>Safe Foundation</p> <ul style="list-style-type: none"> Caregiving Training - 250
Activities 2.4	No of vocational centres upgraded to deliver the required training	5	7 (Achieved)	<p>NAITA confirmed the development of 5 vocational centers in Jaffna, Anuradhapura, Kurunegala, Kandy, and Ampara districts. NYSC also confirmed that they initiated smart classrooms for their training centers in 6 districts. IOM also supported a SLBFE training centre in Ratnapura with equipment for caregiving sector trainings and a training centre in Monaragala.</p>
Activities 2.5	No of vocational training and SLBFE instructors from the government, centre managers and SIYB master trainers trained	100	100 (Achieved)	<p>Based on observation of national-level KIIs, SYIB conducted TOT programs and it covered 2.3 outcome. Pass Asia consultancy conducted capacity-building programs for more than 100 government officers.</p>
Activities 2.6	No of government training institutes that develop programmes for skills certification	2	2	<p>NAITA had assisted 1,500 migrant workers with RPL assessments. TVEC issued 500 skill passports to migrants and EFC coordinated with different employers to verify.</p>

Activity 2.7	No of persons benefit from career guidance sessions	800	927 (Achieved)	As per the project documents, 927 (466 women, 461 men) participated.
Activity 3.1	No of persons benefit from the PES centers to get job placements and freelance services	500	472 (Achieved)	DME confirmed that 472 beneficiaries took part in the job fairs.
Activity 3.2	No of migrant returnees who benefit from work-based learning programmes	100	213 (Achieved)	As per the KIIs, NUSS had trained 23 trainees in the maritime sector and 190 trainees had participated in the Workplace Based Learning Program in Hospitality Sector in 8 districts organized by FCCISL.
Activity 3.3	No of trainers/government officers who benefit from capacity building on financial support services for SME development	100	More than 100 (Achieved)	Pass Asia consultancy conducted capacity-building programs for more than 140 government officers digital marketing and market linkage development with the usage of platforms, ibuy and Made in Sri Lanka. NEDA has provided training on collaborating with Dialog to more than 60 Development officers across the island. However, SEDD did not mention TOT programs. But ILO reported 539 have benefited from programs.

Activity 3.4	No of market linkages built	400	500+ (Achieved)	<p>SEDD conducted buyer-seller meetings for 260 participants in 3 districts (Rathnapura, Kandy, and Colombo).</p> <p>NEDA conducted trade fairs for 143 participants in Kandy and Kurunegala.</p> <p>In terms of digital marketing profiles, NEDA established 112 digital profiles, 74 social media profiles and SEDD promoted social media, and visiting cards were distributed. NEDA conducted a social media boosting campaign in all 25 districts benefiting 194 SMES. There are 166 logos, 68 business cards, and 43 Facebook pages.</p> <p>NCC conducted an export-oriented product exhibition including 286 selected items and 100 top craftsmen with the participation of foreign buyers, architectures, exports and the Chamber of Commerce.</p>
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During the evaluation study, both national level and district level stakeholders reported satisfaction with the management of the project by the IOM and the ILO, including the project partners and other relevant coordinators involved in the implementation. This positive feedback reflects the effectiveness of the project's coordination and collaboration efforts, project management and successful achievement of objectives.

4.4 Efficiency

This section aims at assessing how well the project used human and financial resources to undertake activities, and how well these resources were converted into results. The following aspects have been assessed under each of the 3 outcomes of the project:

- Extent to which resources (time, funds, expertise) used wisely and adequately to address the most compelling priorities and achieve the outputs.
- Measures taken to achieve project outcomes and impact during the project life span.

4.4.1 Extent to which resources (time, funds, expertise) used wisely and adequately to address the most compelling priorities and achieve the outputs.

In projects of this magnitude and nature, effective utilization of resources, including human and financial resources, is crucial. Mechanisms and procedures for wise resource allocation are essential for the successful implementation of the project.

The project timeline has been extended by four months, from the original deadline of 31 March 2023 to 31 July 2023. The KIIs revealed that the IOM components of the project were successfully completed by 31 March 2023. However, to ensure the completion of the ILO components, the donor agreed to extend the project timeline until July. This extension has allowed for the full implementation of the project's activities and the achievement of its objectives.

During the district-level KIIs and SQs, it was identified that delays in the procurement process had occurred for activity 1.3 for certain SMEs. These delays had primarily attributed to import restrictions, scarcity of raw materials, and increased prices. As a result, the inception date of the SMEs had been affected by these challenges.

During the district-level KIIs, it was noted that the IOM had obtained estimates for machinery, equipment, and raw materials for each SME. This process involved coordination with implementing partners, local government officers, and beneficiaries. These estimates were then analyzed and evaluated to ensure appropriate resource allocation and utilization. Additionally, the IOM engaged in negotiations with government officials to secure agreements on the use of lands and maintenance costs for the SMEs. This included aspects such as electricity and water provision for a period of six months from the inception date of each SME. These negotiations aimed to ensure that necessary resources and support were in place to facilitate the smooth functioning of the SMEs. Additionally, the project has allocated financial support as working capital to the SMEs for a specific duration, demonstrating effective utilization of the project's funds. However, it is important to note that the adequacy of the project's financial resources could not be commented on within the scope of the evaluation study. Assessing the sufficiency of financial resources would require a separate analysis and evaluation, beyond the scope of the current evaluation.

To disseminate awareness on Safe Migration, the project has effectively utilized FEDOs by providing them with the necessary trainings. By capacitating the FEDOs, they are equipped with the knowledge and skills to effectively raise awareness and educate the community about safe migration practices. This approach enables the project to leverage the existing network and reach of FEDOs to disseminate information and promote safe migration practices at the grassroots level.

Furthermore, the project has established partnerships with both public and private stakeholders, such as the Ministry of Labour and Foreign Employment, SLBFE, NAITA, DME, NYSC, SIYB, and TVEC. These partnerships have been instrumental in leveraging the expertise and experience of these stakeholders to achieve the activities under the three project outcomes. By collaborating with a diverse range of stakeholders, the project benefits from their knowledge, resources, and networks, leading to a more comprehensive and impactful implementation.

4.4.2 Measures taken to achieve project outcomes and impact during the project life span.

Based on both national level and district level KIIs and the desk review of the project documents, the measures taken to achieve the project outcomes can be identified as below:

- **Clear project planning:** A well-developed project plan was evident, clearly outlining the project objective, outcomes, outputs, targets, and resource requirements. This was observed through the desk review and KIIs, which highlighted the structured phasing out of the project with activities and sub-activities, as well as the identification of responsibilities for their execution. The project plan also demonstrated a systematic approach to conducting need assessments, identifying resource requirements, and addressing potential risks and challenges. The presence of a defined plan facilitated early identification of potential risks and challenges, allowing for proactive measures to mitigate them throughout the project lifecycle.
- **Stakeholder engagement:** The evaluation study highlighted the continuous and active engagement of government officials and private partners throughout the entire project lifecycle, ensuring their support and commitment to achieving the project outcomes. Notably, engagement with stakeholders such as project partners, Ministry of Labour and Foreign Employment, SLBFE, TVEC, NAITA, among others, was evident. This collaborative approach was emphasized in section 4.1.2 of the study, providing detailed information on the engagements. Furthermore, agreements were signed among IOM, government institutions, and societies to establish the SMEs, indicating a formal commitment to the project. The regular communication and involvement of stakeholders played a crucial role in identifying potential issues and addressing them promptly, ensuring smooth implementation and effective resolution of challenges throughout the project duration.
- **Performance tracking and monitoring:** The project's progress was effectively tracked and monitored through the use of matrices, including the Result Matrix where each activity and relevant indicators for them are listed. The target of each activity, data source and collection method, progress made during each reporting period and the cumulative progress are mentioned in the Result Matrix. Additionally, interim reports were submitted along with monthly update meetings to provide regular updates on the project's status. This enabled the measurement of success against predetermined targets, ensuring that the project stayed on track and any deviations or challenges could be addressed in a timely manner. By utilizing such tracking and monitoring mechanisms, the project management team was able to assess the project's progress, identify areas of achievement, and make informed decisions to ensure its successful implementation.

4.5 Impact

This section aims at positive and negative, sustainable changes that result from its implementation, long-term effects produced by a project, directly or indirectly, intentionally, or unintentionally. The following aspects have been assessed under the 3 outcomes of the project:

- Long-term changes observed in the target population/key stakeholders, including unforeseen or unexpected changes.
- Intended and unintended impacts emerged from the project interventions.

The establishment of SMEs and the provision of infrastructure support have had positive economic impacts on both direct and indirect beneficiaries in terms of income and skill development, in addition, social impact of the project can be observed through the improved social networks of the beneficiaries. The project's efforts have led to improvements in income levels, job creation, and livelihoods for the 117 direct beneficiaries identified during the evaluation study. This has also helped to improve their economic well-being and provide them with greater financial stability.

Additionally, the project's focus on skills development and business support has enhanced the employability and entrepreneurial capabilities of the beneficiaries, further contributing to their economic empowerment. For example, a female returnee migrant who worked as a housekeeper in Kuwait, after participating in industry training is now working as a Mushroom Cultivator in Panadura - Royal Mushroom Cultivation Centre. Since the SME's composition includes both return migrants and host community members, it was observed to have promoted social integration and cohesion. It was evident that out of the 117 beneficiaries interviewed, 71 were from host communities and the remaining 46 were returnees' migrants and are working in harmony with each other with less conflicts also amidst varying educational backgrounds and financial levels interact in SMEs. Moreover, by bringing together individuals from diverse backgrounds and providing them with shared opportunities, the project has fostered collaboration, understanding, and mutual support among the beneficiaries. This has indirectly contributed to a sense of unity and shared purpose, promoting social integration and cohesion within the community.

Furthermore, the establishment of SMEs has had a ripple effect on the local community. In the short-term backward integration with the community can be identified as an impact, where the SMEs have empowered and facilitated the local community. For example;

- FGI apparel in Galle has obtained income from subcontracts received through other garments in area.
- Anuradhapura Chili Processing Plant Thirappane procures its raw materials (chili) from farmers in the area.
- Eheliyagoda Sewing Center obtains income through sub-contracting (packaging) from a company in the neighborhood.
- Charcoal Production SME in Puttlam collects coconut shells from the local community by paying a nominal fee.

- Coconut husk collected from the local community in Coconut Husk Processing Center in Rasnayakapura for a nominal fee.

The growth and success of these enterprises, in the long-term can stimulate the local economy, create additional job opportunities, and generate economic activity. This can benefit the community as a whole by providing a boost to local businesses, attracting investments, and contributing to overall economic development.

The skill training and with access to business management training to return migrants and the host community, the project has empowered the beneficiaries to learn new skills and enhance their capabilities and employability. It has equipped the beneficiaries with the necessary skills to pursue sustainable livelihoods and increases their chances of securing gainful employment in the future. Nineteen training programs have been conducted as a part of the project and people involved in the SMEs were trained in industrial skill development, marketing, leadership and attitude development, and entrepreneurial motivation trainings where, out of 117 interviewed, SQs revealed that 97 participated in industry specific trainings. Below are some examples of returnee migrants who were capacitated from industry specific trainings conducted in relation to SMEs which they had no prior experience in. For example, a female returnee migrant who worked as a housekeeper in Kuwait, after participating in industry training is now working as a Mushroom Cultivator in Panadura - Royal Mushroom Cultivation Centre. Similarly, return migrants who worked as housemaids are now employed in Bentota - Nirmani Reed-related production centre after developing their skills in the reed crafts industry, weaving and tailoring industries etc.

During the evaluation, it was observed that many beneficiaries of the SMEs were engaged in other economic activities in addition to their involvement in the SMEs. This diversification of economic activities allows individuals to have multiple sources of income, reducing their vulnerability to fluctuations in any particular sector. It provides them with alternative means of generating revenue and livelihood opportunities, which can help cushion the impact of economic shocks or downturns.

Outcomes 02 and 03 of the project, which focus on skill development for future employment opportunities and institutional capacity development, have had a positive impact on better employability and economic conditions. The benefits received, as summarized in Table 8, highlight the benefits received from each of the activities of the two outcomes for the beneficiaries.

Skill development initiatives have provided individuals with the necessary skills and competencies to meet the demands of the job market. By enhancing their employability, these programs have increased the chances of securing sustainable employment opportunities. During the evaluation study, the following can be highlighted:

- 252 beneficiaries have finalized business plans after participating in 13 business start-up training conducted by SYIB.
- 5351 beneficiaries have got access to better employment opportunities through job fairs conducted by the DME with 230 job providers.
- After the training programs conducted by the Federation of Chamber of Commerce (FCCISL), 119 have gotten jobs in the hospitality sector out of 190 participants and some of them got a chance to engage with host hotel where training was conducted.

- The training program conducted by National Union of Sea farers (NUSS) has benefited 23 beneficiaries 17 have received jobs in the maritime sector and 4 work in shore-based companies. Further, 8 women crane operators have received training and 4 of them had already faced interviews in CICT and are willing to start jobs.
- 108 entrepreneurs have received business through boosting where over LKR 3 million value of sales confirmations have been received after participating in trade fairs, buyer-seller meetings conducted by Pass Asia, SEDD, NCC and NEDA.

Acquired skills enable individuals to compete effectively, adapt to changing industry requirements, and contribute to their own economic well-being. Activity 2.1 and 2.6 has facilitated the RPL process and skill passport concept. This, in turn, can lead to improved income levels and better economic conditions for the beneficiaries and their families. Through KIIs it was noted that 1,500 beneficiaries have received RPL from NAITA and 500 skill passports have been issued by TEVEC in collaboration with EFC. The RPL applying system has been automated as an eRPL system where the applicants have received the facility to apply online and identify their skill gaps by themselves. This automated knowledge assessment has been developed for identified 14 job fields.

Institutional capacity development has also played a critical role in strengthening the capabilities of relevant organizations, agencies, and community institutions. For example:

- Together with Youth- Colombo conducted TOT for 60 caregiving, housekeeping, and hospitality sector.
- Pass Asia consultancy conducted capacity-building programs for more than 100 government officers.
- NEDA has provided training on collaborating with Dialog idea mart to more than 60 Development officers across the island.
- SIYB has provided RTOT for 36 trainers and SIYB TOT Workshop for 40 trainers.

By enhancing their knowledge, skills, and resources, these institutions and government officials are able to provide more effective services and create an enabling environment for migrants and the host community.

Hence it is evident that the project has addressed the needs of migrants and the host community, equipping them with the necessary skills and enhancing the capacity of relevant institutions to support their employment and economic growth both in the short-term and the long-term.

4.6 Sustainability

This section aims to assess the extent to which the project's results will be maintained for a certain period of time after the current project phaseout. The following aspects have been assessed under each of the 3 outcomes of the project:

- Availability of structures, resources, and processes in place to ensure that benefits generated by the project continue and how likely the project will lead to results that will be sustained.

4.6.1 Availability of structures, resources, and processes in place to ensure that benefits generated by the project continue and how likely the project will lead to results that will be sustained.

Importance of active involvement of government officials can be identified as one of the key factors which was observed during the evaluation study targeting towards the sustainability of the project. During the implementation of activities 1.2, 1.3, and 1.4, government officials such as the Grama Niladhari, EDO, FEDO, Divisional Secretary and District Secretary had been active members where their contribution was observed at different levels. Figure 5 below illustrates how the implementation of the operational and governance structure was structured including the facilitation provided by IOM, communication, monitoring and supervision by government stakeholders which was observed during the evaluation study. Figure 6 illustrates how it will operate when the project is phased out.

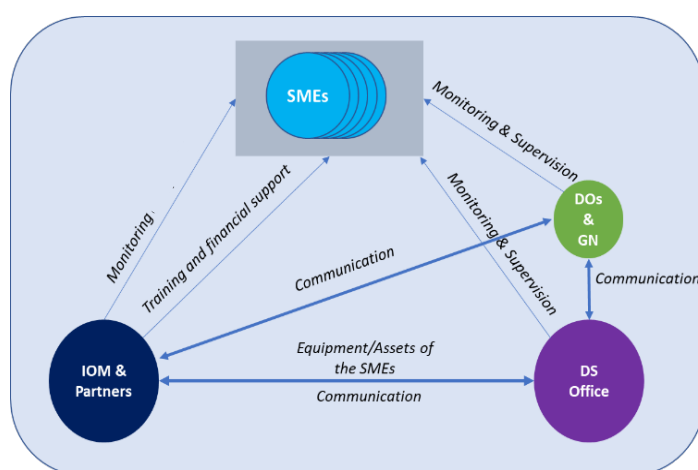


Figure 4: Implementation of the operational and governance structure

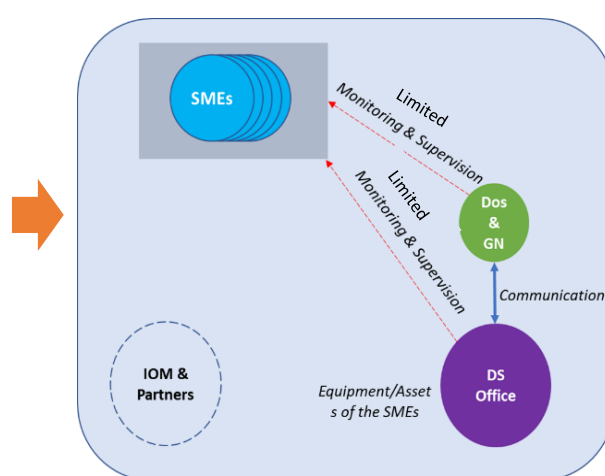


Figure 5 : Governance structure when project is phased out

Based on Figure 5, it is evident that there was a system in place to closely monitor the activities of the SMEs by the IOM/Partners and other various entities such as, DS Office, DOs (FEDO, EDO), and GN Officers. IOM had capacitated the SMEs by providing necessary machinery, training, and through refurbishment of premises. Additionally, the SMEs were also offered financial assistance for utilities and raw materials for a period of six months after the SMEs were launched. Following to the project's completion, the DS Office, DOs, and GN Officers will assume responsibility for the monitoring and supervision of the SMEs, as shown in Figure 6.

During the field study, it was observed that the DOs were involved in the project due to their direct association with IOM/Partners and the DS Office. However, since the DOs primarily have a policing role and are not encouraged to have an active presence in the field (due to inadequate travel allowances, among other factors), their interest in supervising the SMEs might be limited once the project concludes. The Divisional Secretariat Office will still maintain some level of interest since the machinery and equipment will remain under their inventory. However, their involvement in ensuring the operational continuity of the SMEs could be limited.

The study observed that in some cases, Divisional Secretaries (e.g., Galle) have taken steps towards ensuring the sustainability of the SMEs by documenting operating procedures and establishing control measures within their jurisdiction. This proactive approach from certain Divisional Secretaries demonstrates their commitment to maintaining governance and control over the SMEs. However, it is worth noting that such practices were not uniformly observed across all SMEs, indicating inconsistencies in the level of control imposed by government officials. While establishing control measures can be beneficial for ensuring accountability and transparency, excessive or unnecessary controls may restrict the operations of the SMEs. Striking the right balance is crucial to enable the SMEs to operate effectively and foster their growth and success.

Moreover, during the evaluation, it was observed that a majority of the FEDOs and District Secretaries were unaware of the operational model for the SMEs and the respective stakeholders' duties and responsibilities at the time of the project phase-out. However, it was noted that while obtaining the government support, the project intended the beneficiaries to independently manage and operate the SMEs following to the project phase out, and their capacity has been developed accordingly. The management committees of the SMEs (comprising of beneficiaries) were also aware of the operational model.

It is important to note that the SMEs were registered as Cooperative Societies under the Cooperative Societies Act of 2021, granting them legal status. This initiative is recognized as a positive step towards establishing a formal structure and legal framework for the SMEs and also providing a solid foundation for their sustainability and long-term viability.

The study found that IOM had provided 19 training programs, exceeding the project target, to equip the members of the SMEs with the necessary technical and business-related skills. However, a mechanism for continuous training and development of the SMEs after the support from IOM ceases was not explicitly identified during the study. This may pose challenges relating to the sustainability of the skills and knowledge gained by the SME members and their ability to adapt to changing market conditions without ongoing support.

Furthermore, it was observed that most of the SMEs were facing challenges in expanding their business due to limited marketing strategies and inadequate go-to-market approaches. This has resulted in low sales growth and had impacted the sustainability of the project. The study highlighted that the involvement and emphasis on marketing aspects, including the use of digital marketing and expanding business through improved market linkages, were not given adequate prominence at the field level. However, it was noted that an e-commerce platform has been created by OECRP where SMEs in Rathnapura, Kalutara and Puttalam are provided access to market and sell their products through that platform. Yet, the effectiveness of the platform was not explicitly highlighted by the SMEs during the study possibly due to the e-platform being in the initial stages of operationalisation.

Furthermore, it was observed that IOM has adopted a time-based approach when providing support to the SMEs including utility costs and raw material costs (for certain SMEs), for a fixed duration of 6 months. However, this assistance was not contingent upon the performance of each individual SME but rather followed a predetermined timeline. Table 9 below provides a summary of this support, categorized by each SME.

Table 9: Summary of IOM support for each SME

District	SME	Fund by the project	
		Raw Materials	Utilities
Galle	Galle- FGI Apparels	✓	✓
	Bentota - Nirmani Reed - related production Centre	✓	✓
Rathanapura	Dehydrated Food Processing Center	✗	✓
	Sewing Project - Eheliyagoda	✓	✓
	Sewing Project - Kolonna	✓	✓
Kurunegala	Coconut Husk Processing Center - Rasnayakapura	✓	✓
Kaluthara	Panadura - Royal Mushroom cultivation Centre	✓	✓
	Kalutara - Coconut husk processing centre	✓	✓
	Beruwala - Nipunasawiya Garment Unit	✓	✓
	Kalutara - Vigamanika Nipunasaviya Garment	✓	✓
Batticalola	Weaving & Tailoring-Arayapathy	✓	✓
	Weaving & Tailoring-Pandiyaraweli	✓	✓
Anuradhapura	Chili processing plant in Thirappane	✓	✗
Jaffna	Carpentry workshop-Telepalai	NA	✗
	Coir mill-Chavakachcheri	✓	✓
Killinochchi	Sesame oil extraction unit-Krishnapuram	✓	✓
	Organic fertilizer manufacturing-Palai	✓	✗
Puttalam	"Diwiyata Diriya" Charcoal Production Project - Marumgoda	✓	✓
	Eco-Friendly Bags Production Centre - Diulwewa	✓	✓
	Coconut husk processing centre - Mundalama	✓	✓

It was noted that the project was designed to provide the required capital and then train beneficiaries to actively involve in income generation activities and uplift their livelihoods. However, reduced motivation among SME members to stay engaged, particularly in the early stages since the inception of the SMEs was observed during the study. Furthermore, conflicts within the employees/members of certain SMEs had also emerged due to a lack of transparency in the management of resources and funds received from IOM within the SMEs, resulting employee attrition from the SMEs. The project documents revealed that there were initially 386 beneficiaries associated with the 20 SMEs. However, during the study, it was observed that the number of active beneficiaries had significantly decreased to 192, representing a reduction of almost 50% since the inception of the SMEs due the aforementioned reasons among others. The

reasons behind this reduction in active beneficiaries could vary and may require further investigation.

Throughout the study, it was noted that several activities were implemented to foster the growth of skills and infrastructure to create future employment opportunities (outcome 02) and to strengthen the capabilities of government officials and beneficiaries for better employment prospects (outcome 03). Interviews conducted during the study revealed that NCC, SEDD, and NEDA recognized the significance of continued monitoring of Training of Trainers (TOTs) conducted under activity 3.3. As a result, they have incorporated conducting such trainings into their yearly plans to ensure ongoing monitoring and effectiveness.

4.7 Cross Cutting Issues

This section aims to assess the extent to which cross cutting issues such as gender mainstreaming issues and human rights are addressed during the project.

During the KIIs conducted with stakeholders at the national and district levels, it became apparent that the project has placed significant emphasis on gender considerations across its various activities, particularly in terms of beneficiary composition. During the analysis of outcome 01, it was found that the PRNA incorporated a significant number of female beneficiaries. Out of the total beneficiaries, 418 individuals (48%) were females, while 448 individuals (52%) were males. This distribution underscores the project's recognition of the importance of women's participation in the project's inception and their inclusion in decision-making processes.

By including a substantial number of female beneficiaries, the project aims to provide women with opportunities to actively contribute and express their ideas. This approach acknowledges the value of diverse perspectives and ensures that women's voices are heard and considered in shaping the project's objectives and outcomes. Furthermore, when examining the composition of SMEs at their inception, it was found that out of the total 386 beneficiaries, 38% were males, while the remaining 62% were females. This indicated an increased participation of female beneficiaries in the project.

In addition, gender considerations were incorporated into community awareness campaigns and mental health and psychosocial support training for government officials under outcome 01, activity 1.6. The training sessions considered the gender composition, with 240 females and 484 males participating. It was also observed that measures were taken to support women's involvement in SME operations. For instance, in many SMEs, women were granted flexible working hours to manage and attend to their children. Some SMEs even accommodated women employees to bring their children to work. The KIIs conducted at the national and district levels also revealed that special attention had been given to the establishment of SMEs in highly vulnerable communities, including women return migrants.

Likewise, in addition to outcome 01, gender considerations were also considered in outcome 02 and 03 throughout the project. Special trainings were designed with a specific focus on women, showcasing the project's commitment to promoting gender equality and providing targeted opportunities. One example of this was the development of a work-based training program that

specifically targeted women as crane operators. This initiative aimed to empower women by offering them training and skills development in traditionally male-dominated roles. By providing specialized training opportunities for women, the project aimed to break down gender barriers and create pathways for women to access non-traditional employment opportunities.

Through these gender-focused training programs, the project demonstrated its dedication to promoting women's empowerment and addressing gender disparities. By actively engaging women in training and employment opportunities, the project aimed to create a more inclusive and equitable environment where women can thrive and contribute to the workforce in non-traditional roles.

Overall, these findings and observations highlight the project's commitment to addressing gender aspects and promoting inclusivity in its activities.

5. Conclusion

Overall, it was identified that this project met genuine requirements on the ground and was consistent with the important international, national, and internal IOM and ILO policies and plans. Nearly all the planned activities have been carried out, and the corresponding activities were completed.

Relevance: It was identified that, although the threat of the COVID-19 has significantly reduced, the three outcomes and the respective activities of the project continue to be relevant. It was also identified that the skills and knowledge development as well as awareness on safe labour migration had been rightly acknowledged though a gap analysis and implemented during the course of the project. The required initial input for the project has been obtained from a need identification during the project designing stage and the project has considered the needs of stakeholders and beneficiaries during project designing to achieve all three outputs. The acknowledged gaps identified during the project's inception stage and outcomes of the project are still applicable. Therefore, objectives of the project remain valid and pertinent and appropriate to the needs and priorities of the migrants, country and policies. These needs remain unfulfilled due to limited resources, highlighting the ongoing importance of addressing them.

Coherence: The project has been designed and implemented in line with the National COVID-19 Response Plan for Migrant Workers and the Sub Policy and National Action Plan on Return and Reintegration of Migrant Workers. This project has a broader connection to the UN Advisory Note on COVID-19 Socioeconomic Response introduced in July 2020 and the UN Sustainable Development Framework. The project had also aligned with and complemented other initiatives implemented by IOM, ILO, the government, and other national and international actors. For examples, the Reintegration Pilot Project (GOALS). These projects are interlinked with this project to where SMEs are connected for either supply of raw material etc. It was also noted that both organizations support dialogue involving governments, employers' organizations, and workers' organizations to address labor migration challenges collectively. Collaboration between ILO and IOM is noted to be driven by a shared commitment to promoting the well-being of migrant workers, protecting their rights, and creating fair and safe labour migration opportunities. The project had

also aligned with women entrepreneurial development programmes at divisional secretariat levels where beneficiaries/ members of such societies have also become a part of the project. Hence, it can be concluded that the project is aligned with national priorities and strategies, government policies and global commitments.

Effectiveness: When output 01 is considered, there had been significant improvement in the access to services of the beneficiaries as a result of the project. With the development of 20 SMEs the project has improved the livelihood, skills and the infrastructure facilities of the beneficiaries and the community at large. However, there are mixed comments on the extent to which the project had enhanced and uplifted the economic well-being of the beneficiaries by providing sustainable and reliable means of earning a living and improving their income. It is important to note that the evaluation study does not fully reflect the economic development of the beneficiaries, since none of the SMEs had completed a full year of operations, making it too early to draw conclusions about the extent to which the SMEs have contributed to improving the livelihoods of the beneficiaries. When outcome 02 and 03 are considered, both national level and district level stakeholders reported satisfaction with the management of the project by the IOM and the ILO, including the project partners and other relevant coordinators involved in the implementation. This positive feedback reflects the effectiveness of the project's coordination and collaboration efforts, project management and successful achievement of objectives. Moreover, it is important to note that all activity wise targets were achieved indicating the project effectiveness.

Efficiency: It was noted that the project timeline has been extended by four months to ensure the completion of the ILO component of the project. However, this extension has allowed for the full implementation of the project's activities and the achievement of its objectives. IOM has also engaged in negotiations to ensure that necessary resources and support were in place to facilitate the smooth functioning of the SMEs. Furthermore, to disseminate awareness on Safe Migration, the project has effectively utilized relevant government officials by providing them with the necessary trainings. The project has also established partnerships with both public and private stakeholders where these partnerships have been instrumental in leveraging the expertise and experience of these stakeholders to achieve the activities under the three project outcomes. Therefore, it can be concluded that clear project planning, stakeholder engagement, performance tracking and monitories have been initiated as the measures taken to achieve project outcomes and impact during the project life span.

Impact: The establishment of SMEs and the provision of infrastructure support have had positive economic impacts on both direct and indirect beneficiaries in terms of income and skill development. In addition, social impact of the project was observed through the improved social networks of the beneficiaries. This has also helped to improve beneficiaries' economic well-being and provide them with greater financial stability. Outcomes 02 and 03 of the projects, which focus on skill development for future employment opportunities and institutional capacity development, have had a positive impact on better employability and economic conditions. It is evident that the project has addressed the needs of migrants and the host community, equipping them with the necessary skills and enhancing the capacity of relevant institutions to support their employment and economic growth both in the short-term and the long-term.

Sustainability: During the implementation of the project activities, it was noted that government officials had been active members and contributed to the project in different levels. It was also evident that there was a system in place to closely monitor the activities of the SMEs by the IOM/Partners and other various entities. SMEs were also offered financial assistance for utilities and raw materials for a period of six months after the SMEs were launched. However, it was identified that the involvement in ensuring the operational continuity of the SMEs by the government officials could be limited since they only involve in a policing role in the SMEs. Furthermore, a mechanism for continuous trainings for SME members since the trainings provided by IOM have not been explicitly identified during the evaluation, which may pose challenges relating to the sustainability of skills and knowledge of SME members. Moreover, reduced motivation among SME members to stay engaged, particularly in the early stages since the inception of the SMEs was observed during the study. It was also observed that the SMEs were not registered as businesses where all of them have been registered only as cooperative societies under the Cooperative Societies Act of 2021. Throughout the study, it was also observed that various activities were undertaken to promote the development of skills and infrastructure for future employment opportunities under outcome 02 and to enhance the capacity of government officials and beneficiaries for improved employment prospects under outcome 03. Furthermore, it was noted that stakeholder organizations related to output 03 have recognized the significance of continued monitoring of TOTs where they have incorporated conducting such trainings into their yearly plans to ensure ongoing monitoring and effectiveness.

Cross Cutting Issues: During the interviews conducted, it became evident that the project has placed significant emphasis on gender considerations across its various activities, particularly in terms of beneficiary composition. Special attention had been given to the establishment of SMEs in highly vulnerable communities, including women return migrants. Gender considerations were also considered in output 02 and 03 throughout the project as applicable. Special trainings were designed with a specific focus on women, showcasing the project's commitment to promoting targeted opportunities. Overall, these findings and observations highlight the project's commitment to addressing gender aspects and promoting inclusivity in its activities.

6. Lessons Learned and Recommendations

6.1 Lessons Learned

- A successful collaboration between and ILO and IOM to leverage the expertise, resources, and networks with different stakeholders such as key central government officials (District Secretary, Divisional Secretary, the representatives from the MoL&FE, SLBFE, FEDDO, FEDO, EDO, Grama Niladhari), government agencies, non-government organisations and partnerships with SAFE, CDS & OECRP was observed. This has helped to maximize project impact and sustainability and also for the successful implementation of the project outcomes.
- Need identification in a participatory approach had played a vital role for the success of the project with the understanding the local context and dynamics with a bottom-up

approach (For example, the PRNA to identify local field-level needs). Conducting a comprehensive needs assessment at the beginning of the project had helped to identify the specific challenges and needs of migrant workers in their process of socioeconomic reintegration. This has benefited the project beneficiaries as well as the community in large.

- Resourcing with infrastructure, capital investment and working capital provided together with the capacitating of beneficiaries with the required training had a positive impact on the continuation and the sustainability of the project outcomes. For instance, continuous monitoring and assisting the SMEs during the project duration by IOM had become a relief for the SMEs to grow and reach some level of stability in the first few months.
- The project activities aimed at capacitating government officials involved in the project through ToT programs and other training initiatives have had a positive effect on the delivery. This has helped to enhance skills and knowledge and improve efficiency and effectiveness.
- The establishment of a pre-determined time frame to provide assistance for SMEs can indeed create a need for self-sustainability and can be considered a business incubator model. This approach has the potential to change the beneficiaries' mindset from one of continuous dependency to a mindset focused on growth and sustainability.
- SMEs were registered as Cooperative Societies under the Cooperative Societies Act of 2021, granting them legal status. This initiative is recognized as a positive step towards establishing a formal structure and legal framework for the SMEs and also providing a solid foundation for their sustainability and long-term viability.
- Development of online platforms to apply for RPL and self-assessments can be identified as a very good initiative to digitalize the services for better and more efficient facilitation.
- The study highlighted importance of continuous training and capacitating of identified beneficiary groups including government officials as a key initiative contributing towards the sustainability of the activities of the project among other reasons.
- Involvement and assistance received by different project partners such as TVEC, NAITA, EFC, NYC, NIOSH, NEDA, NCC, SEDD, NUSS, FCCISL and the continuous and effective communication with ILO derived for the successful completion of the activities under each Outcome.

6.2 Recommendations

- Efforts should be made to make the participation of DOs and Divisional Secretariat Offices for the monitoring and supervision of the SMEs mandatory and institutionalizing it as a responsibility. Additionally, engaging them and creating awareness about the importance of continued supervision and support for the SMEs can help to foster their involvement beyond the project's duration. This (among others) will enhance the sustainability and long-term success of the SMEs.
- Establish a mechanism for continuous training and capacity building (connections) beyond the project duration. This can involve partnerships with relevant stakeholders, such as industry associations or training institutions, to provide ongoing support and skill development for the SME members.
- Establish comprehensive support in utilizing digital marketing tools, exploring new market opportunities (access to new markets – fair trade), and establishing strong market linkages through digital marketing training and resources, introducing access to e-commerce platforms, collaboration with digital marketing experts, etc.
- Accommodate both time and performance-based criteria to incentivize SMEs to strive for better results and growth beyond the initial support period. Consideration of a performance-based mechanisms or milestones could help encourage and reward the achievements and progress of the SMEs. It is important to evaluate and potentially incorporate performance-based criteria to further incentivize the SMEs for working capital expenses of the SMEs including utility, raw material and allowances.
- An allowance for the workers of the established SMEs could be facilitated by the project during the initial months since the inception of the SMEs. Five SMEs were identified to have not paid any salary for its employees since inception due to less/no sales. This was identified to have resulted in negative consequences, leading to reduced motivation among SME members to stay engaged.
- Mechanisms could be in place to make the SMEs registered as a business (depending on the number of beneficiaries) to bring to more stability and contribute for growth.
- Activities under the three outcomes in the project could have been complementing each other. For example, there have been good initiatives to provide market linkage trainings for MSMEs and selected entrepreneurs under activity 3.4 in outcome 03. The beneficiaries of this activity could be a subset of the SMEs establish under outcome 01.
- Consider institutionalizing project outcomes through government policies and strategies in ensuring their long-term continuation and sustainability. By incorporating project outcomes into established government frameworks, the benefits and impact of the project can be extended beyond its duration. This could be achieved through policy integration,

engaging with policymakers and decision-makers to advocate for the inclusion of project outcomes in relevant policies and strategies, allocating financial and human resources to sustain and support the institutionalized project outcomes, etc.

- A study could be conducted in another one years' time followed by the development of SMART indicators to identify the long-term impact of the project (benefits realization beyond the project duration). Since the SMEs have not yet completed one year since their inception, a follow-up assessment after a year will provide a more comprehensive understanding of the project's effectiveness and impact. Further, a follow up could be conducted the beneficiaries who had received trainings among other benefits form the project.
- Creating a mechanism to incorporate the trainings identified in this project for the training provided for migrants before leaving the country. Safety, health, career guidance, caregiving, and financial management courses could be further expanded in the pre departure training in collaboration with NIOSH, SEDD, TVEC, NAITA, DME, FCCISL, NUSS, NCC, NEDA, NYSC and Together with Youth- Colombo.
- Establish a process for monitoring the long-term viability of training initiatives carried out in alignment with outcomes 2 and 3. Additionally, formulate phase 2 training sessions aimed at addressing any recognized deficiencies in knowledge and skills.
- Create platforms for beneficiaries who have completed training programs conducted under outcome 2 and 3 to connect with each other and share experiences. These networks can serve as support systems, provide opportunities for collaboration, and facilitate the sharing of job leads or entrepreneurial partnerships. These networks can also serve as valuable resources for future program improvements and evaluations.

7. Annexures

7.1 Evaluation Matrix

1 – Government Officials – National Level

2 – IOM

3 – ILO

4 – Training Institutions

5 – District Level Field Officers 6 – Migrant/Host Community

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
1. Relevance: Is the intervention doing the right things?								
1.1 Do the project’s expected outcomes and outputs remain valid, pertinent and appropriate either as originally planned or as subsequently modified to the needs of migrant workers, country as well institutions, policies, priorities of the migration sector, donor expectation	1.1.1 Are the project's objectives and outcomes of the project has remained valid from the original plan?	a) Quality and alignment of the indicators to support the objectives and outcomes (e.g.: number or percentage of migrants due to COVID 19 and members host community benefited through the project)	KII	KII	KII			
1.2 To what extent were the needs of stakeholders and beneficiaries considered during project design?	1.2.1 What were the needs of the beneficiaries at the onset of the project?	a) Quality and availability of the initial needs’ assessment.	KII	KII				
	1.2.2 Did the context/needs evolve over time? 1.2.3 Did the	b) Capacity of the project to adequately adjust to meet the needs of beneficiaries, as reflected in needs analysis, changes in	KII	KII	KII		FGD	

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
	project adjust to meet the local needs?	activities, targets, tools, approaches						
1.3 Is the project aligned with national priorities and strategies, government policies and global commitments	1.3.1 How the project outcomes are aligned with national policies and strategies such as National COVID-19 response plan for migrant workers, National labour migration policy, sub-policy for return and reintegration etc.	a) Quality and alignment of project outcomes with the national level strategies and policies	KII	KII	KII			
2. Coherence: How well does the intervention fit?								
2.1 To what extent has the project design pursued a coherent response to COVID-19 economic effects or compliment the priorities of the government pertaining to migrant workers?	2.1.1 How does the project support these activities? 2.1.2 How does the project respond to covid 19 economic effects or complement the	a) Examples of synergies between projects and incremental changes over time (e.g., similar results; use of lessons learned, etc.)	KII	KII	KII			

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
	priorities of the government?							
2.2 How does this project align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors?	2.2.1 How was the project coordinated with other non-IOM/ ILO projects conducted within the same thematic area?	a) Coordination and communications mechanisms are in place to manage similar projects and avoid overlaps.	KII	KII	KII			
		b) Existence of coordination/information-sharing mechanisms with project partners involved in the same thematic area.	KII	KII	KII			
		c) Examples of synergies created to improve the outcomes of all interventions.	KII	KII	KII			
3. Effectiveness: Is the intervention achieving its objectives?								
3.1 To what extent has the project and its outputs enhanced the beneficiaries' access to services	3.1.1 How has the project improved the access to services of the	a) Improvement in the livelihood of the beneficiaries due to the project					FGD	SQ

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
(livelihood/infrastructure, skills development etc.) and the capacities of Government officials and actors involved?	beneficiaries 3.1.2 How is the capacity of the government officials and actors involved on the process?	b) Improvement in the skills of the beneficiaries due to the project					FGD	SQ
		c) Improvement in processes and infrastructure due to the project	KII				FGD	SQ
		C) Level of involvement of the government officials in the project	KII				FGD	
		d) Trainings received by the field level government officials	KII				FGD	
4. Efficiency: How well are resources being used?								
4.1 To what extent were resources (time, funds, expertise) used wisely and adequately to address the most compelling priorities and achieve the outputs, outcomes and impact?	4.1.1 Has the project coordination been done in the most efficient way, to ensure maximization of resources and timely implementation? 4.1.2 Were the project activities undertaken as	a) Extent to which the targets were reached within the timelines scheduled.	KII	KII	KII	KII	FGD	
		b) Changes made to the targets were discussed and agreed upon with the donor.	KII	KII	KII			
		C) Availability of resources to function the infrastructure developed	KII	KII	KII	KII	FGD	SQ

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
	scheduled and were outputs delivered on time and in expected quantity? If not, what was the reasons?	d) If the project has been initiated with adequate resources and training	KII	KII	KII	KII	FGD	SQ
	4.1.3 Has the project allocated sufficient resources to integrate gender and human rights in the design, implementation, and monitoring of the project outcomes?	e) Extent to which the resources have been efficiently utilized	KII	KII	KII	KII	FGD	SQ
4.2 What were the counter measures taken to achieve project outcomes and impact during the project life span?	4.2.1 What were the countermeasures taken to achieve project outcomes and impact?	a) Availability of countermeasures to achieve the project outcomes	KII	KII	KII			
		b) Impact of the countermeasures taken	KII	KII	KII	KII	FGD	SQ
5. Impact: Positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intentionally or unintentionally								
5.1 What long-term changes can be observed in the target population/key	5.1.1 What changes were observed after the	a) Changers observed after the project implementation in terms	KII	KII	KII	KII	FGD	SQ

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
stakeholders, including unforeseen or unexpected changes and	project implementation in terms of the target population and key stakeholders? 5.1.2 What is the likely contribution of the project to the observed changes? 5.1.3 How could impact be maximized in the future	of target population and key stakeholders						
		b) Newly trained occupations of the migrants and host community	KII	KII	KII	KII	FGD	SQ
		c) Measures taken to maximize the impact of the project	KII	KII	KII			
5.2 What are the intended and unintended impacts emerged from the project interventions	5.2.1 Positive or negative unexpected changes after the project implementation?	a) Evidence of positive or negative unexpected changes following project implementation.	KII	KII	KII	KII	FGD	SQ
6. Sustainability: The durability of the project's results or the continuation of the project's benefits once external support ceases								
6.1 Are structures, resources and processes in place to ensure that benefits generated by the project continue?	6.1.1 What are the structures, resources, and processes in place to ensure the benefits generated	a) Continued operation and maintenance of project facilities	KII	KII	KII	KII	FGD	
		b) Continued flow of net benefits	KII	KII	KII			

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
	by the project continue?	c) Equitable sharing and distribution of project benefits	KII	KII	KII	KII	FGD	
	6.1.2 Did local partners and stakeholders participate in the implementation of the project to guarantee a sense of ownership and interest in sustainability?	d) Continued community participation		KII	KII	KII	FGD	SQ
	6.1.3 Are the results obtained sufficient to draw any conclusion on the sustainability before the actual end of the project/program?							
6.2 How likely will the project lead to results that will be sustained or integrated in other post-pandemic responses over time?	6.2.1 What are the measures taken in terms of project sustainability?	a) Project reports and lessons learned that can be used to inform the follow up project	KII	KII	KII	KII	FGD	SQ
7. Cross-cutting issues:								

Evaluation Questions		Indicators	Data collection tools and stakeholder					
			1	2	3	4	5	6
7.1 To what extent were gender mainstreaming issues considered in design and implementation?	7.1.1 What are the key achievements of the project on gender equality and assuring the human rights of the targeted migrant workers?	a) Evidence of key achievements of the project on gender equality	KII	KII	KII		FGD	
	7.1.2 To what extent were differences, needs, roles and priorities of women, men and specific vulnerable groups considered during planning and implementation?	b) Evidence of consideration on differences, needs, roles, and priorities of women, men, and vulnerable groups	KII	KII	KII	KII	FGD	SQ
		a) Woman: Man ratio in the beneficiaries considered and disadvantageous workers	KII	KII	KII	KII	FGD	SQ
		b) Evidence of vulnerable workers who benefited from the project	KII	KII	KII	KII	FGD	SQ

7.2 Interview Summary

Interviewees	Designation	Name of the Organization	Date
Mr. Nikarikanth Mr. S.M. Piyathissa	Senior Secretary Development Additional Secretary Development	Ministry of Labour and Foreign Employment	20th June 2023
Dr. Janaka Jayalath	Deputy Director General	TVEC team Colombo	21st June 2023
Dr. Ajith Polwatta	Director NVQ	TVEC team Colombo	22nd June 2023
Mr. Somasiri Senavirathna Mr. Sisira Kumara	Former CEO and Project Manager	SYIB association Colombo	4th July 2023
Mr. Mohan Perera	Director	Together with Youth-Colombo	23rd June 2023
Mr.N.Harsha Jayarathna	Chairman/CEO	Safe Foundation-Anuradapura	26th June 2023
Dr. Champika Amarasingha	Director General	National Institute of Occupational Safety and Health (NIOSH)	30th June 2023
Mr. Rashitha Delapola	Director (Technical & Vocational Training)	NYSC - Colombo	26th June 2023
Mr. Samantha Pathirahna	Lead Consultant	Pass Asia Consultancy	4th July 2023
Mr. Sujeewa Wickramasinghe	Training Director	NAITA	22nd June 2023
Mr. Manoj	Director	Skills Passport Unit-TVEC	21st June 2023
Mr. Jalitha Hewage	Project Manager	EFC	22nd June 2023
Ms. Champika Shiromali	Director	Department of Manpower and Employment (DME)	30th June 2023
Mr. Sujeewa Wickramasinghe	Training Director	NAITA	22nd June 2023
Mr. Indika Padukka	Project Manager	Federation of Chamber of Commerce (FCCISL)	21st June 2023
Mr. Palitha Athukorala	Trade Union Leader	National Union of Sea farers (NUSS)	22nd June 2023
Mr. Sampatha Erahapola	Chairman	NCC	26th June 2023
Mr. Dhanuka Liyanagamage	Director	NEDA	27th June 2023
Ms. Janaki Wijesiri	Assistant Director	SEDD	5th July 2023

7.3 List of documents reviewed.

- 01-Apr-2021 to 30-Sep-2021- Narrative Interim Report -1
- 01-Oct-2021 to 31-Mar-2022- Narrative Interim Report 2
- 01-Apr-2022 to 30-Sep-2022 - Narrative report – 3
- 1 October 2022 to 31 December 2022 - Narrative Interim Report - 4
- Baseline Research Reports
- Sub Policy and National Action Plan on Return and Reintegration of Migrant Workers
- National COVID-19 Response plan for Migrant workers.

7.4 Evaluation Questionnaires

7.4.1 Guided Questions | National Level KIIs for Category 01 Stakeholders

The below guided questions are applicable only for the stakeholders such as Key central government officials including District Secretary/the representatives from the MoL & FE, SLBFE, CDS, SAFE Foundation, OECRP, Pass Asia Consultancy with NEDA, NCC, and SEDD.

1. Basic introduction of the interviewees, their responsibilities and experience relevant to the project-related area.
2. Activities performed under this project
3. What are the intended and unintended impacts emerged from the project interventions?
4. Did local partners and stakeholders participate in the implementation of the project to guarantee a sense of ownership and interest in sustainability?
5. To what extent were differences, needs, roles and priorities of women, men and specific vulnerable groups considered?
6. At what level are gender equality and gender mainstreaming issues considered?
7. What are the key achievements of the project on gender equality and assuring the human rights of the targeted migrant workers?
8. To what extent were the rights and dignity of beneficiaries upheld by the project and its partners throughout the implementation?
9. Are there any structures, resources, and processes in place to ensure that the benefits generated by the activity continue?
10. How will the results of the activity performed lead to results that will be sustained or integrated into other post-pandemic responses over time?
11. Based on your understanding, how could the impact of the project be maximized in the future?
12. Based on your experience, are the results obtained sufficient to draw any conclusion on sustainability before the actual end of the project/programme?

Note:

Apart from the guided questions mentioned, additional situational-based questions shall be asked during KIIs to verify the outcomes of the project.

7.4.2 Guided Questions | National Level KIIs for Category 02 Stakeholders

The below-guided questions are applicable only to the Key project Stakeholders of the IOM

1. Basic introduction of the interviewees, their responsibilities and experience relevant to the project-related area.
2. Activities performed under this project
3. What are the intended and unintended impacts emerged from the project interventions?
4. To what level did the needs of stakeholders and beneficiaries were considered in the project design?
5. How well the project is designed to align with IOM/ILO project development guidelines in a way that addresses local priority needs?
6. Is the project aligned with national priorities and strategies, government policies and global commitments such as the national COVID-19 response plan for migrant workers, National labour migration policy, sub-policy for return and reintegration etc.?
7. Was consideration on human rights and gender equality adequate during the project design?
8. To what level does the project design consists of a coherent response to COVID-19 economic effects or complement the priorities of the government pertaining to migrant workers?
9. How well does the project align and match other related initiatives, whether implemented by IOM, the government, or other national and international actors?
10. Are there any added values of this project and how can they be compared to other projects?
11. Were project activities sufficiently coordinated with other actors?
12. How good the project has adapted to the changing external conditions to ensure project outcomes are achieved?

Note:

Apart from the guided questions mentioned, additional situational-based questions shall be asked during KIIs to verify the outcomes of the project.

7.4.3 Questions | National Level KIIs for Category 03 Stakeholders

The below-guided questions are applicable only to the Key project Stakeholders of the ILO

1. Basic introduction of the interviewees, their responsibilities and experience relevant to the project-related area.
2. Activities performed under this project
3. What are the intended and unintended impacts emerged from the project interventions?
4. To what level did the needs of stakeholders and beneficiaries were considered in the project design?
5. Is the project aligned with national priorities and strategies, government policies and global commitments such as the national COVID-19 response plan for migrant workers, National labour migration policy, sub-policy for return and reintegration etc.?
6. Was consideration of human rights and gender equality adequate during the project design?
7. To what level does the project design consists of a coherent response to COVID-19 economic effects or complement the priorities of the government pertaining to migrant workers?
8. How well does the project align and match other related initiatives, whether implemented by ILO, the government, or other national and international actors?
9. Are there any added values of this project and how can they be compared to other projects?
10. Were project activities sufficiently coordinated with other actors?
11. How well the project has adapted to the changing external conditions to ensure project outcomes are achieved?

Note:

Apart from the guided questions mentioned, additional situational-based questions shall be asked during KIIs to verify the outcomes of the project.

7.4.4 Guided Questions | National Level KIIs for Category 04 Stakeholders

The below guided questions are applicable only to the stakeholders including NAITA/ TVEC/ VTA/ DTET/ NYC/ CBO/ NGOs/ EFC.

1. Basic introduction of the interviewees, their responsibilities and experience relevant to the project-related area. – qualitative
2. What are the activities you are involved in? (Activities shall be mentioned by the interviewer during the interview)
Based on the activities you were involved in,
3. Do the expected outcomes and activities of the project remain valid and pertinent as they were originally planned or modified?
4. Do those outcomes align with the needs of migrant workers, the country as well as institutions, policies, priorities of the migration sector and donor expectations?
5. To what extent did the needs of stakeholders and beneficiaries were considered in the project design?
6. Is the activity aligned with national priorities and strategies, government policies and global commitments such as the national COVID-19 response plan for migrant workers, National labour migration policy, sub-policy for return and reintegration etc.?
7. How adequately were human rights and gender equality taken into consideration during the activity design?
8. How well the activity interventions have been relevant to women or any other disadvantaged workers and their needs?
9. Up to what extent does the outcome design consists of a coherent response to COVID-19 economic effects or complement the priorities of the government pertaining to migrant workers?
10. How does this outcome align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors?
11. Are there any added values of this outcome?
12. Were the considered activity activities sufficiently coordinated with other actors?
13. To what extent has the project and its activities enhanced beneficiaries' access to services such as livelihood, infrastructure, skills development, etc.?
14. To what extent has the project and its outcomes enhanced the capacities of the government officials and actors involved?

15. To what extent does the project has adapted to the changing external conditions to ensure project outcomes are achieved?
16. What were those major external factors influencing the achievement of the project's expected activities and outcomes, including both contextual factors and other related interventions? – qualitative
17. To what extent were resources (time, funds, expertise) used wisely and adequately to address the most compelling priorities and achieve the activities, outcomes, and impact?
18. Has the project coordination been done in the most efficient way, to ensure maximization of resources and timely implementation?
19. Were the project activities undertaken as scheduled and were activities delivered on time and in expected quantity?
20. What were the countermeasures taken to achieve project outcomes and impact during the project life span? – qualitative
21. Has the project allocated sufficient resources to integrate gender and human rights in the design, implementation and monitoring of the project outcomes?
22. What type of long-term changes can be observed in the target population/key stakeholders, including unforeseen or unexpected changes as impacts of the project? – qualitative
23. What is the likely contribution of the project to the observed changes? – qualitative
24. Based on your understanding, how could the impact of the project be maximized in the future? – qualitative
25. What are the intended and unintended impacts emerged from the project interventions? – qualitative
26. Are structures, resources, and processes in place to ensure that the benefits generated by the project continue?
27. How likely will the project lead to results that will be sustained or integrated into other post-pandemic responses over time?
28. Did local partners and stakeholders participate in the implementation of the project to guarantee a sense of ownership and interest in sustainability?
29. Based on your experience, are the results obtained sufficient to draw any conclusion on sustainability before the actual end of the project/programme?
30. To what extent were gender mainstreaming issues considered in the design and implementation of the project?

31. What are the key achievements of the project on gender equality and assuring the human rights of the targeted migrant workers? – qualitative
32. To what extent were differences, needs, roles and priorities of women, men and specific vulnerable groups considered during the planning and implementation of the project?
33. To what extent were the rights and dignity of beneficiaries upheld by the project and its partners throughout the implementation?

Note: When answering all the above questions, the below activities shall be considered depending on the stakeholder involvement in each outcome. (Activity no: 1.5, 1.6, 2.1, 2.2, Sub-activity 01, Sub-activity 02, 2.3 a, 2.4, 2.6, 3.2, 3.3)

TVEC

1. What is the effectiveness of developing training modules and assessment tools in digital format in the identified 15 occupations and how many were digitalized (**Activity 2.1**)?
2. What is the effectiveness of “Online Knowledge Assessment System (OKA) for upgrading the recognition of prior learning (RPL) system” (**Activity 2.1**)?

NYCS

1. What is the progress of the SMART classroom (**Activity 2.4**)?

CBO & NGOs

- 1 How many government officials, CBOs, NGOs and community leaders have been trained using the Training of Trainer (TOT) manual (Activity 1.5)?
- 2 What is the effectiveness of the safe migration leaflets and how many migrants have participated in the awareness sessions (Activity 1.5)?

NAITA

- 1 What is the progress of facilitating RPL assessment (Activity 2.6)?
- 2 How RPL is important for the return and aspirant migrant workers and how NAITA has facilitated this through the project?

EFC

- 1 What is the effectiveness of the issuance of Skills Passports to migrant workers who acquire NVQ qualifications through the ongoing interventions (Sub-activity 01)?

7.4.5 Guided Questions | District Level KIIs and FGDs for Category 05 Stakeholders

The below guided questions are applicable for stakeholders including Key central government officials, District Secretary/ The representatives from the SMFE, FEDO, SLBFE, CDS, SAFE, OECRP as applicable.

General guiding questions for the KIIs and FGDs

1. Basic introduction of the interviewees (name, age, years of working experience in the current designation), their responsibilities and experience relevant to the project-related area.
2. Brief introduction to the SME and its operation?
3. An understanding to the PRNA (Participatory Rural Needs Assessment) for the selection of the SME ideas?
4. What is the composition of the SME in terms of the members/stakeholders?
5. What was the basis in selecting or shortlisting the members/stakeholders for the program?
6. Are there any structures, resources, and processes in place to ensure that the benefits generated by the project continue? (e.g.: constitution)
7. How will the project lead to results that will be sustained or integrated in other post-pandemic responses over time?
8. Did local partners and stakeholders participate in the implementation of the project to guarantee a sense of ownership and interest in sustainability? If yes, who are those partners?
9. Based on your experience, are the results obtained sufficient to draw any conclusion on sustainability before the actual end of the project/programme?
10. At what level are gender equality and gender mainstreaming issues considered in the implementation of the project?
11. How does the project design determine the ownership of assets and transfer of them to beneficiaries in the long run?
12. What is the date/month of proposal submission for the project and the date/month of initiation of the project?
13. Was there a considerable delay in initiating the project since the project proposal submission?

14. If yes, have you taken any countermeasures for those delays? What are those?
15. Have you participated in deciding the business structure and hierarchy of the SME/(s)?
16. Is there monitoring for transparent and sustainable usage of funds and assets provided by IOM? How is it structured?
17. In your opinion to what extent has the project and its outputs enhanced the beneficiaries' access to services (livelihood/infrastructure, skills development)
18. Based on your understanding, how could the impact of the project be maximized in the future?
19. What are the intended and unintended impacts emerged from the project interventions?
20. Based on your understanding, how does this project align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors?
21. What other governmental institutions or officers actively involved in this program and how was their involvement?

Note:

Apart from the guided questions mentioned, additional situational-based questions shall be asked during KIIs and FGDs to verify the outcomes of the project.

7.4.6 Guided Questions | Survey Questionnaire for Category 06 Stakeholders

The below-guided questions apply only to the migrants and the members of the host community in the SME locations.

(If the respondent is a host community member, skip Section 01)

Demographic Information

- 1 Name of the respondent:
- 2 Age of the respondent:
- 3 District:
- 4 DSD:
- 5 GND:
- 6 Contact number:
- 7 Sex:
- 8 Number of household members:
- 9 Marital status:
- 10 Level of education:
- 11 Is your household female-headed?
- 12 Do you have children below 18 years?

Foreign Employment

- 1 How long were you overseas during your last employment?
- 2 How long were you overseas in total?
- 3 When did you return (Year/ Month)?
- 4 What was your last job overseas?
- 5 What was the country of your last employment?
- 6 What was your last month salary?
- 7 What was the reason for you to return from overseas?

Current Employment, Income and Expenditure

- 1 Are you currently working?
- 2 If “Yes” to the above question, what is your current employment status?
- 3 What is your current job?
- 4 What is your current monthly income?
- 5 What was your monthly income before COVID 19?

- 6 What is your current household income in total?
- 7 What is your current household expenditure in total?
- 8 Are you satisfied with your current employment?

Participation in Programs/Training

Section 01 - in Entrepreneurship and Entrepreneurial Motivation Training

- 1 Have you participated in Entrepreneurship and Entrepreneurial Motivation Training?
(Yes / No)
- 3 What are the areas covered in the program/ training you participated in? Please tick what is applicable from the below

	Skill development (relevant to the industry)
	Marketing
	Leadership and attitude development
	Entrepreneurial Motivation
	Other (mention below)
	1.
	2.

- 4 In general, was that program/ training useful for you? (Yes / No)
- 3.1 If no, what is the reason for that?
- 5 How satisfied are you with the assistance received by the resource person (by Trainers or organizers)?

1. Not at all	2. Poorly satisfied	3. Fairly satisfied	4. Very well satisfied	5. Extremely satisfied
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- 6 How well does this assistance address your most pressing needs?

1. Not at all	2. Poor	3. Fairly well	4. Very well	5. Extremely well
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- 7 How satisfied are you with the methods/ tools that were used to deliver the program/ Training?

1. Not at all	2. Poorly satisfied	3. Fairly satisfied	4. Very well satisfied	5. Extremely satisfied
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- 8 Have you or your geographical area received any value-added services as a part of the project/ training implementation? (Yes / No)

- 8.1 If “yes”, share a list of services being provided as part of the project/ training.
- 9 Was this programme/training useful in facing the COVID 19 economic impact?
- 10 Based on your experience, how could these programs/training improved further?
- 11 What addition trainings could have been provided?
- 12 Additional comments

Section 02 - Only applicable for host community members

1. How did you become aware of the program conducted?
2. How long have you been engaged with this program?
3. What benefits have you gained through this program?
4. Have you received any training any training provided as a part of this program?

Yes/No

4.1 If yes, what training you received?

	Skill development (relevant to the industry)
	Marketing
	Leadership and attitude development
	Entrepreneurial Motivation
	Other (mention below)
	1.
	2.

5. Have you faced any issues within the program? if yes what are those?
6. Based on your experience, how could these programs/training improved further?
7. What addition trainings could have been provided?

Future Plans

- 1 Do you have any plans to go abroad for employment?
- 2 If “Yes” why and when are you planning to go abroad?

Note:

Apart from the questions mentioned, additional situational-based questions shall be asked to verify the outcomes of the project.

7.4.7 Terms of Reference



TERMS OF REFERENCE

**Final evaluation
of Project for Supporting the Socioeconomic Reintegration of Sri Lankan Migrant Workers
Repatriated due to the COVID-19 Outbreak**

Commissioned by: IOM country office Sri Lanka

Managed by: IOM – Protection Unit (PXU)

Evaluation context

Established in 1951, the International Organization for Migration (IOM) works closely with governmental, intergovernmental, and non-governmental partners. IOM is dedicated to promoting humane and orderly migration for the benefit of all. It does so by providing services and advice to governments and migrants.

Approximately 1.5 million Sri Lankan migrant workers are employed overseas.¹ On average, 200,000 workers leave Sri Lanka annually to work abroad.² As per the Sri Lanka Bureau of Foreign Employment (SLBFE) statistics, the year 2018 has recorded 55.2 percent of the total departures for foreign employment representing less skilled and domestic worker categories. Private remittances sent to Sri Lanka in 2017 were equivalent to US\$ 7.19 billion which was approximately 63% of total export earnings and 9% of Gross Domestic Product in Sri Lanka. Earnings from these foreign remittances constitute one of the main streams of foreign exchange revenue to Sri Lanka.

¹ Corporate Plan, Sri Lanka Bureau of Foreign Employment 2017 – 2021, <http://www.slbfe.lk/file.php?FID=386>, and see, National Policy & Action Plan on Migration for Employment for Sri Lanka 2020 – 2023 (2020), unpublished

² *Ibid.*

The COVID -19 pandemic resulted in many migrant workers being forced out from work specially in the Middle Eastern region, Italy and South Korea where most of Sri Lanka's migrant workers are based.³ Migrants experienced loss of employment and non-payment of wages due to the lockdowns, creating a sudden decline in remittances that contribute to the national economy.⁴ This resulted in many migrant workers returning to Sri Lanka during 2020-2021, thus creating a massive deficiency in the socio-economic status of the returned migrant workers and their communities.

Upon their return, these migrant workers encountered social, economic, and psychological challenges, and required immediate, medium, and long-term interventions for effective reintegration into their communities. To address these challenges, the International Organization for Migration (IOM) in collaboration with the International Labour Organization (ILO) are implementing a project to support the socio-economic reintegration of repatriated Sri Lankan migrant workers due to COVID-19 pandemic.

The objective of the project is to contribute towards the sustainable socioeconomic reintegration of returnee migrant workers. In line with this objective, IOM and ILO initiated three parallel processes; the first process focused on addressing the protection needs of returnee migrants and prepare them for effective social reintegration, the second process targeted skills development for future employment opportunities and the third process focused on institutional capacity development. The project has the following outcomes:

1. Migrant returnees impacted by COVID-19 have sustained or restored their livelihoods through community infrastructure or access to employment opportunities and are able to take ownership of their recovery processes along with their communities and local administrations.
2. Reduced vulnerability of returnee migrant workers through enhanced skills development for future employment opportunities.
3. Improved capacity of government institutions facilitates consistent economic participation of migrant returnees.

Evaluation purpose and objective

The purposes of the final evaluation are both for accountability to the donor, the government, beneficiaries and other stakeholders; and for learning among all stakeholders including IOM and ILO. The findings will contribute to improving joint programming and similar interventions in the future.

The specific objectives of the evaluation are to assess the following:

- Assess the Relevance (Assess the extent to which the needs of stakeholders and beneficiaries were considered during project design and if the project is aligned with national priorities and

³ Interactive Dialogue with Special Rapporteur on the Human Rights of Migrants, Statement by Sri Lanka, Session 44, Human Rights Council, 06.07.2020, <https://www.mfa.gov.lk/44th-hrc-statement-06-june/>

⁴ COVID-19 Crisis Through a Migration Lens: <http://documents.worldbank.org/curated/en/989721587512418006/pdf/COVID-19-Crisis-Througha-Migration-Lens.pdf>

strategies, government policies and global commitments), Efficiency, Impact, Coherence, effectiveness, sustainability of the project.

- Identify lessons learnt and good practices that can and should be replicated.
- Provide recommendations

Evaluation scope

The evaluation should cover **all activities implemented throughout the project period**. The evaluation shall cover all **geographical areas under the project (Kalutara, Ratnapura, Puttalam, Galle, Kurunegala, Anuradhapura, Batticaloa, Kilinochchi, Jaffna, Kandy, Gampaha and where national level meetings/activities have taken place in Colombo)** and all National level interventions, implemented by IOM, ILO and project partners under the project. More specifically, the evaluation will analyze to what extent objectives and results were achieved and who benefited from them.

The core cross-cutting priorities, such as gender equality and human rights should be considered in this evaluation. Gender dimension will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation.

Evaluation criteria

The evaluation will assess the performance of the project against the OECD-DAC criteria of relevance, effectiveness, coherence, efficiency, impact and sustainability. The evaluation is also expected to assess the extent to which the project integrated cross-cutting issues including gender and human rights. In order to assess what worked and what did not work the evaluation is also expected to assess the project overall logic and implementation processes to determine how the project was adequate to local need

Evaluation questions

Criteria	Specific questions
Relevance	<p>Relevance– The extent to which the project’s objective and intended results remain valid and pertinent either as originally planned or as subsequently modified. More specifically, the evaluation will seek to provide informed answers to the following questions:</p> <ul style="list-style-type: none"> • Do the project’s expected outcomes and outputs remain valid, pertinent and appropriate either as originally planned as subsequently modified to the needs of migrant workers, country as well institutions, policies, priorities of the migration sector, donor expectation. Extent

	<p>to which the approaches is in line with IOM/ILO country programmed UNSDAF Sri Lanka and national frame works.?</p> <ul style="list-style-type: none"> •To what extent were the needs of stakeholders and beneficiaries considered during project design? Is the project well designed according to IOM project development guidelines in a way that address local priority needs? •Is the project aligned with national priorities and strategies, government policies and global commitments? (E.g.: National COVID-19 response plan for migrant workers, National labour migration policy, sub-policy for return and reintegration etc.) •How adequately were human rights and gender equality taken into consideration during the project design? •Has the project interventions been relevant to women or any other disadvantageous workers and their needs.
Coherence	<p>To what extent has the project design pursued a coherent response to COVID-19 economic effects or compliment the priorities of the government pertaining to migrant workers? How does this project align with and complement other related initiatives, whether implemented by IOM, the government, or other national and international actors? What is the added value, if any, of this project compared to those other efforts?</p> <ul style="list-style-type: none"> •Were project activities sufficiently coordinated with other actors?
Effectiveness	<p>Effectiveness assesses the extent to which a project translated resources and activities into its intended short, medium- and long-term results.</p> <ul style="list-style-type: none"> •To what extent has the project and its outputs enhanced the beneficiaries' access to services (livelihood/infrastructure, skills development etc.) and the capacities of Government officials and actors involved? •To what extent has the project adapted to changing external conditions in order to ensure project outcomes are achieved? and What were the major external factors influencing the achievement of the project's expected outputs and outcomes, including both contextual factors and other related interventions?
Efficiency	<p>Efficiency is how well human, physical and financial resources are wisely used to undertake</p>

	<p>activities, how well these resources are converted into outputs and the extent to which the intervention delivered results in an economic and timely manner.</p> <ul style="list-style-type: none"> •To what extent were resources (time, funds, expertise) used wisely and adequately to address the most compelling priorities and achieve the outputs, outcomes and impact? •Has the project coordination been done in the most efficient way, to ensure maximization of resources and timely implementation? •Were the project activities undertaken as scheduled and were outputs delivered on time and in expected quantity? If not, what was the reasons? •What were the counter measures taken to achieve project outcomes and impact during the project life span? •Has the project allocated sufficient resources to integrate gender and human rights in the design, implementation and monitoring of the project outcomes?
Impact	<p>Impact criterion assesses the positive and negative, primary and secondary long-term effects produced by a project, directly or indirectly, intentionally or unintentionally.</p> <ul style="list-style-type: none"> •What long-term changes can be observed in the target population/key stakeholders, including unforeseen or unexpected changes and What is the likely contribution of the project to the observed changes? •How could impact be maximized in the future? •What are the intended and unintended impacts emerged from the project interventions
Sustainability	<p>Sustainability refers to the durability of the project's results or the continuation of the project's benefits once external support ceases.</p> <ul style="list-style-type: none"> • Are structures, resources and processes in place to ensure that benefits generated by the project continue? How likely will the project lead to results that will be sustained or integrated in other post-pandemic responses over time? <p>(a.) Did local partners and stakeholders participate in the implementation of the project to guarantee sense of ownership and interest in the sustainability?</p>

	(b.) Are the results obtained sufficient to draw any conclusion on the sustainability before the actual end of the project/programme?
Cross-cutting issues: Gender and Human Rights	<p>To what extent were gender mainstreaming issues considered in design and implementation?</p> <ul style="list-style-type: none"> •What are the key achievements of the project on gender equality and assuring human rights of the targeted migrant workers? • To what extent were differences, needs, roles and priorities of women, men and specific vulnerable groups considered during planning and implementation? •To what extent were the rights and dignity of beneficiaries upheld by project and its partners throughout the implementation?

Evaluation methodology

The final evaluation should be conducted in line with IOM and ILO evaluation guidance and policies as outlined in the IOM and ILO Monitoring and Evaluation Guidelines and the IOM Project Handbook.

The evaluation should adopt a participatory process and will consult with all stakeholders of the project such as migrant returnees, host communities, government ministries, institutions, Implementing partners, and other key stakeholders throughout the evaluation process.

The evaluator may adapt the evaluation questions, but any fundamental changes should be agreed between the IOM & ILO focal points. Both qualitative and quantitative evaluation approaches can be considered for this evaluation.

A detailed methodology shall be elaborated in the inception and evaluation reports based on this TOR.

The methodology for collection of evidence should be implemented in three phases: (1) an inception phase based on a review of existing documents; (2) a fieldwork phase to collect and analyse primary data; and (3) a data analysis and reporting phase to produce the final evaluation report.

Proposed methods of data collection: -

The mixed data collection methodologies should include those listed below. Additional or alternative methods can also be discussed and confirmed with the selected evaluator during the inception phase:

1. Desk review – project document, interim reports to the donor, outputs/other documents produced under the project

2. Key Informant Interviews with project stakeholders and beneficiaries (through field visits to different districts as outlined in the preceding sections and documented case studies) and/or 3. Focus group discussions - with partners, beneficiaries, IOM and ILO staff.
4. Direct observation at project sites

Ethics, norms and standards for evaluation

The evaluation must follow IOM Data Protection Principles, UNEG Norms and Standards for evaluations and relevant ethical guidelines.

Evaluation deliverables

Expected evaluation deliverables to be produced by the evaluation team are:

Deliverable 1: Inception report upon reviewing the available documents and an initial discussion with the IOM and ILO project staff. The Inception report shall include detailed description of the evaluation approach and Methodology, and detailed work plan. The inception report should also include an evaluation matrix and draft data collection tools and should be written in a way that demonstrate a good understanding of the assignment as outlined in this ToR. The detailed methodology should include an evaluation matrix with key and sub-question(s), detailed methods, data collection instruments, and data analysis plans. It's expected that the evaluation team will refine evaluation questions after the initial desk review of relevant documents and propose evaluation tools that include multiple levels and types of respondents/informants, with appropriate statistical and quantitative data analysis methods for each evaluation question as deemed appropriate.

Deliverable 2: PowerPoint presentation of preliminary findings to evaluation stakeholders including project team and evaluation manager for validation of findings and clarifications. *(Preliminary findings shall be presented to IOM and ILO at the end of evaluation. Evaluation findings shall be based on facts, evidence and data. This precludes relying exclusively upon anecdotes, hearsay and unverified opinions. Findings should be specific, concise and supported by Triangulation of quantitative and qualitative information derived from various sources to ensure reliability, validity and generalizability.)*

Deliverable 3: Building on the debrief and initial feedback received, the Evaluation team will produce a draft report that will be shared with the Evaluation Manager for review. First draft of the evaluation report shall be analytical and include action-oriented, practical and specific recommendations assigning or designating audiences/implementers/users.

The Evaluation Manager will solicit and consolidate feedback from IOM and ILO and institutional M & E specialists and present it to the Evaluator. The Evaluation Manager may organize a meeting with evaluation team and the persons providing feedback, in order to discuss findings and jointly identify and formulate actionable recommendations.

Deliverable 4:

(a.) Final analytical evaluation report supported by annexes of quantitative/qualitative analysis complemented with case studies. The Final evaluation report will focus on analytical comparison of implementation approaches and achievements of the project.

The evaluation team shall duly incorporate comments received from IOM/ILO into the final report.

The evaluation report shall consist of maximum 40 pages following structure that includes the following sections, at minimum:

- Cover page
- Executive summary
- list of abbreviations
- Introduction
- Context and purpose of the evaluation (context, purpose, evaluation scope and criteria)
- Evaluation framework and Methodology (Data sources and collection, data analysis, sampling, limitations and proposed mitigation strategies)
- Findings
- Conclusions and recommendations
- Annexes (evaluation TOR, inception report, evaluation matrix, timeline, list of persons interviewed, list of documents/publications reviewed/consulted, research instruments used – such as interview guides, surveys etc.)

(b.) A two-pager Evaluation Brief (In the format provided): The Evaluation Brief that outlines key findings and recommendations.

Deliverable 5: Final meeting with relevant project stakeholders: The findings of the evaluation and recommendations shall be shared at a meeting with relevant project stakeholders.

Deliverable 6: The evaluator should also produce a partially filled draft Management Response Matrix (format will be provided by IOM), by filling in the recommendations and indicative timeframe, which will then be fully filled in and finalised by the Evaluation Manager within one month of finalization of the evaluation.

All deliverables are to be written in English and meet good language standards. The final report should meet the standards laid out in the UNEG Quality Checklist for Evaluation Reports. The evaluator is expected to provide an analysis of the data with both qualitative and quantitative information, in both description and infographics, as necessary. All drafts and the final report including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with WORD for windows.

Specifications of roles

Role and responsibilities

Evaluation manager: Head of protection Unit of IOM, will act as the overall evaluation manager for the project. The evaluation manager will be responsible for briefing the evaluation team on the key aspects of evaluation, guidelines and provide the needed material to undertake the evaluation. The feedback/inputs for the draft report compiled by the evaluation team, will be communicated via the evaluation manager. Meetings will be further organized with institutional thematic specialists as deemed necessary.

Project focal and team from IOM and ILO: Senior project coordinator of IOM will regularly liaise with the evaluation team and coordinate the arrangements for field visits and needed approvals. IOM and ILO senior project coordinators will be responsible for coordinating necessary site/field visits for their respective components/activities of the project. The process will be closely monitored by the Senior project coordinator of IOM.

The project team comprising of IOM and ILO will be responsible for the following:

- Provide project background materials;
- Prepare a list of recommended interviewees;
- Obtain relevant approvals and consent from key stakeholders to undertake evaluations and interviews
- Schedule meetings for field visits and coordinating with implementing partners;
- Be interviewed and provided inputs as requested by the evaluator during the evaluation process;
- Review and provide inputs/feedback on the draft evaluation reports;

Evaluator: The principal evaluator shall report to the project focal point and Manager of the protection unit of IOM. The evaluator will be an external independent entity comprising of a team. The evaluation team leader will be responsible for all deliverables as stipulated above.

Time schedule

Proposed time frame for evaluation- **1st February 2023 to 9th April 2023.**

Activity	Responsible party	Number of days	Timing
<ul style="list-style-type: none"> Initial meeting to clarify TOR 	Evaluation manager and Project team with the participation of evaluation team	1	First week of February 2023

<ul style="list-style-type: none"> •Desk review of project documents and relevant materials •Prepare the inception report, including the evaluation matrix and the data collection tools; •Briefing with IOM & ILO project team to get initial inputs for the inception report 	Evaluator	10	17 February 2023
<ul style="list-style-type: none"> •Planning data collection and coordinate the logistical arrangements and agenda 	Evaluator	25	12 March 2023
<ul style="list-style-type: none"> •Data collection e.g. conduct interviews, focus group discussions/survey, observation site visits etc. with selected stakeholders 			
Initial analysis and debrief (Draft presentation and debrief project manager and team on initial findings and tentative conclusions)	Evaluator	05	17 March 2023
Data analysis and drafting report, evaluation brief and management response form	Evaluator	10	27 March 2023

Incorporate feedback from project team and M & E specialists	Evaluator with support from project team/specialists	5	4 April 2023
Finalisation of report and evaluation brief	Evaluator	5	9 th April 2023

Evaluation budget

The budget allocated for the final evaluation of the project shall include all the costs including evaluator's travel fare, per diem, local transportation, professional interpretation, data collection and any other associated costs as required.

The Evaluator will adhere to the TOR issued by IOM . The evaluation will be commissioned and managed by IOM Sri Lanka.

Evaluation requirements

Desired competency and qualification of the evaluators

Team leader profile	Team members Profile
<ul style="list-style-type: none"> • Preferably a Sri Lankan national with a good understanding of the project implementation context in Sri Lanka • No prior involvement in the project - A degree in a field of relevance for the evaluation, and relevant experience in development programmed • At least 10 years' experience in evaluations of the UN and multi-lateral agencies with experience as evaluation team leader; • Extensive experience in qualitative and quantitative evaluation methods, , participatory approaches and an understanding of issue related to validity and reliability; • Knowledge in gender and non-discrimination, and understanding of social dialogue will be advantage • Adequate technical specialization – demonstrate knowledge and expertise in enterprise development projects, right based approaches, relevant national and international frameworks, convention, policies 	<ul style="list-style-type: none"> • No prior involvement in the project. • University degree and relevant experience in development programmes • Relevant background in social and/or economic development, Skill development in Sri Lanka <p>Relevant background in community engagement projects</p> <ul style="list-style-type: none"> • At least 7 years' experience in conducting evaluations of projects/programmes of • UN/Multi-lateral agencies • A clear understanding of the issues caused by the COVID 19 pandemic socially and economically. • Experience in qualitative and quantitative data collection and analysis and research and survey design; • Adequate technical specialization – demonstrate knowledge and expertise in enterprise development projects - Fluency in English., Sinhala and Tamil will be advantage

<ul style="list-style-type: none"> • Fluency in spoken and written English. • Proven ability to produce analytical reports • Knowledge on migration discourse and mainstreaming livelihood sustainably will be an added advantage. • Experiences in Theory of Change approach on evaluation, Results Based Management. • A good understanding on the mandates of IOM and ILO is desirable • Be flexible and responsive to changes and feedback 	
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Submission of application

The proposal should be submitted to IOM with the following documents **on or before 11 January 2023**. (i) Cover letter

(ii.) Proposed methodology for this assignment (Maximum 5 pages)

(iii) Description of organization's capacity to simultaneously undertake evaluations in different districts, organization's outreach and mobilization capacity (iv) Organization Profile and copy of Business registration

(v) CVs of staff involved in undertaking this assignment

(vi) Budget **(With a breakdown of budget items for this assignment.) Costs for conducting evaluation in each of the 11 districts to be clearly and separately indicated in the budget.** (vii.) At least 2-3 past evaluation reports conducted by the organization



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