



International
Labour
Organization

► Evaluation Office



i-eval Discovery



Local Empowerment through Economic Development and Reconciliation Project (LEED+) – Evaluation Report (Volume 2 – Annexes)

ILO DC/SYMBOL: LKA/18/01/MUL

Type of Evaluation: Project

Evaluation timing: Final

Evaluation nature: Independent

Project countries: Sri Lanka

Main P&B(s) that have been assessed by the evaluation:

1- ILO P&B 2022-23, Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all.

ILO P&B 2022-23, Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

2- Indication of the main SDG(s) that have been assessed by the evaluation: The project simultaneously supports Sri Lanka's obligations under the SDGs including on Goal 8 on promoting decent work, Goal 5 on supporting gender equality, Goal 10 on reduced inequality, Goal 13 on climate change, and Goal 16 on peace and justice and strong institutions.

Date of the Revised Report: 17 August 2023

ILO Administrative Office: ILO Sri Lanka Office

ILO Technical Office(s): ILO DEVINVEST; ENTERPRISE

Joint evaluation agencies: N/A

Project duration: 1 July 2018 to 30 June 2023; extended by a no-cost extension of six months to complete activities relating to the Outcome # 4.

Donor and budget: USD 6,588,969 (DFAT and Norway)

Name of consultant(s): Mr Ranjith Mahindapala (Lead), Mr Deepthi Lamahewa, and Ms Rachel Perera

Name of Evaluation Manager: Mr Nguyen Son Ngoc

Cost of the evaluation: USD25,029.57

Evaluation Office oversight: Ms Naomi Asukai

Key words: final independent evaluation; local empowerment, economic development; reconciliation; sustainable income generation; gender and disability inclusion; scaling up; accountability and learning

List of Acronyms and abbreviations

CCiy	: Chamber of Commerce and Industry, Yarlpanam
Coop	: Cooperatives
DFAT	: Department of Foreign Affairs and Trade (Australia)
DME	: Department of Manpower & Employment
DS	: Divisional Secretariat
DWCP	: Decent Work Country Programme (ILO)
FGD	: Focus Group Discussion
FHH	: Female-headed Households
GAP	: Good Agricultural Practices
GMP	: Good Manufacturing Practices
GoSL	: Government of Sri Lanka
ILO	: International Labour Organisation
KII	: Key Informant Interview
LEED+	: Local Empowerment through Economic Development and Reconciliation (LEED+) – this project
LKR	: Sri Lanka Rupee
M&E	: Monitoring & Evaluation
MSME	: Micro Small Medium Scale Enterprise
NAQDA	: National Aquaculture Development Authority
NAQDA	: National Aquaculture Development Authority
PDol	: Provincial Department of Industries (Northern Province)
PDoSS	: Provincial Department of Social Services (Northern Province)
PwD	: Persons with Disability
SDG	: Sustainable Development Goals
SME	: Small and Medium Scale Enterprise
ToT	: Training of Trainers
USD	: US Dollar
WESWA	: Women Enterprise Social Service Welfare Association

Contents

Acronyms and abbreviations.....	Error! Bookmark not defined.
Annex 3.1 - Terms of Reference (ToR) - Independent Final Evaluation.....	1
Annex 3.2 - Evaluation Design Matrix (LEED+).....	17
Annex 3.3 – List of Documents.....	25
Annex 3.4 – Guides for Key Informant Interviews.....	28
Annex 3.5 – List of people.....	37
Annex 3.6 – Guides for Focus Group Discussions:.....	40
Annex 3.7 - List of Focus Group Discussions.....	46

Annex 3.1 - Terms of Reference (ToR) - Independent Final Evaluation

PROJECT "LOCAL EMPOWERMENT THROUGH ECONOMIC DEVELOPMENT and RECONCILIATION PROJECT (LEED+)

Key facts

Title of project being evaluated	LOCAL EMPOWERMENT THROUGH ECONOMIC DEVELOPMENT AND RECONCILIATION PROJECT (LEED+)
Project DC symbol	LKA/18/01/MUL
Programme Date	01-JUL-2018 - 30-JUN-2023
Type of evaluation	Final Independence Evaluation
Date of Evaluation	February – March 2023
Donor	Department of Foreign Affairs and Trade of the Government of Australia (DFAT) and the Government of Norway
Administrative Unit in the ILO responsible for administrating the project	ILO Country Office for Sri Lanka and the Maldives (CO-Colombo)
Technical Unit(s) in the ILO responsible for backstopping the project	The Development and Investment Branch (DEVINVEST), ILO Cooperatives Unit (COOP), Small and Medium Enterprises Unit (SME)
P&B outcome (s) under evaluation	ILO P&B 2022-23, Outcome 3: Economic, social and environmental transition for full, productive and freely chosen employment and decent work for all. ILO P&B 2022-23, Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work
SDG(s) under evaluation	The project simultaneously supports Sri Lanka's obligations under the SDGs including on Goal 8 on promoting decent work, Goal 5 on supporting gender equality, Goal 10 on reduced inequality, Goal 13 on climate change and Goal 16 on peace and justice and strong institutions.
External Implementing Partners	Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Department of Cooperatives, Department of Agriculture, Department of Fisheries, Cooperatives, Producer Organizations, Sea Food Exporters Association, District and Provincial Departments, National Aquaculture Development Authority of Sri Lanka (NAQDA)
Budget	Joint Proposal Australia/Norway USD 6.5 M

1. Background information

1.1. Background of the project to be evaluated

The Local Empowerment through Economic Development (LEED) project has been implemented since 2011 through continuous phases in the Northern Province of Sri Lanka.

Funded by Department of Foreign Affairs and Trade of the Government of Australia (DFAT) and the Government of Norway, implemented by ILO and its constituents (Government, Employers and Workers Organizations), the overall project intervention is broadly conceptualized as embedded on an evolution of peace and reconciliation institutional context in the long run.

Phase I of the project focused its response to contribute to reducing fragility in the post conflict setting of Sri Lanka by creating decent work opportunities and supporting inclusive growth and reconciliation for vulnerable

communities. In its first phase the project worked with a wide range of public and private sector partners, producer organizations, National Chamber of Exporters, Chambers of Commerce, National Sea Food Exporters Association, Employers' Federation of Ceylon, national and local organizations, national and provincial governments.

It aims to promote resilient, inclusive and sustainable growth strategies for conflict affected communities in the Northern and North-Central provinces of Sri Lanka. The project is an ILO response to the need to reduce fragility in the post conflict setting of Sri Lanka by creating decent work opportunities and supporting inclusive growth and reconciliation for vulnerable communities.

The project approach is pragmatic, conflict-sensitive, gender-responsive and ultimately aimed at empowering local farming, fishing communities, producer's organizations and Small and Medium Enterprises (SMEs) so that they can both benefit from as well as participate in, post conflict development of Sri Lanka. The project intends to harness this untapped potential to strengthen the resilience and dynamism of post-conflict communities.

Built on the results of Phase I, LEED+ project aims to continue scaling up of the activities in the fruits and vegetable and the fishery sectors targeting the vulnerable communities, with a special focus on women in the Project on Employment Generation and Livelihoods through Reconciliation funded by the Government of Norway and launched in March 2017.

In its new phase, LEED+ project's emphasis continued to be on working with a wide range of stakeholders but with a focus on up-scaling and policy development to have the widest possible impact in the target regions.

Economic empowerment remains the key strategic pillar in LEED+. However, the new emphasis in the new phase had been sustainability. The emphasis of this Phase II is shifted to up-scaling and policy development as well as ensuring the sustainability of the business elements of the LEED approach and to have the widest possible impact in the target regions.

The Mid Term Evaluation was carried out in August and September 2020 amidst the raging COVID 19 pandemic and political crisis with all its adverse impact on socio, economic and political context of countries all over the world and Sri Lanka is also faced with such challenges. The Mid-Term Evaluation evaluated all activities implemented by the project covering all the outputs and outcomes for the period between 1st of November 2018 and end of July 2020. Gender equality and non-discrimination, mainstreaming of persons with disabilities (PWDs), promotion of International Labour Standards (ILS), Tripartite processes and environmental issues were also considered throughout this evaluation.

Main findings and conclusions of the Mid Term Evaluation of the project show that, overall, the project scores very high on its relevance vis a vis the needs of the Northern context; The project also embeds well within the ILO overall policies, frameworks and priorities; and project scores very high in terms of reaching out the vulnerable and marginal groups of communities and geographic areas.

Highlights of the recommendations of the project include revisiting the design and strategy for the remaining project period and having a strategy to catch up the work that had been disrupted due to COVID, political crisis and other factors in 2019 and 2020. ILO's key emphasis on areas of Decent Work, Jobs for Peace & Reconciliation and Climate & Resilience have been the overall policy frameworks on which LEED+ is premised upon.

1.2. Project strategy

LEED+ project rests upon three main pillars of intervention, which are (i) sustainable income generation; (ii) gender and disability inclusion; and (iii) scaling up. All three pillars are interlinked.

To generate sustained income, the LEED project capacitates government and private partners through capacity development programmes and skills for MSMEs, Coops in fruit, vegetable, fishery and processed food sectors, provides them with appropriate technology and economic infrastructures. It then supports them to connect with exporters and other national investors to diversify markets and maximise profits.

In parallel, the LEED+ project brings in an element of inclusion in the sphere of gender and disability. It provides the necessary skills and knowledge of women and persons with disabilities to enable them to effectively participate in decision-making and to better mainstream women and persons with disabilities into economic activities so that they can equally benefit from the outcomes of the projects.

For sustainability, the LEED+ project brings in the emphasis as well as the challenge of institutionalizing by way of scaling-up the relatively small interventions in to a wider web of business relations that would sustain on its own. It has initiated and developed interventions with the various partners by the project. It aims that by the

end of the project period a sufficiently trained government cadre with appropriate guidelines, technical manuals will be in place, policy makers will be aware and the elements of the LEED projects will be adapted into development programmes by relevant national, provincial and local level ministries, departments, institutions and private sector organizations.

1.3. Stakeholders and target groups/beneficiaries

The target beneficiaries are women and persons with disabilities within the MSMEs in primary industries and informal sectors, Coops in fruit, vegetable, fishery and processed food sectors and community, youth, the poor and vulnerable who have been identified by the LEED+ project.

The project has a wide range of stakeholders including public and private sector partners, producer organizations, Jaffna Chambers of Commerce, Employers' Federation of Ceylon, national and local organizations, national and provincial governments. Department of Manpower, Department of Industries, Social Service Department, National Aquaculture Development Authority of Sri Lanka (NAQDA), and private sector companies (Tropi Coir Pvt Ltd, Sunfrost Pvt Ltd, Crysbro Pvt Ltd, Ceylon Biscuit Limited, David Gram company). The focus is on stakeholders for up-scaling and policy development to have the widest possible impact in the target regions.

1.4. Project alignment with the DWCP, P&B, UNSDCF, SDG, and National strategies and donors' interests

The LEED+ project contributes to DWCP 2018-2022 country priority 1: Creation of sustainable, inclusive and decent employment.

The Project is aligned to ILO P&B 2022-23, Outcome 3: Economic, social and transition for full, productive and freely chosen employment and decent work for all.

It also contributes to the ILO's flagship programme "Jobs for Peace and Resilience", Recommendation 193 (cooperatives), Recommendation 205, (Employment and Decent Work for Peace and Resilience), as well as Job Creation in Small and Medium-Size Enterprises Recommendation 1998 (No. 189).

Regarding SDGs, the project simultaneously supports Sri Lanka's obligations under the SDGs including on Goal 8 on promoting decent work, Goal 5 on supporting gender equality, Goal 10 on reduced inequality, Goal 13 on climate change and Goal 16 on peace and justice and strong institutions.

The project supports the Government of Sri Lanka's development strategy "Vision 2024 to achieve sustainable economic and social development and the United Nations Sustainable Development Cooperation Framework (UNSDCF). It also aligns with the Sri Lanka's Peace building Priority Plan (PPP) and is in line with the National Export Strategy (NES) of 2018-2022.

For Australia, the project remains relevant to the rationale and the three objectives that are set forth under the DFAT "Aid Investment Programme for Sri Lanka 2015-2019"¹, namely expanding livelihood opportunities of the poor, holding government accountable and responsive to private sector needs, and enhancing gender equality.

For Norway, the LEED+ approach is closely aligned with Norway's development priorities including the promotion of better understanding between population groups and contributes to peaceful development in local communities as well as support to resettled communities and livelihood support.

1.5. Project governance and management arrangements

At the provincial level, there is an advisory committee and a steering committee to support the implementation of the LEED+ project. The LEED+ project will also report to the ILO's Decent Work Country Programme Task Force meeting, which is held every four months.

For management and staffing of the LEED+ project, there is one Chief Technical Advisor (CTA) who is based in Colombo (whose services cost shared with the ILO). The CTA reports to the Director of the ILO Country Office for Sri Lanka and the Maldives. Other key personnel include a National Project coordinator, Marketing and Supply Chain Specialist, Gender and Peace Building Officer, National Coordinator for Monitoring and Evaluation, and National project officer (for upscaling), and a National Coordinator for Communication.

2. Purpose, objectives, and scope of the evaluation

2.1. Evaluation background:

ILO considers evaluation as an integral part of the implementation of technical cooperation activities. As per ILO evaluation policy and procedures all programmes and projects with a budget of USD 5 million and above must have to go through two independent evaluations. Both evaluations are managed by an ILO certified evaluation manager and implemented by independent evaluators.

The ILO applies the evaluation criteria established by the Organisation for Economic Co-operation and Development (OECD) / Development Assistance Committee (DAC) Quality Standards for Development Evaluation and the United Nations Evaluation Group (UNEG) Code of Conduct for Evaluation in the UN System. This evaluation will follow guidelines on results-based evaluation of the ILO Evaluation Department (EVAL) contained in the "ILO Policy Guidelines for Evaluation (4th edition)" and, more specifically, the checklist "Preparation of the Evaluation Report".

2.2. Evaluation purposes:

The primary purpose of the evaluation is to ensure accountability and learning to the ILO constituents and stakeholders and learning for future programming. The findings and recommendations are to be used as organizational learning to improve the future relevant projects and programmes.

The final independent evaluation will assess the relevance, coherence, efficiency, effectiveness and sustainability of proposed outcomes, and test underlying assumptions about contributions to broader economic and social impacts.

In addition, the evaluation will also assess unintended both negative and positive results, and identify major factors that facilitate or hinder the progress in achieving the overall objectives, outcomes both in terms of environment and those internal to the portfolio of interventions.

It will also assess the adverse impact of COVID 19, and the political and economic crisis on the project's ability to achieve planned results and objectives and measures taken to mitigate the negative impact.

2.3. Users of the evaluation:

Key users of the evaluation are ILO's constituents, national and international partners, such as:

- Government of Sri Lanka and External project stakeholders including Ministry of Labour & Trade Union Relations, Employers' Federation of Ceylon, Department of Cooperatives, Department of Agriculture, Department of Fisheries, Cooperatives, Producer Organizations, National Chamber of Exporters, Sea Food Exporters Association, District and Provincial Departments, and private sectors.
- ILO Country Office in Colombo
- ILO HQ, DEVINVEST, COOP and SME Units
- Donors –DFAT and Norwegian government
- ILO Regional Office for Asia and Pacific (ROAP)
- The project team and other relevant ILO policy departments, branches and programmes

2.4. Scope of the evaluation

The final evaluation will cover activities implemented by the project covering the outputs and outcomes for the period between 01-JUL-2018 to 30-JUN-2023. The evaluation will cover all the planned outputs and outcomes under the project to achieve the overall objective of the LEED+ project which is "Enhanced resilience, inclusive and sustainable growth of targeted communities in selected areas of the Northern Province". The evaluation will also examine the social cohesion in the target regions - the extent that the project has contributed to building peace and promote social cohesion ultimately .

The evaluation will assess how capacity building and the provision of appropriate technology and economic infrastructures for members of Coops farmer organizations, MSMEs, have effectively contributed to generate sustained income , decent working conditions and inclusion of women and PwDs in economic activities for the target beneficiaries as well as for scaling up.

The evaluation will integrate ILO's rights-based cross-cutting issues, including gender equality, disability inclusion, norms and social dialogue and environment/climate change impact. To the extent possible, the

evaluation will also attempt to assess the project's impact on mental health and well being of the beneficiaries, including if the project could set up mechanisms to prevent and report of exploitation and abuse related to work.

The evaluation will attend to how the intervention is relevant to the ILO's programme and policy frameworks at the national and global levels, UNSDCF and national sustainable development strategy or other relevant national development frameworks, including any relevant sectoral policies and programme.

2.5. Evaluation criteria and questions (including Cross-cutting issues/ issues of special interest to the ILO)

Evaluation criteria:

The evaluation will be based on the following evaluation criteria: Relevance, coherence, effectiveness, efficiency, impact and sustainability as defined in the ILO Policy Guidelines for results-based evaluation, 2020:

- Relevance and validity of design
- Coherence
- Effectiveness
- Efficiency
- Impact
- Sustainability

Assessment on coherence is integral to the evaluation. The evaluation also conducts evaluation of cross cutting issues/issues of special interest to the ILO. It will comply with evaluation criteria related to ILO's mandate in cross-cutting policy drivers and pro-poor focus and inclusion issues, namely, project's responsiveness to issues relating to gender equality and disability inclusion and project's relevance and contribution to SDG and related targets as prioritized by the national sustainable development strategy and DWCP.

Evaluation questions:

The following are indicative evaluation questions that can be used to guide the evaluation. These questions are not intended to be exhaustive and can be adapted or other questions or aspects of the questions can be added as proposed by the evaluators.

The evaluators may adapt the evaluation criteria and questions, but any fundamental changes should be agreed between the evaluation manager and the evaluators, and reflected in the inception report.

Relevance and validity of design (is the intervention doing the right things)

1. How have the project's objectives been aligned and contributed to the needs and expectation of primary stakeholder (Community), specifically the marginalized men, women, people with disabilities and policies of donors?
2. To what level desired aspiration of the target groups has been met? i.e. economic wellbeing of the community will facilitate longer term peace and reconciliation.
3. To what extent did the project strategies, within their overall scope, contribute to the creation of decent work opportunities and inclusive growth and reconciliation for vulnerable communities?
4. How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes, Sri Lanka's DWCP and to the UNSDCF?
5. Does the Theory of change exist? And to what extent it is used to guide project implementation towards the project objectives? Were the indicators clearly defined, describing the changes to be brought about ?Were the risks properly identified, assessed and what recommended risks can be added to be mitigated against?
6. To what extent did the COVID-19 pandemic and political and economic crisis of Sri Lanka have adverse impact on the planned achievements and strategy etc. and the extent to which the project has been able to adapt and to respond to the unexpected consequences of the above events?
7. Has the project design still been valid vis-à-vis the COVID-19 pandemic and the political/economic crisis? To what extent have the COVID-19 pandemic and political and economic crisis affected the project? and whether the project adjusted its design to respond to the challenges?

Coherence (The extent to which ILO strategy and actions have been coherent and complementary to the related efforts and creating synergies and interlinkages)

1. To what extent have the strategy and interventions created synergies and interlinkages with other interventions being carried out by ILO?
2. Were the strategy and interventions consistent with the relevant international norms and standards to which the ILO adheres to?
3. To what extent have the interventions been coherent and complementary to activities being carried out by constituents, United Nations (UN) partners, and other multilateral and bilateral organizations?
4. What are the contributions of the project to National Development framework and other relevant policies and strategies, and the donors' programme strategies?

Effectiveness (is the intervention achieving its objectives, and effectiveness of project governance)

1. To what extent have the project objectives been achieved, including in its work on peace and reconciliation?
2. To what extent did the results benefit women and PwDs?
3. What were the main internal and external factors that influenced the achievement or non-achievement of results?
4. To what extent were the institutional set-up, capacity for project implementation, coordination mechanisms and the use and usefulness of management tools effective?
5. What are the constraints/limitations in various types of partnerships that the project had made use of?
E.g. broader partnership such as partnership with lead companies, partnership with Government entities, partnership with SMSE, Coops etc.
6. Have the project partnership strategies been appropriate and effective towards achieving the expected results? E.g. by assessing how the private sector, public sector continue to work with communities in the North beyond the project by giving specific attention to the private partnership strategy, of the partnership strategies?
7. How effective was the project in stimulating interests and participation of meso level partners? (E.g. SANASA, CCIY and Cooperative council) To what extent were the meso level partners instrumental in achieving project objective?
8. To what extent the project benefited by the extra resource allocation for reintegrating the people in demining areas?
9. How the M&E strategy that the project developed has enhanced accountability, learning and fed into management? Including how the behavioural change anticipated vs. achieved to contribute to the effectiveness.

Efficiency (how well are resources being used)

1. To what extent did the project leverage resources (financial, partnerships, expertise) to achieve outcome and outputs?
2. Was the project implemented as planned, what have been the factors that affected timely delivery of activities and finance? How did the project adapt to challenges to project implementation?
3. Does the project allocate sufficient resources to integrate gender, gender disability and for M&E?
4. How effectively is the project using allocated funding. Could resources have been allocated in a more cost-effective manner ?

Impact (what differences does the intervention make?)

1. To what extent did the project bring lasting changes in norms and policies that promote connection with exporters and other national investors to diversify markets and maximise profits?

2. Has the intervention made a difference to providing key beneficiaries, including youth with appropriate technology and economic infrastructures? If so, how has the intervention made a difference? (explicitly or implicitly)
3. What were the intervention's long-term effects in terms of generating sustained income, access to market, financial services, decent working conditions, creation of jobs, through building capacity and skills of MSMEs, members of Coops.
4. What are the contributions of the LEED+ to build peace, resilience and social cohesion, and promote gender equality and access for persons with disabilities in the target areas?
5. What are the unintended and intended impacts (and outcomes) of the interventions?

Sustainability (will the benefits last?)

1. How likely have the results of the intervention to be incorporated into development strategies and policies of various ministries, departments and private sector organisations at the national level and even grass root levels organisations like cooperatives?
2. To which extent have the results of the intervention been likely to have a long term, sustainable positive contribution to scaling-up from grass-root level to provincial or national level? To what extent is the project able to make changes which last longer for vulnerable women and persons with disabilities?
3. How far project exit strategy including upscaling and private sector approaches are sustainable after the project is over?
4. To what extent targeted public and private institutions have changed institutional level practices, system, approaches, and targeting, in order to provide better services for women and PwDs ?
5. What are the factors that may hinder sustainability?

Project's responsive and transformative approaches aimed at gender equality and disability inclusion

1. To what extent did the project design identify and integrate specific targets and indicators to capture:
 - i. Gender equality and non-discrimination concerns through an intersectional lens?
 - ii. Concerns regarding persons with disabilities through an intersectional lens?
2. What are the key achievements of the project on gender equality and women's empowerment so far?
3. Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to:
 - i. Gender equality and non-discrimination through an intersectional lens?
 - ii. Inclusion of persons with disabilities through an intersectional lens?
4. To what extent did the project bring lasting changes in norms and policies that favour/promote:
 - i. Gender equality and non-discrimination through an intersectional lens?
 - ii. Inclusion of persons with disabilities through an intersectional lens?
5. How has the project been able to leverage the ILO contributions, through its comparative advantages including ILS, social dialogue and tripartism?

Project's responsiveness to SDGs

1. To what extent the project considered relevant SDG targets and indicators?
2. To what extent did the project increase stakeholders' awareness on SDG targets and indicators relevant to Decent Work Agenda? (explicitly or implicitly)
3. To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhanced projects relevance and contribution to priority SDG targets and indicators? (explicitly or implicitly)

3. Methodology

The methodology for the evaluation will follow the EVAL evaluation policy guidelines and the ILO/EVAL checklists. The methodology will include multiple methods, with analysis of both quantitative and qualitative data, and be able to capture intervention's contributions to the achievement of expected and unexpected outcomes.

The methodology will ensure involvement of key stakeholders in the implementation as well as in the dissemination processes, including through meetings, interviews, validation workshops, etc.

The evaluation consultants team will develop the final evaluation methodology in consultation with the evaluation manager. The methods will be selected for their rigor and their ability to produce empirical evidence to meet the evaluation criteria, answer the evaluation questions and meet the objectives of the evaluation.

During the data collection process, the evaluation consultant team will compare and cross-validate data from different sources (project staff, project partners and beneficiaries) to verify their accuracy, and different methodologies (review documentary, field visits and interviews) that will complement each other. The evaluation consultant team will ensure that women's views and perceptions, as well as those of persons with disabilities are also reflected in databases, interviews and that gender-specific questions are included in the questionnaires. All efforts are made to ensure conflict-sensitivity in the methodology (e.g. making sure informants and focus group discussions include representatives from different ethnic, religious, returnee/host community groups, and that interviews are conducted in a respectful way).

The detailed approach and methodology, including the workplan are part of the inception report. The evaluation methodology will include:

Desk review: desk review of all relevant documents, including but not limited to project document and its theory of change. The evaluation consultant team will examine the intervention's Theory of Change with particular attention to the identification of assumptions, risk and mitigation strategies, and the logical connect between levels of results and their alignment with ILO's strategic objectives and outcomes at the global and national levels, as well as with the relevant SDGs and related targets.

Evaluation consultant team will also evaluate the logical framework, funding agreement, relevant minute sheets, implementation plan, performance evaluation plan, progress reports, other relevant documents and studies.

Meetings with the Chief Technical Advisor (CTA) and project staff in Colombo and Kilinochchi: the evaluation consultant team will meet the CTA and relevant project staff to secure a thorough common understanding, support and engagement for the evaluation of the project.

Meetings with backstopping units and the donor: the evaluation consultant team will meet with the relevant regional technical backstopping units and, if necessary, relevant units in HQ virtually. These meetings aim to reach a common understanding in relation of the technical and financial status of the project.

Field visits, collection of data, and interview with stakeholders: the evaluation consultant team will carry out a field work in the five districts where LEED+ is implemented (Jaffna, Kilinochchi, Mannar, Mullaitivu and Vavuniya where ILO project interventions took place in the North), and interviews in Colombo with national level key partners, stakeholders and partners including long-distance communications with relevant ILO staff based in Colombo, Delhi and Geneva. The evaluation consultant team will meet with relevant project beneficiaries and organize interview or focus group discussions with them.

To the extent possible, the data collection, analysis and presentations should be responsive to and include issues relating to ILO's normative work, social dialogue, peace and resilience, diversity and non-discrimination, including disability issues. The data and information will be collected, presented and analyzed with appropriate gender disaggregation.

Validation and Clarification sessions will be conducted at the end of the data collection phase. The evaluation consultant team will present preliminary findings to the ILO project team and relevant stakeholders in sessions to clarify, discuss and refine the findings and fill information gaps.

4. Main Deliverables

The evaluation consultant team will produce and deliverer in English the following:

Deliverable 1

Evaluation inception report: provides the evaluation consultant team’s plan of action and timeline for conducting the evaluation based on the TOR. The quality of the Evaluation inception report and its adherence to ILO guidance and formatting requirements will follow guidance in the Checklist 4.8 writing the inception report Date: Feb 2021, v. 3 (v.1 -2012).

The evaluation inception report will, among others:

- describe the conceptual framework planned for undertaking the evaluation in line with the scope and purpose described in the evaluation TOR;
- describe the way that the chosen data collection methods, data sources, sampling and indicators will support the evaluation questions
- review evaluation questions in the TOR, add and/or modify based on the initial review of documents and briefings through the use of Evaluation Question Matrix (EQM);
- Interview guides and other data collection tools
- Identify a list of key stakeholders to be interviewed and the tools to be used for interviews and discussions;
- Set the outline for the final evaluation report; and
- contain a work plan, which indicates the phases of the evaluation, the timing, key deliverables and milestones.

Deliverable 2

Validation and Clarification sessions: These sessions are to present the preliminary findings of the evaluation. At the end of the data collection, the evaluation team will present preliminary findings for validation with key stakeholders. The project team will provide necessary administrative and logistic support to the organisation of this stakeholder workshop/debriefing. The session in Tamil can be in person while the session in Colombo can be held in a hybrid format i.e. in person and virtually.

Deliverable 3

Draft evaluation report: The draft evaluation report reflects the evaluative reasoning and critical thinking that were used to draw values-based conclusions following the evidence. It answers the questions related to the evaluation criteria, including the recommendations, lessons learned, good practices, technical recommendations for the key stakeholders.

The evaluator will submit the first draft of the report to the evaluation manager, who will circulate it to the EVAL, REO, backstopping units, the donors, the key national partners, and relevant stakeholders for comments. The evaluation manager will collect the feedback on the first draft, consolidate and send it to the evaluation consultant team.

Deliverable 4

Final evaluation report: completes the draft evaluation reports according to the TOR and the work plan agreed upon in the inception report. Components of the final evaluation include:

- Cover Page with key intervention and evaluation data
- Executive Summary
- Brief background
- Purpose, Scope and Clients of evaluation
- Methodology
- Review of implementation
- Presentation of findings
- Recommendations
- Lessons learned and Good practices

- Annexes: TOR, Questionnaires, list of informants etc.

A summary of the final evaluation report will be sent, together with the final report, to the Evaluation Manager following ILO template. The template is accessible through this link: [<Insert title here Type and timing of evaluation e.g. Child Labour in Lebanon – Independent Midterm evaluation> \(ilo.org\)](#). A power point based on the summary will also be made and sent to the Evaluation Manager together with the summary.

Lessons learnt and good practices will be sent, together with the final report, to the Evaluation Manager following ILO template. Template for lessons learned is accessible through this link [wcms_746820.pdf \(ilo.org\)](#); and Template for good practices can be found in [wcms_746821.pdf \(ilo.org\)](#)

The final evaluation report will ensure full rigor in the method, quality of the data, credible evaluation findings and valid evaluation conclusions as specified in the ILO Evaluation Management Handbook – 3rd Edition 2021.

The report and all other outputs of this evaluation must be produced in English. All draft and final reports, including other supporting documents, analytical reports and raw data should be provided in electronic version compatible with Microsoft Word for Windows.

5. Work plan (including timeframe) and management arrangements

Indicative Work Plan

Activities	Responsible	Number of working days for Team Leader	Number of working days for Consultant 1	Number of working days for Consultant 2	Date
Look for an external evaluation consultants, obtain approval for their recruitment from the Evaluation Focal Point, and request a contract based on the ToR.	Evaluation Manager	No	No	No	To be consulted and updated
Inception phase: Meetings with the Chief Technical Advisor (CTA) and project staff in Colombo and Kilinochchi to secure a thorough common understanding of the project, its evaluation requirements, and development and approval of the inception report	Evaluation Manager, Project Manager and project staff, Consultants Team leader needs to submit a budget for transportation, accommodation, meals and any other direct cost involved in field mission (communication, stationaries etc). This budget should cover all the team members. The evaluation team members will be paid once the data collection is over based on the actual expenditure.	5	3	3	To be consulted and updated

Data collection phase (fieldwork as per agreed itinerary, interviews)	Consultants. Team leader needs to submit a budget for transportation, accommodation, meals and any other direct cost involved in field mission (communication, stationaries etc). This budget should cover all the team members. The evaluation team members will be paid once the data collection is over based on the actual expenditure.	12	12	12	To be consulted and updated
Two Validation and Clarification sessions (max 3 hr, 1. At the field in Tamil language; 2. At the national level – English)	Consultants and Evaluation Manager Team leader needs to submit a budget for transportation, accommodation, meals and any other direct cost involved in field mission (communication, stationaries etc). This budget should cover all the team members. The evaluation team members will be paid once the data collection is over based on the actual expenditure.	1	1	1	To be consulted and updated
Report writing submitted to the evaluation manager for review and approval (Consultant prepares Final Evaluation	Consultants and Evaluation manager	8	4	4	To be consulted
Report, full draft with annexes, a summary of the final evaluation report (ILO/EVAL template) and a power point based on the summary, lessons learnt and good practices					and updated
Circulating the draft report for comments from stakeholders	Evaluation Manager	No	No	No	To be consulted and updated
Consolidate feedback from stakeholders and send feedback to the consultants.	Evaluation Manager	No	No	No	To be consulted and updated
Manage the process of preparing the final evaluation report (including circulating the draft report for comments from stakeholders) and review the quality of the draft version of the evaluation report.	Evaluation Manager	No	No	No	To be consulted and updated
Submit the final evaluation report to the REO or DEFP for final review (EVAL provides final approval).	Evaluation manager	No	No	No	To be consulted and updated

Once the approved final evaluation report is sent by EVAL to the ILO project responsible official or to ILO Partnerships and Development Cooperation Department (PARDEV) for submission to the donor, send copies to all other relevant evaluation stakeholders, including national partners.	Evaluation Manager	No	No	No	To be consulted and updated
TOTAL		26	20	20	

6. Management arrangements

The evaluation is adhered to and respect the technical and ethical work standards, and the main criteria of professionalism, impartiality and credibility.

Evaluation Manager

The evaluation manager is responsible for executing the evaluation processes in accordance with the ILO Policy for Evaluation, the ILO Evaluation Policy Guidelines for Evaluation and the UNEG Norms and Standards. The evaluation manager encourages internal communication among the evaluation team and is responsible for promoting participatory processes that lead to the achievement of the common-value goals.

The evaluation manager has the role and function as specified in the Guidance Note 4.1: The Evaluation Manager: Role and Function Date: June 2020, v. 4 (v.1 – 2012), namely:

- planning the evaluation and drafting TOR
- Selecting and contracting evaluators
- Managing the consultants
- Approve inception
- Finalizing the evaluation

The evaluation will be managed by Jonathan Ngoc Nguyen (ngocn@ilo.org) who has no links to the project decision-making, and oversight by Craig Russon, Senior Evaluation Officer, Evaluation Office, ILO.

The project team

The National Project Manager and the project staff facilitate and support the implementation of the evaluation by:

- Provide inputs to draft TOR, draft evaluation reports and final report.
- Assist in providing data and information within the purview of the project team to facilitate the smooth and effective conduct of the evaluation.
- Coordinate logistics of the evaluation consultant team with the partners during the evaluation, particularly during the field missions and Validation and Clarification sessions.
- Arrange meetings and coordinate exchanges between the evaluation consultant team and partners and participating in evaluation sessions.
- Provide additional information and comments to the evaluation manager and external evaluation consultants.
- Co-ordinate follow-up plans.

After the evaluation, the project manager is responsible for developing management response, preparing a plan for follow-up, taking appropriate action, and disseminating the evaluation outcomes together with the ILO responsible official.

Evaluation Focal Point in the region or department

The Evaluation Focal Point provides support in evaluation oversight, approves the final version of the TOR for independent evaluations and the choice of external evaluation consultants. The Evaluation Focal Point may also provide methodological inputs to the evaluation process and support evaluability studies, scoping missions and planning of evaluation and oversees the overall evaluation process and follow up. At the end of an independent

evaluation, the evaluation focal point reviews the final evaluation report prior to submission to EVAL for approval.

Evaluation Consultants Team

The Evaluation Consultants Team will consist of one (01) Evaluation Team Leader and two (02) Evaluation Consultants.

The Evaluation Team Leader leads the Consultants Team who comprises of one consultant on Market systems and Value chain development and one consultant on Gender, Diversity, and Disability Inclusion to promote Economic Empowerment.

The Team Leader leads the development and application of the evaluation's methodology including the evaluation approach used, description of evaluation methods and data collection instruments; description of the sources of information/data used is described; and type of analysis (qualitative data analysis, descriptive statistics. In delivering the deliverables, the Team Leader builds on the complementary expertise of each member of the Team.

The consultant on Market systems and Value chain development supports the Team Leader in evaluating market system approach used in LEED+ project to develop value chain, such as in addressing main limitations in the targeted value chain; bringing private sector companies to support identified value chains and in identifying necessary value chain tools to mainstream women and PwDs into economic activities.

The consultant on Gender, Diversity, and Disability Inclusion to promote Economic Empowerment supports the Team Leader in evaluating gender mainstreaming and disability inclusion.

Expected expertise and qualifications of the Evaluation Team Leader

- Advanced university degree in economics, social sciences, business management or related qualifications
- A minimum of 15 years of proven track record as evaluator (or in a similar capacity) in projects and programme
- Extensive experiences in Human Right Based Approaches, Result-based management, Results based monitoring and evaluation methodologies, in evaluating programmes and projects, development initiatives, preferably in economic empowerment and gender/disability empowerment.
- Extensive knowledge of, and experience in applying, qualitative and quantitative research methodologies
- Experience in using the Theory of change approach on evaluation
- Relevant prior experience working in Sri Lanka or the region
- Knowledge of ILO's roles and mandate and its tripartite structure as well as UN evaluation norms and its programming is desirable
- Excellent communication skills
- Proven ability to produce analytical reports in good command of English
- Be flexible and responsive to changes and demand
- Be client oriented and open to feedback

Expected expertise and qualifications of Consultant 1 (Market systems and value chain development)

- Advanced university degree in economics, agriculture, business management or related qualifications
- A minimum of 9 years of experience in conducting high quality labour and social affairs analytical research.
- Knowledge/experience on value chains/market systems in farming, agriculture-based SMEs and related fields.
- Track record in producing relevant reports for large international organizations, preferably with the UN and ILO for a diverse audience of development entities, government authorities, private sector actors, etc.
- In-depth knowledge and understanding of Sri Lanka's political, social and economic situation
- Excellent English writing and speaking skills.

- Fluent in Tamil in an advantage

Expected expertise and qualifications of Consultant 2 (Gender, Diversity, and Disability Inclusion to promote Economic Empowerment)

- Advanced university degree in social sciences, business management or related qualifications.
- A minimum of 9 years of experience in conducting high quality labour and social affairs analytical research.
- Knowledge/experience on economic empowerment and gender/disability empowerment.
- Track record in producing relevant reports for large international organizations, preferably with the UN and ILO for a diverse audience of development entities, government authorities, private sector actors, etc.
- In-depth knowledge and understanding of Sri Lanka’s political, social and economic situation
- Excellent English writing and speaking skills.
- Fluent in Tamil in an advantage
-

Legal and ethical matters

The evaluation will be conducted in full alignment with ethics, respect for human rights and cultural sensitivity as written in accordance with the International Ethical Guidelines for Evaluation UNEG, 2020.

The evaluator will abide by the EVAL’s Code of Conduct for carrying out the evaluations, should not have any links to project management, or any other conflict of interest that would interfere with the independence of the evaluation.

Annexes

1- Code of conduct form (To be signed by the evaluators)

[Microsoft Word - Evaluators code%20of%20conduct Final EVAL 7.11.18.doc \(ilo.org\)](#)

2- EVAL’s Protocol on collecting evaluative evidence on the ILO’s COVID-19 response measures through decentralized evaluation

<https://login.ilo.org/adfs/ls/wia?wa=wsignin1.0&wtrealm=urn%3ailo%3aintranet%3asharepoint&wctx=https%3a%2f%2fintranet.ilo.org%2fcollaborate%2fevalksp%2f%20layouts%2f15%2fAuthenticate.aspx%3fSource%3d%252Fcollaborate%252Fevalksp%252FPublishingImages%252FPages%252Fdefault%252FProtocol%2520for%2520decentralized%2520evaluations%2520%252D%2520Draft%2520%252D%2520Operating%2520procedures%2520%252D%2520No%252E2%252Epdf&client-request-id=f8975b84-20e7-470b-100c-0080010000d7>

3- Guidance Note 3.1: Integrating gender equality in monitoring and evaluation, Date: June 2020 v.3 (v.1 - 2013)

[wcms_746716.pdf \(ilo.org\)](#)

4- Guidance Note 3.2: Adapting evaluation methods to the ILO’s normative and tripartite mandate Date: June 2020 (v.1

[wcms_746717.pdf \(ilo.org\)](#)

5- CHECKLIST 4.8 WRITING THE INCEPTION REPORT X Date: Feb 2021, v. 3 (v.1 -2012)

[wcms_746817.pdf \(ilo.org\)](#)

6- Checklist 4.4: Preparing the Evaluation Report Summary X Date: April 2021, v.2 (v.1 2012)

[wcms_746811.pdf \(ilo.org\)](#)

7 - Template 4.1: Lessons learned X DATE: MARCH 2021

[wcms_746820.pdf \(ilo.org\)](#)

8- Template 4.2: Emerging good practices X DATE: MARCH 2021

[wcms_746821.pdf \(ilo.org\)](#)

9- SDG related reference materials

[Evaluation & SDGs \(Evaluation Office\) \(ilo.ch\)](#)

10- Rating the quality of evaluation report

http://www.ilo.org/eval/Evaluationguidance/WCMS_165968/lang--en/index.htm

11- Guidance note 7: Stakeholders participation in the ILO

evaluation

https://www.ilo.org/global/docs/WCMS_165982/lang--

<en/index.htm>

12- Guidance note 4: Integrating gender equality in the monitoring and evaluation of

projects http://www.ilo.org/eval/Evaluationguidance/WCMS_165986/lang--

<en/index.htm>

13- Template for evaluation title page

http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--

<en/index.htm>

14- Template for evaluation summary

<http://www.ilo.org/legacy/english/edmas/eval/template-summary->

<en.doc>

15- UNEG Ethical Guidelines for Evaluation

[http://www.unevaluation.org/document/download/](http://www.unevaluation.org/document/download/548)

<548>

Annex 3.2 - Evaluation Design Matrix (LEED+)

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
RELEVANCE AND VALIDITY OF THE DESIGN			
How have the project's objectives been aligned and contributed to the needs and expectation of primary stakeholder (Community), specifically the marginalized men, women, people with disabilities and policies of donors?	<ul style="list-style-type: none"> To what extent do the objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities? (process of consultation to seek the views and aspiration of the stakeholders, synergy with Government Policy etc.) How did the project specifically address the needs of vulnerable people, especially PwDs, men and women? 	<ul style="list-style-type: none"> Literature/Reports Government's national and provincial priorities; Needs/gaps expressed in ILO's previous related interventions; Reports on context changes; DWCP/UNSDCF 	<p>Desk review:</p> <ul style="list-style-type: none"> Project document and the Results Framework Policies and plans of GoSL and the relevant development partners <p>KII with key ministries, GoSL agencies, especially:</p> <ul style="list-style-type: none"> Department of manpower and employment State Ministry for Rural Economy Provincial Chief Secretary District Secretaries Provincial departments of agriculture, social services, cooperative development, industries. Fisheries. Private sector entities <p>KII with ILO staff KII with constituents</p>
To what level desired aspiration of the target groups has been met? i.e. economic wellbeing of the community will facilitate longer term peace and reconciliation.	<ul style="list-style-type: none"> How did the Project engage with stakeholders to ensure that the programme supports the needs of the target groups? What evidence is available for improving livelihoods? How did the Project leverage economic well-being to bring peace and reconciliation? What critical interventions or result areas are missing in the Project 		
To what extent did the project strategies, within their overall scope, contribute to the creation of decent work opportunities and inclusive growth and reconciliation for vulnerable communities?	<ul style="list-style-type: none"> How did the Project correlate project's outputs to inclusive growth and reconciliation? What evidence is available on the creation of decent work opportunities for the target groups? What is the process followed to ensure that the creation of decent work opportunities are reflected in the Project? 		
How did the project contribute to the relevant International Labour Organisation Programme & Budget Outcomes, Sri Lanka's DWCP and to the UNSDCF?	<ul style="list-style-type: none"> How has the Project addressed the priorities in the DWCP, Sri Lanka (2018-2022)? How does the Project relate to the United Nations Sustainable United Nations Sustainable Development Cooperation Framework for Sri Lanka? How does the Project fit into ILO's Sri Lanka Country programme strategy? 		
Does the Theory of change exist? And to what extent it is used to guide project implementation towards the project objectives. Were the indicators clearly	<ul style="list-style-type: none"> Do the changes sought by the Project align with the national/provincial/district development agenda? 		

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
defined, describing the changes to be brought about? Were the risks properly identified and assessed and what recommended risks can be added to be mitigated against?	<ul style="list-style-type: none"> • Are the changes to targeted beneficiaries expected in the Theories of Change realistic and achievable? • Have there been any significant changes to the Government strategies and priorities which are not covered by the Project? • How appropriate and useful are the indicators described in the project document in assessing the project's progress? If necessary, how should they be modified to be more useful? Are indicators sensitive to the changes in vulnerable people/gender? • How does the risk management situation correspond to the current situation? 		
To what extent did the COVID-19 pandemic and political and economic crisis of Sri Lanka have adverse impact on the planned achievements and strategy etc. and the extent to which the project has been able to adapt and to respond to the unexpected consequences of the above events?	<ul style="list-style-type: none"> • What are the key areas of interventions most affected by COVID-19 pandemic and the economic downturn? • What are the mitigatory actions adopted by the Project (as well as by the Partners)? • What are the adjustments made to delivery of outputs? • What were the containment measures supported by the Project? Did the Project allocate funds for emergency Covid-19/economic hardship management? • Has the pandemic/economic situation reversed any gains of the Project? What actions, if any, taken to mitigate these reversals? 		
COHERENCE			
To what extent have the strategy and interventions created synergies and interlinkages with other interventions being carried out by ILO?	<ul style="list-style-type: none"> • How did the Project relate to other interventions of ILO, especially the previous LEED efforts? • What is the evidence available on the synergy with other interventions? 	<ul style="list-style-type: none"> • Partner Reports • GoSL reports • Other project information 	Desk review <ul style="list-style-type: none"> • Secondary information (Project reports, documents, monitoring reports)
Were the strategies and interventions consistent with the relevant international norms and standards to which the ILO adheres to?	<ul style="list-style-type: none"> • How does the Project link with the international standards of ILO? (human rights- based approach and gender equality, and PwD) 		<ul style="list-style-type: none"> • KII with the Project staff • KII with partners • KII with constituents
To what extent have the interventions been coherent and complementary to activities being carried out by constituents, United Nations (UN)	<ul style="list-style-type: none"> • Are there any complementary activities which have emerged during the project life, especially in the Northern Province? 		

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant		
partners, and other multilateral and bilateral organizations?	<ul style="list-style-type: none"> • What is the effect of such interventions on the Project? • Is there duplication of efforts? If so, what action is needed to avoid duplication? • How has the LEED+ interventions complemented and/or contributed with other Projects in the Northern Province? 				
EFFECTIVENESS					
To what extent have the project objectives been achieved, including in its work on peace and reconciliation?	<ul style="list-style-type: none"> • To what extent were key results achieved, and did they contribute to Outcome level changes? • To what extent has the programme managed to reach the target population and what evidence has been collected on the same? 	<ul style="list-style-type: none"> • Workplan vs achievements • Project progress reports and other technical reports • Project progress meeting notes • Notes of Implementing partners 	Desk review <ul style="list-style-type: none"> • Secondary information (project reports, M&E Reports; other reports; GoSL reports – provincial) • Project timeline revisions KIIs <ul style="list-style-type: none"> • with partners including GoSL representatives and private sector • KIIs with stakeholders • KII with constituents FGD with beneficiaries Field observations		
To what extent did the results benefit women and PwDs?	<ul style="list-style-type: none"> • Have the most vulnerable, disadvantaged, and marginalised population benefited? • How have the benefits been seen by the women, men and PwDs? 				
What were the main internal and external factors that influenced the achievement or non-achievement of results?	<ul style="list-style-type: none"> • What are the external factors (political, social, economic etc.) responsible for achievement (or not)? (with special emphasis on COVID-19 pandemic and the economic downturn) • What are the internal factors (timeliness of delivery, country office architecture, funding etc.) responsible for achievement (or not)? • Has the Project succeeded in securing the funds for the delivery of the programme? If not, how were the activities completed? • What is the role of stakeholders/partners in delivery? What are the good examples? • Are there any constraints in implementing and achieving results? (e.g., capacity within the Government agencies; capacity of Partners) and how did these affect programme delivery? • What are the factors outside of the Project which had an impact of the implementation of the Project? 				
To what extent were the institutional set-up, capacity for project implementation,	<ul style="list-style-type: none"> • What are the governance structures in place? • What are the institutional barriers against project implementation? 				

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
coordination mechanisms and the use and usefulness of management tools effective?	<ul style="list-style-type: none"> • What are the specific management tools in place, and how are they being used by the partners? 		
What are the constraints/limitations in various types of partnerships that the project had made use of? E.g. broader partnership such as partnership with lead companies, partnership with Government entities, partnership with SMSE, Coops etc.	<ul style="list-style-type: none"> • How strong are the partnerships with the Government and other agencies? How did these partnerships work during COVID-19 pandemic/economic downturn? What is the level of ownership of interventions by the three tiers of the Government? • How is the partnerships with SMSEs and the private sector in taking forward project work? Are there any good lessons/constraints? 		
Have the project partnership strategies been appropriate and effective towards achieving the expected results? E.g. by assessing how the private sector, public sector continue to work with communities in the North beyond the project by giving specific attention to the private partnership strategy, of the partnership strategies?	<ul style="list-style-type: none"> • How appropriate and effective are the partnerships, especially with the private sector? What are the indications that these partnerships will thrive once the project is over? • How effective is the partnership with ILO constituents? • How are the small businesses and SMEs partnering with the private sector? • What specific inputs are provided by state agencies (Dol) 		
How effective was the project in stimulating interests and participation of meso level partners? (E.g. SANASA, CCIY and Cooperative council) To what extent were the meso level partners instrumental in achieving project objective?	<ul style="list-style-type: none"> • How have the partners fared in project implementation? • What is the added value of these entities in successful implementation of the Project? • Are there any concerns from the partners which have impeded progress? 		
To what extent the project benefited by the extra resource allocation for reintegrating the people in demining areas?	<ul style="list-style-type: none"> • What is the strategy used for reintegrating people in the demining areas? • How was the resource allocation decided? 		
How the M&E strategy that the project developed has enhanced accountability, learning and fed into management? Including how the behavioural change anticipated vs. achieved contributes to the effectiveness.	<ul style="list-style-type: none"> • Is there an M&E Plan? Was it followed across all Sections/Thematic areas? • How effective is the monitoring by all parties? What are the successes and failures? Any reasons for failures? • How are the leanings used during the project cycle? 		

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
EFFICIENCY			
To what extent did the project leverage resources (financial, partnerships, expertise) to achieve outcome and outputs?	<ul style="list-style-type: none"> To what extent have the project resources been leveraged with other related interventions to maximize impact, if any? 	<ul style="list-style-type: none"> Workplans Project budget vs expenditure 	Desk review <ul style="list-style-type: none"> Project reports M& E Reports Review reports
Was the project implemented as planned, what have been the factors that affected timely delivery of activities and finance? How did the project adapt to challenges to project implementation?	<ul style="list-style-type: none"> Have the outputs been delivered in a timely manner? If not, what were the factors that have hindered timely delivery of outputs? Any measures that have been put in place? What constraints/delays were encountered during implementation, why and how were these addressed? What has been the impact of COVID-19 /economic crisis on the programme implementation and has there been any need for reprogramming? What are the main areas of concern relating efficient implementation? 		KII <ul style="list-style-type: none"> with project staff with partners with stakeholders FGD with beneficiaries
Does the project allocate sufficient resources to integrate gender, disability and for M&E?	<ul style="list-style-type: none"> Where possible, analyze intervention benefits and related costs of integrating gender equality, PwDs and M&E; 		
How effective is the project using allocated funding? Could resources have been allocated in a more cost-effective manner?	<ul style="list-style-type: none"> How are the resources (financial, human, technical support, etc.) allocated – is there a strategic plan? 		
IMPACT			
To what extent did the project bring lasting changes in norms and policies that promote connection with exporters and other national investors to diversify markets and maximise profits?	<ul style="list-style-type: none"> What are the policy and structural changes developed by the Project to promote linkages between beneficiaries and users? Has the Project influenced the GoSL to adopt new policies (both and national and Provincial levels) How do the users (exporters) view the Project interventions to diversify markets? What evidence is available on improving profits of the beneficiaries? 	<ul style="list-style-type: none"> Policy instruments and changes Adoption of outputs/approaches Contributions to peace and reconciliation agenda of GoSL (e.g., LLRC Report indicators) 	Desk review <ul style="list-style-type: none"> Project reports M& E Reports Review reports KII <ul style="list-style-type: none"> with project staff with partners with stakeholders FGD with beneficiaries
Has the intervention made a difference to providing key beneficiaries, including youth with appropriate technology and economic infrastructures? If so, how has	<ul style="list-style-type: none"> What are the technologies introduced by the Project and utilised by the beneficiaries? How have these helped the beneficiaries, especially youth, in improving their businesses? 		FGD with beneficiaries

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
the intervention made a difference? (explicitly or implicitly)			
What were the intervention's long-term effects in terms of generating sustained income, access to market, financial services, decent working conditions, creation of jobs, through building capacity and skills of MSMEs, members of Coops.	<ul style="list-style-type: none"> In the districts, what changes have been made in the lives of the beneficiaries which can be maintained after the Project? How are these changes perceived by the relevant GoSL agencies? Have these changes been helpful to GoSL agencies for possible replication elsewhere? 		
What are the contributions of the LEED+ to build peace, resilience and social cohesion, and promote gender equality and access for persons with disabilities in the target areas?	<ul style="list-style-type: none"> How has the Project outputs helped in building reconciliation, social cohesion? What long-term benefits are there to promote gender equality and integration of PwDs? 		
What are the unintended impacts (and outcomes) of the interventions?	<ul style="list-style-type: none"> Analyse the unintended outcomes and impacts. 		
SUSTAINABILITY			
How likely have the results of the intervention to be incorporated into development strategies and policies of various ministries, departments and private sector organisations at the national level and even grass root levels organisations like cooperatives?	<ul style="list-style-type: none"> What are the project outputs and products that have been taken up by others, especially GoSL, and institutionalised? Are there any potential approaches which the GoSL view as useful for institutionalising the for future use? Are there any project outcomes that would be used in the future by the societies or cooperatives with which the Project worked (also the Dept of Cooperative Development) What outputs will have a direct relevance to have contributed towards sustainable development goals. How are the successes in the identified outputs continued by the partners? 	<ul style="list-style-type: none"> Project exit strategy Indicators – Cooperative societies and other community societies Services to PwDs and gender equality considerations 	<p>Desk review</p> <ul style="list-style-type: none"> Project reports <p>KII with staff KII with partners KII with stakeholders KII with constituents FGD with beneficiaries</p>
To which extent have the results of the intervention been likely to have a long term, sustainable positive contribution to scaling-up from grass-root level to provincial or national level? To what extent is the project able to make changes which last longer for vulnerable women and persons with disabilities?			
How far project exit strategy including upscaling and private sector approaches are sustainable after the project is over?	<ul style="list-style-type: none"> Does the project have an exit strategy? If so, has this been discussed with GoSL and other agencies (including the private sector)? 		

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
To what extent targeted public and private institutions have changed institutional level practices, system, approaches, and targeting, in order to provide better services for women and PwDs ?	<ul style="list-style-type: none"> • Has the Project influenced the institutions (both public and private sector) on their outlook towards women and PwD for improved service? • If so, what are those approaches? What difference has been made to the institutions? • Are local stakeholders able to continue working on the issues addressed by the project? How effectively has the project built necessary capacity? 		
What are the factors that may hinder sustainability?	<ul style="list-style-type: none"> • What are the perceptions of GoSL and other actors on continuing with project activities after the project is over? • What are the difficulties they face in continuing with this work? 		
GENDER EQUALITY AND DISABILITY INCLUSION			
To what extent did the project design identify and integrate specific targets and indicators in gender?	<ul style="list-style-type: none"> • Has the project met its criteria for selecting vulnerable beneficiaries? • Was the final selection of beneficiaries coherent with the initial eligibility and vulnerability criteria jointly defined by all stakeholders? • Were the interventions/assistance provided met needs expressed and identified by the final recipient/beneficiaries? 	Gender assessment Project progress reports Periodic gender/PwD reporting Project partners and stakeholders	Desk review KII with stakeholders FGD with beneficiaries
What are the key achievements of the project on gender equality and women's empowerment so far?	<ul style="list-style-type: none"> • Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to (a) Gender equality and non-discrimination through an intersectional lens?, and (b) Inclusion of persons with disabilities through an intersectional lens? • What were the main internal and external constraints/challenges? 		
<p>Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to:</p> <ul style="list-style-type: none"> • Gender equality and non-discrimination through an intersectional lens? • Inclusion of persons with disabilities through an intersectional lens? 	<ul style="list-style-type: none"> • What are the mechanisms/procedures by which women/PwDs voice their concerns, issues and problems? • To what extent did the results benefit women and PwDs? • Has those empowered them? If so how? • The extent that the project has adhered to basic humanitarian principles in implementing its activities 		

Key evaluation criteria/enquiry areas	Evaluation sub-questions	Data Sources	Collection method(s)/Informant
	i.e. principles of do no harm, humanity, neutrality, independence and impartiality. (peace building and reconciliation perspective)		
<p>To what extent did the project bring lasting changes in norms and policies that favour/promote</p> <ul style="list-style-type: none"> Gender equality and non-discrimination through an intersectional lens? Inclusion of persons with disabilities through an intersectional lens? 	<ul style="list-style-type: none"> How are the mechanisms/procedures established by the Project on gender/PwDs maintained after the Project? What are the institutional structures available to continue the Project's work? How does the project interventions fit into GoSL and other agency agendas to ensure continuity after the Project? 		
<p>How has the project been able to leverage the ILO contributions, through its comparative advantages including ILS, social dialogue and tripartism?</p>	<p>Already covered elsewhere.</p>		
PROJECT'S RESPONSIVENESS TO SDGS			
<p>To what extent the project considered relevant SDG targets and indicators?</p>	<ul style="list-style-type: none"> Assess contributions to SDG targets 	<ul style="list-style-type: none"> SDG Reports (both ILO and GoSL) 	<p>Desk Review</p>
<p>To what extent did the project increase stakeholders' awareness on SDG targets and indicators relevant to Decent Work Agenda? (explicitly or implicitly)</p>	<ul style="list-style-type: none"> What are the perceptions of stakeholders (partners) on SDG targets relevant to DWA? What are the Project's contributions towards SDG targets at the partner level 		<p>KII with GoSL stakeholders KII with project/ILO staff</p>
<p>To what extent did the project leverage partnerships (with constituents, national institutions and other UN/development agencies) that enhanced projects relevance and contribution to priority SDG targets and indicators? (explicitly or implicitly)</p>	<ul style="list-style-type: none"> Analyse partnerships and contributions made by the Project towards SDG targets 		

Annex 3.3 – List of Documents

1. Project document
2. Project Progress Report for 2019, 2020, 2021 and 2022
3. Policy on People with Differently abled; Northern Province (Provincial Department of Social Services, Northern Province); 2022
4. Decent Work Country Programme; 2018-2022; ILO
5. Evaluability Assessment -LEED+ Project; ILO (July, 2020)
6. Assessment of the Key Bottlenecks for Private Sector Investments in the Northern Province; ILO (March, 2020)
7. Consultation and providing Technical Support services for the project, 'Local Empowerment through Economic Development and Reconciliation (LEED+)', to achieve Inclusive Social Transformation in the Northern Province; Final Report by Gender Consultant Vasuki Jeyasankar (December 2020 – November 2022)
8. Final Report on the Partnership with David Gram to provide immediate support to vulnerable families who have been affected due to current economic crisis (undated)
9. Final Evaluation of LEED - SRL/10/04M/AUS (2012)
10. The ILO's Strategic Plan for 2018–21 (October, 2016)
11. LESSONS LEARNED IN SRI LANKA: Local Empowerment through Economic Development
12. LEED Project (2011-2016) (Jan., 2017)
13. Support to Resettlement and Reconciliation (SURAR) through the United Nations Joint Programme for Peace Project; ILO TC/SYMBOL: LKA/19/03/USA (Evaluation Report) (2021)
14. Work in Fishing Convention, 2007 (No. 188): Netting Gains for Sri Lanka (Nov., 2020) ILO
15. Northern Province women Development Policy (2021) (Northern Provincial Council
16. Results Measurement Framework; LEED+
17. Needs and readiness of the cooperatives in the Northern Province to receive market based advisory services; SANASA (Sept., 2020)
18. Value Chain Assessment in the Northern Province of Sri Lanka (Khairul Islam) (Aug., 2018)
19. LEED final evaluation ILO (2016)
20. Proposal for a Regional Economic Development Plan in the Vanni region, Northern Province of Sri Lanka (undated)
21. Final Report; Partnership with Cooperative Council of Kilinochchi District to build its capacity to become a reliable and effective service provider to the cooperative (undated)
22. Final Report: Support to contribute to the generation of temporary decent employment and income opportunities while providing social and economic infrastructure and services for sustainable development (Provincial Dept. of Agrarian Services) (undated)
23. Support Direct Assistance for Women Engaged in the Fisheries Sector Impacted by the Ongoing Economic Crisis in Sri Lanka (Anon.) (undated)
24. Final Report -Support to the Integrated Farmers Thrift and Credit Cooperative Society (IFTCCS) Ltd to strengthening quality input supply to the farmers (undated)
25. Final Report: Support to the Irranaimathanagar Fishermen cooperative society to develop Sea cucumber seed supply to sea cucumber farmers in the division (undated)
26. Final Report: Improve access to better marketing opportunities and support production facility as for GMP certified for inclusive employment opportunities at Thenmarachchi East MPCS (Kodikamam), Jaffna (undated)
27. Final Report: Provide technical and financial assistance to Malarum Poomi Women's Agricultural Development Cooperative society in terms of developing their capacity to enhance the services

- provision to its members as well as to produce high quality ground nut seeds (Malarum Poomi Women's Agricultural Development Cooperative Society (undated)
28. Final Report: improve access to better market opportunities and support to enhance the knowledge on farming practices for groundnut producers in the District of Mannar (Dec., 2019) (Mannar district Thrift and Credit Cooperative Society)
 29. Final Report: Maritimepattu Ground nut cooperative (undated)
 30. Final Report: Nanattan Division MPCS Supports the Member Farmers to Produce Certified Quality Groundnut Seeds, Establish Input Sales, and Buy-Back Mechanism in an Inclusive Manner (Nanattan Multipurpose Cooperative Society (LTD)) (undated)
 31. Final Report: Improve access to better and sustainable market opportunities and support to enhance quality coconut oil production and sales for Pandateruppu Multi-Purpose Cooperative Society, Jaffna (undated)
 32. Creating an inclusive society: Assistance to Promote Inclusion of Person with disabilities in Economic Sector through Job placement and self-employment guidance in the Northern Province of Sri Lanka.) 2020-2022 (undated) (Dept. of Manpower & Employment)
 33. Final Report: Provide Technical Assistance to the Department of Social Services to promote inclusive Economic Development in the Northern Province of Sri Lanka (2022) (Department of Social Services, Northern Province)
 34. Final Report: Disability Consultant Support to Scale-Up Partners on Capacity Building, Surveys and Policy Action Plan Development (R Kalaiventhan) (Aug., 2022)
 35. Final Report: Assistance to Provide Affirmative Action to the Most Vulnerable Women Farmers and Person with Disabilities in collaboration with the Department of Agriculture -NP (Feb., 2023) (Chief Secretary, NP)
 36. Final Report: Support for increasing the income of vulnerable farmers living in the recently demined areas in Madu and Manthai West DS Divisions by creating sustainable and inclusive livelihoods (May, 2022) (Chief Secretary, NP)
 37. Final Report: Promoting seed groundnut production by improving quality productivity and educating farmers on good agronomic practices (Feb., 2023) (Chief Secretary, NP)
 38. Final Report:
 39. ILO LEED+ partnership with the Northern Provincial Department of Cooperative Development for building the capacity of its officers on cooperative business management and collaborating for enhancing Women's Socio-Economic Participation in the Fisheries Sector in the North (undated)
 40. Final Report: Assistance to Provide Affirmative action to the most Vulnerable Farmers Including Women and persons with Disabilities in the Recently Demined Areas in Madhu DS Division, Mannar (undated)
 41. Final Report: Assistance to Provide Affirmative action to the most Vulnerable Farmers Including Women and persons with Disabilities in the Recently Demined Areas in Manthai West DS Division, Mannar (DS Manthai West) (undated)
 42. Final Report: Comprehensive study on resource mapping, feasibility analysis, recording the available biological & chemical parameters for the Coastal and Marine Aquaculture Development in the Northern Province (NAQDA) (undated)
 43. Work completion report: Promotion of commercial Chilli Production and Improved postharvest management incorporating bio fertilizer and Good Agriculture Practices (GAP) partnership in Northern Province (SUNFROST PVT LIMITED) (undated)
 44. Final Report: Promotion of improved groundnut production and post-harvest management (David Gram) (undated)
 45. Final Report: ILO Joint Project for maize/ground nut cultivation expansion in theNorthern Province (Plenty Foods) (undated)
 46. Final Report: Promotion of improved Black gram production and post-harvest Management Assistance to smallholder member farmers in recently demined areas in Mannar District (Alli Company) (Nov., 2022)

47. Progress Report: Provide technical support for the expansion of Sea cucumber's new grow-out system and introduce digitalization into farming and post-harvesting techniques for the farmers in the Northern Province (Gui Lan) (undated)
48. Work Completion Report: Tropicoir (2019?)
49. Work Completion Report: Support to Build The Capacity of the Chamber of Commerce And Industries of Yarlpanam to Become a Reliable and Reputed Business Service Provider in the Northern Region (Chamber of Commerce and Industries of Yarlpanam) (July, 2022)
50. Final Report: Assistance to micro-enterprises owned by PwDs and Women to scale up businesses to the next level in collaboration with the Department of Industries (NP) (Feb., 2023)
51. Report by Queen Production (undared)
52. Final Report: Support to Improve the Occupational Safety and Health condition as well as to ensure the decent jobs for all at STR Products (STR Products) (undated)
53. Final Report: Strengthening Vesta Food & Beverages Industries to generate decent work opportunities for local disadvantaged women and PwDs as well as to increase the market access for local agriculture products (Vesta) (undated)
54. Final Report: Enhance Women-Led Micro and Small Enterprises through Skills Development and Technical Support in collaboration with Women Enterprise Social Welfare Association In Vavuniya District (WESWA) (Nov., 2022)
55. Report: External Consultation for introducing the SMART agriculture, digitalized extension services, promotion of virtual learning and communications at partners and producers' levels in Northern Province (G.Seyon) (Nov., 2022)
56. Report: Assessing the ICT ecosystem in Sri Lanka and particularly Northern Province towards promoting digital economy that supports inclusive and pro-poor growth (W M B S Nissanka & M Alexander) (undated)

Annex 3.4 – Guides for Key Informant Interviews

Each Guide carried the following introductory paragraph:

Introduction

I am X and I am an independent consultant contracted by ILO Sri Lanka. ILO is conducting an evaluation to assess the performance of the above-referred Project to gain insights on successes, lessons, and programmatic interventions that could be replicated. Key stakeholders are being interviewed for this evaluation at national and provincial levels, and from different types of organizations. Thank you for taking the time to participate in this interview. This conversation should not take longer than X time/minutes. All responses are anonymous, and names and job titles will not be stated in the report. Do you have any questions before we begin?

The interviewee will be requested to describe their interest/oversight on the ILO project.

Guides:

- For Government officials (including larger Cooperatives)
- Private Sector
- SMEs

KII Guide for Government Officials

This interview will reflect on the performance of the ILO Project, *Local Empowerment through Economic Development and Reconciliation (LEED+)*.

Targeted Informants (provisional):

- Department of manpower and employment
- State Ministry for Rural Economy
- Ministry of Fisheries
- Chief Secretary, NP
- District Secretaries
- Divisional Secretaries
- Provincial departments of social services, agriculture, industries, cooperative development

Note: Not all questions will be used; selected questions will be used depending on the nature and scope of the engagement with the project as well as the hierarchy of the officials.

Relevance

1. In your opinion, is the Project relevant to the policies and priorities of the Government (including provincial needs)? [*Probe:* specific areas of interest; examples of complementarity which has helped in furthering the Government's work programme;]
2. How was the Project designed and developed? How participatory was the process? To what extent did the planning process take into account Government (national, regional) plans and priorities? [*Probe:* reflect on the design process; is the design appropriate and realistic? Any priority areas left out and why? Peace and reconciliation efforts]
3. To what extent are the project objectives aligned with the development needs and capacities of the beneficiaries and stakeholders involved (individuals, groups and organisations)?
4. To what extent did the project design identify and integrate specific targets and indicators to capture:
 - Gender equality and non-discrimination concerns through an intersectional lens?
 - Concerns regarding persons with disabilities through an intersectional lens?
5. To what extent are the project objectives geared to the needs and capacities / expectations of particularly disadvantaged and vulnerable beneficiaries and stakeholders (individuals, groups and organisations)?
6. To what extent is the project's design based on a holistic approach to sustainable development (interaction of the social, environmental and economic dimensions of sustainability)?
7. During the project period, has there been any significant changes in Government priorities/strategies that are not covered by the Project? (also risks and potentials).
8. If the Project was not present, how would these work programmes carried out by the Government?
9. Has the project met its criteria for selecting vulnerable beneficiaries? Was the final selection of beneficiaries coherent with the initial eligibility and vulnerability criteria jointly defined by all stakeholders?
10. Was the interventions/assistance provided met needs expressed and identified by the final recipient/ beneficiaries?
11. Within its overall objectives and strategies, what specific measures were taken by the project to address issues relating to:

- Gender equality and non-discrimination through an intersectional lens?
- Inclusion of persons with disabilities through an intersectional lens?

Coherence

1. How did the Project relate to other interventions of ILO, especially the previous LEED efforts? What is the evidence available on the synergy with other interventions?
2. Are there any complementary activities which have emerged during the project life, especially in the Northern Province? (Probe: effect of such interventions on the Project; Is there duplication of efforts? If so, what action is needed to avoid duplication?)
3. To what extent has the projects design expected to use existing systems and structures (of GoSL/Private Sector etc.) for implementing its activities? To what extent are these systems and structures used?
4. To what extent are common systems (together with GoSL/Private Sector) used for M&E, learning and accountability?

Effectiveness

1. In your opinion, to what extent has the project achieved the (intended) objectives as originally planned? (Probe: expectation of the beneficiaries);
2. Has the programme reached its target(s)? Where are the gaps, if any? (Probe: contribution to the achievement of objectives at the level of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders);
3. Which internal factors (technical, organisational or financial) were decisive for achievement/non-achievement of the intervention's intended objectives?
4. Are the current structures and capacity conducive to effective delivery? If not, are there any changes required?
5. The extent that the project has adhered to basic humanitarian principles in implementing its activities i.e. principles of do no harm, humanity, neutrality, independence and impartiality? (peace building and reconciliation perspective)
6. What were the main internal and external constraints/challenges? (partly covered in 3 above)
7. To what extent did the results benefit women and PwDs?
8. What are the key achievements of the project on gender equality and women's empowerment so far?

Efficiency

1. Is the project delivery efficient and timely and to the required quality? [Probe: delivery constraints and mitigatory actions; wise use of resources; COVID-19 situation; economic downturn].
2. What constraints/delays were encountered during implementation, why and how were these addressed?
3. To what extent have the project's inputs (financial, human and material resources) been used economically in relation to the outputs delivered?
4. To what extent could the project's outputs (products, investment goods and services) have been increased through the alternative use of inputs (financial, human and material resources)?

5. To what extent did ILO leverage partnerships/resources (with constituents, provincial/national institutions, private sector, bilateral agencies, and other UN/development agencies) to support the LEED+ project? (partly covered in overview / documents)
6. How has the project been able to leverage the ILO contributions, through its comparative advantages including ILS, social dialogue and tripartism?
7. Was resource allocation to integrate and mainstream gender & disability sufficient?
8. To what extent the project encouraged meaningful participation of different vulnerable groups and communities/entities it worked with. The extent that the project has referred and considered the opinions of women and PwDs (including entrepreneurs) throughout the program cycle and identifying areas for improvement (effectively communicating with communities, encouraging and using feedback and complaint mechanisms, supporting participation of vulnerable groups in decision making and responding to the priorities, needs and culture of the communities and groups). Examples.
9. To what extent is the M&E data supporting project decision-making related to women and PwDs?

Impact

1. To what extent has the Project actually contributed to the identified and/or foreseeable higher level development changes (social, economic and their interactions, taking into account political stability) that it was designed to bring about?
2. What are the policy and structural changes developed by the Project to promote linkages between beneficiaries and users? Has the Project influenced the GoSL to adopt new policies (both and national and Provincial levels)? To what extent has the Project achieved structural or institutional changes (e.g. for organisations, systems, policies and regulations)?
3. To what extent has the Project contributed to higher-level development changes/changes in the lives of particularly disadvantaged or vulnerable groups of beneficiaries and stakeholders that it was designed to bring about?
4. How do the users (exporters) view the Project interventions to diversify markets? (*Probe: What evidence is available on improving profits of the beneficiaries?*)
5. What are the technologies introduced by the Project and utilised by the beneficiaries? (*Probe: How have these helped the beneficiaries, especially youth, in improving their businesses?*)
6. In the districts, what changes have been made in the lives of the beneficiaries which can be maintained after the Project? (*Probe: How are these changes perceived by the relevant GoSL agencies? Have these changes been helpful to GoSL agencies for possible replication elsewhere?*)
7. How has the Project outputs helped in building reconciliation, social cohesion?
8. What long-term benefits are there to promote gender equality and integration of PwDs?
9. To what extent did the Project serve as a model and/or achieve broad-based impact?
10. To what extent did the project bring lasting changes in norms and policies that favour/promote:
 - Gender equality and non-discrimination through an intersectional lens?
 - Inclusion of persons with disabilities through an intersectional lens?
11. How would the situation have developed without the Project?

Unintended outcomes

12. To what extent can unintended positive/negative direct results (social, economic, environmental and among vulnerable beneficiary groups) be observed/anticipated?
13. What potential benefits/risks arise from the positive/negative unintended results? What assessment can be made of them?

14. To what extent have risks and unintended-negative results in the context of peace and reconciliation been monitored in a systematic way?
15. How has the intervention responded to the potential benefits/risks of the positive/negative unintended results?

Sustainability

1. To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and implementing agencies) have the institutional, human and financial resources as well as the willingness (ownership) required to sustain the positive results of the project over time (once assistance has ceased)? [*Probe: What are the project outputs and products that have been taken up by others, especially GoSL, and institutionalised? Are there any potential approaches which the GoSL view as useful for institutionalising the for future use? Are there any project outcomes that would be used in the future by the societies or cooperatives with which the Project worked (also the Dept of Cooperative Development)*]
2. To what extent do the beneficiaries and stakeholders (individuals, groups and organisations, partners and executing agencies) have the resilience to overcome future risks that could jeopardise the project's results?
3. At the national/provincial/district level, what outputs will have a direct relevance to have contributed towards sustainable development goals?
4. How stable is the context in which the project implemented? (*Probe: To what extent is the durability of the project's positive results influenced by the context? To what extent can the positive (and any negative) results of the intervention be deemed durable?*)
5. To what extent has the targeted institutions (government-national & provincial, private sector) changed provisions, practise, mechanism and tools to integrate vulnerable women and PwDs in their development work.
6. Has the project developed a sustainability strategy and worked with beneficiaries (including women and PwDs) and other national counterparts to sustain results after the project ends? (related to 1 above)
7. To what extent is the project able to make changes which last longer for vulnerable women and PwDs?

Specific areas of inquiry on Value Chains and Market Development

A major component of the LEED+ is the Value Chain approach and market development. The value chain approach of the LEED+ project has the following key aspects;

1. The project has a market systems perspective;
2. Project examines different stages of the product; inception to end markets to identify opportunities and risks;
3. Identifying and address underlying constraints through incorporated with necessary Business Development Services with both the Government and the private sector; and
4. Monitor ongoing performance improvements among actors in the value chain.

Following will be the main areas to be explored during the interviews with relevant officials:

1. Does the Project align with the national/provincial/district development agenda?
2. Was there any assessment of how COVID-19 affected to the MSME sector.
3. How the Project take necessary measures to the emergency Covid-19/economic hardship management?
4. Has the pandemic/economic situation affected any gains of the Project? What actions, taken to mitigate this situation?

5. How the LEED+ interventions complemented and/or contributed with other Projects in the Northern Province?
6. How have the benefits been seen by the women, men and PwDs?
7. How is the partnerships with SMSEs and the private sector in taking forward project work? Are there any good lessons/constraints?
8. How appropriate and effective are the partnerships, especially with the private sector? What are the indications that these partnerships will continue once the project is over?
9. How you see the small businesses and SMEs partnering with the private sector?
10. What are the specific technical inputs provided by state agencies?
11. How the project assists to reintegrate people in the demining areas?
12. How do the exporters view the Project interventions to diversify markets?
13. What were the specific intervention points in the Value Chain, identified by the project for product improvement?
14. What evidence is available on improving profits of the beneficiaries?
15. What are the technologies introduced by the Project and utilised by the beneficiaries?

KII Guide for Private Sector Partners

This interview will reflect on the performance of the ILO Project, *Local Empowerment through Economic Development and Reconciliation (LEED+)*.

Targeted Informants (provisional):

- Sunfrost
- David Gram
- CBL/Plenty foods
- Sea Cucumber exporter

Note: Not all questions will be used; selected questions will be used depending on the nature and scope of the engagement with the project as well as the hierarchy of the officials.

The interviewee will be requested to describe their business. (*Probe:* about their business and customers; gender equality/vulnerable people in employment; managerial positions held by women; how big is the company).

1. Their engagement in the Project (*Probe:* their role and specific engagement in LEED+ project; their position in the overall value chain; support to women-owned enterprises; their suppliers and rating of their engagement).
2. Information on their businesses. (*Probe:* in their opinion, what are the basic requirements suppliers must meet before your company will buy from them? Does this vary by the type of item you are buying? Are there any policies or procedures that make it difficult for women-owned businesses to supply to you? Examples include audits or meeting health, safety, and environmental standards).

Relevance

3. How relevant is this engagement (both with the Project and the producers/suppliers) to further your business? (*Probe:* why so? Have they explored other avenues?)

Effectiveness

4. How satisfied are you with the producers you engage with and supported by the Project? (*Probe:* what are the inputs and services provided to the suppliers? Quality issues? Timely delivery to your expectation? Are women-owned and men-owned businesses equally able to meet these requirements? · Is there a difference between men-owned supplier businesses and women-owned supplier businesses when it comes to meeting volume, time, and quality requirements? If so, what are the differences? Do women-owned businesses have more difficulty than men-owned businesses getting the materials they need?
5. What is the proportion of your requirements supplied by the Project-supported farmers/fishers?
6. Do you have any linkages with Government agencies to facilitate operations of your business? (*Probe:* Do you engage in dialogues about policies that affect your sector and your operations? If so, how often? Any significant outcomes? Feedback, if any, provided by you to the Project.
7. In your engagement with producers/suppliers, do you have any specific approaches? (*Probe:* forward contracting; providing inputs on the assurance of receiving the produce; financial services/advancing credit? Any preferential treatment to women or PwD suppliers?
8. Overall, how happy you are with this arrangement? (*Probe:* good cases; profitability to the company; any dividends to the producers/suppliers?)

Sustainability and beyond

9. In terms of sustaining this link, are you satisfied that the producers would continue to supply you after the project is over? (*Probe*: what will happen once the project stops its inputs? What would they do to continue the linkages?)
10. Do you have any recommendations regarding changing the approaches if a similar initiative is launched in the future?

KII Guide for SMEs

This interview will reflect on the performance of the ILO Project, *Local Empowerment through Economic Development and Reconciliation (LEED+)*.

Targeted Informants (provisional):

- Queen Products (Food Processing)
- Sivanarul Industries (Food Processing) (Optional-tp)
- STR Coir
- Anaimugan Food Processing
- Vesta Industries (Fruit processing)

Note: Not all questions will be used; selected questions will be used depending on the nature and scope of the engagement with the project as well as the hierarchy of the officials.

The interviewee will be requested to describe their business. (*Probe:* about their business and customers; gender equality/vulnerable people in employment; managerial positions held by women; how big is the company and the following information).

- Name
 - Sector
 - Product(s)
 - No. of years in business
 - No. of employees (male/female/PwDs)
 - Any exports
 - Situation before the Project
1. Their engagement in the Project (*Probe:* their role and specific engagement in LEED+ project; their position in the overall value chain; engaging women and PwDs).

Relevance

2. How relevant is this engagement (both with the Project and the producers/suppliers) to further your business? (*Probe:* why so? Have they explored other avenues?)

Effectiveness

3. How satisfied are you with your progress following project interventions? (*Probe:* what are the inputs and services provided by the Project? Quality issues? Timely delivery to your expectation?)
4. What are the results? (*Probe:* increased income; reduced expenditure; better efficiency; wise use of inputs; access to new technology, new markets, and new products;)
5. Do you use any specific approaches in the Project resulting from your engagement with the Project? If so what are they? How would you rate those approaches in terms of improving your business?
6. In terms of improving the business environment, what are your experiences following the Project interventions?
7. Overall, how happy you are with this arrangement? (*Probe:* good cases; profitability to the company; any dividends to the producers/suppliers?)

Sustainability and beyond

8. In terms of sustaining this link, are you satisfied that the processes would continue after the project is over? (*Probe:* what will happen once the project stops its inputs? What would they do to continue the linkages?)
9. Do you have any recommendations regarding changing the approaches if a similar initiative is launched in the future?

Annex 3.5 – List of people

PART I – Key Informant Interviews

1. Araniyan, I (Mr), Queen Products, Puthukkudiyiruppu
2. Babu, Thevanthini (Ms), Provincial Department of Cooperatives, Northern Province
3. Banu, Sakila (Ms), District Director of Agriculture, Mannar
4. Berg-Hansen, Hilde (Ms), Deputy Head of Mission, Norwegian Embassy in Colombo
5. Charlton, S (Mr), Subject Matter Specialist, Provincial Department of Agriculture, Mannar
6. De Mel, Stanley A (Ms), District Secretary, Mannar
7. Deen, M I R (Mr), Private Secretary, State Ministry of Rural Economy
8. Dinusiyani, S (Mr), Queen Products, Puthukkudiyiruppu
9. Dissanayake, Palitha Chandrasiri, Lead Farmer, Plenty Foods (Thalawa)
10. Fernando, J O D (Mr), Administrative Officer, Madhu Divisional Secretariat
11. Fernando, Rodney (Mr), Senior Manager, Business Consulting, Ernst & Young, Sri Lanka
12. Gayathri, R J (Ms), Department of Manpower & Employment
13. Geetha, L (Ms), General Manager, Akkarayan MPCS
14. General Manager, Mulankavil Vinayapuram Farmers' Agricultural Cooperative Society
15. Gunapalan, S (Mr), Additional District Secretary, Mullaitivu
16. Gunarathne, Amal (Mr), Agriculture Development Manager, Plenty Foods (Pvt) Lt
17. Herath, Arjuna (Mr), Partner, Consulting, Ernst & Young, Sri Lanka
18. Jegan, Anton (Mr), Development Officer, PDol, NP
19. Justin, Peter (Mr), General Manager, Kaarainagar MPCS
20. Kajurathan, Shanmugarajah (Mr), Assistant Director Planning, Divisional Secretariat, Maritim Pattu
21. Kanapathipillai, Subramaniam (Mr), Chairman, SANASA Federation
22. Karunaratne, W M K Chaturanga (Mr), CBL Plenty Foods
23. Katheeswaram, A, Chairman, Kilinochchi Cooperative Council, Kilinochchi
24. Kiriwandeniya, Samadanie (Ms), Chairperson, SANASA
25. Kugajini, S (Ms), Queen Products, Puthukkudiyiruppu
26. Lokuge, Gayathri (Ms), CEPA, Colombo
27. Mallikage, Marcus (Mr), Deputy Director (Quality Control), Department of Fisheries
28. Mayadunne, Shanika (Ms), Deputy Director, Department of Manpower & Employment
29. Niroobaraj, Balachandran (Mr), NAQDA, Poonaryn
30. Niyaham, K Bede (Mr), Divisional Secretary, Madhu Divisional Secretariat
31. Pathmanadar, Raghavan (Mr), Industrial Promotion Officer, PDol, Northern Province
32. Pirakash, R (Mr), Development Officer, Madhu Divisional Secretariat
33. Ramanathan, Sivasuthan, (Mr), Senior Programme Officer, Australian High Commission, Colombo
34. Ranatunge, Dhammika (Mr), Additional Secretary, Ministry of Fisheries & Aquatic Resources
35. Ransana, A (Ms), Queen Products, Puthukkudiyiruppu
36. Ratheesan, A (Mr), Sivanarul Industries, Puthukkudiyiruppu
37. Ratnayake, Kasun (Mr), Sunfrost
38. Sakthidas, Muthukumar (Mr), David Gram Representative, Mullaitivu
39. Sarathchandra, P A (Mr), District Secretary, Vavuniya
40. Saravanamuttu, Manivan (Mr), General Manager, Oddisudan Farmers' Cooperative Society
41. Saseekaran, S (Mr) General Manager, Udayarkaddu, Farmers' Cooperative Society
42. Sasikaran, S (Mr), President, Farmers' Organisation, Malavanampattam
43. Sasilan, K (Mr), Sunfrost Representative, Vavuniya
44. Segarajah, Ahalya (Ms), Provincial Director, PDoSS, Northern Province

45. Selvaratnam, Vaneeja (Ms), Director, PDol, Northern Province
46. Senthnan, T (Mr), President, Chamber of Commerce & Industry, Yarlpanam
47. Senthilkumaran, Suganthini (Ms), Provincial Director of Agriculture, Northern Province
48. Senthhooran, Kandasamy (Mr), Anaimugam Industries, Paranthan
49. Seymour, Erika (Ms), 1st Secretary (Development and Public Diplomacy, Australian High Commission, Colombo
50. Shanmuganathan, V (Mr), Social Services Officer, PDoSS, Northern Province
51. Shiromali, B H C (Ms), Director (HRM&IR), Department of Manpower & Employment
52. Sivakumar, H (Mr), Treasurer, Farmers' Organisation, Malavanampattam
53. Sivakumar, K (Mr), Secretary, Kilinochchi Cooperative Council
54. Sri Ganesha, Vallipuram (Mr), Manager, Gui Lan (Pvt) Ltd, Ariyalai
55. Subasharan, P (Mr), Director, Queen Products, Puthukkudiyiruppu
56. Sudaran, R (Mr), Development Officer, Provincial Agrarian Services Department, Mullaitivu
57. Sudarshan, Keerthika (Ms), Director, Administration, Chamber of Commerce & Industry, Yarlpanam
58. Sujeewaruban, N (Mr), Assistant Director, Provincial Agrarian Services Department, Mullaitivu
59. Suvikaran, Vishnunadan (Mr), General Manager, Karachchi South MPCS
60. Thaniya, T (Ms), Assistant Director, PDoSS, Northern Province
61. Tharmendra, Tharmalingam (Mr), Additional Divisional Secretary, Vengalcheddikulam
62. Thevakumari, B (Ms), Assistant Commissioner, Provincial Department of Cooperatives, Northern Province
63. Thireshkumar, T (Mr), Additional District Secretary, Vavuniya
64. Vaheesan, Sundaralingam (Mr), VESTA, Industries, Jaffna
65. Varathaparan, V (Mr), Development Officer, PDol, NP
66. Vignesh, V K (Mr), former Chairman and current Executive Director, Chamber of Commerce & Industry, Yarlpanam
67. Vishnuthaa, S (Mr), General Manager, Kilinochchi Cooperative Council
68. Zhi Chao, Li (Mr), Gui Lan (Pvt) Ltd, Ariyalai

Project Staff

1. Devagiri, Nihal (Mr), National Project Coordinator, LEED+
2. Kanthalingam, Thirukumaran (Mr), Project Office, Vavuniya
3. Kathireson, Kaushalya (Ms), Communications Officer, ILO Colombo
4. Kring, Thomas (Dr), Chief Technical Advisor, LEED+ Project
5. Mohamed, Khairul Islam, Value Chain Expert, ILO
6. Palliyaguruge, Dilki (Ms), M&E Officer, ILO Colombo
7. Ratwatte, Lihini (Ms), National Project Coordinator (Outcome 4, LEED+) ILO Colombo
8. Semarasa, Vasudev (Mr), Project Office, Vavuniya
9. Singh, Simrin (Ms), Country Director, ILO Sri Lanka
10. Sivalinganathan, Thabesan (Mr), Project Office, Vavuniya

PART II (Field Visits)

1. Chillie Farmers of Sunfrost (U Kaliyamma, S Meridelsi, K Vijayarani, S Thanaluxmi, K Theepan), Poovaridakulam, Vavuniya
2. STR Coir, Kilinochchi (Ms T Sharmini, & Mr B Thilakaran)
3. Ms G Prasheetha, Peanut biscuit, Eachchamoddai
4. Mr Kimbakaran Kingarasa, Valavuradi Fisheries Cooperative Society, Poonaryn [Sea Cucumber]
5. Mr Navaratnam Rasakulam, Sea Cucumber cultivator, Poonaryn
6. Ms N Shobana, Banana fibre (Kannady, Vengalcheddikulam)

7. Ms Vanithadevi Tailoring/bag-making, (Kannady, Vengalcheddikulum),
8. Ms H Vijayaluxmi, Saru Papadam (Adappankulam, Vengalcheddikulum)
9. Ms A Kohilathevi, Kobithan Garments, Vavuniya
10. Queen Products, Puthukkudiyiruppu, Mullaitivu
11. Ms S Kaushika, Jumbo Peanut farmer, Vidyapuram, Oddusudan
12. Yangankulam Tank rehabilitation (Mullaitivu)
13. Mr Nallathamby Ramesh (PwD beneficiary)
14. Ms R Thamilini, PwD beneficiary
15. Mr A Selvakumaran, PwD Beneficiary (Peanut farmer)
16. Mr T Rasaratnam, PwD Beneficiary (Peanut farmer)

Annex 3.6 – Guides for Focus Group Discussions:

Each Focus Group Discussion will begin with an introduction of the evaluation team, and the objectives of the evaluation. Their consent will be sought for the discussion, and it will be explained that their participation is voluntary, and that the information collected will be kept confidential. The facilitator will also request that participants in the group respect the confidentiality of their co-participants by not discussing what transpires at the discussion. Furthermore, the facilitator will inform the participants that they are free to leave the discussion at any time.

The facilitator will also provide an introduction to the LEED+ project.

The participants will be requested to describe their interest/engagement in the LEED+ project.

Guides:

- Beneficiary Communities/members of cooperative societies
- Women entrepreneurs
- Women and PwDs

Focus Group Guide

[Officer/bearers and members of cooperatives and societies]

1. Are you aware of the LEED+ project, its conceptual background, objectives, and key Issues. (*Probe:* Awareness of the key issues that the project strives to resolve; their engagement in the Project; support to farmers/fishers, and vulnerable women groups, and PwDs)
2. How important is the Project for you? (*Probe:* addressing issues through the Cooperative societies; creating economic opportunities for the members of the coops; providing security to the poor by allowing them to convert individual risks into collective risks; providing access to assets, and financial capital, helping farmers to access inputs required to grow crops and keep livestock, and helping them to process and market their produce).
3. How has the project helped you? (*Probe:* society's value addition to them; cooperative awareness and education for the members with the guidance of Cooperative Officers; access to financial services; fisheries and agricultural inputs; helping to sell produce; other services through the society which would not be available to them as individuals)
4. Value addition being a member of the society (*Probe:* improving quality of the products, technical assistance through the coop; increasing the demand for products; access to collective capital funds);
5. How satisfied are you with the management of the cooperative? (*Probe:* are they office-bearers; leadership assistance through the Project; financial management; regular meetings)
6. What is the level of achievement of peace and reconciliation objectives? (*Probe:* Creating economic opportunities and improved living conditions can contribute to reducing tensions and grievances, fostering peace and reconciliation; creating a platform for fostering cooperation and interaction among members from different ethnic, religious, and cultural backgrounds; Encouraging collaborative efforts, society mutual understanding, trust, and social cohesion; Cooperative establishing conflict resolution mechanisms within its structure, enabling members to address disputes and grievances in a peaceful and constructive manner; cooperative activities contributed to engaging members in shared endeavors, fostering a sense of common purpose, and facilitating the healing and reconciliation process)

7. What are the lasting changes that have been observed in terms of improved livelihoods and peace and reconciliation? (*Probe*: improved income – quality of life; social cohesion; unintended achievements of the project due to project implementation by the cooperative society; Positive changes observed in the government stakeholder organizations due to project interventions and their involvement; success stories etc.)
8. What is the readiness of the cooperative societies to sustain impacts and benefits beyond the project period? (*Probe*: Level of understanding and confidence of the cooperative society to sustain activities beyond the project period; understanding of the key factors/challenges influencing the sustainability of the cooperative society's interventions/ benefits; availability of mechanisms plan to provide security to the poor by allowing them to convert individual risks into collective risks and expanding opportunities for women in local economies and societies).
9. Is your society making a special effort to accommodate the needs of women and PwDs? (*Probe*: specific assistance; women/PwDs as office bearers; members' perception on women/PwDs; challenges etc.)
10. What is the level of institutional capacity of the cooperative and whether it is sufficient to address the sector issues of the members (fishers/farmers etc.) (*Probe*: capacity in terms of management, administration and trained human resources; technical and technological capacity of the cooperatives; backing of the Government in facilitating the continuity through public-private dialogues, a healthy regulatory environment etc.; has the cooperative emerged as a collective force to respond to crises and conflicts and provide support for livelihood options? Has the coop implemented programs to improve the level of awareness and education of members and especially provided consciousness and political participation and emerged as voices of justice and peace?)
11. Do you have any suggestions for improving the performance of the Project through actions that are targeted to you? (*Probe*: Good practices and case stories showcasing successes; any ideas and recommendations on how to improve the project process).

Focus Group Guide

[MSMEs – Women Entrepreneurs]

The session will begin with self-introduction of the participants and their businesses.

- Name
 - Sector
 - Product
 - No. of years in business
 - No. of employees (male/female)
 - Any exports
1. Are you aware of the LEED+ project, its conceptual background, objectives, and key Issues.
(*Probe*: Awareness of the key issues that the project strives to resolve; their engagement in the Project; support to farmers/fishers, and vulnerable women groups, and PwDs)
 2. What is the background of your business? (*Probe areas*):
 - What motivated you to start your business and get a sense of your province's business environment? Saw a market opportunity? Need for income generation? Other?
 - Did anyone encourage or support you to start your own business? If yes, who?
 - What were your biggest obstacles in starting a business?
 - How do you make business decisions on topics such as inputs, labour, pricing, and credit?
 - From whom do you seek advice? Husband? Family members? Mentors? Others?
 - Can you independently sign contracts to buy inputs and/or sell the products and services that your business produces? If not, who needs to co-sign?
 - Are you the only entrepreneur in your household?
 - Do you personally know and interact with other women business owners in your community?
 - Are there business associations or chambers of commerce in your community?
 - Do you belong to any business associations, chambers of commerce, or boards of directors?
 - ***Time management and balancing household responsibilities with operating a business*** (What are your household responsibilities and family duties? If you have children, how have they affected your ability to run your business? Who takes care of children and elders while you work in your business or attend meetings or trainings? Who takes care of household tasks while you work?)
 - ***Freedom of Movement and Transportation*** (Do you need to travel for your business? Is it safe for you to travel alone outside your home? Is it socially acceptable for you to travel alone outside your home? Do you have access to safe and affordable means of transportation?)
 3. How important is the Project for you? (*Probe*: addressing issues; providing access to assets, and financial capital, helping you to access inputs required, and marketing).
 4. How has the project helped you? (*Probe areas*):
 - Do you feel supported in making decisions and/or taking risks related your business/enterprise?
 - Empowered to operate your business without interference from others, including your family and husband?
 - Empowered to spend income generated by your business without interference, including on household necessities?
 - Empowered to articulate business-related concerns or ideas and communicate them within the broader business community?
 5. How is the environment to do business?
 - Are there any **legal and regulatory frameworks** that impedes or supports your business including legal rights to assets?

- **Finance and credit** (Do you need permission from a male family member to engage in activity with a financial institution, either in person or over the phone? What is the process to open a bank account? Is it easy and straightforward? Has the process stopped you from doing business with banks? If so, explain what problems you encountered. Do you have a bank account? If yes, is it registered in your name? Are physical banks and/or financial institutions accessible and/or close to you? Please estimate the distance from your home and/or business. Do you have a separate financial account for your business that is under your name? Do others have access to your business financial account(s)? If so, who? Do you save money generated from your business? What is main obstacle to saving money?)

Are you able to borrow money if you want to? If so, from whom? Do you feel that limited access to credit is an obstacle to growing your business? If so, what are the factors that limit your access to credit? If you were to obtain a business loan, how would you use it? Have you been able to obtain funds for your business through any programs or grants? If so how did you use it?

- **Access to markets** (How do you find your customers? How do you communicate with buyers and sellers? In person or via phone, SMS, etc.? Is it difficult for you to get inputs, such as materials, machinery, etc., for your business? Do you feel that roads and transportation are adequate to move your products or access necessary inputs? Is electricity reliable in your community? Do you feel that the infrastructure in your community (e.g., ICT, roads, trucks, and electric power) is adequate for you to operate and/or grow your business? Are instability, strikes or frequent changes in political parties a challenge for your business? Do you ever do business with other businesses? If so, how did you find them? Are any of those businesses also owned and/or operated by women?
- **Access to technology** (Do you have sufficient access to technology (mobile phone, smart phone, computer, tablet, etc.) to support your business? If not, what do you think are the biggest barriers to obtaining it (accessibility, affordability, reliability, other)? Do you have a website? If so, does the website have e-commerce capabilities? If you don't have a website or engage in e-commerce, why not? Do you engage in social-media-based marketing? If so, which channels do you use? Do you use email to communicate with buyers and sellers? Have you tried to find customers on the Internet and communicate with them remotely? Do you use any technologies to improve your business operations (such as accounting software, inventory, etc.) and/or production processes?

6. What is the level of achievement of peace and reconciliation objectives?
7. What are the lasting changes that have been observed in terms of improved livelihoods and peace and reconciliation? (*Probe*: improved income – quality of life; social cohesion; unintended achievements of the project due to project implementation by the cooperative society; Positive changes observed in the government stakeholder organizations due to project interventions and their involvement; success stories etc.)
8. Do you have any suggestions for improving the performance of the Project through actions that are targeted to you? (*Probe*: Good practices and case stories showcasing successes; any ideas and recommendations on how to improve the project process).

Focus Group Guide

[Women including women with disabilities]

The session will begin with self-introduction of the participants and their livelihoods/ occupation.

1. Are you aware of the LEED+ project, its conceptual background, objectives, and key Issues. (*Probe:* Awareness of the key issues that the project strives to resolve; their engagement in the Project; support to farmers/fishers, and vulnerable women groups, and PwDs)
2. How important is the Project for you? (*Probe:* addressing issues; providing access to assets, and financial capital, empowerment etc.).
3. General inquiries
 - (a) What do community members here think about women and PwDs running their businesses?
 - (b) What kinds of businesses do the community think are acceptable for them? What do men think about businesses carried out by women?
 - (c) Are there certain kinds of businesses that are particularly difficult for women to run, or would be considered inappropriate? (*Probe:* Are there any kinds of businesses that the community doesn't think women should run? What is the reason?)
 - (d) How much do women/PwDs compete with one another for the same customers in business here?
 - (e) What approach do they adopt to gain an edge on competition?
 - (f) How much do women/PwDs operating businesses in their villages collaborate with each other? What sorts of collaboration do you see happening? Please give some examples.
 - (g) What are some of the challenges that women face in running their own businesses? (*Probe:* What hurdles do women have to overcome in order to become entrepreneurs? Scope for growth of their businesses? Difficulties getting into newer, innovative businesses?)
 - (h) How easy is it for a woman/PwD to access financial services in your community? (*Probe:* for example: micro-credit, bank loans, borrowing from friends/family/relatives, etc.)
 - (i) How does money typically get managed within your household? *Probe:* What is your role in managing money in the household?
 - (j) Who in the household typically decides how to spend the money that is earned by household members? *Probe:* If women/PwD earn money, then who in the household decides how it will be spent?
 - (k) What other types of assistance might women & PwDs need to succeed in their businesses?
4. Questions addressing Women
 - (a) How did you get engaged with the project?
 - (b) What extent of your needs, priorities and expectations did the project address?
 - (c) Are they aware of the criteria for selecting you as a beneficiary? What are they?
 - (d) What are the challenges you faced?
 - (e) Was there a mechanism/procedure by which you could voice your concerns, issues, problems related to this project intervention? Can you give examples as to how it was resolved (or never resolved).
 - (f) What are the trainings received by you? How useful were the trainings?
 - (g) Can you sustain the benefits achieved from project interventions?
 - (h) Has the Project empowered you? How?
 - (i) After the project ends, how will you handle problems, challenges, issues encountered with the livelihood activities carried out?

- (j) How many of you are in decision making positions in the CBOs, NGOs?
5. Questions addressing Women with Disabilities
 - (a) What are the support services given to PwDs?
 - (b) What trainings did you receive?
 - (c) Is the assistance and training given to you enabled you to have an income sufficient to manage your lives?
 - (d) Are you able to voice your concerns in CBOs? Are you in positions of decision-making?
 - (e) Can you express your status/standing in the family/community/village, before and after the project intervention?
 - (f) Did the Project accommodate and adjust its programs to meet your needs that emerged as a result of unexpected turn of events such as Covid 19, economic crisis, natural disasters etc.?
 6. What are the lasting changes that have been observed in terms of improved livelihoods and peace and reconciliation? (*Probe*: improved income – quality of life; social cohesion; unintended achievements of the project due to project implementation by the cooperative society; decision-making;)
 7. Do you have any suggestions for improving the performance of the Project through actions that are targeted to you? (*Probe*: Good practices and case stories showcasing successes; any ideas and recommendations on how to improve the project process).

Annex 3.7 - List of Focus Group Discussions

WESWA, Vengalcheddikulam (27 May 2023) (Members)

Ms S Musica	Ms A Hilmiya
Ms N Jasmila	Ms M Sulochana
Ms H M Noorunisa	Ms S Satyabhavani
Ms S Vijayaluxmi	Ms N Shobana
Ms R Prabu	Ms M Mariyarathani
Ms R Stell Nirogini	

Kudiyirippu, Vavuniya (27 May 2023) (Women empowerment/leaders)

Ms K Kunegi	Ms B Kobika
Mr P Yathasini	Ms Y Lucia
Ms U Amala Jarishy	Ms T Sukanalatha
Ms B Arsha	Ms V Jameera
Ms I Santhirasika	Ms P Ajanthika

Dept. of Industries, Jaffna (31 May 2023) (MSMEs)

Ms P Suganthika (Reed work)	Ms S Dina (Handicraft)
Ms G Prasheetha (Peanut biscuit)	Ms S Thugintha (Tailoring)
Ms V Puspamalar (Garment)	Ms S Vithurasa (Tailoring)
Ms Chitra (Batik)	Ms K Tharmini (Nursery)
Ms A Kohilathevi (Garment)	

Dept. of Industries, Jaffna (31 May 2023) (PwDs)

Ms A Jayachitra	Mr Muthulingam Sureshkumar
Ms B Gnanasoundari	Mr Kanapathipillai Prasanth
Ms K Pakialuxmy	Mr V Jesurajah
Mr V Umaparan	

Kodikamam MPCs (1 June 2023) (Members of the Society)

Mr R A Anantharasa	Ms T Saranitha
Mr T Ravinthiran	Ms N Nagaveliny
Ms P Kodeswaranathan	Mr V Sivabalan
Mr M Murali	Mr S Sivanesan
Mr S Sutharsan	

Irranai Mathanagar Fisheries Cooperative Society (1 June 2023) (Members of the Society)

Mr V Justin Yahappan	Mr D Lori Ranjan
Ms S Delveens	Ms K Mary Logins
Mr A Santhiram	Ms A Mary Sarojini
Mr N Mariyanayaham	Ms V Mariyakalista
Mr R Masimani	Mr F Jaikumar
Mr L Punitha Jerad	Ms Nishanthini
Mr A Kotham	Mr K Avaksam
Mr S Jehanathan	Mr S John Kennedy

Thrift & Credit Cooperative, SANASA, Mannar (2 June 2023) (Members of the Society)

Mr S Gannjohenthiram	Ms T Gowthami
Ms J Selvi	Ms J Madhuselvi
Mr J V Annstum	Ms A Marytharansani
Mr S Retnasingam	Ms M Saranya
Mr S Niksan	Ms A Dilan
Ms I Santhikala	Ms B Concey Mary
Ms S Anjala	Ms T Mery Anasta
Mr A James	

Integrated Farmers' Thrift & Credit Cooperative Society, Oddusudan (4 June 2023) (Members of the Society)

Mr A Wimalakasan	Ms A Vinitha
Mr M Sakthythas	Ms R Malarvili
Mr S Kaushika	Mr K Baskaran
Ms R Kusalakumari	Ms T Kuyilini
Mr R Visvanathan	Ms N Thanoja
Mr P Baskaran	Mr P Kunabalaa
Ms K Vijitha	Ms S Thushyanthi (General Mgr)
