



An External Evaluation of IOM -Sri Lanka's

**“COMMUNITY-BASED REINTEGRATION AND ECONOMIC
RECOVERY SUPPORT TO VULNERABLE COMMUNITIES IN
THE NEWLY RESETTLED VILLAGES IN THE NORTHERN AND
EASTERN DISTRICTS IN SRI LANKA”**

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Acronyms / Abbreviations

AVRR	Assisted Voluntary Returnee and Reintegration
IOM	International Organization for Migration
CBO	Community Based Organization
DIBP	Department of Immigration and Border Protection
DPP	Displaced Persons Programme
DS	Divisional Secretary
IDPs	Internally Displaced People
FGDs	Focus Group Discussions
FO	Farmer Organizations
GN	Grama Niladari
HHS	Household Survey
KIIs	Key Informant Interviews
RDS	Rural Development Society
RDO	Rural Development Officer
TORs	Terms of Reference
UNDP	United Nations Development Programmes
UMCOR	United Methodist Committee on Relief
VLG	Village Livelihood Group
WRDS	Women Rural Development Society

Executive Summary

After the end of conflict (mid 2009) the Northern and Eastern Provinces were facing specific challenges such as the resettlement of internally displaced populations, reintegration and rehabilitation of infrastructure in almost all sectors and the decrease of economic productivity. To respond to some of these challenges, IOM designed and implemented the *Community-Based Reintegration and Economic Recovery Support to Vulnerable Communities in the Newly Resettled Villages in the Northern and Eastern Districts in Sri Lanka* programme which is aimed at supporting economic recovery by the creation of income and employment opportunities.

A final evaluation of the programme was undertaken by EML Consultants from 26th September – 31st October 2013. The evaluation framework is designed around the key evaluation criterion which was structured to examine the a) relevance, b) effectiveness and c) sustainability of the implemented projects. The Evaluation Matrix shown in Annex III indicates the observations and recommendations made by the consultants in respect of each sub-project along with the scores received by each of the sub-projects according to the above three evaluation criteria.

The final report was logically structured, containing the methodology for the evaluation, evidence-based findings, observations/recommendations specific for each of the sub-projects, conclusions, lessons learnt and a set of recommendations for follow up programming identifying the feasible actions required to be undertaken.

The Lessons Learnt were highlighted by the progress made by each project and shows very encouraging results. Recommendations were made to follow up programming of future projects. However, most of the productive infrastructure of the sub-projects is in different stages of completion, some of which are yet to commence their operations. Therefore, the evaluation team used a different strategy by understanding the expected outcome and possible planning of the CBOs, GNs, officials of the relevant government departments such as Rural Development Officers (RDOs), Fisheries Officers, Agriculture instructors, etc. In brief, it was revealed that, the capacity building and training components have produced very valuable results, and the benefits are reflected in the Programme Rating Matrix.

The findings were based on a review of the logical framework of the project, as well as on content analysis of responses to interviews and of project documentation. Specific questionnaires were formulated for Key Informant Interviews (KIIs) and Focus Group Discussions (FGDs) in respect of each of the sub-projects. Reviewing of the logical framework of the project, content analysis of response to interviews, etc., allowed the consultants to assess the project's **Relevance, Effectiveness and Sustainability** more meaningfully.

Summary of the Findings

IOM has implemented 23 projects under this programme, 05 projects in Eastern province (Batticaloa and Trincomalee Districts) and 18 projects in Northern Province (Jaffna, Kilinochchi, Mullaitivu, Mannar, and Vavuniya). EML evaluated 22 projects the last project was in the initial stage at the time of evaluation therefore, both parties agreed to skip it. Eastern province projects were implemented through the partner organization called United Methodist Committee on Relief (UMOCR) and the project target was supporting individual vulnerable internally displaced people through access to micro credit and skill development. Meantime, in the Northern Province, projects were implemented through community based organizations (CBOs) projects were designed to support community based livelihood development and capacity building.

Based on the project implementation mechanism EML has used the following methodologies to evaluate the projects Household survey, Key Informant Interviews, Focus Group Discussions and etc. Especially household surveys were conducted in the Eastern province based on the nature of the project implementation.

With regard to the findings of Trincomalee and Batticaloa districts, the selections of the project locations were highly satisfactory. Projects have been selected with a highly productive range of beneficiaries. In the Batticaloa district 38% of the survey beneficiaries are women headed households. Sustainable Livelihood Support projects have facilitated the beneficiaries to increase their income by 60%-70%: between LKR 1000 – LKR 5000. In Trincomalee district the travel time reduction due to construction of village by-roads and team building due to the effective training programmes have improved. In Batticaloa district access to credit due to micro finance interventions and capacity building due to training and backstopping sessions have improved.

In Trincomalee and Batticaloa districts, the village communities have been involved in village level project prioritization and village needs assessments effectively. The above two districts satisfied the IOM project completion criteria within the project timeline. Project sustainability in the Batticaloa district is comparatively high with the Trincomalee district due to close supervision by the Divisional Secretary and Grama Niladari .

The capacity building programmes have been highly beneficial in Trincomalee and Batticaloa.. Involvements of members of WRDS/FMS were high in project implementation related activities. Skills development training was adequate to continue the livelihood activities in Trincomalee. The most needy and vulnerable target group of the population has been selected as project beneficiaries in Batticaloa. More credit facilities have been requested by the beneficiaries in

Batticaloa. Services of Community Mobilizes are required beyond the project in Batticaloa.

The overall findings in the Northern Province shows that the project inputs are linked to grass-root level community organizations, the majority participants being women, and intended for developing the village level economies by creating employment/vocations, generating income and enhancing production through provision of productive infrastructures and capacity building programmes. In contrast to the trauma and confusion of the communities during the period of ethnic conflict, the current positive mindset of the communities and the realization of their strengths to sustain their lives, are providing the people with a sense of well-being and hope.

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1 Introduction

This report presents the findings, conclusions and recommendations of the final evaluation of the “Community-Based Reintegration and Economic Recovery Support to Vulnerable Communities in the Newly Resettled Villages in the Northern and Eastern Districts in Sri Lanka” programme of Assisted Voluntary Return and Reintegration (AVVR) unit/IOM, undertaken by EML Consultants from 26th September – 31st October 2013.

The report is in three main sections. The introductory part describes the background of the programme and includes an overview of the IOM/AVVR, as well as the objectives of the programme and the evaluation. Section II presents the evaluation methodology and findings of the evaluation and features assessments of programme design and relevance, programme effectiveness and sustainability. The final part, Section III, deals with the recommendations on the way forward with team composition, outputs and conclusions.

1.1 Background of the Programme

After the cessation of three decade of conflict in Sri Lanka, the country is now presented with an opportunity for long-term peace and sustainable development. While the entire country suffered as a result of the conflict, the districts of the North and the East have been devastated. Families have been displaced on multiple occasions, often being forced to leave their homes for many years. This caused many families and individuals to either migrate to neighbouring India or other countries through legal and irregular means in large numbers. Most of the basic infrastructure had been either completely destroyed or badly damaged and the majority of people affected suffered major financial shocks, such as loss of livelihoods and housing, shattering their hopes. The Joint Plan of Action has identified the deficiencies such as the lack of infrastructure, lack of community capacities, lack of seed capital and the marginalization of the most vulnerable (women, youth, aged), etc. These deficiencies have been addressed under the government priorities that need to be factored into the programmes designed by the donors. Hence, the development of livelihoods among the displaced women and other vulnerable families through capacity building of the Women Rural Development Societies, Farmer Organizations and Fisheries Co-operative Societies coupled with the development of productive infrastructure, was considered vital by this particular project and other projects implement by IOM.

It was highlighted during our interviews with the IOM staff that, IOM's interventions in the North and East have been focused on, but have not been limited to, assisting the government to resettle displaced populations in their villages of origin. The emphasis has been on the reintegration of former combatants and returnees to their original village communities by implementing small-scale community-based

infrastructure development projects. This will facilitate support to livelihoods and promote income generation as a priority area, thus supporting the Government of Sri Lanka's (GoSL) national efforts in building peace and stability in the process.

The infrastructure development consisting of production specific infrastructure including buildings, machinery and equipment, are intended for developing the village level economies, whereby new employment, income and production opportunities are generated. In addition, the IOM programme could support livelihood development programmes through the provision of seed capital for introduction of micro-finance activities and skills development and management oriented training programmes. Strengthening and reinstating dormant village level development arms such as the fisheries societies, women rural development societies, farmer organizations, etc., which have the social capital for promoting the income generating and livelihood activities/opportunities, could be revived through this programme.

1.2 Programme Objectives

The following results were expected to be achieved during project implementation:

Minimum of 20 physical productive infrastructure projects developed.

Communities have improved access to economic activities, particularly in the areas of agriculture, livestock production and fisheries.

Youth in the villages to have access to developed infrastructure either for employment and income generation or vocational training.

Capacities of village level organizations that provide community economic services to be increased

Linkages such as access to banking and micro finance in the villages to be increased by way of facilitating information between the micro credit organizations and the intended recipients.

1.3 Objectives of the Evaluation

IOM's "Community-based Reintegration and Economic Recovery Support to Vulnerable Communities in the Newly Resettled Villages in the Northern and Eastern Districts in Sri Lanka" programme, specifies that IOM conducts an independent evaluation in order to assess the Relevance, Effectiveness and Sustainability of the assistance provided to the target population. IOM has appointed EML Consultants (Pvt) Ltd (evaluator) to assess the results of the project against stated outputs, identify the best practices and lessons learnt and corrective measures with regard to any issues and to make recommendations.

More specifically, the stated objectives of the evaluation are to:

Evaluate the relevance and appropriateness in designing the proposed community infrastructure project activities in order to achieve expected outcomes and sustainability within the community.

Evaluate the effectiveness in selecting and reaching direct and indirect beneficiaries and the outcome of the project in achieving income generation and employment opportunities through the constructed productive infrastructure within the communities of the project in reaching its stated objectives.

Assess the effectiveness of the community participation and institutional arrangements between the beneficiaries, communities, partners, local authorities and project management.

Evaluate the manner in which the sustainability is gained through the active participation of community level organizations such as the fisheries societies, women rural development societies and farmer organizations, etc.

Evaluate the level of government support, in particular through its various department and local authorities, as well as the collaboration with community organizations.

Identify lessons learnt and best practices.

Make recommendations for follow-up programming.

1.4 Evaluation Challenges and Limitations

Given the comprehensive nature of the programme, a main limitation was the limited sample of the activities and beneficiary communities that were visited and covered in the House Hold Survey. The evaluation team also noted that although the IOM head office staff produced many reports (concept reports, progress reports, annual consolidated reports, etc.), the evaluators did not have access to the midterm evaluation report and there can be a few gaps in documenting the successes, failures and lessons learnt. However, the final evaluation was the first opportunity to undertake a comprehensive stocktaking. Another limitation was the in-complete sub-projects that were subjected to evaluation, some of which were yet to be started.

1.5 Evaluation Framework and Methodology

Within the resources available, the evaluation was conducted following a consultative and participatory approach that focused on evidence-based method of collection and analysis of information subjected to level of utilization of the outputs produced by the beneficiaries. Stakeholder participation was sought and incorporated into the evaluators' understanding of the information collected, analysis performed, findings presented, recommendations made, and results

disseminated highlighting the lessons learnt. An evaluation framework identifies the main questions of the study and provides the plan on how these questions can be answered. It defines the key terms and provides the sources of data, data collection instruments and approach to analysis. This section provides in prose, the broad aspects of the methodology placed in the form of an evaluation matrix. This evaluation matrix is prepared with observations/ recommendations and scoring of evaluation criteria mainly focusing on Relevance, Effectiveness and Sustainability.

An evaluation matrix is a way of organizing the evaluation questions around the major factors of concern to the evaluation. Further, where relevant, the matrix subdivides the elements of the main questions into sub-questions that explicitly address the relevant factors under investigation. As such, the answers to these sub-questions combine to answer the overall questions, and are the primary focus of the data collection. The matrix also provides a structure to ensure that multiple data sources are used to answer each question, and a balance of stakeholder views is sought during the process.

This evaluation framework is structured around the key evaluation issues of Relevance, Effectiveness and Sustainability. OECD/DAC Working Party on Aid Evaluation (WP-EV) has developed a glossary of key terms in evaluation and results-based management to clarify concepts and to reduce the terminological confusion frequently encountered. The evaluator has followed the OECD/DAC concepts and terminology and accordingly prepared the evaluation matrix as follows:

Relevance

Relevance is the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. In evaluating the relevance of a programme or a project, it is useful to consider the following questions:

R 1: To what extent are the objectives of the programme still valid?

R 2: Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?

R 3: Are the activities and outputs of the programme consistent with the intended impacts and effects?

Effectiveness

Effectiveness is the measure of the extent to which an aid activity attains its objectives. In evaluating the effectiveness of a programme or a project, it is useful to consider the following questions:

E 1: To what extent were the objectives achieved/are likely to be achieved?

E 2: What were the major factors influencing the achievement or non-achievement of the objectives?

Sustainability

“The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits and the resilience to risk of the net benefit flows over time” (Glossary of Key Terms in Evaluation and Results Based Management - OECD). Projects need to be environmentally as well as financially sustainable. When evaluating the sustainability of a programme or a project, it is useful to consider the following questions:

S 1: To what extent did the benefits of a programme or project continue after donor funding ceased?

S 2: What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

The Evaluation matrix shown in Annex III indicates the observations and recommendations made by the consultants in respect of each sub-project along with the scores received by each of the sub-projects according to the above three evaluation criteria.

2 Data Collection Methods

The consultant has obtained data from a desk review of documents, semi-structured interviews with key stakeholders, Focus Group Discussions (FGD) with project beneficiaries, Key informant Interviews (KII), Sample House Hold surveys (HH), etc., covering beneficiaries from selected project areas in Batticaloa, Trincomalee, Mullaithivu and Killinochchi districts and direct observation during the field visits. These elements will be described in more detail below. All methods of data collection have been undertaken with a focus on the utilization of the productive infrastructure provided under the sub-projects by the recipients and emphasizing lessons learnt and good practices with an aim to better inform future programming. The research process was implemented in different components, categorized as follows:

2.1 Document Review

The objective of the first phase of the evaluation process was to build a common understanding of the objectives and priorities of the evaluation, and to refine the methodology proposed for this assignment. An initial document review was undertaken during the preparation phase of this evaluation, serving to provide key background information as regards the other methods to be used, as well as identifying gaps in knowledge and data sources. The document review component of the data collection process includes a number of documents provided by IOM itself, including:

General project information including project appraisal report.

Logical Framework Analysis.

Progress Report to the Australian Government Department of Immigration and Citizenship (DIAC) on Community Based Reintegration and Economic Recovery Support to Vulnerable Communities in the Newly Resettled Villages in the Northern and Eastern Districts in Sri Lanka.

Concept Papers of projects of the Community Based Reintegration and Economic Recovery Support to Vulnerable Communities in the Newly Resettled Villages in the Northern and Eastern Districts in Sri Lanka.

2.2 Semi-Structured Interviews

For the development of an understanding of the project's logic and functions, as well as the extent to which it achieved the expected results, semi-structured interviews were conducted with those involved in the development and implementation of the sub-projects, including the community beneficiaries. Identification of key stakeholders has been carried out with the assistance of IOM. These semi-structured interviews were organised around the main themes (Relevance, Effectiveness and Sustainability) in the Evaluation Matrix (see Annex III).

Each main category of informant questions has been asked according to their potential and actual familiarity with the different components of the sub-projects. As such, the exact structure and content of the interview will be tailored according to the flow of the interview and the information received. The outcome of the KIIs and FDGs in respect of each site has been documented in relation to questionnaires prepared for KIIs / FDGs and the responses for questionnaires for KIIs, and FDGs are in Annex V.

2.3 Field observations

The consultants have undertaken field visits to the project areas in order to observe the existing facilities, meet key informants, IOM staff and other key stakeholders including community beneficiaries. According to the matrix prepared by the IOM, a series of meetings in the form of Focus Group Discussions (FGDs - 20 Nos.) and Key Informant Interviews (KIIs - 40 Nos.) in the field were conducted with government representatives, partners, community leaders, programme beneficiaries and IOM staff, targeting the project sites and beneficiaries of all the 22 projects were conducted. Semi-structured workshop style activities were used in case of FGDs. Physical observations of the infrastructure facilities built under the sub-projects were also examined and feedback of information on their acceptability to the beneficiaries was also verified. The comprehensive list of field visits for FGD, KII is given in **Annex IV**.

2.4 Work Plan

On the basis of the proposed methodology and discussions with stakeholders, the evaluators have concluded the evaluation as per the work plan proposed in the Inception Report. The evaluator has completed and is submitting herewith the draft final report in both hard and soft copy at the end of the Evaluation. The findings and recommendations that were included in the final draft evaluation report were discussed with the AVRR Project team. The evaluator has finalized the report in the light of the expectations of the AVRR project team.

The timing for the evaluation study was 35 days, beginning 26th September 2013 to produce the Inception Report before 3rd October 2013, to produce the draft final evaluation report by 28th October 2013 and the final evaluation report after incorporating the comments of the IOM - AVRR Team by 31st October 2013. The methodology for collection of data and information through literature reviews (using secondary sources) and sample house hold surveys, followed by KIIs and FDGs and visual observations of the 22 sub-project sites within a period of 10 days.

Data collected during the desk reviews and the field visits were subjected to qualitative (where applicable) and quantitative analyses. Interview notes and general observations were collected by the evaluator and were included in the analysis. Data collected through document review and interviews were triangulated across respondents and data sources in order to ensure the empirical validity of the information. Vital information was also collected through conducting of the Sample Household Survey.

3 Findings & Recommendations

Major findings of the evaluation after the HH survey, FDGs, KIIs and the field observation along with the recommendations for each sub projects are appended below.

3.1 Findings of HH survey

According to the Project brief matrix shown in Annex IV, a Household Questionnaire Survey consisting of 70 households selected from districts of Batticaloa (25), Trincomalee (35), Killinochchi (3) and Mullaithivu (7) families was carried out in parallel to the above events of FDGs and KIIs. The draft questionnaires that were circulated through enumerators among the targeted households that have been associated with the project activities are shown in Annex VI. The data analysis was carried out by using the services of data entry operators according to a formatted excel sheet under the supervision of the Team Leader and supported by the Field Coordinator. The Team Leader and the Field Coordinator have been entrusted with the responsibility of organizing the enumerators and supervision of the data collection methodology. The results, reflected in bar charts and pie diagrams and

shown in Annex VII and VIII, are self-explanatory. IOM has developed their sub projects in the Northern Province targeting communities. However in the Eastern Province beneficiaries have been targeted on an individual basis. Hence, a limited sample of household surveys in Killinochchi (3) and Mullaithivu (7) districts were included in the FGD analysis.

The sample HH survey covered 71 households and information gathered was analyzed to facilitate the final analysis with KIIs and FGDs.

Distribution of HHS

Project Name	District	No HHS
Sustainable Livelihood Support	Trincomalee	35
Sustainable Livelihood Support	Batticaloa	26
Provision of Home Gardening Training and Start-up Assistance to Women	Mullaithivu	05
Construction of a Building and Sales Outlet for Promoting of Palmyrah Craft Work in Kachchilamadu GN	Mullaithivu	02
Construction of a Rice Mill and Provision of Machinery with Hand Tractor	Killinochchi	03
Total		71

According to the household HH survey results shown in Annex VII and VIII, the following highlights were incorporated for analysis based on the responses to the questionnaire on HH survey in Batticaloa and Trincomalee districts. Key findings of the HH Survey are highlighted below:

1. Trincomalee and Batticaloa districts: the selection of the project location were highly satisfactory.
2. Projects have been selected with a highly productive age range of beneficiaries.
3. Batticaloa district: 38% of the survey beneficiaries are women headed households.
4. Sustainable Livelihood Support projects have facilitated the beneficiaries to increase their income by 60%-70% : between LKR 1000 – LKR 5000.
5. Trincomalee district has improved the travel time reduction due to construction of village by-roads and team building due to the effective training programmes.

6. Batticaloa district has improved access to credit due to micro finance interventions and capacity building due to training and backstopping sessions.
7. Trincomalee and Batticaloa districts: the Village community has been involved in village level project prioritization and village needs assessments effectively.
8. The above two districts satisfied the IOM project completion timeline.
9. Project sustainability in the Batticaloa district is due to close supervision by the Divisional Secretary and the Grama Niladari but the same result is not present in Trincomalee.
10. The capacity building programmes have been highly beneficial in Trincomalee and Batticaloa.
11. Utilisation level of the common infrastructure and the facilities provided is high in Trincomalee and Batticaloa.
12. No negative impacts have been reported in Trincomalee and Batticaloa.
13. Involvement of members of WRDS/FMS were high in project implementation related activities.
14. Skills development training was adequate to continue the livelihood activities in Trincomalee.
15. Most needy and vulnerable target group of the population has been selected as project beneficiaries in Batticaloa.
16. More credit facilities have been requested by the beneficiaries in Batticaloa.
17. Services of Community Mobilizers are required beyond the project in Batticaloa.

3.2 Findings of Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) & Recommendations

The detailed findings/recommendations in respect of each sub-project based on the KIIs and FDGs and visual observations of the project sites are indicated below:

Mullaithivu District

Project I - Provision of Home Gardening Training and Start-up Assistance to Women

Home gardening training has been provided for 325 members of the FO. Seed materials, fruit plants, including coconut plants, have been provided. 10 sprayers have been distributed on the basis of one sprayer among 20 farmers. An increase in

net income from home gardening activities has been achieved. Micro Credit Loans have been provided for 20 members out of 107 WRDS members at LKR 20,000/- for promotion of livelihoods in retail shops, poultry, sewing, mixture preparation, etc. 100% recovery of loans has facilitated the availability of seed capital. Effective training in business planning and business management, marketing, accounts, etc., has facilitated the members to think about generating new micro business ventures. The determination of the members to commence/develop the livelihood activities was seen due to capacity building.

Recommendation 1: Further support is needed to increase the seed capital to cater for an increased number of WRDS members to commence new businesses to generate employment and sustain their income levels.

Recommendation 2: Support is required to construct agro-wells to cater to the increased demand for water for domestic and agricultural purposes. This may reinforce the micro agriculture projects already started and propagate new agriculture projects.

Project 2: Provision of Fish Boxes and Transport Facility to the Fishermen Cooperative Societies Union in Mullaitivu District



692 fish boxes have been distributed with 25 boxes for each of the 20 Fisheries Co-operative Societies, while the balance 192 boxes were retained by the Fisheries Co-operative Union to be used for fish handling for marketing and distribution. The freezer truck is fully utilized and the monthly net income is exceeding LKR 50,000/-.

Training (3 days) has been provided for 2 office bearers from each of the 20 Fisheries Societies in business management, accounts, marketing, etc., and the productive use of capacity building can be seen in the day to day affairs of the society.

Recommendation 1: Further requirement of a cooler mobile truck to collect fish from remote fish landing centers. This may enable the **Fishermen Cooperative Societies to focus on quality with the aim to strengthen the present activities and the union to become the market leader in the area.**

Recommendation 2: The agreement reached by the IOM to increase the supply of fish boxes to 2000 needs to be implemented as it would cater to the entire membership of the Branch Fisheries Co-operative Societies. This would strengthen the societies' capability to enhance their product quality (see Recommendation 1).

Project 3: Construction of a Building and Sales Outlet for Promoting of Palmyrah Craft Work in Kachchilamadu GN in Oddusuddan DS of Mullaitivu District

Training of 30 members of the Palmyrah Co-operative Society has been provided in



skills development, business development, marketing and accounts. Construction of the building for the retail outlet and training facility has been completed and is operational.

The products have been

displayed at exhibitions and have won awards. Due to the attraction of wholesale buyers, the revenue has increased by 50%. Palmyrah based sweets; jaggery and handicraft have been promoted. The productions of two new products are being promoted such as jam and juice, subject to approval of the PHI. The Co-operative Society is already in the business of production and sale of toddy and will create a commission basis for sale of products of members that will be used for sales promotion and maintenance of the building. The working capital requirements cannot be met on an individual producer basis as there is a long delay in settlement of the sales proceeds among the members, and this factor is a disincentive for the producers.

Recommendation 1: Support of customer oriented marketing strategy should be introduced to respond to the modern designs of the handicrafts with quality improvements and catering to the promotion of traditional products for the global market involving tourists. With the purpose of making the handicraft production a more dynamic and economically viable area, it is proposed to expose the producers to the Sri Lanka National Design Centre (SLNDC) which educates the handicraft producers in the development of market oriented designs enabling the introduction of creative new designs to the handicraft market. Therefore, it is recommended to expose the handicraft producers to the SLNDC and the leading sales points at Laksala, Lakpahana, etc.

Recommendation 2: Working capital requirements of individual members among the producers should be met by the Palmyrah Co-operative Society on a soft loan basis with a revolving fund for the members. This may generate new producers and new businesses. Moreover this may facilitate the traditional handicraft families to join the society.

Project 4: Renovation of part of Muthuiyankaddu Lift Irrigation Scheme of Girls' Farm in Barathipuram



Out of 32 potential beneficiaries, 5 are engaged in the cultivation of ground nuts covering a land extent of 8 acres. The total extent of land targeted for cultivation among 32 beneficiaries will be 96 acres. However, there is lack of water availability in the lift irrigation system. Due to increased cost of fuel, people are not using the pumps for lift irrigation purposes. Canals and pipes have been provided under IOM assistance. The beneficiaries are waiting to get electricity supplies from a distance of 1 km which is not being provided by the CEB. Considering the extensive damage to infrastructure during the conflict the rebuilding of the infrastructure is a mammoth task. However, the GoSL is presently engaged in the restoration of essential services and the project may succeed in getting electricity in the near future. Until electricity is supplied, there is a need to introduce a working capital fund for the farmers to meet costs of fuel, seeds, etc.

Recommendation 1: It was revealed at the discussion that due to the high cost of the project, the IOM could not concrete the canal but a donor is willing to further invest on concreting the canal system. This will help reduce the high cost of operating the pump and improve conveyance efficiency, which in turn will ensure the resettlement process of the community members. As the support to this project may propagate similar projects to improve the employment opportunities and economic development in the area, it is recommended that the concreting of canal system be implemented early.

Recommendation 2: Working capital fund as a soft loan fund is to be initiated to meet the cost of fuel and seeds along with the selection of new settlers to claim for the productive land blocks to replace the balance 27 farmer families who are not occupying the originally owned lands. This may help the other community members to commence agriculture ventures and to propagate similar projects to ease employment and generate income in the area.

Recommendation 3: It is recommended to support projects to empower women in economic activities by providing training and capacity building, as they are the real supporters of families.

Project 5: Creation of socio-economic opportunities for newly located families in the 50 house scheme of Ponnagar village, in Maritimepattu DS of Mullaithivu District



The project has 3 major components:

- Access to water using solar panels for home gardening, livestock rearing and domestic use.
- Access to micro credit.
- Providing HG training and HG package initially.
- Providing institutional capacity building training

and best credit practice training.

50 members out of 95 members of the WRDS received two day training in home gardening and four day training in business planning, marketing and accounts, etc. A water tank is being constructed for the supply of water for agriculture and domestic supplies and will be completed by the end of October 2013. The institutional capacity building component and HG training has been completed, supported by the distribution of the startup package. The beneficiaries are satisfied with the progress made in project implementation. A revolving fund has been provided to operate a Micro Credit programme with a seed capital up to LKR 1.5 million and each of the individual members will be entitled for a loan of LKR 30,000/- for livelihood activities such as poultry, shop keeping, sewing, tooth paste production, farming, etc., at an interest rate of 12% per annum. The loan scheme has not yet commenced. No indication of loan recovery rates can be identified. It is premature to make any comments on the outcome of the project.

Recommendation 1: This project may be successful with the input provided. There is a need to revisit the project after one year of completion of the implementation phase to examine the use of the new technology relating to agriculture, home gardening and water conservation and the application of business management techniques that was imparted among the RWDS members in new livelihoods to use as a model projects.

Killinochchi District

Project 6: Establishment of Milk Collection and Processing Centre in Matuvil Nagar South GN in Poonakary DS of Killinochchi District



A building has been provided under IOM assistance to operate a Milk Collection and Processing Centre by LIBCO. 200 - 300 litres is being collected on a daily basis from the membership of 517 and is processed into value added products such as ghee, curd, cocoa milk, shurbath, panir, etc., and distributed among schools and the Army along with fresh milk. The balance raw milk is sold to Nestle Co. Quality assurance is being covered by the PHI and supported by the Veterinary Surgeon to ensure the health of the cattle. A Freezer Unit purchased on a lease arrangement is operational. One General Manager has been appointed to manage the affairs of the four branches of the Milk Collection and Processing Centers operated by the LIBCO and the three workers employed for production of the milk products. The policy of the government to restrict transfer of cows among districts is creating problems of limiting the expansion of the business. The UNDP has given training in skills development and in management aspects. This can be considered as a success story and a lesson learnt as similar projects can be replicated.

Recommendation 1: There is an urgent need for a generator to overcome the electrical failures. There is also a need for a freezer truck to collect the raw milk from the villages located in remote places Milk Collection and Processing Centre's own capital funds have been already blocked in claiming ownership for the freezer unit bought under lease arrangement).

Recommendation 2: The production units of value added milk products should be expanded to the other three branches to enable them also to benefit from more profitable ventures. Thereby, LIBCO viability will be improved with the visit to successful micro milk projects in the south and similar medium scale ventures. Greater exposure to marketing and diversification of products may lead the project to become the market leader of the area.

Project 7: Renovation of Paramankirai (irrigation canal) in Poonakary DS Division



The irrigation canal has been rehabilitated within one and half months up to 1.5 km using a backhoe for cultivation of 1200 acres of paddy land. Four FOs are involved, out of which one FO was selected to manage the construction contract. 10 members from each of the FOs have been employed for rehabilitation work. There is a need to complete the turfing work at a cost of LKR 350,000/-. The project was guided and supervised by the Technical Officer of the Irrigation Department. The total cost of the rehabilitation of the irrigation canal project is LKR 2.1 million, including cost of turfing of the canal bund. A commission was granted up to LKR 110,000/- to the FO that was responsible for managing the project. O & M work will be handled by all the four FOs. Water is yet to be released from the main canal, which is expected to be done in October 2013. The canal construction work has been successfully carried out subject to application of turfing with grass. This project shows the determination and the cohesiveness of the community mobilization.

Recommendation 1: The new experience gained in managing a tank rehabilitation project by a FO through participatory management approaches will become a show piece for replicable projects of similar nature and add value for lessons learnt.

Recommendation 2: Replication of the methods adopted in participatory management approaches should be promoted by the Irrigation Department and the Agrarian Development Department in similar development projects to enable such stakeholders to enjoy the benefits of cost effectiveness and beneficiary centered designs and their voluntary contributions for project implementation phase and O & M phase supported by the technical agencies.

Project 8: Renovation of Piramantharu Canals (40th and 42nd irrigation canals)



Construction of the canal length up to 420 meters has been completed. It was handled by the FO with strength of 385 members. Cultivation of chilli, onions, green gram and cowpea has been practiced, on the basis of 1 1/2 acres per farmer. Total length of the canal system is 1 km. The O & M activities are yet to be introduced and no water has been released up to date.

Recommendation 1: More capacity building programmes and linking with GoSL assistance is recommended as members are eager to commence the cultivation.

Project 9: Construction of a Rice Mill and Provision of Machinery with a Hand Tractor



40 families out of 183 families are depending on the rice mill. The land up to an extent of 20 Perches has been donated by a well-wisher. It is operated using fuel, as there is no electricity. There is a capacity to mill 100 bags per day using electricity. These areas were badly affected by damage to the electricity installations during the conflict. Once the electricity supply is restored, the project may work sustainably. At present, due to the absence of electricity, the capacity utilization is halved when using fuel and the milling of only 50 bags of paddy per day is possible. Currently, during the Yala season the demand is low and only 2 bags are brought per day for milling. WRDS has a membership of 85 and a micro credit programme is operated by the WRDS with a seed capital of LKR. 1.3 million. The WRDS was established in 2005 and re-registered in 2008.

Recommendation 1: Recently the IOM has assisted by providing working capital up to around LKR 232,000 to purchase paddy to produce rice and sell while concurrently they continue to mill the paddy of others for a per kg charge. However, skills development and management training will be an important element to sustain the business culture among the members of the WRDS and it is recommended that more exposure visits are carried out for members to enhance their business management capability.

Project 10: Institutional capacity building for Women Rural Development Society (WRDS) to enhance their skills and to empower them to implement community livelihood projects



50 participants were selected on the basis of five office bearers from 10 WRDSs and trained for three days in business management, marketing, leadership, financial management, women and child abuse, irregular migration to Australia, project proposal writing, etc. They were trained to create awareness among the rest of the members of the 10 WRDSs on the new knowledge gained through the training programme and exchange of experiences among the participants.

Recommendation 1: Many of the trained office bearers have been involved in project preparation that has led to additional donor support to many development

projects including oil extraction and irrigation tank building, etc. These capacities should be shared by the other projects.

Recommendation 2: There is a need to promote interaction with the donor-supported projects to ensure sustainability of the training received.

Recommendation 3: The awareness creation programmes initiated by the trained office bearers of the WRDS have enabled the members of the WRDS to start new livelihood initiatives and this capacity building of the WARDS should be shared by other projects.

Recommendation 4: Awareness creation on the risks of irregular migration and methods of safe migration should be enhanced by increasing the number of trainers and programmes in all the projects.

Jaffna District

Project 11: Construction of a Common Market for the Vulnerable Resettled families in Tellipalai DS Division of Jaffna District

14 market stalls, each with a size of 10' by 8', have been constructed. However, improvement is needed to the doors and windows. There will be one office room reserved for the RDS. The main items for sale will be grapes, fruits and vegetables, which will be sold to devotees at the kovil and for wholesale buyers from outside. The rent charges have been fixed at LKR. 50/- per day or LKR. 1500/- per month from each stall keeper, Electricity and water supply is yet to be provided. There is a high expectation among the potential traders that it will be a success and the market will be opened next month (specify month/year). The selection of the 14 stall holders have been made by calling for applications from among the members of the RDS and selecting from vulnerable groups. If they are in default for more than 3 months, they will be replaced by another candidate.

Recommendation 1: There should be a vibrant market strategy in the market place considering the harvest of fruits such as grapes, mangoes, passion fruit, etc., available in bulk during the seasons. This could be attained by more capacity building and exposure visits to economic centres like the Dambulla Economic Centre, etc.

Recommendation 2: The sustainability of the project will be based on the experience of the vulnerable groups in business dealings.

Project 12: Construction of a Coir factory under the Educated Women Scheme of the Women Rural Development Society in Chavakchcheri DS Division of Jaffna District

The construction of the coir factory building has been completed while the installation of the machinery is yet to be made for which procurements have been completed on the basis of the specifications that was provided by the Provincial Department of Industrial Development. Part of the machinery has been purchased by the IOM while the balance was procured by the Dept. of Industrial Development. WRDS has been instrumental in construction activities through labour contracts with the provision of construction materials.

Recommendation 1: There is an issue as regards the design of the building where there is no provision for circulation of coir dust to the exterior of the building. A request was made at a later date for a fiber extraction machine as initially the WRDS planned to produce rope by purchasing coir from outside sources to manufacture rope manually. There needs to be options for both types of operations and hence suggest that the WRDS engage in a minor modification of the building with their own funds. This need should be addressed by the community as early as possible.

Recommendation 2: The WRDS will raise working capital funds from the membership and will be held responsible for O & M activities. However, members do not have a long-term plan for diversification of the product range from ropes to other value added products – an issue which should be addressed. The diversification process should be strengthened through skills development by linking the vocational training centres and exposure visits to successful micro enterprises.

Project 13: Construction of a Food Processing Centre for the Women's Rural Development Society in Point Pedro DS Division of Jaffna District

Food processing activities have been a long standing practice among the female IDPs on an individual basis since 2006 and the WRDS consisting of 98 members has decided to capitalize on the market that was emerging with a steady growth, in addition to the continuous local market demand by making sweet meats. Construction of a Food Processing Centre with modernized machinery and equipment has been introduced. The working capital requirements will be met out of the contributions made by the respective members of the WRDS. The resources will be pooled together and production of varied sweet meat products and sales will take place from the Centre. It is to be open from January 2014. Training in business planning, marketing, finance and accounts under a 4 day training programme has been offered which is rated very high by the participants.

Recommendation 1: The centre may do well as the members wish to continue with the home-style production line with the group work at the Food Processing Centre.

This will enhance its productivity which would lead to the improvement of the net incomes of the members and living standards. Hence, the building of WRDS on group cohesion is recommended with more quality improvement of products.

Recommendation 2: The market expansion could be promoted through branding the products and improving the sales promotion programmes coupled with obtaining the SLSI Certificates for the products. Linkages to buyers outside Jaffna through business linkages may enhance their productivity.

Vavuniya District

Project 14: Renovation/Construction of Anicut in Thandakulam



FO has been directly involved in attending to the implementation of the project activities such as anicut construction and sluice gate repair. The members of the FO have contributed by way of labour under the supervision of the Technical Officers of the Agrarian Development Department. The filling of water will take place during the rainy season. The extent of land that will be cultivated under the anicut will be 100 acres of paddy. The farmers are dependent on OFC cultivation using agro wells. The project will be a success with the harmony existing among the farmers to share the water stored in the anicut scheme.

Recommendation 1: Members of the FOs requested agro wells for scaling up cultivation needs of OFC in addition to the paddy.

Project 15: Renovation of Kollankulam Tank



The tank rehabilitation work has been completed subject to turfing which is to be carried out with the rains which are expected shortly. The FO members have been provided with technical advice by the Technical Officers of the Agrarian Development Department. The quality of the rehabilitation work is above average and the

members are happy about it.

Recommendation 1. This project will help the members to enhance their income with effective marketing linkages.

Mannar District

Project 16: Construction of a Fish Market

The construction work of the market facility consisting of an auction room, two fish storage rooms and an office for the Fisheries Co-operative Society has been completed. The design of the building has been produced by the IOM. It is not adequate to cater for the entire production of fish. The land has been donated by a private individual who is a member of the society. The construction work has been performed by a contract assigned to the RDS. Unskilled labour contributions have been provided by the 362 members of the society. Operations are to be carried out using a manager and 2 skilled workers for maintenance and cleaning work. The cost of O & M will be met from the contributions made by the boat owners by way of fish valued at around Rs. 800/- per day. It is yet to commence its operations but will take place by end of the month when the fishing season starts.

Recommendation 1: The need for a jetty can be seen and has been highlighted while the access road is being developed by voluntary contributions by the Fisheries Co-operative Society, which shows their interest to maintain team spirit and interest in using the facility.

Recommendation 2: Considering the harmony and togetherness that exists among the members of the Society, it will be a success, particularly when voluntary contributions would be promoted for O & M activities from among the members.

Recommendation 3: There should be exposure visits to this project to show the group cohesiveness and harmony among members.

Project 17: Expanding the fishing area and construction of fishing Equipment Store

A building has been constructed to store out-board motors and other equipment with four rooms (size of each 10' x 10'), with a toilet facility. The Fisheries Co-operative Society consists of 144 members. The design of the building has been produced by the Dept. of Fisheries. The original component of the project to expand the berthing area has not been fulfilled. The access road up to 1 km is being developed by the Pradeshiya Sabha. There has been a 7 member management committee appointed to advise the operations and decide on the method of recovery of funds to meet the O & M activities. They will start operations of the new building by end of this month. The space created by the building is adequate to support storage of 80 out board motors, with 20 numbers in each of the four rooms.

Recommendation 1: The need for expanding the berthing area to resolve the congestion for boat berthing facilities is one of the highest priorities.

Recommendation 2: Considering the remoteness of the fishing area, the facility will provide immense benefits to the boat owners by way of saving time and energy and facilitating security to the boat related equipment.

Recommendation 3: A cold room and a fuel supply tank are the next priority subjects of the Co-operative Society.

Batticaloa District

Project 18 & 19: Sustainable livelihood support project

- i. Mobilize and train village livelihood groups and business start up support for individual entrepreneurs.
- ii. Provide start up support to small and medium sized enterprises creating or enhancing employment opportunities.
- iii. Provide training and employment for community mobilizers.
- iv. Providing capacity strengthening for leaders from Community Based Organizations.
- v. Conduct training on safe migration.

In Thikkodai GN Division the following activities were performed: appointment of 3 Community Mobilizers and training on social mobilization activities. Selection of 130 beneficiaries from 430 IDPs based on the war widows, widows, disabled, etc. Conducting of a household survey covering the 130 beneficiaries, Projects such as agriculture, livestock, sewing, rice milling, etc., were promoted by forming 11 VLGs, each consisting of 12 members. Training in skills development and in business planning, leadership, marketing, accounts, etc., were provided. Thumpankerny GN Division: the livelihoods development was promoted in the fields of livestock, agriculture, sewing, shop keeping, rice milling, brick making, etc.

Recommendation 1: Weekly meetings of VLGs were rotated among the members of VLGs to enable the maintenance of harmony and sharing of experiences. All members who were interviewed indicated their willingness to continue the services of CMs for some time. Hence, it is recommended that a payment to meet the allowance expenses to retain the services of the CMs be raised from among the members of the VLGs.

Recommendation 2: Interactions with the banking sector were promoted to understand the micro-credit and savings activities. 'Go and See Visits' could show the operations of active micro-finance institutions in other parts of the country that could be replicated by the visiting VLGs. To get the benefit of successful MF activities, seed capital has to be increased.

Trincomalee District

Project 20, 21 & 22: Sustainable livelihood support project

- i. PRA/PNA and selection of beneficiaries in Muttur, Seruvila and Ichalampathhu.
- ii. Cattle Sheds construction.
- iii. Milk chilling centre constructions.
- iv. Distribution of milk cans.
- v. Stud bull distribution.

Verugal DS Division - One Milk Collection Centre was established with the assistance of MILCO. The GN has checked the genuine of the beneficiaries and the DS has released state land for the purpose. 124 milk cans, 7 cattle sheds and 3 stud bulls have been distributed among the 124 beneficiaries. There is no government institution that was held responsible for supporting the activities of the Milk Collection Centre after the project due to the absence of an MOU. The damaged roof was repaired by community contributions. The society could obtain some funds from MILCO for the maintenance of the building since they collect milk for MILCO.

FMS is keeping 0.75 cents per litre as a commission for the sale of a litre of milk to MILCO. 200 to 300 litres of milk is collected. It is operating satisfactorily but the members are not happy about the quality of the stud bulls. Seruvila DS Division: 16 milk cans, one cattle shed and 3 stud bulls have been distributed among 25 FMS members. Muttur DS Division: 22 milk cans, 3 cattle sheds and 3 stud bulls have been distributed among 38 members of the FMS. 50 cents per litre is charged as commission from a member for services provided for milk collection by the FMS. 260 to 300 litres of milk are collected per day.

Recommendation 1: In Verugal, the beneficiaries indicated their willingness to have bicycles to transport milk to the Milk Collection Centre.

Recommendation 2: In Seruvila, the FMS has stopped collection of commission of Rs. 1/- per liter from the milk collection programme as there is competition from Nestle Co. Hence, there is an issue of sustainability of the FMS due to lack of funds accumulated to meet the operations of the FMS. However, they have decided to take a decision to continue with the FMS services within the next month.

Recommendation 3: In Muttur DS Division, the FMS has purchased a freezer unit on a lease basis that shows interest of the FMS to continue the operations. The cattle sheds are constructed using cadjan which would have to be replaced every 6 months which will be an issue for the beneficiaries. Members complain about the low quality of calf stage stud bulls. The sustainability of the project will have to be promoted through savings/micro credit programmes to meet the working capital

requirements of the stud bull operations and investment capital requirements to replace the cadjan roof of the cattle sheds.

Phase-out strategy to ensure the sustainability of the projects implemented

The IOM has reinforced their projects to ensure the sustainability by implementing further support by introducing a Project Phase-out strategy as follows:

Institutional Capacity Building for implementing Community Livelihood Activity

Providing technical training

Exposure visit/buyer & seller meeting arrangement

All training programmes were formulated to enhance the capacity building of communities in respect of skills development and improvement in business planning and management, marketing, leadership, accounts, micro-finance, preparation of development proposals, etc., in addition to specific skills development training in home gardening, palmyrah handicrafts, livestock, sewing, etc., to improve the quality of the products with a market oriented focus in production. The Training Needs Assessments that have been carried out has not taken into consideration the level of education, experience in business dealings, exposure to the outside world among the female IDPs, etc.

Recommendation 1: Exposure visits have been organized catering to improve the understanding of the livelihoods and business functions and micro finance activities that were operating successfully, to share the experiences and gain new experiences which are commendable and worth replicating.

Recommendation 2: There are instances of using the new knowledge in the preparation of development proposals in practical situations that can become part of the mandate of the WRDSs towards submission of similar proposals for bankable projects for extension of livelihood activities among members.

Recommendation 3: The programme has also promoted the transfer of knowledge gained among the rest of the members of the WRDS through awareness creation during the monthly meetings. This should be made a regular feature during monthly meetings of the WRDSs.

4 Evaluation Matrix

The evaluation matrix has been developed using a scoring method for Relevance, Effectiveness and Sustainability criteria and linked to the Findings/Recommendations in respect of each sub-project as explained in Section 3.

4.1 Project Matrix

The Project Evaluation Matrix (Annex III B) has reflected the scores that each sub-project has obtained in the process of evaluation by the Consultants as per the criteria of evaluation using Relevance, Effectiveness and Sustainability factors/questions.

A total score of 9 was spread with 3 for relevance, 2 for effectiveness and 4 for sustainability. Establishment of a Milk Collection and Processing Centre at in Matuvil Nagar South GN in Poonakary DS of Killinochchi District and the Construction of a Fish Market for St. Antony's Fisherman Corporative Society, Manthai West DS division in Mannar District, have obtained a score of 9 out of 9, becoming the two most successful sub-projects. 08 out of 19 sub-projects (in Batticaloa District, 2 similar sub-projects were lumped together while in Trincomalee District 3 similar sub-projects were lumped together and scores were given as cumulative figures for the two projects) have received a score of over 7 showing the success of the sub-projects. 8 sub-projects have received a score between 6 and 6.5 indicating the level of achievement of project objectives. There is only one sub-project that has received a score below 6. This sub-project has received only a score of 3.5 for not achieving objectives of a lift irrigation scheme and has not performed in terms of effectiveness and sustainability. It was revealed later that due to the high cost of the project IOM could not concrete the canal. However, a donor is willing to help this community to ensure their resettlement by concreting the canal that will reduce the high cost of operation of the pump and which may facilitate the achievement of the expected outcome.

4.2 Programme Rating Matrix

The Programme Rating Matrix (Annex III) has considered an analysis of a selected number of benefits common to all 22 projects (that varied from capacity building including training in skills development and management/marketing/leadership, etc., provision of productive infrastructure for promotion of markets for agriculture, fisheries and palmyrah based products, specific productive infrastructure in rice milling, coir industry and food processing, provision of machinery and equipment, productive animals, seed capital for operation of micro credit programmes, provision of agriculture water infrastructure and promotion of agriculture based training) that were achieved during project implementation in terms of ***Livelihoods Expansion, Productivity Enhancement, Community Participation in Project***

Implementation and Market Expansion and has considered confidence measures in terms of strategy adopted to achieve the benefits in respect of each of the above factors. The range of scores were granted based on the importance of the activities considered under the benefit series that varied from 2 to 15 while that for confidence measures indicating the strategy that supported the achievement of the benefits varied from 2 to 8.

A total average score of 11 for the key benefits and 6.5 for confidence measures have been received, while the highest score for the benefit series was 12 and for confidence measures was 7. The comparison reflects a high achievement of benefits through application of relevant strategy for achievement of the objectives due to closeness of the total average scores with the total highest scores.

5 Lessons Learnt / Best Practices

The lessons learnt can be highlighted by the progress made by the ***Milk Collection and Processing Unit that was supported by the IOM for LIBCO***. They have been able to collect raw milk from over 500 members in the nearby villages and have succeeded in processing the milk into a diversified product range that was supplied to a steady market created by the Army, schools and Nestle Co. The training programmes have been formulated for skills development and enhancing business planning, accounts, leadership skills, etc. The quality of the product range is maintained by regular visits of the PHI.

Strengthening of WRDS was effected through capacity building training programmes by offering training in marketing, business planning and management, leadership, accounts, micro-finance, financial management, including proposal writing skills for project development for 250 office bearers selected from 50 WRDSs with five representatives from each WRDS. They have been engaged in awareness creation among the rest of the members with the new knowledge gained at monthly meetings. In addition, they have gained access to funding for new projects in irrigation tank rehabilitation and expanding the oil extraction unit for the benefit of their membership.

The Office Bearers of two WRDSs who have undergone training in proposal writing have been successful in formulating two project proposals seeking donor funds for expanding the capacity of an oil extraction plant and for rehabilitation of an irrigation tank with funds for strengthening the bund.

The Farmer Organizations (FOs), who led the rehabilitation of the irrigation canal with three other FOs has successfully constructed a 1.5 km length of the canal within 2 months using a backhoe under the guidance of the Technical Officer of the Irrigation Department. Participatory management and implementation of the sub-project was undertaken by the farmer leaders under direct labour by the members of the four FOs.

This is a giant stride in community participatory approaches that can be replicated in similar projects with the experience gained.

The Fisheries Co-operative Union Ltd., consisting of 20 branches in the form of Fisheries Co-operative Societies was supported with a freezer truck to transport fish to the main markets from distant places in 692 fish boxes. Each branch of the Fisheries Co-operative Union was given 25 boxes while the balance was kept by the Co-operative Union. The number of members of the Co-operative Union exceeds 2000 fishermen and hence the requirement for fish boxes is 2000 to cater to the entire membership for which IOM has agreed to supply the additional boxes. Two office bearers from each of the 20 Fisheries Co-operative Societies have been selected for training in business management, marketing, leadership, and accounts, etc., which have helped improve the management skills of the co-operative societies in the fisheries sector. The freezer truck is earning a monthly net profit of over LKR. 50,000/-.

The rice mill that was installed using machinery that was to be operated using electrical power could not be fitted and operated as planned as the anticipated supply of electricity for the area was delayed. Hence, there was a need to install diesel driven machinery that was inefficient in the operations. It is noted that in the adjacent areas is entrepreneurs are using diesel driven machinery. Hence, as a supportive mechanism and reinforce their activities, the IOM has recently provided LKR. 232,000/- to meet the working capital requirements to bring in paddy from outside and sell in addition to charges for milling on a per kg basis to meet the local demand.

The Lessons learnt can be highlighted in the lift irrigation structure that was built purely to meet the demands of a set of educated young girls. This was to propagate such projects in the area. Out of 32 beneficiaries only five have responded by cultivating ground nuts for one season covering a land extent of 8 acres out of 96 acres. There was absenteeism of beneficiaries as a result of migration to other countries and outside the village, thus affecting the investment. There is a need to locate the genuine owners of the lands that have been allocated or re-allocate the lands among those who are currently landless and introduce working capital for

meeting the cost of fuel and seeds through a micro credit programme for at least one season. In the meantime, in order to sustain this project, a donor has agreed to invest in improving the canal system with a concrete structure to enable reduction of the cost of pump operations.

6 Summary of Conclusions

1. The projects have experienced many risks and challenges in achieving results. However, the IOM has overcome most of the challenges as the projects were designed following the lessons learned from the other projects and designed through participatory approaches using appropriate PRA/PNA tools.
2. Relevance has been achieved in all the programmes directly addressing labour migration of Sri Lanka and Joint Plan of Assistance (JPA) 2011 and the reintegration through productive infrastructure, capacity building, new areas of skills development, creation of new vocations, employment and hopes for the IDPs by transforming their mindset towards attitudinal change. However, sustainability can be effectively analyzed only after few years of project implementation.
3. One of the challenges was to support institutional structures that would be able to introduce quality financial services on a permanent basis as well as meeting the immediate financing needs of households. While the financing of household income-generating activities was important, it was equally important to support rural entrepreneurs who could generate local employment. This has helped mostly the women who take the key role in family wellbeing. Empowerment of vulnerable community members, especially women, through newly found skills development programmes and income generating activities has helped the people to overcome the trauma and frustration of the conflict and immediate post conflict period, and to broaden horizons and build self-confidence. This was specially appreciated by the communities, community leaders and other stake holders at the KIIs, FGDs and HH survey.
4. Considering that Community Based Organizations/Institutions and productive infrastructure have been destroyed or badly neglected due to the conflict, the need for simultaneous investments and for capacity building of communities and community institutions are critical for the IDPs. To a great extent, formal sources of access to finance have dried up during the conflict. The economic development component has propagated the savings and credit culture for investments, and accountability towards community group members. Economic development programmes have helped to ease post-traumatic stress, as social mobilizers and project officers have become agents

of trauma healing through their interaction with loan recipients. Borrowers and savers were able to talk business and future prospects, which helps trauma and conflict memories to fade away.

5. Almost all of the projects were in line with the Government's development programme and the support of government officers to raise supplementary funds and to provide technical advice were arranged by the IOM officers and the community during the project design and implementation process.
6. The capacity building programmes coupled with the provision of revolving funds and productive infrastructure facilities to strengthen mainly women led by Community Based Organizations with a view to promote livelihoods among their members was the key strategy to achieve sustainability of the sub-projects.
7. The key sub-projects that have been selected are related to agriculture, livestock and fisheries sectors, as well as a multitude of livelihood projects focusing on dress making, food processing, coir products and rice milling, etc., backed by capacity building using training programmes directed at skills development and training in management, marketing, leadership, proposal writing, etc., coupled with the provision of productive infrastructure and equipment supported with seed capital. The package of assistance was very useful to the IDPs who were settled recently and who have come from differing backgrounds. The assistance was directed on sector based CBOs such as FOs, Fisheries Co-operative Societies and WRDSs, while the training was targeted at CBOs and individuals to enable them to strengthen their organizations.
8. The evaluation of the benefit series that was achieved during project implementation in terms of Livelihoods Expansion, Productivity Enhancement, Community Participation in Project Implementation and Market Expansion was very successful according to the Programme Rating Matrix and has shown consistency in the analysis of Confidence Measures when considering the strategy adopted to achieve the benefits in respect of each of the above factors.
9. The soft skills components relating to training and capacity building related projects have been completed successfully which have shown immediate benefits for those engaged in livelihoods. Sharing of experiences among the participants of training programmes have been effective while the selection of the beneficiaries for training programmes have been mainly focused on the office bearers and few members of WRDS and FOs. Office bearers have the responsibility of continuing with their society, but will be changed once in 03 years according to the bylaws. Therefore, some general members were also

incorporated as participants to the trainings in order to cater for the replacement of existing office bearers in the future following succession planning procedures. Hence, the trained non-office bearers should be given responsibilities on a periodic basis to use their new knowledge in day to day activities of the societies.

10. Milk Collection and Processing Centre needs a mobile freezer truck to transport fresh milk from the remote villages to the processing centre. The Processing Centre is hampered due to frequent electricity failures that will affect the quality of the products stored in the freezer unit which can be avoided by using a generator. A set of high quality stud bulls will also be required to maintain the supply levels of fresh milk to the centre particularly as there is a restriction of transferring cattle from one district to another.
11. The number of milk cans, stud bulls and cattle sheds that are distributed among the beneficiaries is inadequate to satisfy the needs of active members of the FMS. It should be supported with freezer units and mobile freezer units to enable them to facilitate collection and storage of fresh milk.
12. The fisheries centre that will be equipped with storage of out-board motor engines and other fishing equipment needs to expand the boat berthing area and should have other facilities such as fuel storage tank and a cold room facility to maintain high quality of fish.
13. The handicraft products, including the palmyrah based sweets, manufactured by the members of the Palmyrah Co-operative Society is of high quality and has attracted wholesale buyers and tourists in the retail trade stalls, and includes marketing from the retail outlet that is operational. However, skills training should be based on the new designs that can be produced using modern machinery and equipment and must be adaptable to change based on the market demands. The quality of the new consumable products such as jam and juice should be tested regularly.
14. The VLGs that were formed to promote livelihoods among the members needed support of the Community Mobilizers (CMs) to continue to assist them in their efforts to sustain their livelihoods after the project requirement was met using a monthly allowance provided by the VLGs for few more months. Recognition of the VLGs by the government institutions would have to be promoted through a registration process initiated by the CM and IOM Management Team.
15. The sustainability of the sub-projects have been ensured through an internalization process of linking them to the government institutions at the end of the project implementation phase such as Divisional Secretariats where Economic Development Officers from the Ministry of Economic

Development has been posted to monitor and provide advisory services to the livelihood projects, the Department of Fisheries and Aquatic Resources, the Provincial Agriculture Department, the Provincial Irrigation Department, the Agrarian Development Department, Provincial Department of Industrial Development, etc.