

付属資料

1. 調査日程
2. 主要面談者一覧
3. 協議議事録 (M/M)
4. 合同評価報告書
5. PDM2 (和文・英文)

付属資料 1. 調査日程

	月日	曜日	調査スケジュール
1	2月27日	月	コンサルタント団員 コロンボからマナー県に移動 18:00 マナー県次官表敬と打合せ
2	2月28日	火	9:00 プロジェクトスタッフとの打合せ 10:30 幼稚園視察 (シャンティプラム) 11:00 村落行政官との面談 (同上) 16:30 フォーカスグループ・ディスカッション (同上)
3	3月1日	水	10:30 フォーカスグループ・ディスカッション (クーライ、シードゥヴィナーヤカラム)
4	3月2日	木	9:00 村落行政官との面談 (プトゥカマン) 10:00 フォーカスグループ・ディスカッション (同上) 15:00 フォーカスグループ・ディスカッション, (ワトゥピタンマドゥ、テーターワディ、サメヤプラム)
5	3月3日	金	9:30 フォーカスグループ・ディスカッション (セーワビレッジ) 11:30 フォーカスグループ・ディスカッション (ガネッシャプラム) 15:00 村落行政官との面談 (ウェッランクラム)
6	3月4日	土	9:00 マナー事務所代表や ZOA (NGO)との面談
7	3月5日	日	プロジェクトチームとの面談 資料作成作業
8	3月6日	月	プロジェクトチームとの面談 資料作成作業
9	3月7日	火	10:30 LTTE マナー県政治部代表との面談 13:00 Meeting with Divisional Secretary, Vellamkulam 15:00 Meeting with Deputy Director NECORD, Mannar
10	3月8日	水	官団員とコンサルタント団員 8:30 JICA スリランカ事務所打合せ 10:00 コロンボからマナー県に移動 17:30 プロジェクトチームとの打合せ
11	3月9日	木	9:30 第1回合同評価委員会 14:00 現地視察 (シャンティプラム)
12	3月10日	金	8:30 現地視察 (LTTE 支配地域: マンタイ西部郡) - セーワビレッジ - ガネッシャプラム - パーリアル(フォーカスグループ・ディスカッション) - クーライ 17:00 合同評価委員との打合せ
13	3月11日	土	9:00 現地視察(政府支配地域: マナー県) - プトゥカマン - サメヤプラム - ワトゥピタンマドゥ - テーターワディ 13:30 合同評価委員やプロジェクトチームとの面談

14	3月12日	日	合同評価報告書作成作業
15	3月13日	月	9:00 マナー県次官への報告 10:30 マナー県からコロンボへ移動
16	3月14日	火	9:00 JICA スリランカ事務所打合せ 13:30 第2回合同評価委員会準備と資料作成作業
17	3月15日	水	第2回合同評価委員会
18	3月16日	木	9:00 ODA タスクフォースへの報告 14:30 JCC 会合
19	3月17日	金	9:30 運営指導(中間評価)まとめと次年度に関する打合せ

付属資料 2. 主要面談者一覧

主要面談者一覧

<スリランカ側関係者>

○マナー郡

Mr. V. Visuvalingam	マナー県次官
Mr. G. Gerad Morais	シャンティプラム村落行政官
Mr. A. Pavili	プトゥカマン村落行政官

○マンタイ西部郡

Mr. Suthakar	マンタイ・ウェスト郡次官
Mr. Iniyawan	LTTE マナー事務所 政治部代表
Mr. Jacob	政治部
Mr. Eelappriyan	計画・開発部
Mr. Nandakumaran	ウェッランクラム担当
Mr. Vijendram	ウェッランクラム村落行政官

○スリランカ側評価メンバー

Mr. R. Tharmakulasingham	国家建設開発省次官補
Mr. B. Sivapiragasam	北東部州政府計画部副部長
Mr. V. Visuvalingam	マナー県次官

○プロジェクト専門家

税所 卓也	チーフアドバイザー
蜂須賀 真由美	社会開発/ジェンダー
Mr. A. A. Edward,	Project Coordinator

○プロジェクト短期専門家

高沢 正幸	評価分析
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○JICA スリランカ事務所

植嶋卓巳	所長
小林秀弥	所員

<他ドナー>

Mr. Rajaratnam	NECORD (ADB によるプロジェクト) マナー代表
Mr. Raga	ZOA (オランダの NGO) マナー事務所代表

付属資料 3. 協議議事録 (M/M)

**MINUTES OF MEETING
OF
THE JOINT COORDINATING COMMITTEE
FOR THE MID-TERM EVALUATION
ON
THE PROJECT FOR MANNAR DISTRICT REHABILITATION AND
RECONSTRUCTION THROUGH COMMUNITY APPROACH
(MANRECAP)**

Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Japanese Evaluation Team (hereinafter referred to as "the Team") headed by Mr. Shiro AKAMATSU to the Socialist Republic of Sri Lanka from 7 March to 17 March 2006 for the purpose of conducting the joint mid-term evaluation on the Project for Mannar District Rehabilitation and Reconstruction Through Community Approach (hereinafter referred to as "the Project").

The Joint Evaluation Committee, which consists of members from JICA and members from the government of Sri Lanka, was jointly organized for the purpose of conducting the mid-term evaluation and preparation of necessary recommendations to the Joint Coordinating Committee of the Project.

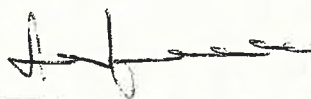
After intensive study and analysis of the activities and achievements of the Project, the Joint Evaluation Committee prepared the Mid-Term Evaluation Report (hereinafter referred to as "the Report"), which was presented to the Joint Coordinating Committee.

The Joint Coordinating Committee discussed the major issues pointed out in the Report such as the five evaluation criteria of the Project, Conclusion Remarks and Lessons Learned, and agreed to recommend to the respective governments the matters attached hereto.

Colombo, 16 March 2006



Mr. Shiro Akamatsu
Leader,
Japanese Evaluation Team
Japan International Cooperation Agency
Japan



Mr. M. S. Jayasinghe
Secretary,
Ministry of Nation Building and Development
Sri Lanka

ATTACHMENT

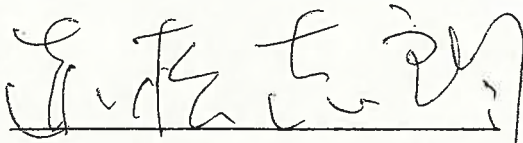
1. The Joint Evaluation Committee, which was jointly organized by JICA and the Government of Sri Lanka, has presented the Report to the Joint Coordinating Committee.
2. The Joint Coordinating Committee has accepted the Report and taken notes of the recommendations aimed at successfully sustaining and extending the achievement of the Project.
3. Especially the recommendation on the revision of PDM proposed by the Team was taken as one of the agenda of JCC Meeting. And consequently JCC endorsed the revision of PDM for the rest of the Project.

付属資料 4. 合同評価報告書

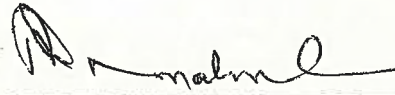
**THE JOINT MID-TERM EVALUATION REPORT
ON
THE PROJECT FOR MANNER DISTRICT REHABILITATION AND
RECONSTRUCTION THROUGH COMMUNITY APPROACH IN SRI LANKA
(MANRECAP)**

Colombo, 16 March 2006

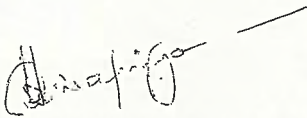
**JAPAN – SRI LANKA
JOINT MID-TERM EVALUATION COMMITTEE**



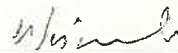
Mr. Shiro Akamatsu
Leader,
Japanese Evaluation Team
Japan International Cooperation Agency
Japan



Mr. R. Tharmakulasingam
Additional Secretary
Ministry of Nation Building and Development
Sri Lanka



Mr. B. Sivapiragasam
Deputy Director of Planning
Provincial Planning Secretariat, North East Province
Sri Lanka



Mr. V. Visuvalingam
District Secretary
District Secretariat, Mannar
Sri Lanka

Abbreviations

AGA	Assistant Government Agent
BAJ	Bridge Asia Japan
CAP	Community Action Plan
CBOs	Community Based Organization
CMR	Community Managed Rehabilitation
DS	District Secretary
FO	Farmer's Organization
GA	Government Agent
GN	Grama Niladari (Village level government administrative officer)
HRD	Human Resource Development
IDPs	Internal Displaced Persons
ILO	International Labour Organization
JICA	Japan International Cooperation Agency
LTTE	Liberation Tigers of Tamil Eelam
NEHRP	North East Emergency Housing Reconstruction Programme
NGO	Non-Governmental Organization
PDM	Project Design Matrix
PO	Plan of Operation
RDS	Rural Development Society
PROTECO	Proposal of Technical Cooperation
RRR	Relief, Rehabilitation and Reconstruction
UNHCR	United Nations High Commissioner for Refugees
UNDP	United Nation Development Programme
WRB	Water Resource Board
WRDS	Women's Rural Development Society
ZOA	Refugee Care Netherlands

I. Background of the Project

In October of 2002, JICA implemented a comprehensive Project Formulation Study the confirmed needs for assistance to refugees and IDPs. In December of the same year, JICA announced to the public for the proposals on its “Community Assistance Plan for the Resettlement of Refugees and IDPs”, a PROTECO (Proposal of Technical Cooperation) project (development issue type). Then, in September of 2003, JICA conducted Project Formulation Study with the organization that submitted the best proposal. This resulted in the Sri Lankan government’s filing a request for this project with Japan. Both Japanese and Sri Lankan government through Project Formulation Study and Ex-ante Evaluation study conducted in December 2003 thus reached the agreement. Accordingly the project, MANRECAP, was commenced in March 2004.

1. Outline of the Project

The project, MANRECAP, which targets communities affected by conflict in the northern region of Sri Lanka, will support the “rehabilitation” of basic infrastructure and the “reconstruction” of community capability on socio-economic activities through utilization of rehabilitated infrastructure. By doing so, the project aims to help people (and primarily Community Based Organizations) to engage in sustainable rehabilitation and reconstruction activities on their ownership, from formulation to implementation, and management and maintenance.

This project directly aims at empowerment of CBOs, but it also facilitates resettlement of more than 40,000 refugees and Internally Displaced Persons (IDPs), who are wishing repatriation and resettlement to the area, indirectly.

The project was supposed to be implemented in four stages. The first stage will contain the selection of target villages and formulation of a priority project plan by Community Based Organizations (CBOs; e.g., Rural Development Societies, Women’s Rural Development Societies, Farmers’ Organizations, fisheries cooperatives, cooperative societies, etc.), and the government agencies. The second stage will entail rehabilitation of basic infrastructure by CBOs using community contract facility, and training for the government officers and strengthening networking among them. The third stage will stimulate economic activity (promotion of diversified agricultural activity, sales of fishery products, etc.) and social activity (mutual assistance practice, mothers’ class, youth club, peace education, etc.) with focus on the utilization of basic

infrastructure rehabilitated under the project. And the forth stage as a final stage will be for building capacity at community level to make CBOs be able to maintain and manage the infrastructure, and improving management of socioeconomic activities.

2. Contents of the Project

(1) Overall Goal

- Socio-economic conditions are improved more than the average in the cleared area of the Mannar District.
- Reconciliation within the Project sites and their vicinity is strengthened.

(2) Project Purpose

People in the Project sites are able to act sustainably in order for their livelihood improvement and community development.

(3) Output of the Project

1. Community Action Plan (CAP) is formulated with the participatory method.
2. Basic community infrastructures are rehabilitated.
3. CBOs acquire necessary abilities for socio-economic activities mainly utilizing the infrastructures rehabilitated by the Project.
4. Government officers engaged in regional development are strengthened in line with their abilities to support participatory development approach.

(4) Activities of the Project

- 1-1. Select project sites from the selected clusters.
- 1-2. Make Community Action Plan (CAP) through CAP Workshop in the Project sites.
- 2-1. Make plans of construction work for rehabilitation of basic infrastructures by CBOs with community contract method based on the CAPs.
- 2-2. Provide trainings for carrying out community contract method to CBOs and government officers.
- 2-3. Implement construction works with community contract method.
- 2-4. Build necessary operation and management framework for rehabilitated basic infrastructures.
- 3-1. Support economic activities (agriculture, fishery, processing, sales, etc.) carried out by CBOs.
- 3-2. Support social activities (mutual assistance, social welfare, mother's class, youth

club, traditional events, peace education, etc.) carried out by CBOs.

3-3. Guide CBOs in the management of the socio-economic activities as mentioned above.

4-1. Provide training for government officers on participatory development method.

4-2. Carry out study tours for government officers.

II. Objectives of Evaluation

The objectives of the Mid-term Evaluation are;

1. To review the progress of the Project referring to the Project Design Matrix (PDM) and PO (Plan of Operation) jointly formulated in accordance with the "Record of Discussions" (hereinafter referred to as "R/D") on the Project signed on the 2nd March, 2004;

2. To evaluate the Project from the following five points of view, namely:

1) Relevance: Consistency of the Project Goal and Purpose with the superior development policies as well as the consistency between the Project Goal and Project Purpose,

2) Effectiveness: Degree of realization of the Project Purpose,

3) Efficiency: Comparison between inputs and Outputs having been developed,

4) Impact: Positive and negative effects created on environment, gender, poverty, policy issues, etc.

5) Sustainability: Provability that the effects at the level of beneficiaries will continue after the Japanese cooperation would be terminated; and

3. To review the Project design for the rest of the Project period. Make recommendations to the Joint Coordinating Committee of the Project, and to revise the PDM, if necessary.

III. Joint Evaluation Committee

1. Joint Evaluation

The Evaluation will be jointly conducted in accordance with the agreement of the Item V. of the R/D. For the purpose of the evaluation, the Joint Evaluation Committee will be organized which consists from not only Japanese members but also from the Sri Lankan members.

2. Member of the Joint Evaluation Committee

The results of evaluation should be neutral to any stakeholders concerned to the Project and expected to be independent from any organization concerned. However, to consider the limited time schedule of the evaluation practice, the Evaluation committee member must be familiar with the issues and areas of the Project.

IV. Members and Schedule of the Mid-Term Evaluation

1. Japanese Evaluation Team

- (1) Japanese Leader/ Overall Evaluation: Mr. Shiro AKAMATSU
Senior Advisor, Institute for International Cooperation, JICA
- (2) Assistant Resident Representative Mr. Hideya KOBAYASHI
JICA Sri Lanka
- (3) Coordinator/Project management: Ms. Yuki HONJO
Associate Expert, Poverty Reduction/ Paddy Field based Farming Area Team I,
JICA
- (4) Evaluation and Analysis Ms. Tomoko TAMURA
Consultant, Kaihatsu Management Consulting, Inc.

2. Sri Lankan Evaluation Team

- (1) Additional Secretary: Mr. R. Tharmakulasingam
Ministry of Nation Building and Development
- (2) Deputy Director of Planning: Mr. B. Sivapiragasam
Provincial Planning Secretariat, North East Province (NEP)
- (3) District Secretary: Mr. V. Visuvalingam
District Secretariat, Mannar

3. Schedule for the Med-Term Evaluation

No.	Date	Day	Activities
1	27 Feb.	Mon.	Leave from Colombo to Mannar 18:00 Meeting with GA, Mannar
2	28 Feb.	Tue.	9:00 Discussion with the Project staff on Mid-term Evaluation 10:30 Visit Pre-school, Santhipuram 11:00 Meeting with GN Santhipuram 16:30 Focus Group Discussion, Santhipuram
3	1 Mar.	Wed.	10:30 Focus Group Discussion, Kurai and Seethuvinayagarkulam
4	2 Mar	Thu.	9:00 Meeting with GN Puththukaman 10:00 Focus Group Discussion, Puththukaman

			15:00 Focus Group Discussion, Vaddupiththanmadhu, Theththavadi and Samayapuram
5	3 Mar.	Fri.	9:30 Focus Group Discussion, Sewa Village 11:30 Focus Group Discussion, Ganeshapuram 15:00 Meeting with NG, Vellamkulam
6	4 Mar.	Sat.	9:00 Meeting with District Director, ZOA (NGO)
7	5 Mar.	Sun.	Interview to Project Team and documentation
8	6 Mar.	Mon.	Interview to Project Team and documentation
9	7 Mar.	Tue.	10:30 Meeting with LTTE Political Wing, Mannar 13:00 Meeting with Divisional Secretary, Vellamkulam 15:00 Meeting with Deputy Director NECORD, Mannar
10	8 Mar.	Wed.	8:30 Visit JICA Sri Lanka Office 10:00 Travel to Mannar 17:30 Meeting with the Project Team and the Japan's Mid-term Evaluation Team
11	9 Mar.	Thu.	9:30 1st Joint Evaluation Committee Meeting 14:00 Site Survey to Santhipuram
12	10 Mar.	Fri.	8:30 Site Survey to Manthai West Division - Sewa Village - Ganeshapuram - Pali Aru (Focus Group Discussion) - Kurai 17:00 Meeting with the member of Joint Evaluation Committee
13	11 Mar.	Sat.	9:00 Site Survey to Mannar Division - Puthukkamam - Samayapuram - Vaddupiththanmadhu - Theththavadi Maruthankulam 13:30 Meeting of the Japan's Evaluation Team Interview to the Project Team
14	12 Mar.	Sun.	Preparation of the Joint Evaluation Report
15	13 Mar.	Mon.	9:00 Report to Government Agent, Mannar 10:30 Travel to Colombo
16	14 Mar.	Tue.	9:00 Report and Meeting with the JICA Sri Lanka Office 13:30 Preparation for the 2 nd Joint Evaluation Committee
17	15 Mar.	Wed.	2 nd Joint Evaluation Committee
18	16 Mar.	Thu.	9:00 Report to the ODA Task Force in Sri Lanka 14:30 Joint Coordinating Committee Meeting
19	17 Mar.	Fri.	9:30 Internal Meeting Wrap-up the Mid-term Evaluation study with JICA Sri Lanka

V. Results of the Evaluation

1. Progress of the Project as of March 2006

The matrix of the progress of the project mentioned from page 9 to 12.

MANRECAP Plan of Operation

As of March 2006
for Mid-term Evaluation

Output 1	Community Action Plan (CAP) is formulated with the participatory method.																															
			Plan and progress of activities												Progress up to the end of the 2nd year																	
			2004				2005				2006				2007				In general		Conducted as scheduled		Completed in the 1st year									
Planned	Actual	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3							
1.1	Select project sites from the selected clusters.	P	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
1.2	Make Community Action Plan (CAP) through CAP Workshops in the Project sites.	P	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
		A	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
		A	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—

MANRECAP Plan of Operation

As of March 2006
for Mid-term Evaluation

..... Revised from the original plan

Output 2	Basic community infrastructures are rehabilitated.																									
	Planned Actual	Plan and progress of activities																								
		2004			2005			2006			2007			Progress up to the end of the 2nd year												
Activities		4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	◀ In general CMR activities have been implemented smoothly as follows, but some major rehabilitation works such as Diversion weir are behind the schedule due to various reasons. ▶ 1st year - Following plans were formulated through a series of discussions; 12 CMRs, 15 tube wells and 1 Diversion weir ▶ 2nd year - Following plans were formulated through a series of discussions; 24 CMRs, 15 CMRs under counterpart fund, 5 tube wells ▶ 1st year - Following trainings were provided to CBOs; 5 financial management trainings, 9 construction trainings, 1 O&M training of generators and tractors and 2 safety management trainings. ▶ 2nd year - Completed (All the focal villages have experienced CMR). Only follow-up trainings will be necessary from the 3rd year. ▶ 1st year - 7 CMR have been completed. - 7 tube wells were constructed in Manthai West. ▶ 2nd year - 24 CMR have been completed. - 5 tube wells were constructed in Puthukkamam area. ▶ 1st year - 4 Guidelins were compiled for O&M. ▶ 2nd year - Trainings in O&M of tube well were conducted to 7 villages. - 1 Guideline was compiled for O&M.
2.1 Make plans of construction work for rehabilitation of basic infrastructures basically by CBOs with community contract method based on the CAFs or appropriate agencies.	P A																									
2.2 Provide trainings for carrying out community contract method to CBOs and government officers.	P A																									
2.3 Implement construction works basically with community contract method or professional method.	P A																									
2.4 Build necessary operation and management frameworks for rehabilitated basic infrastructures.	P A																									

MANRECAP Plan of Operation

Output 3 CBOs acquire necessary abilities for socio-economic activities mainly utilizing the infrastructures rehabilitated by the Project.		Plan and progress of activities					Progress up to the end of the 2nd year							
		2004		2005		2006		2007						
Activities	Planned	4	5	6	7	8	9	10	11	12	1	2	3	<ul style="list-style-type: none"> ◀ In general The planned activities have been carried out to some extent though some activities have been postponed due to the delay of construction works. ◀ 1st year <ul style="list-style-type: none"> - Vocational trainings in Cement block making and masonry (6 villages 5 trainings) - Commencement of Cement block making as income generation activities (3 villages) - Establishment of plant nurseries (2 villages) - Provision of agriculture inputs (5 villages) ◀ 2nd year <ul style="list-style-type: none"> - O&M of Plant Nursery established last year (2 villages) - Establishment of Plant Nurseries (4 villages) - Pre-seasonal training on paddy and other field crops (9 villages 12 trainings) - Training on potted agriculture (1 village 4 trainings) - Outdoor training program (10 villages 1 training) - Commencement of Cement block making as income generation activities (1 village) - Training in Palmyra based products and Mat weaving (2 villages)
	Actual	P	A	P	A	P	A	P	A	P	A	P	A	
3.1 Support economic activities (agriculture, fishery, processing, sales, etc.) carried out by CBOs.	P A													
3.2 Support social activities (mutual assistance, social welfare, mothers' class, youth club, traditional events, peace education, etc.) carried out by CBOs.	P A													<ul style="list-style-type: none"> ◀ 1st year <ul style="list-style-type: none"> - Introduction of Micro Finance activity (All focal villages) - Support for children's activities and village events (8 events) ◀ 2nd year <ul style="list-style-type: none"> - Micro Finance activity has expanded (40 groups with 469 members) - Support children's activities utilizing Multi-purpose Hall constructed through CMR (5 activities in 3 villages)
3.3 Guide CBOs in the management of the socio-economic activities as mentioned above.	P A													<ul style="list-style-type: none"> ◀ 1st year <ul style="list-style-type: none"> - Formulation of CBOs (7 CBOs) - Formulation of MANRECAP Coordinating Committee (All focal villages) - Support CBOs to hold regular meetings and to keep the records - Study tour on CMR and other community activities (All focal villages) ◀ 2nd year <ul style="list-style-type: none"> - Support to reform Farmer's Organization (2 FOs) - Support for registration of Farmer's Organization (4 FOs) - Conduct financial trainings for FO (3 trainings 26 members) - Conduct study tour to strengthen FO (13 FO members and 4 staff members)

MANRECAP Plan of Operation

Output 4	Government officers engaged in regional development are strengthened in line with their abilities to support participatory development approach.													
	Activities	Plan and progress of activities												
		2004			2005			2006			2007			
	Planned	4	5	6	7	8	9	10	11	12	1	2	3	Progress up to the end of the 2nd year
4.1	Provide training for government officers on participatory development method.	P	—	—	—	—	—	—	—	—	—	—	—	◀ In general To be accelerated from the 3rd year after the establishment of a diploma course on community development at Vavunya Campus of Jaffna University. ▶ 1st year - Lecture on participatory approach (1 seminar: 24 persons) - Seminar on Micro Finance activity (1 seminar: 9 GNs) - Counterpart training program in Japan (2 Government officers) ▶ 2nd year - Workshop on Community Development through Participatory approach (11 officers) - Counterpart training program in Japan (4 Government officers) - Preparatory work to establish a diploma course on community development at Vavunya Campus of Jaffna University
4.2	Carry out study tours for government officers.	P	—	—	—	—	—	—	—	—	—	—	—	▶ 1st year - Study tour on CMR and other community activities (4 GNs) - Study tour on Micro finance activity (4 GNs) ▶ 2nd year - none

2. Summary of Evaluation Result based on the Five Evaluation Criteria

2-1. Relevance

The Project purpose is consistent with the policies of the Government of Sri Lanka on Relief, Rehabilitation and Reconstruction, as well as the Economic Development. It is also consistent with the Japanese foreign policy. The Project is one of the concrete examples of realization of the Country Assistance Program for Sri Lanka of the Ministry of Foreign Affairs of Japan. The Project falls into the concept of the new policy of JICA, declared in March 2004, which includes "human security" as one of the three most important areas for cooperation.

The focal villages, especially those in Manthai West Division, locate in marginalized area with no other external assistance. The living conditions of these villages are far below the poverty line. It was relevant for the Project to include these villages as focal villages. The focal villages of the Project consist of those in government control area and those in LTTE control area in order to ensure the balance of assistance.

Project is fulfilling the prioritized need of the focal villages on community infrastructure development. The preparation to fulfill the needs on economic activities, such as income generation and self-employment, are in progress. Some of the priority needs, such as provision of land and houses, which were not undertaken by the Projects, are also being filled with the cooperation of the other organizations, such as government departments, NGOs and donor agencies.

The villagers' needs and priorities were adequately identified through CAP workshops. CAPs were developed for each focal village with the initiatives of the villagers, which were useful to develop villagers' sense of ownership to the Project activities. Self-reliance and sense of unity, which were rare among the resettlement communities, were created by undertaking the construction works under the concept of CMR¹. The villagers have strong confidence on

¹ **Definition of CMR:**

Rehabilitation or renovation of basic infrastructure by using this community contract method is called Community Managed Rehabilitation (CMR) under MANRECAP. Community contract method is a traditional method used in Sri Lanka, acting upon Government Tender Guidelines. According to the guidelines, small-scale contracts can be undertaken by approved CBOs, such as RDS(Rural Development Society), WRDS(Women's Rural Development Society), FO (farmers' Organization) and Samurdi societies. (Amendment 2004). MANRECAP uses CMR, instead of community contract, after the approval of PIC in September 2004, to avoid misunderstanding, as community people and concerned agencies might get impression that the "construction" done by community as a contractor, from the word of community contract.

In MANRECAP, CMR does not mean only rehabilitation of physical structures but it also means social development. Needs and priority of the villagers should be identified through CAP workshop with the initiative of the communities. The community can develop social cohesiveness and skills and knowledge in the field of construction, including

efficiency of this method. In general, participatory approach adapted to the Project, i.e., CAP and CMR were relevant to fulfill the needs of the resettlement community, although social preparation of the CMR contract is rather time consuming process.

2-2. Effectiveness

An initial foundation has been built for the villagers to "act sustainably in order for their livelihood improvement and community development", as stated in "Project Purpose", as self-confidence, satisfaction, mutual-trust and unity have been created among the them. In most of the focal villages, CBOs have taken steps to fulfill their own development needs, by utilizing the profit gained by the CMR work, and natural and human resources of the villages.

The initial plans of operation for the first two years were modified due to several unavoidable reasons as mentioned later. Therefore, several activities planned to be done during this period were postponed. Consequently, the Project is planning to implement activities for community infrastructure and socio-economic activities in parallel for the coming two years, although initially the Project planned to complete all the activities for community infrastructure by the end of the third year and concentrate on facilitation for socio-economic activities in the last year.

Therefore, to fulfill the Project Purpose by March 2008, there is a need to accelerate the preparation of socio-economic activities. As well, the Project is requested to take necessary attention to accomplish all the activities for community infrastructures in time, including those which were not completed during the first two years.

2-3. Efficiency

"Output 1" had been created successfully. The CAPs were formulated in each focal village by conducting CAP workshops.

The "Output 2" is being produced. The villagers were actively involved in CMR for constructing community infrastructure. They are very proud of the work they had done, and satisfied with the quality of it, too. It is a significant progress that self-confidence was created among the villagers through the experience of CMR. However, the Project could not complete several activities planned for Output 2, due to unavoidable external factors.

technical, financial and management matters, through the experience of undertaking the construction work under CMR. Reactivation of productive activities is also expected by using rehabilitated infrastructure.

The skills obtained through the training and experience of the CMR has been utilized for economic activities, such as cement block making and masonry work. Two kinds of skill training had been conducted for women in the focal villages. In most of the focal villages, CBOs have utilized the profits of the CMR to fulfill their own development needs. Women's Bank programme has become very popular and created cense of unify and mutual-trust among the women in the focal villages. The preparation for socio-economic activities, that is Output 3, is in progress.

These are some of the good indications for the Project to produce "Output 4" successfully. The government officers, who are involved in the Project, such as GA and GN have developed a good understanding on participatory development and are playing important roles in the Project. However, the front-line officers of the government were not involved in the Project, yet.

The planned inputs to be provided by JICA, such as machineries, vehicles and equipments, were supplied in time. However, the Project underwent difficulties to employ qualified local staff to the Project in time. The Project found that twenty years of conflict had prevented the local people from accessing continuous education with good quality, opportunities for skill development, job experiences and exposure to outside of their area.

Moreover, the Project had to undergo a lot of difficulties due to the environment of post-conflict and under cease fire agreement. It was an unexpected inconvenience for the Project that the regulations of the checkpoints of the government security forces changes all the time without any prior notice. The activities of the Project were often suspended due to this problem. The Project also had to spend much time to negotiate with the LTTE and obtain their permissions for tax exception, usage of water for cultivation, etc.

The construction work often disturbed by commencement of the rainy seasons. Proper planning and advance preparation should be needed to avoid the problem, however the fact that the financial year of JICA starts in April, gives the Project staff a limited time to do so.

There were a many unavoidable external factors to disturb the smooth progress of the activities, such as collapse of the diversion weir in Pali Aru, heavy rain in 2004, delay in repairing the main road, etc.

In addition to the above constraints, there were several issues the Project had to overcome, with regard to the financial regulations of JICA. The workload of the management level Project staff was unexpectedly pressurized, due to the above mentioned external factors.

Therefore, there was certain delay in implementation of the planned activities, which consequently lowered the degree of realization of the planned outputs. However, the Project should not be blamed for the delay, as most of the causes of the delay were unexpected external factors, which were happened under the constraint of post conflict environment.

Progress monitoring and benefit monitoring of the Project, should be improved by developing suitable indicators and establishing a system for information collection, to verify the degree of achievement of the planned Outputs.

2-4. Impact

The Project is becoming popular in the NEP. There are several indications that the approach of the Project is going to be disseminated. For example, the Chief Secretary often quotes about the Project in policy level meetings and had told all Government Agents (GAs) in NEP to visit the focal villagers to study. NEP is also acknowledged the series of guidelines and manuals produced by the Project, and plans to modify them with the help of the Project. They are also keen to study the Project as one of the best practices for community development projects. The Jaffna University is going to introduce a Diploma Course on participatory development in the Vavuniya Campus, with the help of the Project. UNDP in Manner is trying to adopt the approach of the Project. JICA also utilized the lessons and experiences learnt from the Project to formulate the JICA Project in Trincomalee.

There are several activities carried out which can be contributing factors to achieve "Overall goal (improve socio-economic conditions)" in future, such as rehabilitation of the access roads (marketing), construction of pre-school building and teachers' quarters (education), provision of land and houses (living condition), home-gardening and nursery plants (income and expenditure). However, it is too early for the Project to verify concrete contribution for it.

2-5. Sustainability

The Project has a potential to establish a model on effective approach to increase the capacity of the resettlement community. As the CMR approach is based on the system of "community contract" which had been traditionally implemented in Sri Lanka, the approach can be applicable in any other areas or projects.

As mentioned earlier, the NEP and the Jaffna University have plans to disseminate the approach and experience of the Project, which are the positive indicators to ensure the sustainability of the effects of the Project. JICA is also willing to utilize and disseminate the lessons and experience