

スリランカ国  
トリンコマリー県住民参加型  
農業農村復興開発計画  
終了時評価調査報告書

平成 21 年 8 月  
(2009 年)

独立行政法人 国際協力機構  
スリランカ事務所

スリ事
JR
09-003

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## 序 文

独立行政法人国際協力機構は、スリランカ国と締結した討議議事録（R/D）に基づき、提案型技術協力（PROTECO）「トリンコモリー県住民参加型農業農村復興開発計画」を、2005年11月から4年間の予定で実施しています。

このたび当機構は、協力期間中の活動実績等について総合的な評価を行うとともに、今後の対応策等を協議するため、スリランカ国側と合同で、2009年6月15日から7月2日まで終了時評価調査を実施しました。

本報告書は、同調査によるプロジェクト関係者との協議及び評価調査結果等を取りまとめたものであり、本プロジェクトならびに関連する国際協力の推進に活用されることを願うものです。

終わりに、本調査にご協力とご支援を頂いた内外の関係各位に対し、心から感謝の意を表します。

平成 21 年 8 月

独立行政法人国際協力機構  
スリランカ事務所  
所 長 志 村 哲

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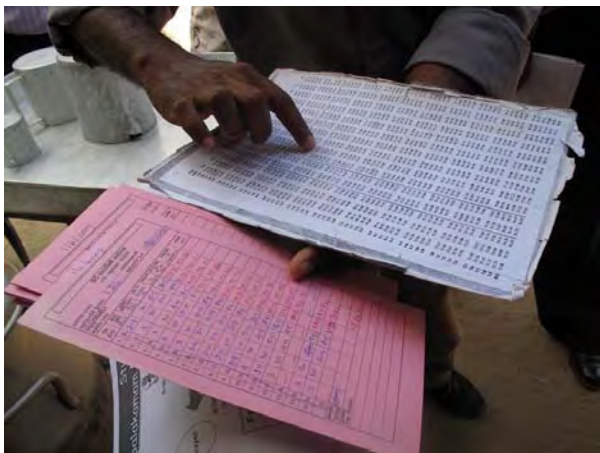


現場行政官へのグループ  
ディスカッション調査

真



農民組織によって建設された  
稲貯蔵庫の視察



住民組織が作成した帳簿



他ドナーとの連携現場の視察・聞き取り



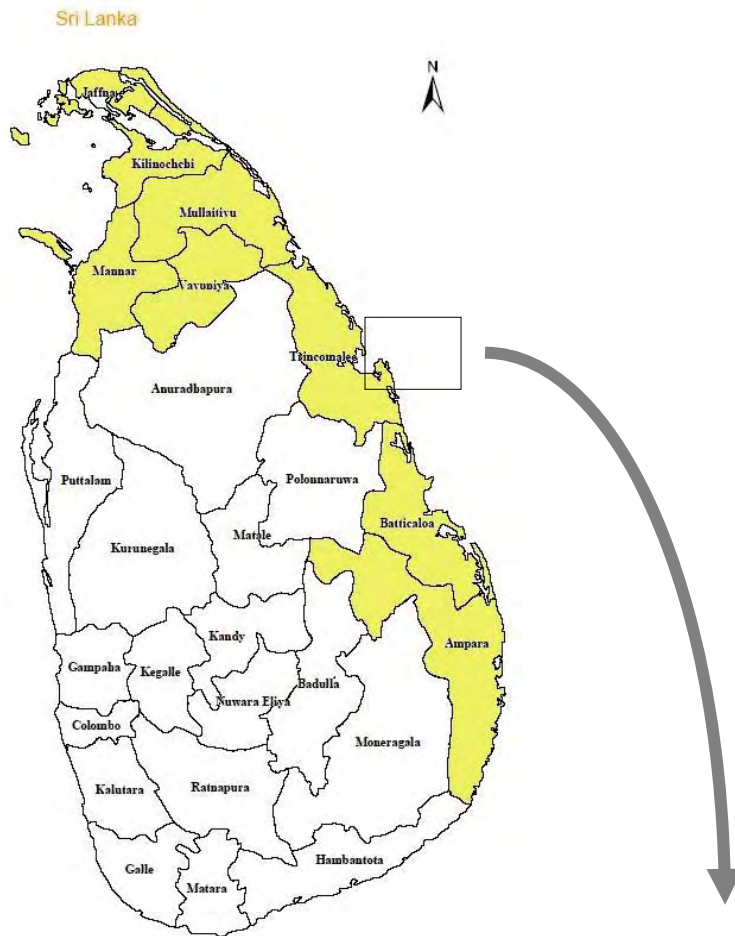
州・県レベル JCC での  
調査結果報告・意見交換



中央レベル JCC での  
調査結果報告・意見交換



## プロジェクト位置図



## 略 語 表

AI: Agricultural Instructor  
ASC: Agrarian Service Centre  
CAP: Community Action Plan  
CBO: Community Based Organization  
CIRM: Centre of Information and Resources Management  
CMR: Community Managed Rehabilitation  
DAD: Department of Agrarian Development  
DO: Divisional Officer  
DS: Divisional Secretariat  
FO: Farmers Organization  
GA: Government Agent  
GN: Grama Niladhari  
JCC: Joint Coordination Committee  
LDI: Livestock Development Instructor  
LTTE: Liberation Tiger of Tamil Eelam  
PEACE: Pro-poor Economic Advancement and Community Enhancement Project  
PDM: Project Design Matrix  
PDOA: Provincial Department of Agriculture  
PDOAPH: Provincial Department of Animal Production & Health  
R/D: Record of Discussions  
RDS: Rural Development Society  
TMVP: Tamil Makkal Viduthalai Pulikal (People's Liberation Tigers of Tamil Eelam)  
VS: Veterinary Surgeon  
WRDS: Women Rural Development Society



## 評価調査結果要約表

<b>1. 案件の概要</b>		
国名：スリランカ国		案件名：トリンコマリー県住民参加型農業農村復興開発計画
分野：農業開発/農村開発		援助形態：技術協力プロジェクト
所轄部署：スリランカ事務所		協力金額（評価時点）：4.9 億円
協力期間	(R/D)：2005 年 10 月 31 日～ 2009 年 10 月 30 日	先方関係機関：国家建設・エステート基盤振興省 日本国側協力期間：日本工営株式会社
	(延長)： (F/U)： (E/N)（無償）：	他の関連協力： (PROTECO) コミュニティ・アプローチによるマナー県復旧復興プロジェクト (有償) 農村経済開発復興事業 (PEACE)
<b>1-1 協力の背景と概要</b>		
<p>スリランカ国では、分離独立を求める反政府組織 LTTE と政府との内戦が、1970 年代後半から主に北東部地域で続いていた。この北東部地域の政治・経済の中心であるトリンコマリー県では、2002 年の停戦協定及び 2006 年以降の政府支配地域の拡大によって、国内外の避難民が再定住しつつあるが、内戦により経済・社会基盤が破壊された結果工業化が著しく立ち遅れており、県民の 60% は農林水産業で生計を立てざるを得ない状況にある。しかし、灌漑施設などのインフラの多くも荒廃し、コメ、野菜等の農業生産活動は低迷したままであり、再定住の進展や地域の復旧復興のためにも、農業生産性の向上が重要となっている。また、これら農業農村開発事業を支援する普及員等、郡・村落レベル行政官の能力向上も必要である。</p> <p>スリランカ国政府も北東部地域の農村部において、農村インフラの復旧や農業生産性の向上により貧困を削減することを優先課題としており、我が国に技術協力を要請した。この要請に基づき JICA は、国家建設・エステート基盤振興省をカウンターパート（C/P）機関として、2005 年 11 月から 4 年間の予定で「トリンコマリー県住民参加型農業農村復興開発計画」を実施している。本プロジェクトはこれまで 5 分野（チーフアドバイザー、農村開発/住民組織強化、農村インフラ、農業、業務調整）で日本人専門家を派遣し、県内 6 カ村のプロジェクトサイトで、コミュニティ行動計画の策定、住民組織による農村インフラの整備、農業/畜産技術の指導、農外収入向上技術の指導、現場行政サービス強化支援等を行っている。</p>		
<b>1-2 協力内容</b>		
<p>本案件は、民族バランス、農業体系、貧困度を考慮してトリンコマリー県のモラウェワ、タンパラカマム、クッチャベリの 3 郡から 6 行政村を対象とし選定し、コミュニティ行動計画（CAP）策定及びコミュニティ主導による復旧方式（CMR）の実施を通じて、1) 住民組織の強化、2) 農村インフラの整備、3) 農業・畜産技術の向上、4) 農外収入技術の向上、5) 地方行政サービスの強化を行い、これら 5 つの成果の相乗効果を通じて、農業農村復興のための開発モデルを構築することを目的としている。</p>		
(1) 上位目標		
プロジェクトで構築された農業・農村復興のための開発モデルにより、トリンコマリー県内の農村が活性化する。		
(2) プロジェクト目標		
トリンコマリー県において、住民参加型による農業農村復興のための開発モデルが構築される。		
(3) 成果		
アウトプット 1：住民組織が強化される。		
アウトプット 2：「コミュニティ主導による復旧方式（CMR）」により、農村インフラが整備される。		
アウトプット 3：農業・畜産技術が向上する。		
アウトプット 4：農外収入創出のための技術が向上する		
アウトプット 5：農業・農村開発の地方行政サービスが強化される		

(4) 投入（評価時点）			
日本国側：			
日本人専門家派遣 150M/M 機材供与 23,668 千ルピー			
ローカルコスト負担 171,336 千ルピー（スリランカ人スタッフ 31 名含む）			
研修員受入 本邦研修 6 名			
相手国側：			
カウンターパート配置 述べ 58 名			
土地・施設提供、ローカルコスト負担 23,572 千ルピー			
2. 評価調査団の概要			
調査者	（日本国側）		
	1. 志村 哲	団長・総括	JICA スリランカ事務所長
	2. 赤松 志朗	参加型開発	JICA 国際協力専門員
	3. 小向 絵理	平和構築	JICA 国際協力専門員
	4. 飯田 鉄二	協力計画 1	JICA 南アジア部 調査役
	5. 湯浅 啓一郎	協力計画 2	JICA スリランカ事務所 所員
	6. 興津 暁子	評価分析	(株)タックインターナショナル 主任研究員
	（スリランカ側）		
	1. Mr. M.S.Jayasinghe	Senior Advisor, Ministry of National Building and Estate Infrastructure Development	
	2. Ms. N. Jayawathany	Assistant Director Planning, Ministry of Nation Building and Estate Infrastructure Development	
	3. Mr. V. Mahendrarajah	Deputy Chief Secretary, Eastern Provincial Council	
	4. Ms. Vetharaniyam Thilagawathy	Assistant Director of Agriculture, Trincomalee	
	5. Mr. S. Shanmugasivananthan	Regional Director of Irrigation, Trincomalee, Ministry of Irrigation and Water Management	
	6. Ms. Rohini Singarayer	Director, Centre of Information Resources Management (CIRM)	
	7. Mr. U. Anuraweerarathna	Project Director, District Rehabilitation Reconstruction Secretariat, Trincomalee District	
調査期間	2009 年 6 月 15 日～2009 年 7 月 2 日		評価種類 終了時評価
3. 評価結果の概要			
3-1 実績の確認			
3-1-1 投入実績			
(1) 日本国側投入実績（評価時点）			
日本人専門家の派遣は、計 150M/M なされた。また、スリランカ国側カウンターパート 6 名が、本邦における研修を受けている。また、オフィス機材、車輛、農業機械、種子、肥料、OA 機器の他、総額 9 百万円相当の機材を供与し、農民を対象とした多数の研修・セミナー、ワークショップを行い、施設整備については、コミュニティに施設工事を請け負わせる Community Contract の形で、小規模灌漑用ため池、農村道路、集会所等の整備・改修等を行った。			
(2) スリランカ国側投入実績（評価時点）			
スリランカ国側からは、毎年、30 名以上のカウンターパートが配置され、ローカルコストの投入は、実績ベースで総額約 2 千 3 百万ルピーである。内訳は、プロジェクト事務所用施設の提供が 54 万ルピー、車輛や機材の免税措置が 2 千百万ルピー程度である。			
3-1-2 成果達成の実績			
アウトプット 1：住民組織が強化される。			
アウトプット 1 の達成度を測る指標は、以下に示すように全て達成された。各村における住民組織:Community Based Organization(CBO)の会員数は、17 CBO 中 13 の CBO で(76%、			

目標値は 60%以上) その会員が 5%以上増加した。複数の CBO においては、内戦の悪化で村人が村外に避難したため、会員の数が減ったところもある。コミュニティ行動計画：Community Action Plan (CAP) については、74 ある CAP の内、59 が実施された（目標値は 50 以上）。実施に及んでいない CAP の内の多くは、他のドナーが実施するプロジェクト内での活動と重なっていたために、ドナー間で調整がなされた。2008 年 4 月から 2009 年 3 月までに行われた各 CBO における会議の 84%（目標値は 60%以上）で、会議議事録が取られた。会議議事録を取っていた CBO の割合は、2006 年の 20%前後から、84%と大きく増加し、会議数自身も年間 120 回から 173 回と増加している。経営管理の指標である会計帳簿の作成は、17 の全ての CBO（目標値は 80%以上）で会計帳簿・物品台帳が作成・管理されている。

#### **アウトプット 2：「コミュニティ主導による復旧方式（CMR）」により農村インフラが整備される。**

アウトプット 2 の達成度を測るための指標は、以下に示すように全て達成された。各村で策定された CAP に基づき、19 の行動計画に挙げられた農村インフラの内、16 のインフラ（84%、目標値は 80%以上）の改善が完了した。残り 3 つのインフラに関しては、他ドナーの資金により実施が行われている。改修された全ての農村インフラ（目標値も 100%）が農業生産活動や、他のコミュニティ活動等に活用され、さらに、運営管理に関する計画も策定と実施が始められている。

#### **アウトプット 3：農業・畜産技術が向上する。**

アウトプット 3 の達成を示す指標は、以下に示すように全て達成された。中核農家の 66%（目標値は 60%以上）で、コメの生産量が 10%増加した。収量が上がらなかったいくつかの中核農家における理由としては、洪水のため生産ができなかったことが大きい。中核農家の 62%（目標値は 60%以上）がプロジェクトで導入された技術を 2 作期以上活用している。225 の中核農家の内、131 農家（58%、目標値は 40%以上）において市場情報にアクセスが可能となったが、畑作農家やヤギ農家においては、本格的な生産段階に達していないため、未だ市場情報にアクセスが可能となっていない。

#### **アウトプット 4：農外収入創出のための技術が向上する。**

アウトプット 4 の達成を測る指標は、以下のように全て達成された。71 の全てのの中核農家（目標値は 60%以上）で支援された農外収入創出活動を研修後も継続している。また、71 人中 52 人（73%、目標値は 10%以上）の中核農家が、農外収入創出活動に係る流通に参加している。裁縫グループに関しては、市場における生産活動の段階に達しておらず、各人の家庭におけるニーズを満たすに留まっている。

#### **アウトプット 5：農業・農村開発の地方行政サービスが強化される**

アウトプット 5 の達成を示す指標は、以下に示すように 2 つが達成され、1 つが達成されなかった。ニラベリ ASC とモラウエワ VS 事務所を活用する農家が、10%以上（目標値も 10%以上）増加した。具体的数字として、ニラベリ ASC の利用者数が、2007 年の 15.7%から 2008 年の 50%に増加し、モラウエワ VS 事務所の利用者数が、2007 年の 8,715 から 2008 年の 16,802 と 2 倍近く増加した。また実施された研修の数も、2007 年の 8 回から 2008 年には 33 回と大きく増加している。22 名中 20 名（91%、目標値は 40%以上）の現場行政官が、プロジェクトで導入した農業及び畜産活動を活用していると報告しているが、最近、新規に採用された現場行政官は、まだ活用に至っていない。3 つ目の指標「現場行政官が主導する定期会議が開催される」に関しては、会議は 6 回程度行われたが、その後、会議は停止し定期開催できていない。縦割りの役所仕事を超えて、横断的な定期会議に出席をするために、自分のルーチンワークを調整することが難しかったことや、上からの指示や理解がなく、こうした会議に出席すること自身難しいことであった等の理由である。

#### **3-1-3 プロジェクト目標達成の見込み**

対象村全体を見ると中核農家に伝搬された技術は、311 世帯にまで広がっており、これは、目標値（150 世帯）を超えている。ただし、指標にある「5 つの技術」またはそれ以上の技

術が、どの村にも同じ様に導入されたわけではなく、村によっては、最初 3 つの技術のみが適応された村もあり、従って、3～7 の技術が、各対象村で広がっているという現状である。

また、収入については、無作為に選んだ 90 の中核農家の内、70 戸（78%、目標値は 60% 以上）の中核農家の収入が、10% 以上向上していた。いくつかの中核農家で農作物を育成することが困難であった理由としては、主に洪水等自然災害が原因したこと、また、ある農家では、農作物の生産から畜産に変更したため、収入向上にまで至っていない状況であったためである。

JCC メンバーのプロジェクトに対する認識度については、終了時評価中、JCC の構成員の全部にインタビューを行うことができなかったが、インタビューを行った 4 つのレベルの JCC 構成員（60% 以上の数）及び他のステークホルダーにおいては、全員が TRINCAP モデルの有効性について言及している。よって、指標の「60% 以上の JCC 構成員が、モデルの有効性を認識」は達成していると言える。

4 つ目の指標の「構築された TRINCAP アプローチと手法の資料としての取りまとめ」に關しても、11 の TRINCAP サブ・モデルがまとめられた。また、12 の技術マニュアルも準備され、これらの資料は、今後、英語、シンハラ語、タミル語の 3 つの言語に翻訳され、配布の予定である。

以上のことから、プロジェクト目標の達成見込みは高いと判断される。

#### 3-1-4 上位目標達成の見込み

上位目標達成の見込みについて、以下のような可能性を観察することができた。他方、幾つかの問題点も挙げられるが、今後、適切な活動が行われることによって、克服が可能であることより、上位目標達成の見込みはあると判断される。達成見込みを測る可能性としては、1) ほとんどの関係者の間で、プロジェクトで導入された様々な適正技術により、収量や、収入の向上の可能性につき実感されていることが確認でき、また、これらの活動を通じて、新たなビジネスの可能性についても考え始められていることが観察された、そのため、2) プロジェクト終了後、周囲の村落への展開が期待できる。3) 異なった経済層の住民に対するプロジェクトのアプローチと戦略が適切であり、かつ効果を上げているとの認識が関係者の間である。4) プロジェクトの目的である「開発モデル」が構築され、それについての資料や技術マニュアルが策定され、開発関係のステークホルダーや、コミュニティにおいて誰でも使用することが可能となった。及び、5) 東部州評議会次官や、トリンコマリー県の県次官から、CAP の実施にガマネグマ事業予算を使用することにつき、同意を得ることができた。また、他の開発パートナーからも個々のプロジェクトの中で、TRINCAP モデルの使用につき、前向きに検討したい旨のコメントが得られた点、等である。

また、上位目標達成への阻害要因としては、以下のような可能性が挙げられる。1) 現場行政官の数の不足、財政力不足が活動の阻害要因となり得る点、2) フロントラインの行政官の間では、1) に挙げたような問題のために、自分達では、プロジェクトが行ったレベルのサポートを、コミュニティに対して行うことが難しいと感じている点、3) コミュニティ開発に必要な外部からのファシリテーションにつき、現場行政官は、経験不足と感じている点、及び、4) 新しい農業や畜産技術が伝搬されても、自然災害や作物/動物の病気等で、生産が一時的に止まってしまうこと等も。上位目標達成には阻害する要因となり得る点等である。

### 3-2 評価結果の要約

#### (1) 妥当性

プロジェクトの妥当性は高いと評価される。理由として、①2002 年の停戦合意及び 2006 年 8 月以降のスリランカ国政府軍によるトリンコマリー県支配地域拡大に合わせて、スリランカ国政府は、平和の対価としての東部地域開発と安定を、最重要課題として挙げており、プロジェクトで得られる成果は、その課題に貢献するものである。また、②我が国 ODA 及び JICA の理念である平和構築に関する協力政策・貧困削減に関する協力政策と一致し、JICA の国別援助事業実施計画の援助重点課題となっている、③停戦合意以降、多数の援助機関が復旧復興を継続し、支援が飽和している地域も見受けられるものの、開発に重きを置いたプロジェクトの数が少なく、農村の再生化と活性化に対する開

発プロジェクトの貢献が大きい、及び、④東部州のように民族の混在する農村において、住民参加型手法を導入し、かつ農業・農村開発モデルを策定する手法は、同地域における農村復興計画では有効である。

(2) 有効性

プロジェクト目標の指標が協力期間内に達成が見込まれており、有効性は高いと言える。その貢献要因として、①中間評価以降活動が始められたベルー村では、プロジェクトと村との信頼関係が高く、村民の熱心な活動で残り期間での成果達成が可能となった、②プロジェクトの日本人及びローカルの専門家の献身的で、謙虚な態度がコミュニティや行政官、郡事務所の受け入れを良くし、協力へのコミットメントを高めた、③社会文化面に配慮したプロジェクト実施方法が、有効性を高める貢献要因になっている、及び、④様々な現場行政官に対する能力強化のみならず、サービス供給施設（ASC、VS オフィス等）の能力強化も合わせて行ったこと等である。

(3) 効率性

プロジェクトの効率性は、紛争影響地域での事業としては、高いと評価される。プロジェクト成果の達成度は、上記「アウトプットの達成状況」に記載されている通り、高い達成度を示している。

また、本プロジェクトの活動がアウトプットに至る関係性は効果的に結びついていることが確認され、本プロジェクトの効率性は十分確保されていると言える。ただし、全体の投入に見合ったアウトプットであるかどうかという点においては、本プロジェクトが平和時に実施される通常の開発プロジェクトではない点から、通常の視点では評価が難しいところである。本プロジェクトは、現場行政官の数も能力も限られた状況の中での実施であり、そうした相手側実施能力の低さを補うために、日本国側からの投入量は、比較的大きくならざるを得なかった。ただし、個々の活動からアウトプットを出す過程については、高い効率性を確保していたため、全体としての効率性は高い。また、投入のタイミングに関しても、様々な制限のため遅れる場面もあったものの、その後の活動で遅れを取り戻す努力を重ねて、それら努力の結果、効率性は十分に確保されたと言える。

(4) インパクト

本終了時評価では、プロジェクト活動に関連したポジティブな効果、影響が確認されたが、ネガティブな効果、影響は特定されなかった。しかしながら、上位目標の達成に関しては、前述のように、若干の留保が認められるため、残りのプロジェクト期間内での適切なアクションや、プロジェクト終了後の州政府、州政府、現場レベル行政官の継続的な課題の克服が担保されなくてはならない。確認されたポジティブなインパクトとして、①コミュニティ・コントラクトで建設された農村インフラ建設を通じて、コミュニティに共通の自信や自尊心が養われた。また、建設事業そのものがコミュニティの経済活動をもたらすことになり、また、建設事業に関わった住民のスキルアップにつながった。②農道の建設により、物品の移送のコストを下げるのに大きく貢献している。③住民自身による販売組織の立ち上げなど、住民自身のアイデアに基づく活動により、収入を増加させるための活動が始められた。④農道の建設を契機として、異なった民族間の連携が強化される等、プロジェクトによる活動が民族間相互の連携を深めているケースも見られる点である。また、ネガティブなインパクトに関しての認識は、現在まで関係者の間で持たれていないことが確認された。

(5) 持続性

政策的方向性や、プロジェクト対象村内において、本プロジェクトでの活動を通じて獲得された技術や知識の活用については持続的に続けられる可能性が高いと思われるが、行政側からの継続的な技術支援やモニタリングについては、現状では不確実な面もあり、本プロジェクトの自立発展性に関しては、今後に向けた課題も存在している。持続性を見込みを示す事実としては、①コミュニティで建設した農村インフラに関して、全ての農村インフラの運営管理計画が策定され、実施が始まっており、住民の運営管理

に対する高い関心を確認することができた。②CBO が強化されたことによって、将来的にこうしたコミュニティ・インフラ建設に関して実施を請け負っていく組織力が向上した。③プロジェクト実施を通じて、数的には十分とは言えないまでも、現在活動をしているフロントラインで働く地方行政官の技術力向上が確認できた。④プロジェクトは、月々のニュースレターや、定期的な会議を通じて、プロジェクト関係者への広報に広く努めているため、プロジェクトへの関心や理解が関係者の間で深まっていることが確認されたこと、等が挙げられる。

ただし、プロジェクト終了後、既存の行政側の実施体制を使い、より持続的にコミュニティ開発を実現するためには、TRINCAP モデルを政策的に推進して、ルーティンの行政サービスの中でも当モデルを使って、プロジェクト対象エリアをサポートしていくことが重要である。

### 3-3 効果発現に貢献した要因

#### (1) 計画内容に関すること

特に確定されなかった。

#### (2) 実施プロセスに関すること

本件プロジェクトは、計画内容は住民参加によるコミュニティ・インフラの強化と個人の生計向上を目指したもので、類似のプロジェクトはこの地域に少なくない。しかしながら、このプロジェクトの実施プロセスは、他の類似のプロジェクトとは質的に大きく異なっている。村のニーズアセスメント、計画作りは、村の歩調に合わせたプロセスを取り、他のプロジェクトのそれよりも長めのプロセスとなっている。村人自身による村内の探査や分析、各種の研修等が組み合わされ、村人の学びのプロセスが織り込まれた結果、キャパシティ・ビルディングが実現され、村の真のニーズが反映したニーズアセスメント、村人全体の声が反映した計画作り、優先順位付けが実現されている。こうした真の意味での住民参加型計画作りの結果、活動の効果・効率の向上、インフラの維持管理の徹底等が可能となった。

その他、効果発現に貢献した実施プロセスに関することとしては、プロジェクトの民族バランスの特異性に注意を払ったアプローチが挙げられる。そのため、このプロジェクトの住民の受け入れが高く、住民の参加度を高める結果となった。また、他の要因としては、プロジェクトからコミュニティに対する定期的で、かつ、継続的なモニタリングと技術的指導がされてきたことが挙げられる。こうした丁寧な支援が、コミュニティの能力向上とやる気に貢献し、コミュニティの小規模インフラ事業の質が向上し、事業の速度が速まる結果となった。

### 3-4 問題点及び問題を惹起した要因

#### (1) 計画内容に関すること

特に確定されなかった。

#### (2) 実施プロセスに関すること

実施プロセスに関して問題を惹起した要因としては、プロジェクト実施の前提となるトリンコマリー県内の治安がプロジェクト開始後大きく乱れ、日本人専門家がプロジェクト対象地域外に長期に渡り退避する期間が続いたことである。また、ハルタルや事件事故による現場への移動制限、検問所でのチェック、交通手段の制限により現場での活動時間が通常より制限された、そのため、プロジェクトの活動が遅れる原因となった。

プロジェクト対象地域において、多数の緊急援助を目的にしたばら撒き援助が入っているため、本プロジェクトが目的とする「コミュニティの自立」とコンフリクトを起こしている。そのため、プロジェクトが進めようとしている回転資金といった、自己負担に関して悪影響が出ている。

### 3-5 提言

#### (1) TRINCAP モデルの拡大

現在、北部や東部における復興開発支援においては、開発パートナーによる数多くの

類似のプロジェクトやプログラムが実施されており、同じ場所でいくつかのプロジェクトが重なることもしばしば起こり、援助の非効率性につながったり、コミュニティや地方行政側に負担となったりする事態が散見されている。

特に、コミュニティ開発のプロジェクト/プログラムにおいては、一様に「コミュニティ参加」をアプローチとしたものが実施されているが、そのアプローチの効果は均一には発揮されていない。殆どのプロジェクト/プログラムの場合、コミュニティのニーズアセスメントに、コミュニティの真のニーズが反映されていなかったり、コミュニティ開発計画はコミュニティとの議論や深い分析が行われないうまま策定されたり、その結果、どこのコミュニティ開発計画も同じ内容に留まってしまい、計画策定プロセスを踏むこと事態、無意味であったりしている。

こうした状況の中、TRINCAP が取った手段は、コミュニティの真のエンパワメントや自立発展を目指し、コミュニティの学びが、そのプロセスにふんだんに取り入れられている結果、コミュニティの真のニーズを反映した開発計画作りとコミュニティによる計画実施、また、コミュニティによるコミュニティ・インフラの維持管理、個人の所得向上のための活動などを可能にしている。こうした TRINCAP モデルの比較優位性をプロジェクト関係者は良く理解しており、プロジェクト終了後のモデルの拡大に関して、評価団はプロジェクト関係者と十分な協議を行うことが出来た。こうして得た結果を基に、評価団は、以下のステップと各ステークホルダーがすべき事柄を提言としてまとめた。

### モデル拡大のためのステップ

1. モデル拡大のための全体的なメカニズム作り。
2. コミュニティ活動計画作りのファシリテーション。
3. コミュニティ活動計画実施のための財源の手当て。

ステークホルダー毎の提言は以下の通り。

#### **<TRINCAP チームに対して>**

- 残りのプロジェクト期間中、3つのプロジェクト対象郡における郡レベル実施チームに対し、CAP 策定時のファシリテーションの技術指導や、実施のために必要な技術指導を行う。
- 同様に、州/県レベルの調整・モニタリングチームに対する技術指導を行う。
- 残りのプロジェクト期間中、出来る限り TRINCAP モデルの説明を他の開発パートナーに対して対話やセミナーの形で行う。

#### **<3つのターゲット郡における郡事務所や、現場行政官に対して>**

- 各郡において、TRINCAP モデルをプロジェクトの対象村以外の 2～3 の村に拡大するための「郡レベル実施チーム」を作り、以下の活動を行う。
- 先ず、評価団より提示された実施チームの目的と責任事項を基に、自分たちの実施チームのメンバーや責任事項の決定及びモデル拡大のためのアクションプランの策定を行う。
- 拡大をする 2～3 の村において、先ず CAP の策定を行い、ガマネグマ事業の予算を使って CAP の実施を行う。また、もし他の開発パートナーのファンドがある場合は、CAP 実施への利用を同様に試みる。
- 開発への投資につき郡レベルで一元化し、CAP の策定と実施に利用していく。そして、そうした実施に足りない資金、機材、人材について、何がどれ位足りないのかを確定する。
- 現場行政官のモチベーションを上げるために、郡レベルにおいて出来る範囲でシステムを変えていく。具体的には、現場行政官がフィールドに出る際に使ったポケットマネーに対して払い戻しのシステムを作る。また、良い仕事に対する奨励するためのシステムを作る。それから、上からの変更の認証が必要な部分について、その確定を行う。



#### <州次官、県次官及び、州や県レベルの行政官に対して>

- 「州/県レベルの調整・モニタリングチーム」を作り、郡レベル実施チームの活動のバックアップを行う。また、プロジェクト対象郡（DS）以外の DS への展開について、話し合いを行う。
- チームのメンバーと責任事項を評価団から提示された案を基に確定し、定期的な活動を続ける。
- CAP 実施にかかるガマネグマ事業予算の使用を許可し、CAP を策定している村においては、開発にかかわる活動を TRINCAP モデルに主流化することによりプロジェクト間の、または、計画間の重複を避けるように指示をする。
- 郡レベルにおける非常に重要な不足（資金、機材、人材等）や必要なシステムの変更に対応する。
- 州/県レベルでは変更が難しいイシューについては、中央省庁レベルに必要な支援を要請する。
- JICA の援助によって実施予定の行政官研修において TRINCAP モデルを盛り込む。
- 将来プロジェクトや現在行われている、プロジェクトにおける開発アプローチや手法の TRINCAP モデルへの主流化について、JICA や他の開発パートナーと対話を行う。

#### <国家建設エスレート基盤振興省に対して>

- CAP を策定した村における開発プロジェクトのためのガマネグマ事業予算の使用を許可する。
- 財務計画省、地方政府省、農業開発・農民サービス省、灌漑・水管理省等、関連の省庁を調整し、トリンコマリー県における開発アプローチと手法における TRINCAP モデルの主流化への努力について理解を得る。また、資金やスタッフの割り当て等においてサポートを行う。
- コミュニティ開発のための開発アプローチや手法の主流化のための TRINCAP モデルの使用について、JICA や他の開発パートナーと対話を行う。
- TRINCAP や他の類似プロジェクトから学んだ教訓や経験から、開発アプローチ手法を主流化し、効率的、かつ効果的なコミュニティ開発のための国家ガイドラインを策定する。

#### <財務・計画省に対して>

- トリンコマリー県におけるコミュニティ開発の効率性や効果を強化するために必要な予算の不足について、財政的なサポートを考慮する。
- コミュニティ開発のためのアプローチと手法の主流化のために、開発パートナーと対話を行う。

#### <JICA に対して>

- 重要な人材の不足があり、行政側からの要請がある場合、3つの県レベル実施チーム、及び、州/県レベル調整・モニタリングチームの活動のサポートのため、必要な人材をある一定期間投入する。
- 現場の行政官の研修プロジェクトや将来実施するコミュニティ開発プロジェクトに TRINCAP モデルの使用を考慮し、政府と協議を行う。
- TRINCAP の経験の利用による効率的、効果的なコミュニティ開発プロジェクトについての協調について、他の開発パートナーと対話を行う。

### (2) TRINCAP モデルについての参考文献、及びマニュアルについて

#### <TRINCAP チームに対して>

- TRINCAP の参考文献とマニュアルに、TRINCAP が行った社会配慮について、具体例として載せる。コミュニティの社会的背景のアセスメント、3つの民族間のバランスの確保、異なる民族について一緒に労働を行う機会の提供、貧困層の開発への参加の促進等。
- 参考文献やマニュアルに加え、ポスター等、簡略で効果的な啓蒙を行うための宣伝媒体を作成する。

＜州/県レベルの調整・モニタリングチームに対して＞

- 郡レベル実施チームによって実施された TRINCAP モデルの展開を通じて得られた経験を参考文献やマニュアルに反映し、改善を行う。

(3) TRINCAP サブモデルについて

プロジェクトは、ステップごと、セクターごとの参考文献とマニュアルを作り、11 の TRINCAP サブモデルとした。これらサブモデルは、関連のセクターにおいて、政府や開発パートナーによって行われる数多くの開発活動において使用できる。

＜TRINCAP チームに対して＞

- 他の開発パートナーに TRINCAP のサブモデルの有用性を説明し、サブモデル毎に詳細をシェアする。

＜州次官、県次官及び州/県レベル行政官に対して＞

- TRINCAP モデル全体パッケージでの拡大のみならず、サブモデル毎の使用についても考慮する。

＜国家建設エステート基盤振興省に対して＞

- 関連省庁に対して、TRINCAP のサブモデルを配布する。

＜JICA へ対して＞

- 現在進行中のプロジェクトに対し、TRINCAP サブモデルを配布する。

### 3-7 教訓

(1) コンフリクト・アセスメント

- プロジェクトを形成する際に、コンフリクト・アセスメントを行うことは、プロジェクト対象地内で起こり得るコンフリクト、安全性、政治的及び社会的状況を判断、予測するために大変重要である。TRINCAP プロジェクトの場合、プロジェクト形成時も、実施中も、システムティックなコンフリクト・アセスメントとしては行われてはいないが、2006 年以降、安全に関する状況が悪化してからは、政府機関、あるいは他の援助機関からの治安に関してのあらゆる情報を収集することに努めた。プロジェクト実施中の継続的なコンフリクト・アセスメントは、プロジェクトのスタッフの安全性の確保、及び円滑なプロジェクトの実施を可能にする意味で重要である。プロジェクトのデザイン及び実施のための体制は、実施場所の環境と安全性が劇的に変わるような場合は、その都度見直していく必要がある。

(2) コミュニティ・コントラクト

- プロジェクトは、コミュニティ・コントラクトによるコミュニティ・インフラ工事の際、コミュニティの財政的、及び、技術的なキャパシティに応じ、コミュニティが働き易いような工夫で工事の効果や効率を上げた。例として、工事を始める前の一部前払い金の支給や、工事で雇われる人夫に対して、日当を支給するなどの工夫であった。こうした柔軟なプロジェクトの工夫は、コミュニティ・コントラクトを通じたコミュニティエンパワメントを目指すプロジェクトには有用である。
- プロジェクトは、コミュニティ・コントラクト先のコミュニティに対し、技術的な、また、管理能力向上のための研修事業を多数研修として行っている。こうした研修は、コミュニティ・コントラクトに不慣れなコミュニティには大変重要かつ不可欠な要素となっていることが明らかにされたため、類似のプロジェクトの中でもこうした研修が盛り込むこまれるべきと思料される。
- コミュニティ・コントラクトの始めの段階で、プロジェクトはコミュニティに対し工事に必要な小規模な機材について自分たちで用意をするように依頼をしたが、経験のないコミュニティにとっては、こういった機材を用意するのかわからないような状況であったため、機材は用意されず工事は進まないという状況が見られた。それを解

決するため、プロジェクト側で適切な小規模工事用機材を提供し、その後、工事は円滑に進んだ。このことから、コミュニティ・コントラクトでは、コミュニティのキャパシティを見極め、適切な援助の手を差し出すことは、工事の質の向上に重要なことであると思料される。

(3) 農業・畜産活動、農外収入活動

- プロジェクトは、農産物や畜産物、また農外収入のための製品の市場活動をするためにグループ化を促進してきた。グループの規模については、対象の生産物によって決められるべきこともプロジェクトを通じて明らかにされた。更に、このグループ化は、農業や畜産、その他の収益活動の材料の仕入れ、販売の円滑なサイクルには欠かせないことが明確にされた（例、養鶏、果樹、牛乳の収集等）。
- デモファームに関しては、初期の段階では、幾多の試行錯誤があった。もちろん、これらも学びの過程として重要であったとも言えるが、ある程度、簡易なフィージビリティ調査をかけることで、回避が可能な失敗もあり、今後は特に同様なプロジェクトにおいて、活動開始前の簡易なフィージリビティ調査をするべきと思料される（失敗例：低い土地での果樹栽培への洪水被害、畜産活動の際に草を育てる場所の不足、等）。

(4) モデル化の明確な意味

- 本件プロジェクトのステークホルダーの間で、何をもって「モデル化」と言うのかということの共通理解を得るのに、長い時間と、労力を要している。これは、プロジェクト開始時、または、開始前に何を持ってモデル化ということのかという共通理解が確立されていなかったことによる。また、今回のプロジェクトの上位目標が「確立したモデルの展開」とあるのに、そのための準備をプロジェクト期間内でどこまでやるのかが明確でなく、そのためモデル化の先の展開にかかる活動が具体的に示されていなかった。今回の終了時評価での一連の混乱と各ステークホルダーとの交渉は、この部分に起因していることが大きいと、今後、同様なプロジェクトを実施する際、こうしたモデル化と戦略的展開にかかる部分の明確化、及び、それに必要な活動の設定に留意すべきである。

以 上

## 評価調査結果要約表（英文）

<b>1. Outline of the Project</b>			
Country : Sri Lanka		Project title : Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee	
Issue/Sector : Agricultural/Rural Development		Cooperation Scheme : Technical Cooperation Project	
Division in Charge : Sri Lanka Office		Total Cost : Rs.220 million	
Period of Cooperation	(R/D) : 31 October 2005 ~ 30 October 2009		Partner Organization : Ministry of Nation Building and Estate Infrastructure Development
	(Extension) :		Supporting organization in Japan : Nippon Koei Inc.
	(F/U) : R		Related Cooperation :
	(E/N)(Grant Aid)		(Technical Cooperation) MANRECAP(2004-2007) (Loan) PEACE 1 (2003-2010)
<b>1-1 Background of the Project</b>			
<p>The conflict in the Northern and Eastern regions in Sri Lanka for the last 25 years has caused severe destruction of assets and services and a huge loss of human lives and linkage in the community. Although this area had enjoyed a higher level of agricultural development until the early 1980s, agricultural production and household income have experienced a serious decline due to this conflict. Reactivation of the community, rehabilitation of infrastructure and improvement of agricultural technology are considered as the key roles to recover the agricultural sector and improvement of livelihood in the regions. Considering these circumstances, the technical cooperation project (TRINCAP) was formulated in the Trincomalee District to create a model of agricultural and rural development for rehabilitation and reconstruction, which can promote the improvement of the rural livelihood condition.</p> <p>The Government of Sri Lanka requested the Government of Japan for implementing a technical cooperation project to rebuild the capacity of community, to rehabilitate the agricultural infrastructures in communities, and to contribute to the reduction of poverty in the area. Japan International Cooperation Agency (JICA) started the project titled “Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee” since November 2005 for the next four years and has been sending four Japanese experts for implementation at the present time of evaluation.</p>			
<b>1-2 Project Overview</b>			
<p>The project selected 6 villages from three DS divisions namely Morawewa, Thampalakamam, and Kuchchaveli in Trincomalee district. 1500 farmers’ households were selected as direct beneficiaries and also around 30 frontline government field officers are targeted to improve their technical capacity in the project. The Project includes the following activities in its operational tasks : (1) to strengthen Community based Organizations (CBOs), (2) to improve rural infrastructures through the Community Managed rehabilitation (CMR), (3) to enhance technologies for agriculture and livestock, (4) to enhance technologies for income generation other than agriculture and livestock, and (5) to strengthen frontline government services on agriculture and rural development.</p>			
(1) Overall Goal			
<p>The developed approaches and methodologies will be extended in Trincomalee District through which it will contribute to the activation of rural areas in the region.</p>			
(2) Project Purpose			
<p>To establish approaches and methodologies for the agricultural and rural development project for community rehabilitation and reconstruction in Trincomalee District</p>			

<p>(3) Outputs</p> <p>Output 1 : Community-based Organizations (CBO) are strengthened</p> <p>Output 2 : Rural Infrastructures are improved through the Community Managed Rehabilitation</p> <p>Output 3 : Technologies for Agriculture and livestock are enhanced.</p> <p>Output 4 : Technologies for income generation other than agriculture and livestock are enhanced</p> <p>Output 5 : Frontline government services on agriculture and rural development are strengthened.</p> <p>(4) Inputs</p> <p><b>Japanese Side :</b></p> <p>Experts        15 OM/M                      Provision of Equipment    Rs. 23,668,000</p> <p>Local Cost    Rs. 171,336,000</p> <p>Trainees received    6 persons</p> <p><b>Sri Lankan Side :</b></p> <p>Counterparts    58 from different levels</p> <p>Land and Facilities:    Office                                      Local Cost:    Rs. 23,572,000</p>		
<b>2. Evaluation Team</b>		
Members of Evaluation Team	<p>(Japanese side)</p> <p>1. Mr. Akira Shumura                      Chief Representative, JICA Sri Lanka Office</p> <p>2. Mr. Shiro Akamatsu                      Senior Advisor (Rural Development), JICA</p> <p>3. Ms. Eri Komukai                          Senior Advisor (Peacebuilding), JICA</p> <p>4. Mr. Tetsuji Iida                              Assis tant Director, South Asia Dept., JICA</p> <p>5. Mr. Kenichiro Yuasa                      Representative, JICA Sri Lanka Office</p> <p>6. Ms. Akiko Okitsu                              Chief Researcher, TAC International Inc.</p>	
	<p>(Sri Lankan side)</p> <p>1.Mr. M.S.Jayasinghe                      Senior Advisor, Ministry of National Building and Estate Infrastructure Development</p> <p>2. Ms. N. Jayawathany                      Assistant Director Planning, Ministry of Nation Building and Estate Infrastructure Development</p> <p>3. Mr. V. Mahendrarajah                      Deputy Chief Secretary, Eastern Provincial Council</p> <p>4. Ms. Vetharaniyam Thilagawathy                      Assistant Director of Agriclutre, Trincomalee</p> <p>5. Mr. S. Shanmugasivananthan                      Regional Director of Irrigation, Trincomalee, Ministry of Irrigation and Water Management</p> <p>6. Ms. Rohini Singarayer                      Director, Centre of Information Resources Management (CIRM)</p> <p>7. Mr. U. Anuraweerarathna                      Project Director, District Rehabilitation Reconstruction Secretariat, Trincomalee District</p>	
Period of evaluation	15 <sup>th</sup> June, 2009~2 <sup>nd</sup> July, 2009	Type of Evaluation : Terminal Evaluation
<b>3. Results of Evaluation</b>		
<b>3-1 Achievement of the Project</b>		
<p>3-1-1 Achievement of Outputs</p> <p>It was confirmed that the Project has been implemented eventually as per the plan stipulated in the R/D M/M/ PDM and PO without notable delays, though in the first half of the Project implementation period, some delays of activities were seen due to the worsened security situation in the Project areas.</p> <p><b>Output 1 : “Community-based Organizations (CBO) are strengthened”</b></p> <p>The Project team conducted awareness meetings and baseline survey with the frontline officers followed by 8 courses of CBO capacity development trainings and some on-the-job</p>		

training. Then the Project team and officers assisted CAP preparation, implementation and monitoring with the participatory manner.

In output 1, all output indicators are met and showing satisfactory results. The registered membership has increased by 5% in 13 CBOs out of 17, which counts for 76% of the total. Two (2) CBOs decreased membership because some villagers left the country for seeking the job opportunities. Other two(2) CBOs are newly formed from an originally one CBO. 59CAPs out of 74 were completed or in progress. The remaining CAPs were not commenced due to overlap with plans of other donors, NGOs. or a company in the private sector. Also reduction in population in a group due to migration made two of CAPs canceled. Minutes of meetings were prepared in 84% of CBO meetings from April 2008 to March 2009. CBOs which prepared M/M increased drastically from around 20%(2006) to 84% with the increase number of meetings from 120 to 173. 100% of participated CBOs (17) prepared financial books and updating them timely.

In Addition, some CBOs enhanced their initiatives towards their community development and started self-efforts to seek available external assistance for the next activity in their CAPs after the identification of the genuine needs. Importance of organized participation of community members in planning and implementation of CAP is recognized by themselves.

#### **Output 2 : “Rural Infrastructures are improved through the Community Managed Rehabilitation”**

In output 2, all output indicators are met and showing satisfactory results. 16 out of 19 infrastructures are completed. Other three construction works were not implemented because other donor and private sector collaborated to do the works instead. All of rehabilitated infrastructures are utilized properly by the communities and all of rehabilitated infrastructures have O&M plans. It is also confirmed that communities have started the implementation of the O&M plan with high commitment. These facts show that all of CBOs which carried out rehabilitation works by community contracts gained their ownerships on the infrastructures through the works and by the mechanism to increase the financial capacity of CBOs to carry out O&M of the infrastructures by themselves.

#### **Output 3 : “Technologies for Agriculture and livestock are enhanced.”**

In the area of transferring agriculture and livestock technologies, self-seed paddy, parachute/row sowing method, potato cultivation, small scale orchard, home gardening, cattle management, goat management, and poultry management was conducted. Livestock cattle, goats, and poultry were issued where beneficiaries contributed the sheds. Training on animal housing, control of common diseases and feed management were given. Improved grass was introduced for pasture management.

In output 3, all output indicators were successfully achieved. 66% of core farmers increased 10% of production in agricultural production. There were some farmers could not increase the production due to floods in their areas. 62% of core farmers for agriculture and livestock continue the practice more than 2 seasons. 58% (131 farmers) out of 225 core farmers access to market information. There are some items which have not reached to the marketing stage, e.g., OFC and goats farming.

It observed by the evaluation team that the new technologies for agriculture and livestock have been adopted by many farmers and these technologies started to show clear effects on increase in the quantity, as well as the quality of the products.

#### **Output 4 : “Technologies for income generation other than agriculture and livestock are enhanced”**

In the area of transferring technologies for income generation besides agriculture and livestock, handicraft making, sewing production, and value added production were conducted. Sewing and handicraft making was introduced after exposure visits followed by in-house trainings by demonstrators. Trainings were given on food processing and value

added products. The quality of products has been improved since the activities started and they are observed as marketable products. The revolving funds were established in CBOs to ensure the sustainability of the activities.

In output 4, all output indicators are successfully achieved. All of 71 core farmers who are engaged in income generation activities besides agriculture and livestock continue the practices. 73% (51 persons) out of 71 beneficiaries continue the marketing activities of income generation. However, sewing group is still in the stage of meeting domestic needs rather than marketing needs.

It observed by the evaluation team that new handicraft products are produced and new techniques and equipment are used. Local marketing is arranged by themselves and demands for the products increased. The beneficiaries organized themselves and working together in a common place which encourage sharing of ideas and experiences in a pleasant working environment. By utilizing the locally available resources and women's leisure time makes consequently more profits for them due to less initial investment on the products.

#### **Output 5 : “Frontline government services on agriculture and rural development are strengthened”.**

In the area of capacitating frontline officers, skill development, as well as facility development was carried out the Project. Nilaveli ASC and VS of Morawewa were reconstructed in 2006 and 2007 respectively. Various technical training, seminars, and study tours were conducted locally for farmers, as well as frontline officers and some frontline officers were sent to Japan to participate in a community development training course. Some agriculture equipments were provided to 4 ASCs by the Project.

In output 5, 2 output indicators out of 3 were successfully achieved. Utilization frequency of ASC Nilaveli and Morawewa VS office was increased more than 10%. The number of visiting to ASC Nilaveli was increased from 15.7 per month in 2007 to 50.0 per month in 2008. The number of provided services in Morawewa VS increased from 8,715 in 2007 to 16,802 in 2008. The number of trainings increased from 8 in 2007 to 33 in 2008. 91% (20 out of 22) of frontline staff adopted the agriculture and livestock practices introduced by the Project into their activities. Newly assigned officers are not ready to practices. Frontline coordination meetings were conducted 6 times, however, it stopped after that because there was no clear instruction from the higher authority.

It observed that awareness on the frontline officers and their services are increased among farmers as they participated in the TRINCAP project. Vice versa, government frontline officers had opportunities to understand communities' needs and problems in depth. Also coordination and sharing of experiences among frontline officers are increased.

#### **3-1-2 Achievement of the Project Purpose**

Out of 4 indicators, 3 can be judged as achieved. With the information on the achievement of outputs, it can be concluded that the Project Purpose is almost achieved with the 3 reason; 1) TRINCAP practice was succeeded in target GNs, 2) materials for reference are prepared, 3) government and other development partners has intention to utilize TRINCAP models. However, necessary actions to increase the feasibility of expansion of the models to other areas needs to be put in place.

Regarding the first indicator “five technologies are transferred from core farmers to five-fold in each target GN (150 HH), overall technologies were transferred from core farmers to 311 HH of farmers in target GNs but in one GN (Veloor), three technologies were transferred due to the shorter implementation period than other GNs. Technologies of paddy cultivation, OFC home gardening, small orchard, cattle farming, handicraft and sewing are transferred significantly increased.

Regarding the second indicator “10% increase for 60% of core farmers' income”, out of selected 90 core farmers at random, 78% (70) of core farmers increased their income more



than 10%.

There is a positive perspective to increase more in every technology. Some farmers could not grow agriculture products due to severe climate conditions such as flood, some farmers changed work from other income generation activities to livestock, so that the income of such farmers decreased temporarily.

Regarding the third indicator “60% of JVV members at four levels recognize the project approach and methodologies for community activation in Trincomalee district”, Every JCC members as well as other stakeholders whom the evaluation team interviewed commented as TRINCAP model is useful for community activation. Though the evaluation team could not meet some JCC members, the recognition percentage is certainly higher than 60%. Some development partners who were interviewed commented as TRINCAP model is useful for community empowerment.

Regarding the fourth indicator which is preparation of materials for expanding the model, TRINCAP approaches and methodologies are being compiled as 11 TRINCAP sub-models per each subject. These sub-models are drafted through the discussion with government technical officers and have good quality. Also 12 training manuals are already prepared.

### 3-1-3 Achievement Prospect of Overall Goal

There are some positive and negative prospects seen to achieve overall goals which is to extend the models developed in the project. Positive aspects are 1) income generation ventures and community contract approach are highly appreciated by beneficiaries and government officials, 2) project addresses different categories of beneficiaries and could bring them to the next step, 3) The reference documents and manuals are formulated and ready for use by stakeholders in the development work and community members, 4) Chief Secretary of EPC and Government Agent of Trincomalee agreed to utilize Gama-Neguma fund to implement CAP.

The challenges are 1) some factors such as shortage of government frontline officers, financial constraints and lack of mobility and incentives for monitoring of villages might hinder the achievement of overall goal, 2) There is negative perception seen among frontline officers which is that intensive supports provided by the project staff could not be possible by the existing system, 3) community development work requires constant facilitations, but government frontline officers feel insufficiency in such skills due to the lack of experiences, 4) unexpected outbreak of diseases among food crops and animals, unexpected harmful climate conditions and unexpected market failure might temporarily hamper the extension of successful practice in the area in the future.

## 3-2 Summary of Evaluation Results

### (1) Relevance

The relevance of the Project is considered as high, as it is i) catering the needs of the communities in conflict affected and Tsunami affected area, ii) consistent with government's and JICA's policies to support recovering, restoration and rehabilitation of North and East regions, iii) taking account of social and cultural considerations such as ethnic balancing, iv) taking community participatory approach addressing the needs of the community with close and continuous interactions with community people, and v) the relevance of timing of commencement of the project from the political point of view, in line with the Japanese government's commitment to support the cease fire agreement in 2002. Though security was destabilized after 2006 and resulted that the project has been exposed to the security risk, the project stayed engaged on the ground for the project period. This decision is highly appreciated from the communities as well as counterparts.

### (2) Effectiveness

The Effectiveness is graded as high, as it is shown by the indicators of Project Purpose, described in 3.1.2. The factors promoting effectiveness is, i) in case of Veloor GN division,

the implementation time was short. However, due to the trust created by the Project, the Veloor GN tried very hard to achieve their goals, ii) The Project staff's friendly and courteous attitude made the Project more acceptable in the communities and also made a favorable atmosphere among related government offices and enabled them committed and involved in the Project, iii) the adequacy and relevance of project design and implementation from the social and cultural point of view was also a promoting factor for effectiveness, and iv) Trainings for government officials together with facility development (ASC and VS office) made it more effective to increase the service provisions.

### **(3) Efficiency**

The overall efficiency is graded as high as a development project in conflict affected areas. As described in 3.1.1 *achievement of outputs*, all indicators are successfully achieved. A scale of input was compelled to be relatively large and timing of input was often influenced by external factors as follows, i) Security issues limited the time of involvement of the Project implementers and the accessibility of materials to the Project area throughout the project period, ii) The Project consumed significant time for collecting information, confirming security, and corresponding between and among the Project office, staffs and the JICA Sri Lanka office, and iii) The security issues sometimes suppressed community's enthusiasm towards development, lowered the participation of community members and government frontline officials to the various trainings and study tours, and made it difficult to transfer agriculture products and handicraft products to the market places. However, taking account the difficult environment which the Project was in, it was unavoidable and TRINCAP team did limit it to the minimum extent.

### **(4) Impact**

Impact is graded as moderately high as following reasons. It was observed and perceived by the evaluation team that the expansion of TRINCAP model can be achieved if appropriate actions will be executed to address some challenges. Though there are evidences seen in expanding agriculture and livestock techniques within the target village and also spread to outside villages, the government frontline officers are not fully ready to expand the models due to various limitation and lack of inputs, so that further observation and supports are needed to take things forward.

Some positive impact seen in the Project as follows. i) CMR gives confidence and self esteem among communities to take up future development activities and hope for the future in those devastated areas, ii) accessibility has improved by constructions of farm roads and transport cost has been reduced drastically, iii) people have built self-confidence in commencing income generation activities and have realized their hidden potentials, and iv) the Project provided opportunities for the different ethnic groups to interact with one another and harmonization among different ethnic groups seemed strengthened.

### **(5) Sustainability**

The sustainability of the Project is graded as moderately high with observations which is i) positive attitude among beneficiaries is seen regarding O&M of infrastructures, ii) communities have now organized themselves to undertake implementation tasks for constructions and income generation activities, iii) government frontline officers' technical capacity building is in progress, and iv) Project concept and approaches have been shared among stakeholders. However, there is no specific policy or plans to support TRINCAP model to be implemented in the community development works. In order to enhance the sustainability of the activities based on TRINCAP model, the commitment from the government side to support community's needs should be put in place.

### **3-3 Factors that Promoted Realization of Effects**

#### **(1) Factors Concerning the Planning**

Factors are not particularly seen in the planning.

#### **(2) Factors Concerning the Implementation Process**

Not only the community participatory approach which the Project took was the right approach, but also the way the Project carried out the community development process was very effective. The village needs assessment was done sufficiently to express the felt needs and strengths of the community. Community Action Plans were made through stakeholders' consultation and in-depth analysis. Chances for capacity building of the community by learning themselves were built in the process. As a result, sustainability of created assets and continuity of good practices were realized.

Concerning other implementation process which promoted realization of effects, careful concerns and approaches on ethnic balance in communities was one of the inevitable factors. The project has been accepted well in communities because of these concerns and approaches to the local situations. Also the timely and continuous technical supports to the communities from the project side contributed to the smooth implementation of the project. These technical supports promoted the community participation and willingness to contribute to the Project implementation from the community side and this resulted in the quality and smooth implementation of the community work.

### **3-4 Factors that Impeded Realization of Effects**

#### **(1) Factors Concerning the Planning**

Factors are not particularly seen in the planning.

#### **(2) Factors Concerning the Implementation Process**

Some factors seen in the implementation process, which impeded realization of effects. One was unsafe security situation in Trincomalee district due to political instability during the first phase of the project. Because of this situation, Japanese experts had to be evacuated from the project sites for long period of time. Also in each incident happened in the area, the project team was limited its movement from one place to another and also the working hours due to security checks at checking points and limitation of means of transportation.

Regarding Velloor village, the previous agreement between the project and Trincomalee district was to hold up the commencement of the activities until the Tsunami IDPs would re-settle in permanent houses and moved out of Velloor village. However, the construction of permanent houses for Tsunami victims delayed due to the security reasons and finally could complete it in August 2007. Therefore, the project could not have started the activities in Velloor village before the time of the mid-term evaluation.

In project sites, as it has been seen anywhere in the North and East regions, emergency relief type projects have been providing equipments and goods to communities without asking any contributions from the community side because their aim is to reconstruct and rehabilitate the people's living up to the previous stage. This project, however, is aiming to encourage and grow the independent attitude of the community people by asking community contributions to the project implementation. Due to these differences in the nature of projects in the area, the project has been jeopardized by other emergency relief type projects because people naturally like to get equipment and goods without much efforts.

Despite of all these impeding factors, the project overcame difficulties and did carried out activities and produced the good outputs and outcome which the Project aimed for.

### **3-5 Recommendation**

#### **1. Expansion of TRINCAP Model**

In a current situation, many government programs and external assistances approach to communities with different development strategies. It sometimes creates inefficiency of

duplication and burden for government officers and communities.

Since TRINCAP has established a successful approach and methodology, it is recommended to expand the same to other area. To do it practically, it is better to take following 3 steps. 1) to start expansion in 2-3 new GN divisions in 3 targeted DS divisions, 2) to expand it to all GN divisions in those DS divisions, 3) to expand it in other areas in other DS divisions in Trincomalee or in Eastern Province.

\*the second and third steps can be done simultaneously.

Necessary frameworks for this purpose are as follows;

1. Overall set-up (Coordination mechanism, Training)
2. Facilitation for Community Action Planning
3. Resource allocation and finding for Implementation

The unification of approaches and methodologies of development projects in a successful way must increase efficiency of resource utilization and benefit communities, government and development partners.

Recommendations to each stakeholder are as follows;

**<to TRINCAP team>**

- Provide technical support for 3 Divisional Implementation Teams for the facilitation for Community Action Planning and Implementation.
- Provide technical support for Provincial/ District level Coordination and Monitoring Team.
- Explain details of TRINCAP model to other development partners by holding dialogue and seminar.

**<to Divisional Secretaries and frontline officers in 3 target DS divisions>**

- Formulate Divisional Implementation Team to carry out the first step expansion of TRINCAP model to 2-3 GN divisions and following activities.
- Define the members and responsibilities of the team with referring the recommended outline, make an action plan and start implementation of it.
- In the GN divisions which started Community Action Planning, utilize Gama Neguma fund basically for CAP implementation. Try to utilize other development project funds, too.
- Concentrate the resources for development in Divisional level into the activities for CAP planning and implementation. Then identify crucial shortage of resources (fund, equipment and staff) specifically.
- Modify the system to motivate frontline officers within the possible extent in Divisional level, such as reimbursement system for additional expenses made by field officers for intensive field visits or setting up of rewarding system. Then identify the area which needed approval from higher authority to modify.

**<to Chief Secretary, Government Agent and Provincial/ District level officers>**

- Formulate Provincial/ District level Coordination and Monitoring Team to back-up the activities of Divisional Implementation Team and discuss further expansion in other DS divisions.
- Define the members and responsibilities of the team with referring the recommended outline and keep functioning.
- Approve the usage of Gama Neguma fund for CAP implementation and instruct to avoid any duplication of planning and projects by streamlining development activities in TRINCAP model in the GN divisions which has CAP.
- Address the crucial shortage of resources (fund, equipment and staff) and necessary system modification identified in Divisional level.
- For the issues which can't be addressed in Provincial/District level, request central ministries necessary assistance.

- Incorporate TRINCAP model in the Training Project for Frontline Officers which will start shortly with the cooperation of JICA.
- Dialog with JICA and other development partners for the utilization of TRINCAP model in future and on-going projects and unification of development approach and methodology.

**<to Ministry of Nation Building & Estate Infrastructure Development>**

- Give Approval and instruction to utilize Gama Neguma fund for the development projects in the GN divisions which prepared CAP.
- Coordinate with other relevant ministries such as Ministry of Finance and Planning, Ministry of Provincial Council and Local Government, Ministry of Agricultural Development and Agrarian Services and Ministry of Irrigation and Water Management, and obtain understandings on the effort in Trincomalee to unify development approaches and methodologies and supports for fund and staff allocations.
- Dialog with JICA and other development partners for the utilization of TRINCAP model and unification of approach and methodology for community development.
- Formulate a national guideline for efficient and effective community development through the unification of approach and methodology and utilization of learning from TRINCAP as well as other projects.

**<to Ministry of Finance and Planning>**

- Consider the financial support to the crucial shortage of budget for the efforts in Trincomalee for enhancing efficiency and effectiveness of community development activities.
- Dialog with development partners for the unification of approach and methodology for community development.

**<to JICA>**

- Dispatch necessary human resources for supporting the activities of 3 Divisional Implementation Team and Provincial/ District level Coordination and Monitoring Team for certain period based on the request from the government if there is a crucial shortage of experienced staff.
- Consider the utilization of TRINCAP model in the Training Project for Frontline Officers and other future community development projects and discuss it with the government
- Dialog with other development partners for the efficient and effective collaboration on the community development projects with utilization of TRINCAP experiences.

**2. Improvement of Reference Books/ Manuals of TRINCAP Model**

**<to TRINCAP team>**

- Incorporate social consideration as examples which TRINCAP has paid for smooth implementation of the activities in Reference Books/ Manuals, e.g. assessing social background of the communities, balance among three ethnic groups, provision of opportunities for joint activities among different ethnic groups, promoting participation of the vulnerable groups etc.
- Produce some awareness creation materials such as posters in addition to Reference Books/ Manuals.

**<to Provincial/ District level Coordination and Monitoring Team>**

- Improve Reference Books/ Manuals based on the experiences gained through the replications in 3 DS divisions by the Divisional Implementation Team.

**3. Utilization of TRINCAP sub-models**

The Project created Reference Books/ Manuals in step-wise and sector-wise as sub-models. They are usable for many development activities done by government and development partners

in each related sector.

**<to TRINCAP team>**

- Explain the usability of TRINCAP sub-models to other development partners and share the details of them.

**<to Chief Secretary, Government Agent and Provincial/ District level officers>**

- Consider the utilization of TRINCAP sub-models in the related activities besides the expansion of TRINCAP model.

**<to Ministry of Nation Building and Estate Infrastructure Development>**

- Disseminate TRINCAP sub-models to other related line ministries.

**<to JICA>**

- Disseminate TRINCAP sub-models to other related on-going projects.

### **3-6 Lessons Learned**

#### **1. Conflict Assessment**

- Conflict assessment prior to the project is crucial to foresee possible scenario, security, political and social situation in the project areas. Though, the systematic conflict assessment has not been carried out at planning stage as well as during implementation, TRINCAP team has gathered security-related information locally through the Sri Lankan government institutions and other organizations after security situations worsened in 2006. Continuous conflict assessment during implementation of the project would help staff security as well as smooth implementation of the project. Project design and implementation structure should be reviewed if the environment drastically changes.

#### **2. Community Contract**

- The Project adopted flexible approach on advance and interim payments for communities based on their capacity and it was effective to enable vulnerable groups to continue the works. This flexibility is useful for other projects which aim community empowerment through community contract.
- The Project provided technical and managerial trainings to community members before the commencement of community contracts. It was found as essential for less experienced communities to carry out works and should be adopted in other projects.
- At the beginning stage, the Project requested communities to arrange equipments for works by themselves within the contract, however during the implementation, it appeared that it is difficult for less experienced communities, then the Project decided to provide adequate equipments. For community contract, a assessment of community capacity and flexible reaction is important for better quality construction and maintenance.

#### **3. Agriculture/ Livestock activities**

- The Project promoted group activities for marketing for agriculture/ livestock product, and size of groups is different considering the nature of activities. This approach for grouping is useful to accelerate towards commercialization. (e.g., poultry groups, fruits growers groups, milk collection groups, etc)
- There were some try-and-errors on the demonstration farms in the initial stage of the Project. Though it can be said as a necessary step to find appropriate technologies, conducting proper feasibility studies are also recommended for similar projects to avoid any possible problems in advance, if possible. (e.g., fruits cultivation in low land, no pasture land for livestock program, etc.)

#### **4. Definition of “Model”**

- The stakeholders took longer time to understand the term “Model”, therefore the Model should have been clearly defined at the beginning of the project in order to give common understanding among stakeholders. Also in TRINCAP designing, feasibility of adaptation in the existing capacity and system seemed not to be considered sufficiently and it caused the urgent discussions at the last stage. To plan similar projects which aim to establish model, adaptation strategy should be thought carefully before starting.



## 第 1 章 調査の概要

### 1-1 調査実施の経緯と目的

本調査は、スリランカ国政府の要請に基づき、2005 年 10 月から始まった「トリンコマリー県住民参加型農業・農村復興開発計画（TRINCAP）」の終了にあたり、PDM 及び活動計画に基づき、プロジェクトの投入実績、活動実績、計画達成度を調査・確認した上で、評価 5 項目（妥当性、有効性、効率性、インパクト、自立発展性）の観点から評価を行い、プロジェクトの課題について具体的な改善策の提言を行うことを目的として実施された。

### 1-2 調査団の構成

#### 1-2-1 調査団員構成

日本国側

No.	担当分野	氏 名	所 属
1	総括	志村 哲 JICA	スリランカ事務所 所長
2	参加型開発	赤松 志朗 JICA	国際協力専門員
3	平和構築	小向 絵理 JICA	国際協力専門員
4	協力計画 1	飯田 鉄二 JICA	南アジア部 調査役
5	協力計画 2	湯浅 啓一郎	JICA スリランカ事務所 所員
6	評価分析	興津 暁子	(株)タックインターナショナル 主任研究員

スリランカ国側

No.	氏 名	所 属
1 M.S.	S.Jayasinha (Sri Lankan Team Leader)	Senior Advisor, Ministry of Nation Building and Estate Infrastructure Development
2	N. Jayawathany	Assistant Director Planning, Ministry of Nation Building and Estate Infrastructure Development
3	V. Mahendrarajah	Deputy Chief Secretary, Eastern Provincial Council
4 V	etharaniyan Thilagawathy	Assistant Director of Agriculture, Trincomalee
5 S.	Shanmugasivananthan	Regional Director of Irrigation, Trincomalee, Ministry of Irrigation and Water Management
6 Ro	hini Singarayer	Director, Centre of Information Resources Management (CIRM)
7	U. Anuraweerarathna	Project Director, District Rehabilitation Reconstruction Secretariat, Trincomalee District

#### 1-2-2 調査期間

2009 年 6 月 15 日～7 月 2 日

### 1-3 プロジェクトの背景と概要

スリランカ国では、分離独立を求める反政府組織 LTTE と政府との内戦が、1970 年代後半から主に北東部地域で続いていた。この北東部地域の政治・経済の中心であるトリンコマリー県では、2002 年の停戦協定及び 2006 年以降の政府支配地域の拡大によって、国内外の避難民が再定住しつつあるが、内戦により経済・社会基盤が破壊された結果、工業化が著しく立ち遅れており、県民の 60% は農林水産業で生計を立てざるを得ない状況にある。しかし、灌漑施設等のインフラの多くも荒廃し、米、野菜等の農業生産活動は低迷したままであり、再定住の進展や地域の復旧復興のためにも、農業生産性の向上が重要となっている。また、これら農業農村開発事業を支援する普及員など、郡・村落レベル行政官の能力向上も必要である。

スリランカ国政府も北東部地域の農村部において、農村インフラの復旧や農業生産性の向上により貧困を削減することを優先課題としており、我が国に技術協力を要請した。この要請に基づき JICA は、国家建設・エステート基盤振興省をカウンターパート（以下、「C/P」）機関として、2005 年 11 月から 4 年間の予定で「トリンコマリー県住民参加型農業農村復興開発計画」を実施している。本プロジェクトはこれまで 5 分野（チーフアドバイザー、農村開発/住民組織強化、農村インフラ、農業、業務調整）で日本人専門家を派遣し、トリンコマリー県のモラウェワ、タンパラカマム、クッチャベリの 3 つの郡から 6 村をプロジェクトサイトとして選定し、コミュニティ行動計画の策定、住民組織による農村インフラの整備、農業/畜産技術の指導、農外収入向上技術の指導、現場行政サービス強化支援等を行っている。

#### (1) 上位目標

プロジェクトで構築された農業・農村復興のための開発モデルにより、トリンコマリー県内の農村が活性化する。

#### (2) プロジェクト目標

トリンコマリー県において、住民参加型による農業農村復興のための開発モデルが構築される。

#### (3) 成果

成果 1：住民組織が強化される。

成果 2：「コミュニティ主導による復旧方式（CMR）」により農村インフラが整備される。

成果 3：農業・畜産技術が向上する。

成果 4：農外収入創出のための技術が向上する

成果 5：農業・農村開発の地方行政サービスが強化される

#### (4) 投入

日本国側：専門家派遣、機材供与、ローカルコスト負担、研修員受入、その他（小規模インフラ改修工事等）

スリランカ国側：C/P 配置、土地・施設提供、ローカルコスト負担

## 第2章 評価の方法

### 2-1 合同評価について

今回評価は、日本国側評価調査団、スリランカ国側評価調査団双方の合同評価により実施された。スリランカ国側評価調査団は、中央関連省庁から2名、東部州及びトリンコマリー県における関連機関から5名が参加し、6月15日より調査を開始し約2週間にわたり、プロジェクトサイトにおける現地調査、評価調査の分析及び調査報告書のまとめを行った。調査団員の詳細は「1-2 調査団の構成」に示す。

### 2-2 評価手法

#### 2-2-1 評価項目

本終了時評価は、JICA 事業評価ガイドライン（改訂版）に基づき、実績の確認、実施プロセスの確認及び5段階評価で行った。評価5項目の内容は以下の通り。

- (1) 妥当性：妥当性は、プロジェクトが定めた上位目標とプロジェクト目標が、被援助国の開発政策やターゲット・グループのニーズと一致しているか、また、これからの目標を達成するためのプロジェクト・デザインが妥当であったかを検証するものである。
- (2) 有効性：有効性とは、プロジェクト実施によって、ターゲット・グループに対して所期の便益をもたらすことができたかどうかを評価するものである。そのためにはプロジェクト目標の達成度を分析するとともに、その内容について、プロジェクト活動によるアウトプット産出への貢献度を検証することが必要である。
- (3) 効率性：効率性とは、プロジェクト実施過程における生産性のことであり、投入がアウトプットにどれだけ効率的に転換されたかを検討する。
- (4) インパクト：インパクトとは、プロジェクト実施により生じた直接的及び間接的なポジティブ、ネガティブな効果、影響のことである。
- (5) 自立発展性：自立発展性とは、プロジェクト実施による効果が、プロジェクト終了時においても持続されるかどうか、それらの阻害及び貢献要因について、政策及び制度的側面、組織及び財政的側面、そして技術的側面から検証するものである。

#### 2-2-2 データ収集方法

データ収集方法としては、以下のデータを収集・検討する他、現地調査においては、日本人専門家及びカウンターパートへの聞き取り等を通じ、情報を収集した。

- 1) 協議議事録 (R/D)、プロジェクト・デザイン・マトリックス (PDM)
- 2) 実施計画 (PO) 等のプロジェクト計画資料
- 3) 調査報告書
- 4) 中間評価調査報告書
- 5) プロジェクト活動進捗報告書
- 6) 日本国側、スリランカ国側双方における投入の詳細
- 7) プロジェクト活動進捗及びアウトプットに関するプロジェクト作成資料

これらの情報に基づき、PDM に揚げられた指標と照らしてプロジェクトの進捗及び成果の達成状況を確認した上で、上記評価 5 項目の観点から調査結果分析を合同調査評価団で検討を行った。

### 2-2-3 質問票と分析方法

質問票は、評価グリッドの評価質問を基に作成した、Semi-structured Questionnaire であった。この質問票を使いながら、関係者への聞き取りを行った。データの分析方法としては、プロジェクト側が作成した活動実績表、及び投入実績表を基に、プロジェクト資料や、質問表への回答とを比較し、確認・検証を行った。また、質問表によるプロジェクトの実施プロセスに関する部分、効果やインパクトに関する部分については、詳細に両チームにより分析をし、5 項目にしたがって、評価結果としてまとめた。

### 2-3 評価調査の制約・限界

本終了時評価は、限られた期間と予算の中で行うようデザインされており、現地調査はプロジェクト対象の全地域ではなく、選択された地域での調査を行った。そのため、確認作業は限られた地域での確認に留まっている点を調査の限界として記しておく。また、本件プロジェクトは、前提として長年内戦が続いていた地域での復興開発支援であることを考慮し、通常の開発案件の投入とは異なることを念頭に入れ、一概にこれら異なった状況のプロジェクトを比較して効率性を評価することは適切ではないことを記しておく。

## 第3章 プロジェクトの実績及び実施プロセス

### 3-1 投入実績

#### 3-1-1 日本国側投入

以下に、日本国側投入につき、専門家派遣、スリランカ人スタッフ配置、トレーニング等研修事業、コミュニティ・コントラクトによる小規模農村インフラ整備、その他の施設整備・機材供与、カウンターパートの本邦研修等の項目別に、実績について記述する。内訳等詳細な実績に関しては、合同終了時評価レポートを参照。

#### (1) 専門家派遣

##### ア) 日本人専門家

日本人専門家は、「チーフアドバイザー」、「農村開発」、「農村インフラ」、「農業」及び「業務調整」の5分野で、プロジェクト開始時の2005年11月から2009年6月までに、延べ6名の専門家が150MM程度派遣されている。これら専門家は、トリンコマリー県に常駐し、州政府、県政府の関連機関に所属するカウンターパートと連携をとりながら活動を行っている。ただし、過去治安の悪化により、プロジェクトの活動が制限された時期もあり、個々の専門家の実際の活動期間は、派遣されている期間より短くなっている。

また、短期間の専門家として「プロジェクト計画」、「プロジェクト評価」及び「農業経営」の3分野で、3名が全体で6MM程度の期間派遣されている。

##### イ) スリランカ人スタッフの配置

本プロジェクトでは、フィールドにおけるカウンターパートである農業指導員や灌漑エンジニア等の数と質が不足していることから、スリランカ現地雇用の専門家・スタッフを多数プロジェクトに配置している。分野としては、「農村社会・組織・制度」、「農業・流通」、「畜産」、「施設・機材」、「獣医」、「ファシリテーター」といったフィールドでの分野と、「オフィスマネージャー」、「経理」、「コンピューターオペレーター」、「秘書」といったオフィスでの管理分野に分かれており、フィールドスタッフが17名、管理スタッフは14名の合計31名を雇用している。

#### (2) 研修事業

2006年からこれまでの期間、対象6村のCBO及び農民を対象に、プロジェクトは数多くの研修、セミナー/ワークショップ事業を実施している。分野としては、CBO強化のための組織管理・運営に関する研修、CMRを活用した小規模農村インフラ整備のための建設工事財務・会計に関する研修や、研修ツアー、水管理研修などを行っている。また、農民の能力向上に関しては、普及及び農家経営研修、稲作技術向上のための研修、畑作及び果樹作物の栽培研修、農業機械整備研修、畜産に関する研修など多岐に渡っている。また、農村女性が農

閑期や空き時間を利用して従事できる手工芸品や、食品加工品生産のための研修、販売への支援を行っている。現在まで総計で 21,000 千円相当の研修事業が行われている。これは、プロジェクト当初の計画である 2,000 千円から、大幅に増加した。

(3) コミュニティ・コントラクトによる小規模農村インフラ整備事業

プロジェクトの活動の一つとして、コミュニティと契約し施設工事を請け負わせるコミュニティ・コントラクトの形で、コミュニティ内の小規模農村インフラ整備を実施している。現在まで、小規模灌漑用溜め池、農村道路、集会所等、16 つの小規模農村インフラ整備事業が完了している。この小規模農村インフラ整備事業費用は、現在まで総額 49,000 千円程度である。当初計画では 74,000 千円を見込んでいたが、住民組織の能力が想定より低かったこと、治安が不安定化したこと等から、一部農村インフラ整備事業の計画を研修事業に変更した。

(4) その他の施設・機材整備事業

プロジェクトでは、コミュニティ・コントラクトによる小規模農村インフラ整備以外に、ニラベリ農業サービスセンター（ASC）の施設改修工事、モラウエワの畜産事務所改修工事を行っている。また、他の 4 つの ASC に対して、4 輪トラクター、測量機器、グラスカッター、バーベスター、ウオーターポンプ等の農業用資機材の供与及び農業用資機材として動物の供与も行っており、総額で 22,254 千円程度の施設整備・機材供与となっている。

(5) カウンターパート研修（本邦研修）

本邦での研修員受け入れとして、2006 年 11 月に 3 名の地方行政官が 2 週間の研修受け入れが行われた。内訳として、州レベルカウンターパートが 1 名、県レベルカウンターパートが 2 名であった。2007 年 9 月には、同研修に 3 名の地方行政官の受け入れが行われた。内訳は、県レベルカウンターパート 3 名であった。

(6) 事務所資機材供与

プロジェクト活動の実施にあたり、プロジェクト事務所内の環境整備のため、コンピューター、プリンター等の事務機器、車両、発電機等の資機材を供与している。この資機材は、総額 12,369 千円相当の供与である。

3-1-2 スリランカ国側投入

スリランカ国側の投入としては、総勢 58 名がカウンターパートとして配置されており、特に直接的にプロジェクトに関わる現場行政官は、プロジェクト開始時は 11 名で、その後 16 名に増加した。ローカルコスト負担は、実績ベースで総額約 23,540 千ルピーであり、内訳は、プロジェクト事務所用施設の提供が 540 千ルピー、車両や機材の免税措置が 23,000 千ルピー程度である。

### 3-2 アウトプットの達成状況

#### アウトプット 1：住民組織が強化される。

各対象村において CAP 策定のための事業実施経費概算の協議及び承認を経て、CBO の組織強化のための CBO 管理運営研修や、財務・会計研修、またリーダーシップ研修が行われた。その結果、アウトプット 1 の達成度を測る指標は、全て満たされていることが確認された。

No.	指標	結果
1	住民組織の 60% でメンバー数が 5% 増加する	<ul style="list-style-type: none"> <li>• 17CBO 中 13 の CBO で (76%)、その会員が 5% 以上増加した。</li> <li>• 2 つの CBO においてその会員数が減少しているが、村民が海外に仕事を求めて移住したことが大きな理由であった。もう 2 つの CBO に関しては、元々一つだった CBO が二つに分かれたために、一つ一つの CBO の規模が小さくなったことが理由として挙げられている。</li> </ul>
2 50	以上のコミュニティ行動計画が実施される	<ul style="list-style-type: none"> <li>• 74 ある CAP の内、59 が実施されている。</li> <li>• 実施に及んでいない CAP の内、多くは、他のドナーが実施するプロジェクト内での活動と重なっていたために、ドナーとの調整の結果、実施に及んでいない。</li> </ul>
3	住民組織の会合の 60% で議事録が作成される	<ul style="list-style-type: none"> <li>• 2008 年 4 月から 2009 年 3 月までに行われた会議の 84% で会議議事録が取られていた。</li> <li>• 会議議事録を取っていた CBO の数は、2006 年の 20% 前後から、84% と大きく増加し、会議数自身も年間 120 回から 173 回と増加している。</li> </ul>
4	住民組織の 80% で会計帳簿・物品台帳が作成・管理される	<ul style="list-style-type: none"> <li>• 17 全ての CBO で会計帳簿・物品台帳が作成・管理されている。</li> </ul>

#### アウトプット 2：コミュニティ主導による普及方式（CMR）の活用により農村インフラが整備される。

各対象村において、コミュニティ・コントラクトのための契約管理・建設工事管理研修や、建設工事財務・管理研修を行った後、実際の改修・建設工事がコミュニティによって行われた。結果として、アウトプット 2 の達成度を測るための指標は、全て満たされていることが確認された。

No.	指標	結果
1	行動計画に挙げられた 80% の農村インフラがプロジェクトによって改善される	<ul style="list-style-type: none"> <li>• 19 の行動計画に挙げられた農村インフラの内、16 のインフラ（84%）の改善が完了した。</li> <li>• 残り 3 つのインフラに関しては、他ドナーの資金により実施が行われた。</li> </ul>
2	改修されたインフラの全てが活用される	<ul style="list-style-type: none"> <li>• 改修された農村インフラの全てが活用されている。</li> </ul>
3	改修されたインフラの全てで維持管理計画が作成される	<ul style="list-style-type: none"> <li>• 改修された農村インフラの全てで維持管理計画が作成された。</li> <li>• 全ての農村インフラで維持管理が計画に沿って始められた。</li> </ul>



現地調査でこの分野の活動実績を検証した結果、幾つかの改修・建設工事を終了した農村インフラに関しては、コミュニティの農業生産活動や、他のコミュニティ活動に広く活用されていることが確認できた。また、こうしたコミュニティにある農村インフラ整備のために、コミュニティ側から労働力や材料の提供、また場合によっては、土地の提供や小額資金の形での寄付や供与が行われていることも確認された。また、工事終了後、水管理研修や、施設維持管理研修も併せて行われ、運営管理に関する計画作りに貢献していることが併せて確認された。

### アウトプット3：農業・畜産技術が向上する。

6つの対象村において、種子生産、パラシュート法/筋播き直播法、ジャガイモ栽培、小規模果樹園、家庭菜園、牛飼育、ヤギ飼育、養鶏の活動が行われた。畜産のために必要な牛、ヤギ、トリは、飼育小屋を建てた農家に対し配布された。家畜の飼育方、一般的な病気に対する予防、飼育方法に対する研修が行われた。家畜の餌に欠かせない草については、その量を確保するため、改良された草が導入された。プロジェクトでは、まず、中核農家に技術の移転を行い、次のステップとして、中核農家から近隣の農家に技術を移転すると言った2段階の技術移転のやり方を取っている。

	指標	結果
1	中核農家の60%でコメの生産量が10%増加する	<ul style="list-style-type: none"> <li>中核農家の66%でコメの生産量が10%増加した。</li> <li>幾つかの中核農家では、洪水のため生産量が上がらなかった。</li> </ul>
2	中核農家の60%がプロジェクトで導入された技術を2作期以上活用する	<ul style="list-style-type: none"> <li>中核農家の62%がプロジェクトで導入された技術を2作期以上活用している。</li> </ul>
3	中核農家の40%が市場情報にアクセス可能となる	<ul style="list-style-type: none"> <li>225件の中核農家の内、131農家(58%)において市場情報にアクセスが可能となった。</li> <li>畑作農家やヤギ農家においては、本格的な生産段階に達していないため市場情報にアクセスが可能となっていない。</li> </ul>

現地調査で、農業及び畜産分野での新しい技術が沢山の農家で受け入れられ、使用されているのが確認できた。これらの技術は、既に、生産量のみならず、生産物の質の向上にも明らかに貢献していた。その他、現地調査では下記の挙げた点が確認された。

#### ・稲作

稲作に重要な水管理に関して向上が観察された。稲種子生産に関して、技術の伝搬は行われ、正しく生産が行われ始めている。稲種子生産者グループの育成と販売ルート確保への支援が継続して行われる必要がある。パラシュート植え付け法は、生産性の向上が見られる良い方法であることは認識されている。しかしながら、育苗に時間がかかり、移植に人手がいる等の理由で、周辺の慣行的直播法との灌漑水の利用時期に差が生じるため、広い範囲での植え付けには向かないとの意見が聞かれた。筋蒔き法については、除草のし易さ等が挙げられ、農家には受け入れが良いようであった。

## ・畑作

野菜と果物の混合栽培は、果物同士の混合栽培が導入され、両方の作物の生産高向上があることが確認できた。また、混合して栽培することで、収穫時期をずらすことができ、収入が一定することに成功している。

プロジェクトは、農業用井戸設置の支援を行い、効果的な水管理を可能にした地域があることが確認された。生産者の間では、有機肥料の使用が増え、科学肥料の使用が減少しているとの声が聞かれた。また、果樹生産に適した有機肥料の利用が紹介され、農家ではその方法を利用することで生産量を増加させてきているとの話が聞かれた。畑作の中では、小規模果樹園があまり毎日の管理を必要としない点で、受け入れが良いようである。特に、ニラベリでは、これまで作られていなかった果物の生産性と市場のニーズがマッチしており、作れば売れるという状況であるが、これから各農家が規模を拡大していくためには、市場の拡大が課題との話が聞かれた。

## ・畜産活動

牛飼育に関して、中核農家には、適正な飼育小屋、飼育法、飼料作物の育成と確保、人工受精、病気の予防法等が紹介され、技術として受け入れられていることが確認された。また、牛乳については、牛乳の質の向上、集荷技術の向上、市場とのリンクなどが見られ、牛乳集荷システムも小さなグループとして機能している。今後、そうした小さなグループは、牛乳農家ソサエティ（Farmer Milking Society）として組織力を強化し、販売能力を向上させて行きたい意向等が聞かれた。ヤギ飼育に関しては、牛飼育と同じように、中核農家に対する適切な飼育法等の技術移転が行われ、飼育に関しては向上しているが、飼料の不足により、増えたヤギを隣村に譲渡する等の動きとなっていた。養鶏に関しても、適正な技術の移転が行われ飼育量における向上、それに伴う収入の向上が確認された。養鶏のための小グループが形成され、雛の購入、飼育された鶏のグループ出荷等が行われており、スムーズに回転しているとの話であった。

## アウトプット4：農業以外の収入向上に関する技術の向上

CBOの中でも特に女性が会員になっている Women Rural Development Society を対象に行っている活動で、婦人グループの裁縫、手工芸品、食品加工等の技術の向上を目的とし、各種の研修、スタディーツアー、販売にかかるサポート等が行われた。

	指標	結果
1	中核農家の60%がプロジェクトで導入、支援された農外収入創出活動を研修後も継続する	<ul style="list-style-type: none"> <li>71 の全てのの中核農家で支援された農外収入創出活動を研修後も継続している。</li> </ul>
2	中核農家の10%がプロジェクトで導入された農外収入創出活動にかかる流通に参加する	<ul style="list-style-type: none"> <li>71 人中 52 人（73%）の中核農家が農外収入創出活動にかかる流通に参加している。</li> <li>裁縫グループに関しては、市場における生産活動の段階に達しておらず、各人の家庭におけるニーズを満たすに留まっている。</li> </ul>

このアウトプット 4 は、中間評価以降、成果の一つとして挙げられた項目である。中間評価時に問題点として指摘された「生産品の市場への流通」に関する問題も、中間評価以降、改善に向け取組が行われ、今回の終了時評価では、大きな改善が確認された。特に、ハンディクラフトに関しては、その質やデザインも向上しており、市場での需要も高まってきているとの話を聞くことができた。受益者の女性は小グループを作って、製品に対する新しいデザイン作りや、情報の交換、生産物の共同出荷などを行っている。材料はただで地元で入手できるため、経済的には高めの利益を得ることが出来ているとの話であった。生産者の意欲が高いことは確認されたので、今後も持続的に活動が継続されていき、徐々に広がっていくことが期待される。

#### **アウトプット 5：末端レベルでの農業農村開発にかかる行政サービスが強化される**

アウトプット 5 に対する活動として、農業関係の州、県の職員を対象に、その能力強化を図るための様々な技術研修やスタディーツアーを行う、また、農業サービスの拠点となっている農業サービスセンター（ASC）の施設の向上や、獣医事務所の能力強化等が実施された。

	指標	結果
1	農業支援センターと畜産事務所を活用する農家が 10% 増加する	<ul style="list-style-type: none"> <li>農業支援センターと畜産事務所を活用する農家が 10% 以上増加した。</li> <li>農業支援センターの利用者数が、2007 年の 15.7% から 2008 年の 50% に増加した。</li> <li>モラウエワの畜産事務所の利用者数が、2007 年の 8,715 から 2008 年の 16,802 と 2 倍近く増加した。また実施された研修の数も、2007 年の 8 回から 2008 年には 33 回と大きく増加している。</li> </ul>
2	普及員の 40% がプロジェクトで導入された農業・畜産活動を活用する	<ul style="list-style-type: none"> <li>22 名中 20 名（91%）の現場行政官が、プロジェクトで導入した農業及び畜産活動を活用している。</li> <li>新規に採用された現場行政官は、まだ、活用に至っていない。</li> </ul>
3	現場行政官が主導する定期会議が行われる	<ul style="list-style-type: none"> <li>現場行政官が主導する定期会議は中間評価以降、6 回程度行われたが、その後、会議は停止したまま、行われていない。</li> </ul>

このアウトプット 5 も、アウトプット 4 と同様、中間評価時に成果の一つとして項目に追加されたものである。現場行政官の気づきは向上し、農家のニーズを理解し、農家に対するサービス量も向上していることが確認できた。また、逆についても同様の向上が見られ、農家側は、現場行政官に対する理解を深め、サービスを求める声も高まっている。

### **3－3 プロジェクト目標の達成状況**

プロジェクトの目標は、「トリンコマリー県において、住民参加型による農業農村復興のための開発モデルが構築される」である。中間評価時に、「開発モデル（英語では a model）」の定義が曖昧である点などの指摘があり、「開発モデル」の定義として、あ

る程度条件が似た環境の中で適用が可能な「一連のアプローチと方法論」を指しているとの解釈でプロジェクト側と合意し、また、プロジェクト目標の変更を最小限に留めたいとの意向もあり、“a model”のままの表現で、注釈として、「“approaches and methodologies”を指す」を入れることで合意を得た。

プロジェクト目標の達成度を判断する指標については、以下のようになり、4つの指標中、3つの指標は達成されたことより、また、残りの一つの指標に関しても概ね達成されていることより、プロジェクト目標の指標については、達成されたと判断するものである。しかしながら、開発モデルの構築を確実にするために必要な展開のメカニズム作りに関しては、これからプロジェクトの残り期間に委ねられている状況であるため、プロジェクト目標の達成度見込みについては、高いとの判断であるが、更なる努力がされていく必要がある。

	Indicators	Results
1	各対象村で、5つの技術がコア農家から周辺5農家に広がる（150世帯）	<ul style="list-style-type: none"> <li>対象村全体を見ると中核農家に伝搬された技術は、311世帯にまで広がっている。ただし、5つの技術が伝わっているわけではなく、村によっては、最初から3つの技術が適応された村もあり、3つから7つの技術について各対象村で広がっている。</li> <li>稲作、畑作、家庭菜園、小規模果樹園、牛飼育、ハンディクラフト、裁縫等の技術が特に広がりを見せている。</li> <li>これらの技術については、今後、さらに広がっていくことが期待できる。</li> </ul>
2	コア農家の60%で、所得が10%増加する	<ul style="list-style-type: none"> <li>無作為に選んだ90人の中核農家の内、70人（78%）の中核農家の収入が10%以上向上していた。</li> <li>幾つかの中核農家で農作物を育成することが困難であったのは、主に洪水など自然災害が原因していた。また、ある農家では、農作物の生産から畜産に変えたりして、収入向上にまで至っていない状況のところもあった。</li> </ul>
3	4レベルのJCC構成員の60%が、トリンコマリー県の農村活性化のためのアプローチ・手法としてプロジェクトを認識する	<ul style="list-style-type: none"> <li>終了時評価中、JCC構成員の全部にインタビューを行うことができなかったが、インタビューを行った4つのレベルのJCC構成員及び他のステークホルダーにおいては、TRINCAPモデルの有効性について言及された。よって、60%以上のJCC構成員が、モデルの有効性を認識していると言える。</li> <li>世銀やアジア銀行等、いくつかの開発パートナーと意見交換を行ったところ、それぞれTRINCAPモデルの有効性につき、認めている旨の話を聞くことができた。</li> </ul>
4	構築されたアプローチ・手法の資料が作成される	<ul style="list-style-type: none"> <li>構築されたTRINCAPアプローチと手法は、カウンターパートの行政官と議論の末、11のTRINCAPサブ・モデルとして書きものにまとめられた。また、12の技術マニュアルも準備され、これらの資料は、今後、英語、シンハラ語、タミル語に翻訳され、配布の予定である。</li> </ul>

またプロジェクト関係者への聞き取りによれば、本件プロジェクトと他ドナーによるプロジェクトの違いは、全てのステークホルダーにはっきりと意識されており、プロジェクトの活動がコミュニティの能力向上に高い貢献をしている旨、様々な言葉で聞くことができた。

### 3-4 上位目標の達成予測

プロジェクトの上位目標は、「プロジェクトで構築された農業・農村復興のための開発モデルにより、トリンコマリー県内の農村が活性化する。」である。終了時評価の時点では、見込みを評価するに留まるが、以下のような可能性を現時点で観察することができた。

- 1) 収入向上を目指した活動や、コミュニティ・コントラクトのアプローチは、受益者や直接関わっている地方行政官に大変感謝されており、従って、プロジェクト終了後に周りの村落に展開していく可能性は高いと判断される。
- 2) ほとんどの関係者の間で、プロジェクトで導入された様々な適正技術により、収量の向上や、収入の向上の可能性につき実感されていることが確認でき、また、これらの活動を通じて、新たなビジネスの可能性についても考え始められていることが観察された。
- 3) プロジェクトは、貧困の農家と平均的農家の両方に焦点をあて、アプローチや戦略を変えることで、両方の層のそれぞれ上の層への移行を可能にしている。
- 4) プロジェクトの目的である「開発モデル」が構築され、それについての資料や技術マニュアルが策定され、開発関係のステークホルダーや、コミュニティにおいて誰でも使用することが可能となった。
- 5) 東部州評議会次官や、トリンコマリー県の県次官から、CAP の実施にガマネグマ基金の使用につき同意を得ることができた。また、他の開発パートナーからも個々のプロジェクトの中で、TRINCAP モデルの使用につき前向きに検討したい旨のコメントが得られた。

プロジェクトで構築された開発モデルの発展性を阻害する可能性として、以下の様な点が挙げられる。

- 1) 現場での行政官の数の不足及び行政官が現場に出るための交通手段の確保の難しさ、それに加え、村々のモニタリングの際に支払われるべきインセンティブの確保等、財政的な困難さが現実的な問題としてある。
- 2) 以上のような問題が原因して、現場の行政官の間には、プロジェクトが行ったと同じ密度の技術援助やモニタリングを行うことは、自分たちには無理だという諦めの気持ちが伺い知れる。
- 3) また、現場の行政官の間には、コミュニティでのファシリテーションの技術取得に対し十分な経験が不足していると感じている人たちがいる。
- 4) また、自然災害や、作物や家畜の間に起こり得る病害、市場での価格の落ち込み等、様々な不測の事態は、技術の持続的な発展性に打撃を与える可能性もあるた

め、阻害の可能性として挙げられるものである。

### 3-5 実施プロセスにおける特記事項

実施プロセスは、プロジェクトの実施管理体制、カウンターパートのオーナーシップ、受益者の事業への係わり方、プロジェクトの効果を促進する工夫等の面から検証を行った。

#### (1) プロジェクト実施管理体制

他の開発プロジェクトやプログラムに比べると、物事の大部分の決定権がプロジェクト側に委譲されており、また、プロジェクトの柔軟な実施管理体制と相まって、プロジェクトは、外部の状況の変化や、ターゲットエリアでの様々なニーズの変化にうまく対応出来ていた点が、プロジェクトの目標達成に貢献していたと思われる。

#### (2) 安全管理とコンフリクト・センシティビティ

プロジェクト実施における安全管理は、プロジェクトでも最大の関心事であり、プロジェクトのスタッフの行動は、終始モニタリングが徹底されていた。本プロジェクトは 2006 年の 6 月以降、急速に治安が悪化した時期には日本人専門家は、プロジェクト対象地域への移動が禁止された時期もあったが、その間もローカル雇用の専門家を通じて事業は継続して行われた。また、プロジェクトは、セキュリティーアドバイザーを確保することを要請し、2009 年 1 月から元警察官（シンハラ人）を JICA が備上しプロジェクト・オフィスに常駐する体制をとっている。これにより治安関係の情報がとり易くなり、現在も週一回のセキュリティー会合も効果的に運営されているとのことであった。

紛争影響地域においては、コミュニティ自体が多く社会・経済的問題を抱えていて脆弱である上、これに対応すべき政府（特に地方）の能力も弱い。本プロジェクトにおいては、日本人専門家と現地職員が、頻繁にコミュニティに訪問することを通じて、問題が深刻化する前に対応することを試みてきた。今般調査において、村人から、「村人同士で対立が発生したり、緊張が高まった際、TRINCAP 職員の対応を通じて沈静化したことがあった」とのコメントがあった。また、プロジェクトは、コミュニティの民族に合わせて、ファシリテーターを配置していた。ローカルスタッフは過半数がタミル人、シンハラとムスリムを 1 割強ずつという割合になっているが、ローカルスタッフ同士の対立を緩和したり、バランスを取る意味で日本人専門家の存在は効果があったと思うとのコメントもあった。

プロジェクトで実施された個々の安全対策措置は、付属資料 3 を参照。

#### (3) カウンターパート機関と行政官

それぞれのカウンターパート機関は、プロジェクトに対し、支援的で好ましい態度を示している。しかしながら、カウンターパート機関がプロジェクトの実施機関中において徐々にそのオーナーシップを引き継いで行くには、様々な問題が

あって難しかった。現場行政官の人数は、プロジェクト開始当初 11 名だったのが、現在は 16 名にまで増加しているが数的にもまだ十分とは言えない状況である。こうした現場での行政官不足の状況は、北東部州においては珍しくない状況であるが、他の地域では、起こり得ないような状況であるわけであるので、今後、北等部において、徐々に改善されていくものと思われる。

(4) プロジェクトの効果を促進する工夫と努力

- ア) 他の類似のプロジェクトに比べ、プロジェクトの専門家は、必要な技術的アドバイスや村々の受益者に適宜行い、モニタリング等も頻繁かつ、規則正しく実施されたことが、コミュニティの参加度を上げ、熱心な活動を促す要因となった。
- イ) また、プロジェクトの活動は、コミュニティの人々の生活パターンに合わせることで、コミュニティの参加度を上げることに貢献した。
- ウ) CMR を活用した小規模農村インフラの改修工事においては、CBO への適切な前払い金や、日雇い労働者に対して、毎日払われる日当報酬が、CBO の活動をスムーズに進めることに寄与した。
- エ) また、CMR を活用した農村インフラの工事に際し起る様々な村人間の争い事の際には、プロジェクトはファシリテーターを送り、効果的に紛争の調停を行った。
- オ) CMR を活用した農村インフラには、コミュニティのコミットメントやオーナーシップを高めるために村からの貢献を求めているが、その貢献については、現金に限定せず、村内にあるリソースの中から村人が自ら決めて良いというシステムにしたことは、貢献のやりやすさに繋がり貢献度を高めた。そのためのコミュニティ・リソースマッピングというツールが役に立った。
- カ) 中核農家を選出し、そこへ技術とインプットを集中させて成功モデルを作り、他に広めていくというやり方は、東部のように成功体験の乏しい地域では、非常に有効な方法であったと言える。



## 第4章 5 項目評価結果

この章では、プロジェクトの妥当性、有効性、効率性、インパクト及び自立発展性の面から評価した結果につき、報告する。

### 4-1 妥当性

以下の理由から、本プロジェクトの妥当性は高いと評価される。

#### (1) 国家政策や、受益者ニーズとの整合性

20年以上続いた内戦、それに追い討ちをかけるように起こった2004年12月の津波被害等により、基本インフラの破壊、人的資源の損失が進んだこの北部・東部において、復興及び開発に対するニーズは他のどの地域よりも高い。こうした状況の北部・東部において、2002年の停戦合意以来、多額の緊急援助が入り、2005年のプロジェクト開始時には、基本的インフラの復興等は一定の成果を見せてきている状況であった。ただし、こうした緊急時のばら撒き援助の弊害として、住民が援助依存の体質になってきていることが指摘され、こうした状況の中、本プロジェクトは、復興支援と伴に高まっている開発に対するニーズに答えるものとして、また、住民の援助への依存体質から自立に向けての支援に対応するものとして、住民ニーズへの整合性は極めて高いものである。

#### (2) スリランカ国政府の政策との整合性

2006年8月以降の政府軍によるトリンコマリー県南部への軍事侵攻後、スリランカ国政府は平和の対価として東部地域開発と安定を最重要課題として掲げており、プロジェクトで得られる成果は、その政府の課題に貢献するものであるため、スリランカ国政府の政策との整合性は極めて高いものであると言える。

#### (3) 我が国の開発援助政策との整合性

我が国ODA及びJICAの理念である平和構築に関する協力政策・貧困削減に関する協力政策と一致し、JICAの国別援助事業実施計画の援助重点課題と一致している。

#### (4) プロジェクトアプローチの妥当性

プロジェクトは、この地域における民族バランスの特異性を意識し、プロジェクト対象者や受益者を選定する際に、民族バランス保持に細心の注意を払った。また、プロジェクトのローカルスタッフ（専門家）選定にも民族バランスを考慮することで、住民の受け入れが高いものとなっている。こうしたプロジェクトの民族バランスを考慮したアプローチは、住民の参加度を高め、その結果、活動の質と効率が向上している。また、プロジェクトは、住民の自立と発展を目指すことを目的とし、多くの手間と時間をかけ、住民への様々なサポートを行ってきた



結果、住民のモチベーションが高まり、住民からプロジェクトへの貢献度も高く、農村インフラの利用や維持もコミュニティによって効果的に行われ、CBOの能力強化が行われ、自立発展性を可能なものとしている。こうした住民参加へのアプローチは、この地域の住民のニーズと問題に対応するものとして、その妥当性は高い。

#### (5) 政治的なインパクトとしての妥当性

本プロジェクトは、戦闘の激化と治安の悪化、停戦合意の破棄等、事業開始時とは状況が大きく変動する中で実施が継続されてきた。そのため、開発プロジェクトを実施する際に一般的に想定される前提条件（治安、C/Pの能力・配置・変更、受益者の定住等）が整わない中での事業実施となっている。加えて、受益者間で紛争の結果生じた不信感が存在し、物事が政治化し易いという特殊状況も存在する。このような状況において、成果に一定の期間を要する農業分野での協力や、技術移転というアプローチは、紛争の影響を受けていない国・地域と同様の成果を期待するのは難しい。

一方、そもそも本プロジェクトは停戦合意後の和平を後押しするための復興支援として開始されていることから、この時期に開始されたことは政策的観点から意義が高いと考える。本プロジェクトは、評価ガイドラインに沿って行った今般終了時評価においても高い評価が得られているが、本プロジェクトのように紛争の影響により、開発の成果を期待するのが難しい状況の中で、高い政策判断の元で実施される協力に関しては、この点を加味した評価が必要と考えられる。

### 4-2 有効性

本プロジェクトのプロジェクト目標である「トリンコマリー県において、住民参加型による農業農村復興のための開発モデルが構築される」についての達成度は、協力期間内に達成が見込まれており、有効性は高いと言える。

#### (1) プロジェクト目標の達成度

プロジェクト目標は、「3-4 プロジェクト目標の達成状況」に記載されている通り、協力期間内に達成される見込みは高い。

#### (2) プロジェクトの目標達成を高める貢献要因

- ア) 中間評価以降活動が始められたベルー村の遅れが懸念されていたが、プロジェクトとベルー村との間に醸成された信頼関係のために村民は熱心に活動を実施し、残りの期間内で、成果を出すことができた。
- イ) TRINCAPの日本人専門家、及びローカルスタッフの献身的で、謙虚な態度が、コミュニティ内での受け入れを高め、また、現場の行政官や郡事務所での好意的な雰囲気を作りだし、彼らのプロジェクトへの貢献やコミットメントを高めた。
- ウ) プロジェクトのデザインや、社会文化面に配慮したプロジェクト実施方法が、

目標達成を高める貢献要因となっている（「4-1 妥当性、(4)プロジェクトアプローチの妥当性」を参照）。

- エ) 現場行政官に対する能力強化のための様々な研修のみならず、ASC の能力強化、VS 事務所の能力強化等を併せて行ったことも、サービス供給の強化に貢献している。このことが、引いては、目標達成を高める貢献要因となっている。

#### 4-3 効率性

本プロジェクトの活動がアウトプットに至る関係性は効果的に結びついており、紛争影響地域での事業としては、本プロジェクトの効率性は十分確保されていると言える。ただし、全体の投入に見合ったアウトプットであるかどうかという点においては、本プロジェクトが平和時に実施される通常の開発プロジェクトではない点から、通常の視点では評価が難しいところである。

##### (1) 成果の達成度合いの適正度

プロジェクト成果の達成度は、「3-2 アウトプットの達成状況」に記載されている通り、各アウトプットは、高い達成度を示している。

##### (2) 日本国側、スリランカ国側からの投入量・タイミングの適正度

本プロジェクトは、現場行政官の数も能力も限られた状況の中での実施であり、そうした相手側実施能力の低さを補うために、日本国側からの投入量は、比較的大きくならざるを得なかった。ただし、個々の活動からアウトプットを出す過程については、高い効率性を確保していたため、全体としての効率性は高い。また、投入のタイミングに関しても、様々な制限のため遅れる場面もあったものの、その後の活動で遅れを取り戻す努力を重ねて、結果、効率性を確保した。

プロジェクトの効率性を下げる方向に働いた外部の要因としては、以下のようなものが挙げられる。

- ・安全確保のための現場での活動時間・活動内容の制限
- ・情報収集・安全確認・連絡のために費やした活動時間のロス
- ・安全が脅かされることによる対象住民の開発意欲の低下
- ・住民及び政府職員のスタディ・ツアー、研修プログラムへの参加率の低下
- ・住民及び政府職員の国内または国外への避難
- ・県外からの技術講師の派遣取り止め
- ・及び、カウンターパートとの面会時間の制限

#### 4-4 インパクト

本終了時評価では、プロジェクト活動に関連し、ポジティブな効果、影響が確認され、ネガティブな効果、影響は特定されなかった。しかし、上位目標の達成に関しては、若干の留保が認められるため、残りのプロジェクト期間内での適切なアクション、プロジェクト終了後の州政府、県政府、現場レベル行政官の継続的な課題の克服が担

保されなくてはならない。

#### (1) プロジェクト上位目標達成見込み

プロジェクト上位目標達成見込みに関しては、「3-5 上位目標の達成予測」に記載されている通り、将来的に、阻害要因となり得る要因に対し適切なアクションが取られて行く場合は、達成見込みは高いと考えられる。

また、上位目標達成を予測させる初期的なインパクトとしては、プロジェクト対象村の内外において、農業及び畜産に関する技術の普及が観察されること、及び、東部州評議会次官や、トリンコマリー県の県次官から TRINCAP モデルをプロジェクト対象村以外の村に拡大していくための積極的な働きかけを確認することができたことであり、この動きは、地域展開の大きな一歩として評価される。

#### (2) コミュニティレベルの和解促進へのインパクト

本プロジェクトは、PDM 上、コミュニティにおける平和の定着や民族間の和解については目標、成果として求められておらず、活動にも含まれていない。一方、今般聞き取りにおいて、シンハラ、タミル、ムスリムが混住するノッチクラム村において今も農民組織は民族混住で活動が続いていること、同村で実施された道路建設作業も 3 民族が参加して行われたことが村人から確認された。また、タミル人の村人からは、治安・政治状況で脅威を感じるようになってからも、TRINCAP を通じた活動があったことが、displace せずに村に残る理由の一つとなったとのコメントもあった。また、3 民族に配慮して受益者を選定したことは、GA や国家建設エステート開発省等先方政府から評価され、プロジェクトの実施に良い影響を与えたとの情報が日本人専門家からなされた。そもそも、TRINCAP 実施前は、同民族内でもあまり共同作業をする機会がなかったところを、TRINCAP がきっかけで活性化されたとのコメントも村人からあった。さらに、村においては、外国人が訪問することが、平和と実感する印象を持たせることにもつながったとのコメントもあった。これらは、プロジェクトによってもたらされた平和構築へのインパクトと捉えられる。

他方、民族が混在した村においては、調整に時間と労力が一民族の村よりも余計に必要という技術的側面に加えて、シンハラ人はホームガードとしての雇用を通じた副収入がある一方、タミル人はそのような機会が皆無である上に、TMVP への納金が課せられる、数年前に帰還してきたばかりである等、民族によって社会・経済状況が同等ではないなかで、全ての民族に平等に分配することが、常に公正であるとは限らないと判断することもでき、今後の平和構築の協力において検討していく必要がある。

#### (3) プロジェクトによるコミュニティエンパワメントに対する正のインパクト

- コミュニティ・コントラクトで建設された農村インフラに関しては、様々な正のインパクトが観察された。先ず、これら農村インフラの建設を通じて、コミュニティは、自信と自尊心を身に着け、地域の復興に積極的に関

わって行く姿勢がどこにおいても観察された。また、これら農村インフラ建設事業は、地元に短期間ではあるが経済活動をもたらした、また、建設事業に関わった住民のスキルアップにつながった。ベルー村で観察されたことだが、これまで行政サービスから忘れられたような存在であった村に、道路が出来たことで大きくサービスの改善がみられたり、他の村との交流も改善されたりと正のインパクトがあった。

- 農道の建設は、物品の移送のコストを下げるのに大きく貢献している。ノッチクラム村の例では、農道の建設により移送にかかる費用が半分にまで下がった。また、灌漑水路の建設で、水管理や配水が格段に向上している。
- 農道の建設を契機として異なった民族間の連携が強化されるなど、プロジェクトによる活動が民族間相互の連携を深めているケースも見られる。
- 住民は自信を付けた結果、住民自身で販売組織を立ち上げるなど、住民自身のアイディアに基づく活動により収入を増加させている例があちこちで見られるようになった。

#### (4) プロジェクトによる負のインパクト

プロジェクトによる負のインパクトに関しては、現地調査の結果も、様々なステークホルダーに対する聞き取りの結果でも認められなかった。

### 4-5 持続性

政策的方向性や、プロジェクト対象村内における本プロジェクトでの活動を通じて獲得された技術や知識の活用については、持続的発展性の可能性が高いと思われるが、行政側からの継続的な技術支援やモニタリングについては、現状では不確実な面もあり、本プロジェクトの自立発展性に関しては、今後に向けた課題も存在すると思われる。

#### (1) 政策面での持続性

国のレベルで、地域開発において、トップダウンのアプローチではなく、コミュニティ参加を重要視したアプローチを取るという全体的な政策はあるものの、TRICAP モデルをサポートするような政策は策定されていない状況である。既存の行政側の実施体制を使い、より効率的なコミュニティ開発を実現するためには、TRINCAP モデルを政策的に推進して、積極的に様々なプロジェクト・プログラム内で使ってもらい、また、ルーティンの行政サービスの中でも使っていくことが重要である。

#### (2) 制度面、経済面での持続性

<コミュニティサイド>

- ・ CBO が強化されたことによって、将来的にこうしたインフラ建設に関して、コミュニティで実施を請け負っていく組織力が向上した。また、農民自身、農業や畜産、その他の収入向上のための活動を通じて、エンパワーされたことは、

経済面での持続性を担保するものである。

- ・コミュニティで建設したインフラに関して、幾つかのインフラの運営管理計画が策定され、その他のインフラに関しても住民の運営管理に対する高い関心を確認することができた。

#### <行政サイド>

- ・現場行政官の数の不足は、技術の移転には阻害する要因となる。また、失敗から学ぶといった分析能力の低さ、チームとして働く、または、仕事のやり方を工夫して効率性を上げるといった文化が欠如している点等は、プロジェクトの自立発展性に大きく影響するのではないかと懸念されるところである。また、行政側の財政的な制約は、自立発展性の阻害要因となり得る。

### (3) 技術面での持続性

#### <コミュニティサイド>

- ・プロジェクト実施を通じて、農家は、農業や畜産に関する新しい技術と知識を得ることができた。また、活動を通じて、グループ化して共同で作業することの重要性を理解し、市場に対する交渉能力を高めている。新しい技術の導入にも積極的になり、生産の量と質の向上を求めて行く姿勢が定着したことは、技術面の持続性を担保する重要な要素と思われる。
- ・また、中核農家から近隣の農家への積極的な技術の普及もプロジェクトの後半に確認された持続性のための重要な要素である。

#### <行政サイド>

- ・プロジェクト実施を通じて、数的には十分とはいえないまでも、現在活動をしている地方行政官の技術力の向上が確認できた。
- ・プロジェクトは、月々のニュースレターや、定期的な会議を通じて、関係者への広報に努めているため、プロジェクトへの関心や理解が関係者の間で深まっている。また、プロジェクトの成果をモデルとしてまとめ、ドキュメントして配布されることにより、より、技術面での自立発展性は高まるものと予測される。

## 第5章 提言と教訓

### 5-1 提言

#### (1) TRINCAP モデルの拡大

現在、北部や東部における復興開発支援においては、開発パートナーによる数多くの類似のプロジェクトやプログラムが実施されており、同じ場所でいくつかのプロジェクトが重なることもしばしば起こり、援助の非効率性につながったり、コミュニティや地方行政側に負担となったりする事態が散見されている。

特に、コミュニティ開発のプロジェクト/プログラムにおいては、一応に「コミュニティ参加」をアプローチとしたものが実施されているが、そのアプローチの効果は均一には発揮されていない。ほとんどのプロジェクト/プログラムの場合、コミュニティのニーズアセスメントに、コミュニティの真のニーズが反映されていなかったり、コミュニティ開発計画はコミュニティとの議論や深い分析が行われないまま策定されたり、その結果、どこのコミュニティ開発計画も同じ内容に留まってしまい、計画策定プロセスを踏むこと事体、無意味であったりしている。

こうした状況の中、TRINCAP が取った手段は、コミュニティの真のエンパワメントや自立発展を目指し、コミュニティの学びがそのプロセスにふんだんに取り入れられている結果、コミュニティの真のニーズを反映した開発計画作りとコミュニティによる計画実施、また、コミュニティによる農村インフラの維持管理、個人の所得向上のための活動などを可能にしている。こうした TRINCAP モデルの比較優位性をプロジェクト関係者は良く理解しており、プロジェクト終了後のモデルの拡大に関して、評価団はプロジェクト関係者と十分な協議を行うことができた。こうして得た結果を基に、評価団は、以下のステップと各ステークホルダーがすべき事柄を提言としてまとめた。

#### モデル拡大のためのステップ

1. モデル拡大のための全体的なメカニズム作り。
2. コミュニティ活動計画作りのファシリテーション。
3. コミュニティ活動計画実施のための財源の手当て。

ステークホルダー毎の提言は以下の通り。

#### **<TRINCAP チームに対して>**

- 残りのプロジェクト期間中、3つのプロジェクト対象郡における郡レベル実施チームに対し、CAP 策定時のファシリテーションの技術指導や、実施のために必要な技術指導を行う。
- 同様に、州/県レベルの調整・モニタリングチームに対する技術指導を行う。
- 残りのプロジェクト期間中、出来る限り TRINCAP モデルの説明を他の開発パートナーに対して対話やセミナーの形で行う。

### ＜3つのターゲット郡における郡事務所や、現場行政官に対して＞

- 各郡において、TRICAP モデルをプロジェクトの対象村以外の 2～3 の村に拡大するための「郡レベル実施チーム」を作り、以下の活動を行う。
- 先ず、評価団より提示された実施チームの目的と責任事項を基に、自分たちの実施チームのメンバーや責任事項の決定及びモデル拡大のためのアクションプランの策定を行う。
- 拡大をする 2～3 の村において、先ず CAP の策定を行い、ガマネグマ事業の予算を使って CAP の実施を行う。また、もし他の開発パートナーのファンドがある場合は、CAP 実施への利用を同様に試みる。
- 開発への投資につき郡レベルで一元化し、CAP の策定と実施に利用していく。そして、そうした実施に足りない資金、機材、人材について何がどれ位足りないのかを確定する。
- 現場行政官のモチベーションを上げるために、郡レベルにおいてできる範囲でシステムを変えていく。具体的には、現場行政官がフィールドに出る際に使ったポケットマネーに対して払い戻しのシステムを作る。また、良い仕事に対する奨励するためのシステムを作る。それから、上からの変更の認証が必要な部分について、その確定を行う。

### ＜州次官、県次官及び、州や県レベルの行政官に対して＞

- 「州/県レベルの調整・モニタリングチーム」を作り、郡レベル実施チームの活動のバックアップを行う。また、プロジェクト対象郡（DS）以外の DS への展開について話し合いを行う。
- チームのメンバーと責任事項を評価団から提示された案を基に確定し、定期的な活動を続ける。
- CAP 実施に係るガマネグマ事業予算の使用を許可し、CAP を策定している村においては、開発に関わる活動を TRINCAP モデルに主流化することにより、プロジェクト間の、または、計画間の重複を避けるように指示をする。
- 郡レベルにおける非常に重要な不足（資金、機材、人材等）や必要なシステムの変更に対応する。
- 州/県レベルでは変更が難しいイシューについては、中央省庁レベルに必要な支援を要請する。
- JICA の援助によって実施予定の行政官研修において、TRINCAP モデルを盛り込む。
- 将来プロジェクトや現在行われているプロジェクトにおける、開発アプローチや手法の TRINCAP モデルへの主流化について、JICA や他の開発パートナーと対話を行う。

### ＜国家建設エステート基盤振興省に対して＞

- CAP を策定した村における、開発プロジェクトのためのガマネグマ事業予算の使用を許可する。

- 財務計画省、地方政府省、農業開発・農民サービス省、灌漑・水管理省等、関連の省庁を調整し、トリンコマリー県における開発アプローチと手法における TRINCAP モデルの主流化への努力について理解を得る。また、資金やスタッフの割り当て等においてサポートを行う。
- コミュニティ開発のための開発アプローチや手法の主流化のための TRINCAP モデルの使用について、JICA や他の開発パートナーと対話を行う。
- TRINCAP や他の類似プロジェクトから学んだ教訓や経験から、開発アプローチ手法を主流化し、効率的、かつ効果的なコミュニティ開発のための国家ガイドラインを策定する。

#### ＜財務・計画省に対して＞

- トリンコマリー県におけるコミュニティ開発の効率性や効果を強化するために必要な予算の不足について、財政的なサポートを考慮する。
- コミュニティ開発のためのアプローチと手法の主流化のために、開発パートナーと対話を行う。

#### ＜JICA に対して＞

- 重要な人材の不足があり、行政側からの要請がある場合、3つの県レベル実施チーム、及び、州/県レベル調整・モニタリングチームの活動のサポートのため、必要な人材をある一定期間投入する。
- 現場の行政官の研修プロジェクトや将来実施するコミュニティ開発プロジェクトに TRINCAP モデルの使用を考慮し、政府と協議を行う。
- TRINCAP の経験の利用による効率的、効果的なコミュニティ開発プロジェクトにおいての協調について、他の開発パートナーと対話を行う。

### (2) TRINCAP モデルについての参考文献及びマニュアルについて

#### ＜TRINCAP チームに対して＞

- TRINCAP の参考文献とマニュアルに、TRINCAP が行った社会配慮について、具体例として載せる。コミュニティの社会的背景のアセスメント、3つの民族間のバランスの確保、異なる民族について一緒に労働を行う機会の提供、貧困層の開発への参加の促進等。
- 参考文献やマニュアルに加え、ポスター等、簡略で効果的な啓蒙を行うための宣伝媒体を作成する。

#### ＜州/県レベルの調整・モニタリングチームに対して＞

- 郡レベル実施チームによって実施された TRINCAP モデルの展開を通じて得られた経験を参考文献やマニュアルに反映し、改善を行う。

### (3) TRINCAP サブモデルについて

プロジェクトは、ステップ毎、セクター毎の参考文献とマニュアルを作り、11



の TRINCAP サブモデルとした。これらサブモデルは、関連のセクターにおいて、政府や開発パートナーによって行われる数多くの開発活動において使用できる。

＜TRINCAP チームに対して＞

- 他の開発パートナーに TRINCAP のサブモデルの有用性を説明し、サブモデル毎に詳細をシェアする。

＜州次官、県次官及び州/県レベル行政官に対して＞

- TRINCAP モデル全体パッケージでの拡大のみならず、サブモデル毎の使用についても考慮する。

＜国家建設エステート基盤振興省に対して＞

- 関連省庁に対して、TRINCAP のサブモデルを配布する。

＜JICA へ対して＞

- 現在進行中のプロジェクトに対し、TRINCAP サブモデルを配布する。

## 5－2 教訓

### (1) コンフリクト・アセスメント

- プロジェクトを形成する際に、コンフリクト・アセスメントを行うことは、プロジェクト対象地内で起こりうるコンフリクト、安全性、政治的及び社会的状況を判断、予測するために大変重要である。TRINCAP プロジェクトの場合、プロジェクト形成時も、実施中も、システムティックなコンフリクト・アセスメントとしては行われてはいないが、2006 年以降、安全に関する状況が悪化してからは、政府機関、あるいは他の援助機関からの治安に関してのあらゆる情報を収集することに努めた。プロジェクト実施中の継続的なコンフリクト・アセスメントは、プロジェクトのスタッフの安全性の確保及び円滑なプロジェクトの実施を可能にする意味で重要である。プロジェクトのデザイン及び実施のための体制は、実施場所の環境と安全性が劇的に変わるような場合は、その都度見直していく必要がある。

### (2) コミュニティ・コントラクト

- プロジェクトは、コミュニティ・コントラクトによるコミュニティ・インフラ工事の際、コミュニティの財政的及び技術的なキャパシティに応じ、コミュニティが働き易いような工夫で工事の効果や効率を上げた。例として、工事を始める前の一部前払い金の支給や、工事で雇われる人夫に対して、日当を支給する等の工夫であった。こうした柔軟なプロジェクトの工夫は、コミュニティ・コントラクトを通じたコミュニティエンパワメントを目指すプロジェクトには有用である。プロジェクトは、コミュニティ・コントラクト先のコミュニティに対し、技術的な、また、管理能力向上のための研修事業を多数研修として行

っている。こうした研修は、コミュニティ・コントラクトに不慣れなコミュニティには大変重要かつ不可欠な要素となっていることが明らかにされたため、類似のプロジェクトの中でも、こうした研修が盛り込むべきと考える。

- コミュニティ・コントラクトの始めの段階で、プロジェクトはコミュニティに対し工事に必要な小規模な機材について自分たちで用意をするように依頼をしたが、経験の無いコミュニティにとっては、こういった機材を用意するのも分からないような状況であったため、機材は用意されず工事は進まないという状況が見られた。それを解決するため、プロジェクト側で適切な小規模工事用機材を提供し、その後、工事は円滑に進んだ。このことから、コミュニティ・コントラクトでは、コミュニティのキャパシティを見極め、適切な援助の手を差し出すことは、工事の質の向上に重要なことである。

### (3) 農業・畜産活動、農外収入活動

- プロジェクトは、農産物や畜産物、また農外収入のための製品の市場活動をするためにグループ化を促進してきた。グループの規模については、対象の生産物によって決められるべきこともプロジェクトを通じて明らかにされた。さらに、このグループ化は、農業や畜産、その他の収益活動の材料の仕入れ、販売の円滑なサイクルには欠かせないことが明確にされた（例：養鶏、果樹、牛乳の収集等）。
- デモファームに関しては、初期の段階では、幾多の試行錯誤があった。もちろん、これらも学びの過程として重要であったとも言えるが、ある程度、簡易なフィージビリティ調査をかけることで、回避が可能な失敗もあり、今後は特に同様なプロジェクトにおいて、活動開始前の簡易なフィージビリティ調査をすべきと思われる（失敗例：低い土地での果樹栽培への洪水被害、畜産活動の際に草を育てる場所の不足、等）。

### (4) モデル化の明確な意味

本件プロジェクトのステークホルダーの間で、何をもって「モデル化」と言うのかということの共通理解を得るのに、長い時間と、労力を要している。これは、プロジェクト開始時、または、開始前に何を持ってモデル化というのかという共通理解が確立されていなかったことによる。また、今回のプロジェクトの上位目標が「確立したモデルの展開」とあるのに、そのための準備をプロジェクト期間内でどこまでやるのかが明確でなく、そのためモデル化の先の展開にかかる活動が具体的に示されていなかった。今回の終了時評価での一連の混乱と各ステークホルダーとの交渉は、この部分に起因していることが大きいため、今後、同様なプロジェクトを実施する際、こうしたモデル化と戦略的展開にかかる部分の明確化、及び、それに必要な活動の設定に留意すべきである。



## 付 属 資 料

1. 主要面談者
2. 協議議事録（M/M）＊合同評価報告書を含む
3. プロジェクトで実施された安全対策措置
4. 現地調査及び聞き取り結果
5. 参加型開発団員報告
6. 平和構築団員報告



## 主要面談者

### Central Government Agencies

#### 1. Ministry of Nation Building and Estate Infrastructure Development

Secretary	Mr	. W.K.K. Kumarasiri
Senior Advisor	Mr	. M.S.Jayasinghe
Additional Secretary	Mr	. M.I.S. Ahamed
Director General	Mr	. B.H. Passaperuma

#### 2. Department of External Resources, Ministry of Finance and Planning

Director General		Mr. J.H.J. Jayamaha
Director	M	s. Chrishanthi Hapugoda

#### 3. Ministry of Agrarian Services and Development of Farmer Communities

Commissioner General,		Mr. Ravidra Hewavitharana
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### Provincial Government Agencies

#### 4. Eastern Provincial Council

Chief Secretary	M	r. V.P. Balasingham
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#### 5. Ministry of Agriculture, Land, Livestock, Irrigation and Fishery, Eastern Province

Secretary	Mr	. K..Pathmananthan
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#### 6. Department of Animal Production and Health, Eastern Province

Provincial Director,	Mr	. T.K. Thavarajan
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### District and Divisional Secretaries Office

#### 7. Trincomalee District

Government Agent,		Major General T. T. R. De Silva
Deputy Director Planning,		P.Sundaralingam

#### 8. Morawewa DS Division

Divisional Secretary		Mr. I. D. P. Wijetillake
Other frontline officials		RDO, AI, DO, VS, LDI, GN

#### 9. Thampalakamam DS Division

Divisional Secretary	Mr	. LDK.Thenakoon
Other frontline officials		RDO, AI, DO, VS, LDI, GN

**10. Kuchchaveli DS Division**

Divisional Secretary Mr  
Other frontline officials

. P.Umaamaheswararan  
RDO, AI, DO, VS, LDI, GN

**Development Partners**

**12. ADB**

Project Implementation Specialist  
Gender Specialist

Mr. M. Thiruchelvam  
Ms. Nelun Gunasekera

**13. WB**

Rural Development Specialist  
Project Director, Re-awakening  
Project

Mr. S. Manoharan  
Mr. P.H. Sugathadasa

**14. UNDP**

Senior Programme Manager  
Programme Officer Mr

Mr. Wuria Karadaghy  
. U.M. Muzain

**15. Peace**

Project Director Mr

. V. Regunathan

**16. Embassy of Japan**

Second Secretary

Mr. Noriaki Sadamoto

**MINUTES OF MEETING**  
**ON**  
**THE NATIONAL LEVEL JOINT COORDINATION COMMITTEE**  
**FOR**  
**THE JOINT TERMINAL EVALUATION**  
**ON**  
**THE TECHNICAL COOPERATION PROJECT FOR**  
**AGRICULTURAL AND RURAL DEVELOPMENT FOR**  
**REHABILITATION AND RECONSTRUCTION THROUGH**  
**COMMUNITY APPROACH IN TRINCOMALEE**  
**(TRINCAP)**

Japan International Cooperation Agency (hereinafter referred to as "JICA") and the Government of Democratic Socialist Republic of Sri Lanka (hereinafter referred to as "GOSL") have jointly organized a Terminal Evaluation Team (hereinafter referred to as "the Team") to conduct a terminal evaluation on the Technical Cooperation Project for Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee (hereinafter referred to as "the Project") in accordance with the Record of Discussions on the Project.

After the intensive study and analysis of the activities and achievements of the Project, the Team prepared the Joint Terminal Evaluation Report (hereinafter referred to as "the Report"), and presented it to the National level Joint Coordination Committee (hereinafter referred to as "JCC").

The National level JCC discussed the major issues pointed out in the Report and agreed the matters attached hereto.

Colombo, 1st July, 2009

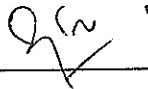
shimura akira

**Ms. SHIMURA Akira**  
**Japanese Evaluation Team Leader**  
**Chief Representative**  
**JICA Sri Lanka Office**

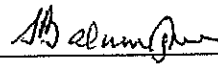
M.S. Jayasinghe

**Mr. M.S. Jayasinghe**  
**Sri Lankan Evaluation Team Leader**  
**Senior Advisor**  
**Ministry of Nation Building &**  
**Estate Infrastructure Development**

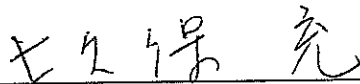




Mr. W.K.K. Kumarasiri  
Secretary  
Ministry of Nation Building &  
Estate Infrastructure Development



Mr. V.P. Balasingam  
Chief Secretary  
Eastern Provincial Council



for Mr. YAMAOKA Shigeki  
Chief Advisor  
TRINCAP

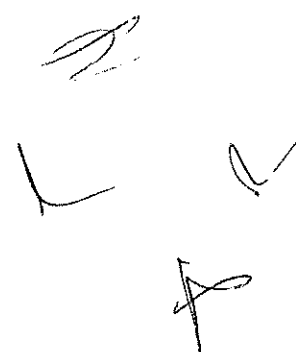
## Attachment

1. The Team explained the result of discussions of the Provincial / District level JCC chaired by Major General T.T.R. De Silva, District Secretary of Trincomalee, held in Trincomalee on 30<sup>th</sup> June as follows;

- 1) The Provincial / District level JCC accepted the result of the Joint Terminal Evaluation presented by the Team and decided to take necessary actions to each recommendation in Provincial / District and Divisional level.
- 2) Especially, 3 target Divisional Secretaries (Morawewa, Thampalakamam, Kuchchaveli) agreed to formulate Divisional Implementation Teams to carry on and expand the activities introduced by TRINCAP by their own efforts after the completion of the Project.
- 3) There were requests from Divisional Secretaries to obtain the approval from national level to utilize Gama Neguma funds to implement activities based of TRINCAP model.

2. The National level JCC accepted the Report and decided to take necessary actions as recommended.

3. As the implementation methodology is similar for both Gama Neguma and TRINCAP model, Ministry of Nation Building & Estate Infrastructure Development agreed to utilize Gama Neguma funds for the activities based on TRINCAP model and Eastern Provincial Council agreed to formulate Provincial / District level Coordination and Monitoring Team to back-up the activities of Divisional Implementation Teams.



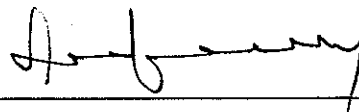


Joint Terminal Evaluation Report  
on  
The Technical Cooperation Project for  
Agricultural and Rural Development for  
Rehabilitation and Reconstruction through  
Community Approach in Trincomalee  
(TRINCAP)

志村 隆

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Colombo

July 1st, 2009

# JOINT TERMINAL EVALUATION REPORT

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## **Chapter 1      Introduction**

### **1.1 Background of the Evaluation Study**

The conflict in the Northern and Eastern regions in Sri Lanka for the last 25 years has caused severe destruction of assets and services and a huge loss of human lives and linkage in the community. Although this area had enjoyed a higher level of agricultural development until the early 1980s, agricultural production and household income have experienced a serious decline due to this conflict. Reactivation of the community, rehabilitation of infrastructure and improvement of agricultural technology are considered as the key roles to recover the agricultural sector and improvement of livelihood in the regions. Considering these circumstances, the technical cooperation project (TRINCAP) was formulated in the Trincomalee District to create a model of agricultural and rural development for rehabilitation and reconstruction, which can promote the improvement of the rural livelihood condition.

The Project includes the following activities in its operational tasks: (1) to strengthen Community based Organizations (CBOs), (2) to improve rural infrastructures through the Community Managed rehabilitation (CMR), (3) to enhance technologies for agriculture and livestock, (4) to enhance technologies for income generation other than agriculture and livestock, and (5) to strengthen frontline government services on agriculture and rural development.

The Project started in November 2005, and then mid-term evaluation was taken place in September and October 2007. The evaluation mission team reviewed the project achievement and made recommendations to the relevant agencies in the Project. The terminal evaluation has been conducted from 15<sup>th</sup> of June to 1<sup>st</sup> of July, 2009 in order to examine the level of achievements in accordance with the Record of Discussions between JICA and Government of Sri Lanka on TRINCAP.

### **1.2 Framework of the Evaluation Study**

- (1) To assess the Performance and Implementation Process of the Project
- (2) To make a value judgment based on Five Evaluation Criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability)
- (3) To make Recommendations for the stakeholders of the Project and draw Lessons Learned

### 1.3 Members of the Evaluation Team

< Japanese side >

	Name	Designation	Position, Organization
1	Mr. Akira Shimura	Team Leader	Chief Representative, JICA Sri Lanka Office
2	Mr. Shiro Akamatsu	Participatory Development	Senior Adviser (Rural Development), JICA
3	Ms. Eri Komukai	Peacebuilding	Senior Adviser on Peacebuilding, JICA
4	Mr. Tetsuji Iida	Cooperation Planning I	Assistant Director, South Asia Department, JICA
5	Mr. Keiichiro Yuasa	Cooperation Planning II	Representative, JICA Sri Lanka Office
6	Ms. Akiko Okitsu	Evaluation and Analysis	Manager, Project Department, TAC International Inc.

< Sri Lankan side >

	Name	Position, Organization
1	Mr. M.S.Jayashinghe	Senior Advisor, Ministry of Nation Building & Estate Infrastructure Development (Team Leader)
2	Ms. N. Jeyawathany	Assistant Director Planning, Ministry of Nation Building & Estate Infrastructure Development
3	Mr. V. Mahendrarajah	Deputy Chief Secretary, Eastern Provincial Council
4	Ms. Vetharaniyam Thilagawathry	Assistant Director of Agriculture, Trincomalee
5	Ms. Rohini Singarayar	Director, Center for Information Resource Management
6	Mr. S. Shanmugasivananthan	Regional Director of Irrigation, Trincomalee
7	Mr. U. Anuraweerarathna	Project Director, District Rehabilitation Reconstruction Secretariat, Trincomalee District

### 1.4 Schedule of the Evaluation Study

The schedule of the Evaluation is attached as ANNEX 1

### 1.5 Outline of the Project

#### Summary of the Project

##### Project Title

Technical Cooperation Project for Agricultural and Rural Development for Rehabilitation and Reconstruction through Community Approach in Trincomalee (TRINCAP)

**Executing Agency**

Ministry of Nation Building and Estate Infrastructure Development

**Implementing Agencies**

- 1) District Secretary Office of Trincomalee
- 2) Eastern Provincial Council (EPC)
- 3) Department of Agrarian Development (DAD)

**Project Duration**

from November 2005 to October 2009

**Target Area**

6 GNs in Trincomalee District

DS	Kuchchaveli		Morawewa		Thampalakamam	
GN	Velloor	Nilavile	Panakethywa	Nochchikulam	Thampalakamam	Mullipotanai
Pop.	2,044	976	1,570	1,113	2,015	7,459

**Target Group**

Farmers and field level officers

**Overall goal**

The developed model will be extended in Trincomalee District through which the model contributes to activation of rural areas in the region

**Project purpose**

To establish a model of the agricultural and rural development project for community rehabilitation and reconstruction in Trincomalee District

**Outputs**

- 1) Community-based Organizations (CBO) are strengthened
- 2) Rural infrastructures are improved through the Community Managed Rehabilitation
- 3) Agricultural technologies, both for paddy and other field crops (OFC) are enhanced
- 4) Technologies for income generation other than agriculture and livestock are enhanced
- 5) Frontline government officers on agriculture and rural development are strengthened



### Activities

- 1-1) Share the project concepts among the stakeholders
- 1-2) Review problems and constraints in existing CBOs
- 1-3) Strengthen CBOs including fostering leadership
- 1-4) Assist in developing Community Action Plan (CAP) includes plans for improvement of rural infrastructure, agricultural training etc.
- 1-5) Assist in management and implementation of CAP
- 1-6) Advise in monitoring and evaluation methodologies of the activities
  
- 2-1) Assist in development of CAP regarding rehabilitation of rural infrastructure
- 2-2) Advise in procurement of materials/equipment and execution of construction contracts
- 2-3) Technical advice in implementation of infrastructure constructions and rehabilitations
- 2-4) Advise in operation and maintenance of infrastructures
  
- 3-1) Assist in development of CAP regarding production and marketing of paddy and OFC (Other Field Crop)
- 3-2) Strengthen the functions of Agrarian Service Center (ASC)
- 3-3) Advise in paddy and OFC production and marketing
- 3-4) Advise in house garden cultivation and animal rearing
  
- 4-1) Assist in development of action plans for small-scale production and marketing other than agriculture
- 4-2) Advise in sewing, food processing, hand craft and so on production
- 4-3) Advise in sewing, food processing, hand craft and so on marketing
  
- 5-1) Construct buildings and provide equipment for Agrarian Service Center (ASC) and VS office
- 5-2) Provide technical and managerial trainings and study tours to the frontline officers
- 5-3) Conduct seminars/awareness program for various stakeholders

The Project Design Matrix is attached as ANNEX 2.

## Chapter 2 Methodology of Evaluation

### 2.1 Evaluation Questions and Indicators

Evaluation method is in accordance with JICA Guideline for Project Evaluation. The evaluation items, questions, necessary information and data sources are summarized in an evaluation grid. The grid with the study results is attached as ANNEX 3

The evaluation study was done by cooperated manner between Japanese evaluation team and also Sri Lankan evaluation team.

### 2.2 Five Criteria of the Evaluation

Five criteria of the evaluation are defined as follows:

- **Relevance:** Relevance refers to the validity of project purpose and overall goal in connection with the development policy in the target sector and assistance policy of Japan as well as the needs of target groups and stakeholders at the time of the evaluation.
- **Effectiveness:** Effectiveness refers to the extent to which project purpose will be achieved as planned through the activities in a project, and examines the attainment of the project purpose, relationship between project purpose and outputs, and influence of external factors.
- **Efficiency:** Efficiency refers to the productivity of a project and examines to what extent the inputs had been converted into the outputs, and whether timing of the input is appropriate.
- **Impact:** Impact refers to direct/ indirect, positive/ negative influences caused by implementation of a project, including the extent to which the overall goal will be attained.
- **Sustainability:** Sustainability refers to the extent to which the benefits generated by a project will sustain after the termination of the project, and examines fundamental elements to sustain the benefits.

### 2.3 Data Collection Method

For data and information collection, four methods were used; 1) Review of materials, 2) Interview survey with questionnaire, 3) Group interview in the fields and 4) Field observation.

#### (1) Review of materials

All of relevant Project materials were reviewed. The data yield by TRINCAP team were also examined and analyzed by the evaluation team.

#### (2) Questionnaire survey

The necessary information were collected by interview survey with questionnaire which applied

to relevant government officials, JCC members and donor representatives.

(3) Group interview

Various effects such as mind alternation caused by the Project were checked by group interview of community people and also government frontline officers.

(4) Field observation

Situation of activities and some of outputs such as quality and usage of infrastructure were checked by direct observation in the field survey.

## **2.4 Limitations of the Evaluation Study**

This terminal evaluation is designed to be conducted within limited time and budget, so confirmation in the field was done in some selected areas and beneficiaries, not in all.

Also, it is not appropriate to compare the efficiency or sustainability of the Project simply with other rural community development projects because the Project has been implemented in a conflict affected area and required special implementation mechanism and additional inputs to respond to vulnerable and unforeseeable circumstance.

## Chapter 3 Achievement and Implementation Process

### 3.1 Input

#### Inputs from the Japanese side:

As the Japanese side inputs, technical assistance are given by Japanese and national experts. Japanese experts are dispatched mainly in the 5 fields such as Chief Advisor, Rural Development, Rural Infrastructure, Agriculture and Coordination and total M/M are 150 in 4 years. As local staffs, 31 persons are recruited and among them 14 staffs work for administration and 17 staffs are for technical assistance in the field of agriculture, livestock, institution development, facilitation and supervise.

Other Japanese side inputs are trainings, seminars and workshops, and field trips for capacity building. ASC in Nilaveli DS division and VS office in Morawewa DS division were rehabilitated. Community level infrastructures are also rehabilitated with utilizing Community Contract system.

To compare with the initial plan, fund for infrastructure rehabilitation decreased from 74 million yen to 49 million yen because CBO capacities for construction works were found as limited. On the other hand, TRINCAP team increased the fund for training and workshop drastically from 2 million to 21 million.

According to the destabilization of security, TRINCAP team compelled to input more fund for security management.

#### Inputs from the Sri Lanka side:

As the Sri Lankan side inputs, 58 counterparts are listed from relevant local government agencies. The number of frontline officers who play main role of counterparts in field level is 11 at the beginning and it increased to 16; they are RDO, VS, AI, LDI in Morawewa DS division, DO, VS, LDI, 4 AI in Thampalakamam DS division and AI, DO, VS, LDI, RDO in Nilaveli DS division. As for the facility and local cost, GoSL provided the office for TRINCAP team and bear government taxes (VAT).

The further detail information is summarized in ANNEX 4.

### 3.2 Achievement of the Project

The detail accomplishment of activities is summarized in ANNEX ff: Accomplishment Grid

#### 3.2.1. Achievement of outputs

##### (1) Output 1: Community-based Organizations are strengthened

TRINCAP team conducted awareness meeting and baseline/ market survey with the frontline

officers followed by 8 courses of CBO capacity development training and some on-the-job training. Then the team and officers assisted CAP preparation, implementation and monitoring with the participatory manner.

As a result, all of 4 indicators are achieved as follows.

	Indicators	Results
1	Registered member increase by 5% in 60 % of participated CBOs to the Project	<ul style="list-style-type: none"> <li>13 out of 17 CBOs(76%) has increased the membership more than 5%</li> <li>2 CBOs decreased member because some villagers left country for seeking job opportunities. Other 2 CBOs are newly formed with the division of one CBO.</li> </ul>
2	More than 50 CAPs are implemented	<ul style="list-style-type: none"> <li>59 CAPs out of 74 were completed or in progress.</li> <li>The remaining CAPs were not commenced due to overlap with other donors, NGOs, or a company in private sector. Also reduction in population, because people migrated of the area to seek for safety and job opportunities.</li> </ul>
3	MM will be prepared in 60% of CBO meetings	<ul style="list-style-type: none"> <li>Minutes of meetings were prepared in 84% of CBO meetings from April 2008 to March 2009.</li> <li>CBOs which prepared MM increased drastically from around 20%(2006) to 84% with the increase number of meetings from 120 to 173.</li> </ul>
4	Financial book and/or inventory sheet are maintained in 80 % of participated CBOs to the Project	<ul style="list-style-type: none"> <li>100% of participated CBOs(17) prepared financial books and updating them timely.</li> </ul>

In Addition, some CBOs enhanced their initiatives for the development and start self-effort of seeking for available external assistance for next activity in CAP after the identification of the genuine needs.

Importance of organized participation of community members in planning and implementation of CAP is recognized by themselves.

## (2) Output 2: Rural infrastructures are improved through the Community Managed Rehabilitation

In the area of community infrastructure development through community contract, all output indicators for output 2 are met and showing satisfactory results.

	Indicators	Results
1	80% of planned infrastructures are improved by the Project	<ul style="list-style-type: none"> <li>16 out of 19 infrastructures are completed.</li> <li>Other three construction works were not implemented, instead other donor and private sector collaborated to do the works.</li> </ul>

2	All of rehabilitated infrastructure by the Project are utilized	<ul style="list-style-type: none"> <li>All of rehabilitated infrastructures are utilized</li> </ul>
3	O&M plan is prepared for all of rehabilitated infrastructure	<ul style="list-style-type: none"> <li>All of rehabilitated infrastructure have O&amp;M plan</li> <li>All of CBOs started the maintenance activities based on the plan.</li> </ul>

Infrastructures built by community contracts brought community people together and especially high contributions are seen in irrigation works and in building access and inner roads. All O&M plans were prepared and observed by the evaluation team. It is also confirmed that communities have started the implementation of the O&M plan with high commitment.

### (3) Output 3: Technologies for agriculture and livestock are enhanced.

In the area of transferring agriculture and livestock technologies, self-seed paddy, parachute/row sowing method, potato cultivation, small scale orchard, home gardening, cattle management, goat management, poultry management was conducted. Livestock cattle, goats, and poultry were issued where beneficiaries contributed the sheds. Training on animal housing, control of common diseases and feed management were given. Improved grass was introduced for pasture management. The Project takes two step approaches for transferring the technologies. The first step is to transfer the technologies to the core farmers who were selected from the beneficiaries, and the second step is to transfer the technologies from the core farmers to the neighboring farmers. The Project shows the completion of these two steps.

All output indicators for output 3 successfully achieved.

	Indicators	Results
1	60% of core farmers increase 10% of production in Paddy.	<ul style="list-style-type: none"> <li>66% of core farmers increased 10% of production in agricultural production.</li> <li>There were some farmers could not increase the production due to draught in their areas.</li> </ul>
2	60% of core farmers continue to utilize the technology transferred under the Project for more than 2 cultivation seasons.	<ul style="list-style-type: none"> <li>62% of core farmers for agriculture and livestock continue the practice more than 2 seasons</li> </ul>
3	40% of core farmers access to marketing information* (*having price information and being seen improvement in marketing conditions)	<ul style="list-style-type: none"> <li>58% (131 farmers) out of 225 core farmers access to market information.</li> <li>There are some items which have not reached to the marketing stage, e.g., OFC and goats farming.</li> </ul>

It observed by the team that the new technologies for agriculture and livestock have been adopted by many farmers. These technologies started to show clear effects on increase in the quantity, as well as the quality of the products. Followings are observed by the evaluation team in the technologies transferred in each field.

### Paddy crops

- The water management in paddy and other food crops is improved.
- Seed paddy production technology is acquired and adopted in a correct manner and is found to be profitable.
- In a small scale paddy farm, row seeding makes easy in management practices especially weeding, so that it is more accepted by farmers.
- Parachuting method needs more skill labors and requires special equipments in the initial planting stage, so adoption is limited by this special requirement, though it is a good technology.

### OFC

- Inter-cropping of variety of vegetables within fruits crops and also inter-cropping a fruit (pineapple) within other fruit crop (banana) are introduced and increase the production of both crops.
- Efficient water management (micro-irrigation method) is introduced for fruits crops.
- Use of organic manure increased and inorganic fertilizer reduced. Thereby the cost of cultivation reduced.
- Use of recommended fertilizer to particular fruit crop is now adopted, so productivity increased.
- Continuous income from different vegetable and fruits is ensured by inter-cropping OFC.
- Establishment of orchards was introduced and more income generated than from OFC due to less required of labor and management..
- Local market for fruits crops is available and arranged, but further expansion will need external markets.

### Livestock

- Improved cattle rearing (breed, shed, pasture-CO3 grass cutting method, AI and prevention of diseases) are introduced and adopted among core farmers.
- Milk quality is improved and clean milk production is practiced, so that the group of milk producers could link to the MILCO and the price of milk increased.
- Middle man's interference is reduced because of the formulation of the group.
- Improved goat rearing (breed, shed, AI and prevention of diseases) are introduced and adopted among core farmers.
- Income increased and revolving system for cattle and goats promotes good breeds to other farmers, and to even other villages in cattle and goat rearing.
- Improved poultry rearing (breed, shed, feeding, and prevention of pests and diseases) are

introduced and adopted among core farmers, resulted in increase of income.

- Number of poultry farmers increased and formed a group which manages purchasing of chicks and feeds and marketing, also they maintain proper finance mechanism.
- An arrangement ( buy back system) is developed by the group for continuous supply to the market.

**(4) Output 4: Technologies for income generation other than agriculture and livestock are enhanced**

In the area of transferring technologies for income generation besides agriculture and livestock, handicraft making, sewing production, and value added production were conducted. Sewing and handicraft making was introduced after exposure visits followed by in-house trainings by demonstrators. Trainings were given on food processing and value added products. The quality of products has been improved since the activities started and they are observed as marketable products. The revolving funds were established in CBOs to ensure the sustainability of the activities.

All output indicators for output 4 are successfully achieved.

	Indicators	Results
1	60% of core farmers continue the income generation practices other than agriculture and livestock introduced and assisted by the Project after training	<ul style="list-style-type: none"> <li>• All of 71 core farmers for transferring the technology of income generation activities besides agriculture and livestock continue the practices</li> </ul>
2	10% of core farmers participated in marketing activities of income generation practices other than agriculture and livestock introduced by the Project into their activities	<ul style="list-style-type: none"> <li>• 73% (52 persons) out of 71 beneficiaries continue the marketing activities of income generation.</li> <li>• Sewing group is still in the stage of meeting domestic needs rather than marketing needs.</li> </ul>

It observed by the team that new handicraft products are produced and new techniques and equipment are used. Local marketing is arranged by them and demands increased. The beneficiaries organized themselves and working in a common place which encourage sharing of ideas and experiences in a pleasant working environment. Less investment makes more profits and local resources and leisure time is used for income generation.

**(5) Output 5: Frontline government officers from agriculture and rural development are strengthened**

In the area of capacitating frontline officers, skill development, as well as facility development were carried out the Project. Nilaveli ASC and VS office Morawewa were reconstructed in 2006 and 2007 respectively. Various technical training, seminars, and study tours were conducted locally for



farmers, as well as frontline officers and some frontline officers were sent to Japan to participate in a community development training course. Some agriculture equipments were provided to 4 ASCs by the Project.

All output indicators for output 5 are successfully achieved.

	Indicators	Results
1	Increase in the farmers who utilize the ASC and VS services by 10%.	<ul style="list-style-type: none"> <li>Utilization frequency of ASC Nilaveli and Morawewa VS office was increased more than 10%.</li> <li>The number of visiting to ASC Nilaveli was increased from 15.7 per month in 2007 to 50.0 per month in 2008.</li> <li>The number of provided services in Morawewa VS increased from 8,715 in 2007 to 16,802 in 2008. The number of trainings increased from 8 in 2007 to 33 in 2008.</li> </ul>
2	40% of field extension officers utilize the agricultural and livestock practices introduced by the Project into their activities	<ul style="list-style-type: none"> <li>91% (20 out of 22) of frontline staff adopted the agriculture and livestock practices introduced by the Project into their activities.</li> <li>Newly assigned officers are not ready to practices.</li> </ul>
3	Regular meetings initiated by frontline officers conducted	<ul style="list-style-type: none"> <li>Frontline coordination meetings were conducted 6 times, however, it stopped after 6 times because there was no clear instruction from the higher authority.</li> </ul>

It observed that awareness on the frontline officers and their services are increased among farmers as they participated in the TRINCAP project. Vice versa, government front line officers had opportunities to understand communities needs and problems in depth. Also coordination and sharing of experiences among frontline officers are increased.

### 3.2.2 Achievement of Project Purpose

The Project purpose is *“to establish a model of the agricultural and rural development project for community rehabilitation and reconstruction in Trincomalee District”*.

Out of 4 indicators, 3 can be judged as achieved.

Though another indicator, the farmers' income, data was not obtainable, by analyzing synthetically with the information on the achievement of outputs, it can be concluded that the Project Purpose is almost achieved with the 3 reason; 1) TRINCAP practice was succeeded in target GNs, 2) materials for reference are prepared, 3) government and other development partners has intention to utilize TRINCAP models.

	Indicators	Results
1	Five technologies are transferred from core	<ul style="list-style-type: none"> <li>Technologies are transferred from core farmers to 311 HH of farmers in target GNs all together.</li> </ul>

	farmers to five-fold in each target GN (150 HH)	<ul style="list-style-type: none"> <li>Three to seven technologies were transferred in each village.</li> <li>Technologies of paddy cultivation, OFC home gardening, small orchard, cattle farming, handicraft and sewing are transferred significantly increased.</li> <li>There is a positive perspective to increase more in every technology.</li> </ul>
2	10% increase for 60% of core farmer's income	<ul style="list-style-type: none"> <li>Out of selected 90 core farmers at random, 78% (70) of core farmers increased their income more than 10%</li> <li>Some farmers could not grow agriculture products due to severe climate conditions such as draught, some farmers changed work from other income generation activities to livestock, so that the income of such farmers decreased temporarily.</li> </ul>
3	60% of JCC members at four levels recognize the project approach and methodologies for community activation in Trincomalee district	<ul style="list-style-type: none"> <li>Every JCC members as well as other stakeholders whom the evaluation team interviewed commented as TRINCAP model is useful for community activation. Though the evaluation team could not meet some JCC members, the recognition percentage is certainly higher than 60%.</li> <li>Some development partners who were interviewed commented as TRINCAP model is useful for community empowerment.</li> </ul>
4	Materials for established approaches and methodologies are formulated	<ul style="list-style-type: none"> <li>TRINCAP approaches and methodologies are being compiled as 11 TRINCAP sub-models per each subject. These sub-models are drafted through the discussion with government technical officers and have good quality. Also 12 training manuals are already prepared. These materials will be formulated in 3 languages, English, Sinhalese and Tamils.</li> </ul>

### 3.2.3 Achievement Prospect of Overall Goal

There are several positive aspects to achieve Overall Goal. Though some challenges are seen, they are not killer assumptions; therefore with appropriate actions to address them as mentioning in Recommendation, Overall Goal can be achieved.

Indicator 1: Other 6 GN Divisions in Trincomalee district start CAP formulation

Indicator 2: Farmer's household income increases by 10% in 40% of farmers in target 6 present GNs.

#### Positive aspect

- (1) Income generation ventures and community contract approach are highly appreciated by beneficiaries and government officials.
- (2) Project addresses different categories of beneficiaries (vulnerable and average) and brings them to the next step.
- (3) The models (reference documents) and manuals are formulated and ready for use by stakeholders in the development work and community members.
- (4) Chief Secretary of EPC and Government Agent of Trincomalee agreed to utilize

Gama-Neguma fund to implement CAP. Officers in charge of related projects of development partners made favorable comments on the possibility to utilize TRINCAP model.

### **Challenges**

- (1) Some factors such as shortage of government frontline officers, financial constraints and lack of mobility and incentives for monitoring of villages might hinder the achievement of overall goal.
- (2) There is negative perception seen among frontline officers, which is that intensive supports provided by the project staff could not be possible by the existing system
- (3) Community development works require constant facilitations, but government frontline officers feel insufficiency in such skills due to lack of experiences.
- (4) Unexpected outbreak of diseases among food crops and animals, unexpected harmful climate conditions and unexpected market failure might temporarily hamper the extension of successful practice in the area in the future..

### **3.3 Implementation Process**

Implementation process was verified from the aspects of internal management of the Project, the ownership of the counterparts, and project efforts to enhance the effectiveness and efficiency.

#### **3.3.1 Management System of TRINCAP team**

Comparing with government system, considerably devolved decision making mechanism given to TRINCAP team, the flexible internal management system was able to make adjustment and changes according to the conditions and needs of the target areas and it contributed to the achievement of the purpose.

#### **3.3.2 Security Management and Conflict Sensitivity**

Security management was highly considered by the project and the movements of project staffs were monitored at all the time. When there was a concern on security and Japanese personnel had a restriction to travel to the field, the project kept been implemented by only local staff. The project has created several reliable information sources to update security information on the ground.

Close and frequent monitoring on conflict and peace situation is essential for the project implemented in the fragile and/or volatile situations like conflict affected areas, to timely respond problems and obstacles. In conflict affected environment, community itself is vulnerable with economic and social difficulties, besides, capacity of the government officials may not be sufficient

to deal with communities' problems.

Sensitivity for the social background of the communities was maintained for project planning and implementation and balance of benefit among different ethnic groups are kept to avoid creation of inequality, where communities were affected by the conflict and/or different ethnic groups live in.. TRINCAP team employed local experts from 3 different ethnic groups in accordance with the ethnicity of communities to enhance the acceptance of the Project in the target communities and increase the efficiency of the project activities.

### **3.3.3 Counterparts Agencies and Officials**

Each agency showed the supportive and favorable attitude towards the project. However, the capacities of implementation agencies are not enough to take up the ownership of the project during the implementation period. Number of government frontline officers is at the beginning only 11 and increased to 16; this is a common situation in Northern and Eastern regions but very little compared to other area of Sri Lanka.

### **3.3.4 Project efforts to enhance the effectiveness and efficiency**

- (1) Comparing with other projects, JICA experts rendered necessary technical advices on the spot continuously and provided regular close monitoring to motivate the community to engage in the activities with full participation.
- (2) Project activities were adjusted to suit for community people's life style and availability of time to promote effective participation of community members.
- (3) In the CMR work, advanced money to a CBO in charge and daily payment arrangement to the laborers were done to make CBOs easy to start up the work and carry out the activities in time.
- (4) In a case of trouble during the CMR work or other works, TRINCAP facilitators came in and mitigated the dispute effectively.
- (5) Contributions from community side in any kinds made it easy for communities to do so. . In order to community to identify what they can contribute, the community resource mapping was used as an effective tool.
- (6) Implementation methodology related to showing the best practice from core farmers to other farmers made it easy to establish and disseminate introduced technologies.

## **Chapter 4        Results of the Evaluation with Five Criteria**

### **4.1 Relevance**

The relevance of the Project is graded as **High** by the following reasons

#### **(1) Relevance to the national policy and needs of target groups**

The Project aims reconstruction and rehabilitation of Trincomalee district and caters the needs of the communities in the area which is in line with government policy and priority. In the recent development needs in Eastern province, the Project models are in a more important position to contribute agricultural and rural development of the communities.

#### **(2) Relevance to the Japanese ODA policy**

The Project is in line with the Japanese ODA policy as well as JICA's cooperation program for Sri Lanka on the livelihood improvement in conflict affected area and also the one on the poverty alleviation.

#### **(3) Social and cultural point of view**

From the social and cultural point of view, the methodologies and approaches which the Project applied are in accordance with the existing social and cultural situations in communities and norms and practices are not disturbed by the Project. Therefore, the acceptance and involvement of communities seems very high in every village. The Project took a community participatory approach which addressed the needs of the community and are appreciated by the community people. Community was responsible for the final decisions and increases the acceptance. Despite the dependency syndrome created by relief programs, JICA's intervention has motivated the people to organize themselves, learn and react for their livelihood development.

#### **(4) Timing of the project commencement and continuity**

Timing of commencement is relevant from political point of view, in line with the Japanese government's commitment to support the cease fire agreement in 2002. While, from villagers' perspective, no specific observation was expressed for commencement timing, because security and social environment in the villages had been continuously unstable even after the cease fire agreement.

Though security was destabilized after 2006, the project stayed engaged on the ground for the project period. This decision is highly appreciated from the communities as well as counterparts. On the other hand, it resulted that the project has been exposed to the security risk, and the project was required to equip with high level of security measurement.

## 4.2 Effectiveness

The effectiveness of the Project is graded as **High**.

### (1) Achievement of the Project Purpose

As described in 3.2.2, Project Purpose is almost achieved.

### (2) Factors promoting effectiveness

- In case of Veloor GN division, the implementation time was short. However, due to the trust created by the Project, the Veloor GN tried very hard to achieve their goals.
- The Project staff's friendly and courteous attitude made the Project more acceptable in the communities and also made a favorable atmosphere among related government offices and enabled them committed and involved in the Project.
- The adequacy and relevance of project design and implementation from the social and cultural point of view was also a promoting factor for effectiveness. *(Referred in 4.1 Relevance, (3) the social cultural point of view)*
- Trainings for government officials together with facility development (ASC and VS office) made it more effective to increase the service provisions.

## 4.3 Efficiency

Overall efficiency is graded as **High** as the community based development project implemented in a conflict affected area.

### (1) Achievement of outputs

As described in 3.2.1 achievement of outputs, all indicates are successfully achieved.

### (2) Timeliness and amount of inputs from Japanese and Sri Lankan sides

A scale of input was compelled to be relatively large and timing of input was often influenced by external factors as follows. However, taking account the difficult environment which the Project was in, it was unavoidable and TRINCAP team did limit it to the minimum extent.

- Security issues limited the time of involvement of the Project implementers and the accessibility of materials to the Project area throughout the project period.
- The Project consumed significant time for collecting information, confirming security, and corresponding between and among the Project office, staffs and the JICA Sri Lanka office.
- The security issues sometimes suppressed community's enthusiasm towards development, lowered the participation of community members and government frontline officials to the various trainings and study tours, and made it difficult to transfer agriculture products and

handicraft products to the market places.

#### **4.4 Impact**

Impact is graded as **Moderately High** by the following reasons.

##### **(1) Prospects of the achievement of overall goal**

As described in 3.2.3. Overall Goal, expansion of TRINCAP model can be achieved if appropriate actions were executed to address some challenges.

There are evidences seen in expanding agriculture and livestock techniques within the target villages and also spread to outside villages. There are some movements initiated by CS of EPC and GA Trincomalee district seen towards expanding the TRINCAP model to other GN divisions in the Project area. However, the government frontline officers are not fully ready to expand the models due to various limitation and lack of inputs, so that further observation and supports are needed to take things forward.

##### **(2) Positive impact of the Project**

CMR gives confidences and self esteem among communities to take up future development activities and hope for the future in those devastated areas. CMR provides off season employments and gives opportunities to develop particular special skills. Service providers are willing to visit villages where roads are rehabilitated thereby the service provisions are improved. Non-targeted community people also gained the benefits from the infrastructure.

Accessibility has improved by constructions of farm roads and transport cost has been reduced drastically, for example, due to the improved farm road and irrigation system, the cost of transportation reduced drastically 50% in Thampalakamam. After irrigation channel construction, better water distribution and management occurred.

People have built self-confidence in commencing income generation activities and have realized their hidden potentials. In some areas, people already organized themselves as a group for marketing. Through group interactions, initiative thinking has developed towards marketing.

The Project provides opportunities for the different ethnic groups to interact with one another. Though the impact could be only seen later, harmony among different ethnic groups seemed strengthened through the building of farm road in Nochchikulam. People willingly donated the land for the construction of the road.

### **(3) Negative impact of the Project**

There is no negative impact seen.

## **4.5 Sustainability**

The sustainability of the Project is graded as **Moderately High** by the following reasons

### **(1) Sustainability in the aspect of policy and regulations**

Though the country formulated the overall policy on community participatory development, there is no specific policy or plans to support TRINCAP model to be implemented in the community development works. In order to enhance the sustainability of the activities based on TRINCAP model, the commitment from the government side to support the community's needs should be put in place.

### **(2) Sustainability in the aspect of organization and financial capacity.**

#### **<Community side>**

Communities are strengthened through undertaking implementation tasks for constructions, agriculture/livestock and income generation activities. O&M of infrastructures mechanism is in full responsibility of community and has been practicing based on O&M plans.

#### **<Government Side>**

Shortage of government officers would affect the technology transfer and their limited analytical skills, coordination and team work among government frontline officers will affect further development of the Project. Also limitation of funds to support continuation of the activities may hinder the sustainability.

### **(3) Sustainability in the aspect of technical capacity**

#### **<Community Side>**

The Project beneficiaries enhanced technical capacity through the trainings and participating construction works as well as other activities during the Project period. O&M of infrastructures constructed by communities are now on-going. Dissemination of introduced agriculture/livestock/income generation technologies is continuing at the present time.

#### **<Government Side>**

Government frontline officers' technical capacity building is taken place and they started practices. Project concept and approaches (models) have been shared among stakeholders in order to raise the awareness of the Project. Reference materials of the TRINCAP models



produced by the Project give a guidance to introduce models to other areas and other projects/programs.

## Chapter 5 Recommendations and Lessons Learned

### 5.1 Recommendations

#### **1. Expansion of TRINCAP Model**

In a current situation, many government programs and external assistances approach to communities with different development strategies. It sometimes creates inefficiency of duplication and burden for government officers and communities.

Since TRINCAP has established a successful approach and methodology, it is recommended to expand the same to other area. To do it practically, it is better to take following 3 steps. 1) to start expansion in 2-3 new GN divisions in 3 targeted DS divisions, 2) to expand it to all GN divisions in those DS divisions, 3) to expand it in other areas in other DS divisions in Trincomalee or in Eastern Province.

\*the second and third steps can be done simultaneously.

Necessary frameworks for this purpose are as follows;

1. Overall set-up (Coordination mechanism, Training)
2. Facilitation for Community Action Planning
3. Resource allocation for Implementation

The streamlining of approaches and methodologies of development projects in a successful way must increase efficiency of resource utilization and benefit communities, government and development partners.

Recommendations to each stakeholder are as follows;

#### **<to TRINCAP team>**

- Provide technical support for 3 Divisional Implementation Teams for the facilitation for Community Action Planning and Implementation.
- Provide technical support for Provincial/ District level Coordination and Monitoring Team.
- Explain details of TRINCAP model to other development partners by holding dialogue and seminar.

#### **<to Divisional Secretaries and frontline officers in 3 target DS divisions>**

- Formulate Divisional Implementation Team to carry out the first step expansion of TRINCAP model to 2-3 GN divisions and following activities.
- Define the members and responsibilities of the team with referring the recommended outline, make an action plan and start implementation of it.
- In the GN divisions which started Community Action Planning, utilize Gama Neguma fund basically for CAP implementation. Try to utilize other development project funds, too.
- Concentrate the resources for development in Divisional level into the activities for CAP planning and implementation. Then identify crucial shortage of resources (fund, equipment and staff) specifically.

- Modify the system to motivate frontline officers within the possible extent in Divisional level, such as reimbursement system for additional expenses made by field officers for intensive field visits or setting up of rewarding system. Then identify the area which needed approval from higher authority to modify.

**<to Chief Secretary, Government Agent and Provincial/ District level officers>**

- Formulate Provincial/ District level Coordination and Monitoring Team to back-up the activities of Divisional Implementation Team and discuss further expansion in other DS divisions.
- Define the members and responsibilities of the team with referring the recommended outline and keep functioning.
- Approve the usage of Gama Neguma fund for CAP implementation and instruct to avoid any duplication of planning and projects by streamlining development activities to TRINCAP model in the GN divisions which has CAP.
- Address the crucial shortage of resources (fund, equipment and staff) and necessary system modification identified in Divisional level.
- For the issues which can't be addressed in Provincial/District level, request central ministries necessary assistance.
- Incorporate TRINCAP model in the Training Project for Frontline Officers which will start shortly with the cooperation of JICA.
- Dialog with JICA and other development partners for the utilization of TRINCAP model into future and on-going projects to mainstream development approach and methodology.

**<to Ministry of Nation Building & Estate Infrastructure Development>**

- Give Approval and instruction to utilize Gama Neguma fund for the development projects in the GN divisions which prepared CAP.
- Coordinate with other relevant ministries such as Ministry of Finance and Planning, Ministry of Provincial Council and Local Government, Ministry of Agricultural Development and Agrarian Services and Ministry of Irrigation and Water Management, and obtain understandings on the effort in Trincomalee to mainstream development approach and methodology and supports for fund and staff allocations in line with TRINCAP model.
- Dialog with JICA and other development partners for the utilization of TRINCAP model and unification of approach and methodology for community development.
- Formulate a national guideline for efficient and effective community development through the mainstreaming of approach and methodology and utilization of learning from TRINCAP as well as other projects.

**<to Ministry of Finance and Planning>**

- Consider the financial support to the crucial shortage of budget for the efforts on expansion of TRINCAP model in Trincomalee for enhancing efficiency and effectiveness of community development activities.
- Dialog with development partners for the mainstreaming of approach and methodology for community development.

**<to JICA>**

- Dispatch necessary human resources for supporting the activities of 3 Divisional Implementation Team and Provincial/ District level Coordination and Monitoring Team for certain period based on the request from the government if there is a crucial shortage of experienced staff.
- Consider the utilization of TRINCAP model in the Training Project for Frontline Officers and other future community development projects in consultation with the government
- Dialog with other development partners for the efficient and effective collaboration on the community development projects with utilization of TRINCAP experiences.

**2. Improvement of Reference Books/ Manuals of TRINCAP Model**

**<to TRINCAP team>**

- Incorporate social consideration as examples which TRINCAP has paid for smooth implementation of the activities in Reference Books/ Manuals, e.g. assessing social background of the communities, balance among three ethnic groups, provision of opportunities for joint activities among different ethnic groups, promoting participation of the vulnerable groups etc.
- Produce some awareness creation materials such as posters in addition to Reference Books/ Manuals.

**<to Provincial/ District level Coordination and Monitoring Team>**

- Improve Reference Books/ Manuals based on the experiences gained through the replications in 3 DS divisions by the Divisional Implementation Team.

**3. Utilization of TRINCAP sub-models**

The Project created Reference Books/ Manuals in step-wise and sector-wise as sub-models. They are usable for many development activities done by government and development partners in each related sector.

**<to TRINCAP team>**

- Explain the usability of TRINCAP sub-models to other development partners and share the details of them.

**<to Chief Secretary, Government Agent and Provincial/ District level officers>**

- Consider the utilization of TRINCAP sub-models in the related activities besides the expansion of TRINCAP model.

**<to Ministry of Nation Building and Estate Infrastructure Development>**

- Disseminate TRINCAP sub-models to other related line ministries.

**<to JICA>**

- Disseminate TRINCAP sub-models to other related on-going projects.

## **5.2 Lessons Learned**

### **1. Conflict Assessment**

- Conflict assessment prior to the project is crucial to foresee possible scenario, security, political and social situation in the project areas. Though, the systematic conflict assessment has not been carried out at planning stage as well as during implementation, TRINCAP team has gathered security-related information locally through the Sri Lankan government institutions and other organizations after security situations worsened in 2006. Continuous conflict assessment during implementation of the project would help staff security as well as smooth implementation of the project. Project design and implementation structure should be reviewed if the environment drastically changes.

### **2. Community Contract**

- The Project adopted flexible approach on advance and interim payments for communities based on their capacity and it was effective to enable vulnerable groups to continue the works. This flexibility is useful for other projects which aim community empowerment through community contract.
- The Project provided technical and managerial trainings to community members before the commencement of community contracts. It was found as essential for less experienced communities to carry out works and should be adopted in other projects.
- At the beginning stage, the Project requested communities to arrange equipments for works by themselves within the contract, however during the implementation, it appeared that it is difficult for less experienced communities, then the Project decided to provide adequate equipments. For community contract, assessment of community capacity and flexible reaction is important for better quality construction and maintenance.

### **3. Agriculture/ Livestock Activities**

- The Project promoted group activities for marketing for agriculture/ livestock product, and size of groups is different considering the nature of activities. This approach for grouping is useful to accelerate towards commercialization. (e.g., poultry groups, fruits growers groups, milk collection groups, etc)
- There were some try-and-errors on the demonstration farms in the initial stage of the Project. Though it can be said as a necessary step to find appropriate technologies, conducting proper feasibility studies are also recommended for similar projects to avoid any possible problems in advance, if possible. (e.g., fruits cultivation in low land, no pasture land for livestock program, etc.)

### **4. Definition of “Model” and Adaptation Strategy**

- The stakeholders took longer time to understand the term “Model”, therefore the Model should have been clearly defined at the beginning of the project in order to give common understanding among stakeholders. Also in TRINCAP designing, feasibility consideration for adaptation through the examination on the absorbing capacity in the existing system seemed not to be done sufficiently and it caused the urgent discussions at the last stage. To plan similar projects which aim to establish model, adaptation strategy should be thought carefully before starting.

**The outline of the Provincial/ District Coordination and Monitoring Team**  
**For expansion of TRINCAP Model**

**1. Objectives**

The PCMT for expansion of TRINCAP model will coordinate different government officials; monitor the implementation of divisional action plans to ensure the expansion of TRINCAP model(s) in 3DS in the first stage and later for further expansion in Trincomalee district and other districts in Eastern Province.

**2. Members**

- Chief Secretary, EPC – Chairman
- GA or additional GA, Trincomalee District Secretariat
- Deputy chief secretary planning, EPC
- Secretary, Ministry of Agriculture, EPC
- Provincial Directors (Agriculture, Animal production and health), EPC
- Assistant commissioner of Agrarian Development, Trincomalee
- Assistant commissioner of local government
- Regional director of irrigation, Trincomalee
- Director of Centre for Information Resources and Management, EPC
- DSs or Assistant Director of Planning in 3 DS divisions (to be added other DSs)
- Secretary of Pradesha Saba
- Representative of TRINCAP team / JICA

**3. Responsibilities**

- A) To make necessary arrangements for DS level implementation teams to function.
- B) To mobilize necessary human resources to the expansion areas.
- C) To allocate sufficient funds from various sources to respective implementation agencies
- D) To promote partnership with private sectors to link with inputs suppliers and markets.
- E) To promote partnership with NGOs and INGOs to link with inputs supports and markets.
- F) To institutionalize training programs of TRINCAP models for existing government officials who are not familiar with the models and newly recruited government officials.
- G) To disseminate the TRINCAP model to the newly coming community development projects and programs.
- H) To develop methods (indicators) and mechanisms to monitor the expansion of TRINCAP model and monitor the progress of the implementation.
- I) To set up rewarding system to recognize successful institutions, officers and communities based on evaluation by communities.
- J) To revise the TRINCAP reference books and manuals based on their experiences.
- K) To report the progress quarterly to the Secretary of MoNB&EID

- L) To consider expansion of TRINCAP modes to other 8 DS in Trincomalee District as well as other districts in Eastern Province.

#### **4. Work Arrangement**

- The PCMT will meet once in a month at CS's office during the project period and once in two months after the Project period.
- The PCMT will make occasional field visit to assess and monitor the implementation

**The outline of the Divisional Implementation Team**  
**For expansion of TRINCAP Model**

**1. Objectives**

The Divisional Implementation Team will formulate and implement action plans. The team monitor the implementation of action plans to ensure the expansion of TRINCAP model(s) in the respective DS divisions.

**2. Member**

- DS - chairman
- Secretary of Pradesha Saba
- ADS/ADP
- AI, VS, DO, RDO, LDO, CDO
- GN
- Other officers appointed by DS

**3. Responsibilities/Tasks**

- A) To conduct awareness programs for officials and communities.
- B) To formulate action plans.
- C) To secure funds for implementation of activities from existing available resources.
- D) To organize communities for CAP preparations.
- E) To ensure CAP documents are prepared and declared as official documents.
- F) To implement CAPs (Sub-models) according to their priorities and resource availability.
- G) To carry out close monitoring to provide necessary technical supports and facilitations.
- H) To report the progress of implementation to the PCMT monthly.

**4. Initial Work Process (proposed)**

- In the selected 3 DS divisions, the team will arrange general awareness program with TRINCAP team.
- The team will facilitate CAP preparation activities with support of TRINCAP team.

**5. Work Arrangement**

- The teams will meet bi-weekly at respective DS offices.



## Joint Terminal Evaluation on TRINCAP

	DATE	DAY	TIME	ACTIVITY
1	6/15	Mon	14:00	Joint Team Meeting at JICA office
			16:00	Courtesy call and discussion with MoNB (Additional Sec.)
			17:00	Joint Team Meeting at MoNB
2	6/16	Tue	9:45	Courtesy call and discussion with ERD (Director)
			15:00	Discussion with EoJ
			16:00	Discussion with DAD
			17:00	Joint Team Meeting
3	6/17	Wed	8:30	Visit Tamparakamam Project site
			11:00	Discussion with frontline officers in Tamparakamam
			14:00	Discussion with Tamparakamam DS
			15:00	Joint Team Meeting
			18:00	Discussion with UNDP LDP office
4	6/18	Thu	9:30	Courtesy call and discussion with EPC
			11:30	Visit Morawewa Project site
			14:30	Discussion with Morawewa DS
			15:30	Discussion with frontline officers in Morawewa
			18:00	Discussion with NECCDEP
5	6/19	Fri	8:30	Discussion with Re-awakening Project
			12:30	Visit Kuchchaveli Project site
			13:00	Discussion with UNDP Colombo Office
			14:30	Discussion with Kuchchaveli DS
			15:30	Discussion with frontline officers in Kuchchaveli
6	6/20	Sat	11:30	Discussion with local NGO (OFFER)
7	6/21	Sun		
8	6/22	Mon	10:30	Joint Team Meeting at JICA office
9	6/23	Tue	9:00	Japanese Team Meeting
			9:30	Discussion with ADB
			14:00	Discussion with ERD (Director General)
			15:00	Discussion with MoNB (Secretary)
10	6/24	Wed	14:00	Joint Team Meeting
11	6/25	Thu	9:00	Discussion with EPC
			9:00	Field study
			11:00	Discussion with Tamparakamam DS
			15:00	Joint Team Meeting
12	6/26	Fri	9:00	Field study
			11:30	Discussion with World Bank
			15:00	Joint Team Meeting
13	6/27	Sat		
14	6/28	Sun		
15	6/29	Mon	9:00	Joint Team Meeting
			10:00	Discussion with GA
			11:30	Discussion with EPC
			13:30	Report Preparation
16	6/30	Tue	9:00	Report Preparation
			13:30	Province/District level JCC
17	7/1	Wed	10:00	National level JCC
			15:00	Report to Embassy of Japan

Duration: 4 years Ver. No.: 04

Project Name: Agricultural and Rural Development for Rehabilitation &amp; Reconstruction through Community Approach in Trincomalee

Target Area: 6 GNs in Trincomalee District Target Group: Farmers and field level officers

Date: Dec 2008

Narrative Summary	Objectively Verifiable Indicators (After 5 years of completion of the project)	Means of Verification	Important Assumptions
<p><b>Overall Goal</b></p> <p>The developed model** will be extended in Trincomalee District through which it will contribute to the activation of rural areas in the region.</p> <p><b>Project Purpose</b></p> <p>To establish a model** for the agricultural and rural development project for community rehabilitation and reconstruction in Trincomalee District</p>	<p>(1) Other 6 GN Divisions in Trincomalee District start CAP formulation.</p> <p>(2) Farmer's household income increases by 10% in 40% of farmers in target 6 present GNs.</p> <p>(1) Five technologies are transferred from core farmers to five-fold in each target GN (150 HH).</p> <p>(2) 10% increase for 60% of core farmer's income (250 HH).</p> <p>(3) 60% of JCC members at four levels recognize the project approaches and methodologies for community activation in Trincomalee District.</p> <p>(4) Materials for established approaches and methodologies are formulated.</p>	<ul style="list-style-type: none"> <li>Interviews and questionnaire surveys to District, DS and GN divisions officials</li> <li>Agricultural census</li> <li>Statistical census</li> <li>Progress Report (Project monitoring survey conducted by Project Team)</li> <li>Interview Survey</li> </ul>	<p>The number of government staff do not decline</p> <p>Security is kept in the district</p> <p>The people living in the target GNs are not displaced to out of the GNs due to the disturbance of security</p> <p>Financial support from outside is secured</p>
<p><b>Outputs</b></p> <p>(1) Community-based Organizations (CBO) are strengthened</p> <p>(2) Rural Infrastructures are improved through the Community Managed Rehabilitation</p> <p>(3) Technologies for Agriculture and livestock are enhanced.</p> <p>(4) Technologies for income generation other than agriculture and livestock are enhanced</p> <p>(5) Frontline government services on agriculture and rural development are strengthened.</p>	<p>(1)-1 Registered member increase by 5% in 60 % of participated CBOs to the Project.</p> <p>(1)-2 More than 50 CAPs are implemented.</p> <p>(1)-3 MM will be prepared in 60% of CBO meetings.</p> <p>(1)-4 Financial book and/or inventory sheet are maintained in 80 % of participated CBOs to the Project</p> <p>(2)-1 80% of planned infrastructures are improved by the Project</p> <p>(2)-2 All of rehabilitated infrastructure by the Project are utilized</p> <p>(2)-3 O&amp;M plan is prepared for all of rehabilitated infrastructure</p> <p>(3)-1 60% of core farmers increase 10% of production in Paddy.</p> <p>(3)-2 60% of core farmers continue to utilize the technology transferred under the Project for more than 2 cultivation seasons.</p> <p>(3)-3 40% of core farmers access to marketing information</p> <p>(4)-1 60% of core farmers continue the income generation practices other than agriculture and livestock introduced and assisted by the Project after training.</p> <p>(4)-2 10% of core farmers participated in marketing activities of income generation practices other than agriculture and livestock introduced by the Project into their activities</p> <p>(5)-1 Increase in the farmers who utilize the ASC and VS services by 10%.</p>	<p>(1)-1 Management record of CBOs</p> <p>(1)-2 Activity record of CBOs</p> <p>(1)-3 Activity record of CBOs</p> <p>(1)-4 Accounting record of CBOs</p> <p>(2)-1 Project's progress reports</p> <p>(2)-2 Field reconnaissance, records of organizations charged with O&amp;M responsibilities</p> <p>(2)-3 Records of organizations charged with management of infrastructures</p> <p>(3)-1 Interview survey, Project's progress reports</p> <p>(3)-2 Interview survey, Project's progress reports</p> <p>(4)-1 Interview survey, Project's progress reports</p> <p>(4)-2 Interview survey, Project's progress reports</p> <p>(5)-1 Project's progress reports</p> <p>(5)-2 Interview survey, Project's progress reports</p>	<p>No severe decline in agriculture price</p> <p>Taxes are not imposed severer than the present situation</p> <p>Any policy changes do not affect the project approaches and methodologies such as CAP and CBO.</p>

	(5)-2 40% of field extension officers utilize the agricultural and livestock practices introduced by the Project into their activities (5)-3: Regular meetings initiated by frontline officers conducted	progress reports	
<p>Activities</p> <p>1-1. Share the project concepts among stakeholders</p> <p>1-2. Review problems and constraints in existing CBOs</p> <p>1-3. Strengthen CBOs including fostering leadership</p> <p>1-4. Assist in developing CAP includes plans for improvement of rural infrastructure, agricultural training etc.</p> <p>1-5. Assist in management and implementation of CAP</p> <p>1-6. Advise in monitoring and evaluation methodologies of the activities</p> <p>2-1. Assist in development of CAP regarding rehabilitation or rural infrastructure</p> <p>2-2. Advise in procurement of materials/equipment and execution of construction contracts</p> <p>2-3. Technical advise in implementation of infrastructure constructions and rehabilitations</p> <p>2-4. Advise in O&amp;M of infrastructures</p> <p>3-1. Assist in development of CAP regarding production and marketing of agriculture and livestock</p> <p>3-2. Advise in agriculture and livestock production and marketing</p> <p>4-1: Assist in development of action plans for small-scale production and marketing other than agriculture</p> <p>4-2: Advise in sewing, food processing, hand craft and so on production</p> <p>4-3: Advise in sewing, food processing, hand craft and so on marketing</p> <p>5-1: Construct buildings and provide equipment for Agrarian Service Center (ASC) and VS office</p> <p>5-2: Provide technical and managerial trainings and study tours to the frontline officers</p> <p>5-3: Conduct seminars/awareness program for various stakeholders</p>	<p>Inputs</p> <p>&lt;Japanese Side&gt;</p> <p>1) Experts</p> <ul style="list-style-type: none"> <li>- Project Management</li> <li>- Rural Infrastructure</li> <li>- Agriculture</li> <li>- Rural Development</li> <li>- Project Coordination</li> </ul> <p>2) Training for beneficiaries and Sri Lankan C/Ps</p> <p>3) Vehicles and equipment for project management</p> <p>4) Cost for project office management (personnel, equipment, and consumables)</p> <p>5) Cost for rehabilitation of infrastructures</p> <p>6) Cost for equipment for agriculture and livestock extension activities</p> <p>&lt;Sri Lankan Side&gt;</p> <p>1) Counterparts</p> <p>2) Other supporting staff</p> <p>3) Land, buildings and facilities for project office</p> <p>4) Sharing of project office running expenses</p> <p>5) Tax exemption measures, etc.</p>	<p>Sri Lankan Government regulation of CCF is not changed drastically.</p> <p>The project area is secured and government staff and experts can continue the technologies extension work.</p> <p>The people living in the target GNs are not displaced to out of the GNs due to the disturbance of security.</p> <p>The movement of persons and goods are not restricted</p> <p>Pre-conditions</p> <p>The ceasefire agreement is continued and security is kept</p> <p>Relevant organizations agree with the implementation of the Project.</p>	

ASC: Agrarian Service Center / CAP: Community Action Plan / VS: Veterinary Surgeon / GN: Grama Niladari /DS: Divisional Secretary

CBO: Community Based Organization /O&M: Operation and Management / CCF: Community Contract Facility

\*\* a model is defined as approaches and methodologies

1. Implementation Process

Eva. Item	Aspects	Questions	Information Source	Study Methods
Implementation Process	Project Management./Risk Management	<p>1. In the risk management aspects, how did the project assess and mitigate the risks? Please give some examples of conflicts/incidents and the way the project responded to it.</p> <p>2. What kind of preventive measures were put in place to avoid conflicts or to mitigate the risks in the project at the beginning of the project? How effective were these measures?</p> <p>3. Were suitable counterparts assigned?</p> <p>4. Was appropriate coordination for aid projects done by government?</p>	<ul style="list-style-type: none"> <li>Project reports</li> <li>Experts team</li> <li>JICA SL office</li> </ul>	<ul style="list-style-type: none"> <li>Literature review</li> <li>interview surveys</li> </ul>
	Various concerns and ideas for the smooth implementation of the project	<p>1. Were there any difficulties to implement activities? Were they conflict related ones?</p> <p>2. Were there any difficulties which were not related to the conflict?</p> <p>3. How did you and other village members overcome the difficulties?</p> <p>4. What are your perceived effects regarding various capacity buildings by the project, especially by the technical assistances through hired experts by the projects?</p> <p>5. Were the assistances given at the right timing?</p> <p>6. In a case of conflicts among beneficiaries along the implementation of the activities, how the project facilitated the discussions?</p> <p>7. Or are there any mechanisms to facilitate the discussions in your community?</p> <p>8. What kind of ideas were taken to increase the participation of community members in the activities?</p>	<ul style="list-style-type: none"> <li>Beneficiaries</li> <li>Local government C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>Interview survey or Focus Group Discussion (FGD)</li> </ul>
			<ul style="list-style-type: none"> <li>CBOs</li> <li>Beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Interview survey or (FGD)</li> </ul>
			<ul style="list-style-type: none"> <li>Beneficiaries</li> <li>Local government C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>Interview survey or (FGD)</li> </ul>
			<ul style="list-style-type: none"> <li>Beneficiaries</li> <li>Local government C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>Interview survey or (FGD)</li> </ul>
	Overall view of the project	1. Does TRINCAP have a high recognition among the implementing agencies and counterparts?	<ul style="list-style-type: none"> <li>Donors</li> <li>C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>Interview survey</li> </ul>

Annex 3  
Evaluation Grid

		2. Are you satisfied by participating in the project activities? How did you contribute to the project? 3. Are you satisfied with the overall project outputs?	<ul style="list-style-type: none"> <li>▪ Beneficiaries</li> <li>▪ Local government C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interview survey (FGD) or</li> </ul>
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2. Five (5) Evaluation Items (Relevance)

Evaluation Questions			Evaluation targets	Methods
Items	Questions			
1. The degree of importance/ necessity of the project.	1.	Do you think that the project could meet your needs and community needs?	▪ Beneficiaries ▪ C/Ps officials ▪ JCC/GA	▪ Interview survey or FGD
	2.	Do you think that the project could meet the needs of NE provinces and also country needs?		
2. The degree of the priority of the project in the development agenda	1.	If the project overall goal and its approaches are consistence with the SL's county development policy and the Eastern Region Development Policy.	▪ Government policies  ▪ JICA country strategies and plans	▪ literature review  ▪ Literature review
	2.	If the project meets the Japanese ODA development policy and the JICA's county strategy and plan for SL.		
3. The relevance of project starting point (timing) and project implementation period	1.	What is your opinion about the relevance of the timing of the project starting time?	▪ Beneficiaries ▪ C/Ps officials ▪ Project, JCC/GA	▪ Interview survey
	2.	In your opinion, do you think that the fact which is the project was implemented throughout the conflict period is considered as a relevant decision? Why do you think so?		
4. The relevance of project approaches and tools	1.	Do you think that the methodology for enhancing community participation and empowerment such as CAP, CMR, various trainings, study tours, etc are considered as realistic and relevant to the social-cultural backgrounds of the target communities?	▪ Beneficiaries ▪ C/Ps officials  ▪ Beneficiaries ▪ C/Ps officials	▪ Interview survey or FGD
	2.	Do you think that the selection of target villages and target beneficiaries were done in an adequate and transparent manner?		
	3.	The measures to reduce tension created by the selection were done in an adequate manner?		
	4.	Do you think that the project outputs are favorable to you and other people in the community?		
	5.	If not, why do you think it is not favorable?		

2. Five (5) Evaluation Items ( Effectiveness )

Evaluation Questions		Evaluation targets	Methods
Items	Questions		
1. Perspectives of the achievement of the project goal	1. If five technologies are transferred from core farmers to other farmers five times more in each target GN?	▪ Core farmers	▪ Progress monitoring
	2. What is the definition of 'transferring technologies'?		
	3. Is there a forecast of increase seen?		
	4. Any important information other than figures?		
	5. If the increase in income and production among 60 % of core farmers is more than 10 % ?	▪ Core farmers	▪ Project monitoring
	6. Any evidences of increased income?		
	7. If more than 60% of JCC members at four levels recognize project approach and methodologies as a model for community activation in Tricomalee district?	▪ JCC members at 4 levels./GA Donors	▪ Interview survey
2. Other effects from outside of the project to the achievement of the project purpose	1. To what extend the project constraints such as unsafe situation, policy changes, and shortage of government staff did affect the achievement of the project purpose?	▪ Project Team	▪ Interview survey and literature review
	2. Were there any other significant constraints which affected the project to achieve its purpose?	▪ C/Ps	
	3. How did the project try to mitigate the risks?		
3. Any obstacles and difficulties which affected the achievement of the project purpose	4. Did you come across any difficulties to increase the production? or to acquire new technologies?	▪	

2. Five (5) Evaluation Items ( Efficiency )

Evaluation Questions		Evaluation targets	Methods
Items	Questions		
1. Efficiency of the Project ( inputs vs outputs)	1. Regarding output 1, what were the perceived changes among CBOs? 2. Do CBOs feel that they had enough inputs to strengthen their capacity? 3. If not, what do they need more to strengthen their capacity?	▪ CBOs	▪ Interview survey
	1. Regarding output 2, observe the infrastructure and confirm to what extend the infrastructure were improved 2. What kind of benefits were generated? 3. Observe the infrastructure and ask if there are any problems on utilization of infrastructures. 4. Observe O&M and check their quality. 5. Is there O&M fund and a plan prepared? 6. Regarding output 2, how much a project could save money by utilizing human resources in the village and local materials available in the village over all?	▪ CBOs	▪ Interview survey
	1. Regarding output 3, Observe and confirm the production of paddy. 2. Observe and confirm the utilization of technology 3. Observe and confirm the accessibility to marketing information. 4. Regarding output 3, do people perceive that the outputs increased efficiently from the aspects of inputs vs. outputs.	▪ Core farmers	▪ Interview survey
	1. Regarding output 4, Observe and confirm income generation activities and find out if there are any difficulties. 2. Observe and confirm marketing activities and find out if there are any difficulties. 3. Regarding output 4, was the productivity and efficiency perceived as increased in the income generating activities outside of agriculture? If not, why?	▪ Core farmers	▪ Interview survey



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	1. Regarding output 5, find out any problems in the utilization of such offices	Frontline officers	Interview survey
	2. find out if any problems perceived among frontline staff in terms of adopting the practice		
	3. What were the problems which made coordination meetings to be difficult to organize?	Project CBOs	Interview survey
	4. If the amount of inputs and the timing of mobilization of financial resources and material inputs did not have any problems? If there were any problems, what were they? And how the project dealt with the problems?		

2. Five (5) Evaluation Items ( Impact )

Evaluation Questions			Methods
Items	Questions	Evaluation targets	
1. Perspectives of achievement of the overall goal	1. Is it true information that agriculture department has started demo farms in other 10 DS divisions in Trincomalee district.	<ul style="list-style-type: none"><li>▪ Agriculture department</li></ul>	<ul style="list-style-type: none"><li>▪ Interview survey</li></ul>
	2. Are there any plans to extend community empowering activities using CAP approach outside of the project area in the 3 DS divisions?	<ul style="list-style-type: none"><li>▪ DS offices, district office</li></ul>	<ul style="list-style-type: none"><li>▪ Interview survey</li></ul>
	3. Is government side considering expanding TRINCAP model to other areas with financial supports from government fund or using funds from other donors?		
	4. Are there any donors having plans to duplicate the TRINCAP CAP approach and tools for implementing community empowering project?	<ul style="list-style-type: none"><li>▪ Donors</li></ul>	<ul style="list-style-type: none"><li>▪ Interview survey</li></ul>
	5. What would be considered as bottle necks to adapt and duplicate TRINCAP mode to other villages or other projects?	<ul style="list-style-type: none"><li>▪ GA</li><li>▪ C/Ps</li><li>▪ Donors</li></ul>	<ul style="list-style-type: none"><li>▪ Interview survey and direct observation</li></ul>
	6. Is there a probability of income increment in the majority of target GNs through the technical transfer from core farmers to other farmers?	<ul style="list-style-type: none"><li>▪ Farmers</li><li>▪ GN</li></ul>	<ul style="list-style-type: none"><li>▪ FGD</li></ul>
7. Unexpected positive or	1. Are there any minds and attitudinal changes which connects to reconstruction of own and community properties among beneficiaries	<ul style="list-style-type: none"><li>▪ Beneficiaries</li></ul>	<ul style="list-style-type: none"><li>▪ Interview survey</li></ul>

negative impacts	comparing after the project period with before the project period?		
2.	How do the C/P officials perceive the impact of capacity building interventions which they received from the project during the project period?	▪ C/Ps	▪ Interview survey
3.	Were there any conflicts seen between project target villages and non-target villages, also between direct beneficiaries and others?	▪ C/Ps	▪ Interview survey
4.	Were there any difficulties aroused from social, cultural and economical backgrounds of the target communities?	▪ Beneficiaries	▪ Interview survey
5.	Comparing after the project period with before, are there any changes in minds and attitudes which connect to mitigating conflicts among beneficiaries?	▪ Beneficiaries	▪ Interview survey

## 2. Five (5) Evaluation Items (Sustainability )

Evaluation Questions		Evaluation targets	Methods
Items	Questions		
1. Sustainability prospects on government service	1. Are there any possibilities that the importance of such type of project would be recognized at the district level and so that the project approach and tools can gain policy support by the district government?	▪ GA	▪ Interview survey
	2. Do the project counterparts perceive that they have gained enough understandings of the TRINCAP model and have built enough technical capacity to implement similar activities?	▪ C/Ps	▪ Interview survey
	3. Did the 3 DS offices accumulated enough experiences through project implementation and stored as institutional memory?	▪ 3 DS offices	▪ Interview survey
	4. How the eleven CAP approaches summarized by the project through project experiences perceived its importance and usefulness among donors and JCC members	▪ JCC members and donors ▪ GA	▪ Interview survey
	5. Is it a reasonable assumption that CMR is already an accepted approach and have been implemented in other projects, so that the sustainability of this approach would	▪ C/Ps	▪ Interview survey

Annex 3  
Evaluation Grid

	be high?		
Sustainability prospects on target community	1. Do you think that CBOs are strengthened enough to be sustainable?	▪ CBO	▪ Interview survey
	2. If not, what are the problems?		
	3. Is this a right assumption which CBOs organizational capacities have been improved financially through community contract scheme, therefore, community infrastructures will be operated and maintained well?		
	4. Have community empowered technically and financially to sustain and develop their economic activities?	▪ Beneficiaries	▪ Interview survey
	5. If CBOs are feeling not sustainable instead, what were main causes of the problem?	▪ CBOs	▪ Interview survey

No. of Restricted Days for Working in Trincomalee75

## (1)-2 Experts (Sri Lankan)

No	Name of Counterpart		Designation	Term of Assignment		FY2005	FY2006	FY2007	FY2008	FY2009
				From	To					
1	Mr.	K.Kirupakaran	Office Manager	10-Feb-06	15-Oct-09	✓	✓	✓	✓	✓
2	Mr.	M.Subhakaran	Accountant	01-Mar-06	15-Oct-09	✓	✓	✓	✓	✓
3	Mr.	P.Umaamakeswaran	Computer Operator	16-Nov-06	15-Oct-09		✓	✓	✓	✓
4	Ms	A.Yoganayagi	Office Assistant	23-Oct-06	31-Aug-08		✓	✓	✓	
5	Ms	B.Lathamaheswary	Secretary	01-Apr-07	30-Sep-09			✓	✓	✓
6	Ms.	S.Johny	Office Assistant	14-Feb-06	31-Mar-08	✓	✓	✓		
7	Ms.	B.Chandra Mary	Security Guard	09-Apr-07	31-Mar-08			✓		
8	Mr.	S.SathiyaSeelan	Security Guard	01-May-07	15-Oct-09			✓	✓	✓
9	Ms.	Ghurshitha	Secretary	13-Feb-06	12-Mar-07	✓	✓			
10	Mr.	V.Sunthararuban	Computer Operator	20-Feb-06	30-Jun-07	✓	✓			
11	Ms.	T.Thushitha	Office Assistant	02-Aug-06	30-Nov-06		✓			
12	Mr.	R.Kissokanth	Driver	06-Mar-06	15-Oct-09	✓	✓	✓	✓	✓
13	Mr.	M.S.M.Rafeek	Driver	06-Mar-06	15-Oct-09	✓	✓	✓	✓	✓
14	Mr.	P.Ratneswarasingam	Driver	01-Nov-06	13-Oct-08		✓	✓	✓	
15	Mr.	R.Muhunthan	Driver	06-May-06	31-Mar-08		✓	✓		
16	Mr.	P.Senthil Nathan	Driver	25-Apr-07	31-Mar-08			✓		
17	Mr.	J.C.Sadaruan	Driver	06-Mar-06	30-Oct-06	✓	✓			
18	Mr.	T.C.Emmanuel	Deputy Chief Advisor	22-Feb-06	31-Dec-06	✓	✓			
19	Mr.	J.M.Tikiri Banda	Institutional Expert	09-Feb-06	15-Oct-09	✓	✓	✓	✓	✓
20	Mr.	E.P.Thushan	Facilitator	02-Dec-05	30-Sep-09	✓	✓	✓	✓	✓
21	Mr.	P.Prakash	Facilitator	06-Feb-06	30-Sep-09	✓	✓	✓	✓	✓
22	Mr.	C.Chandrakumar	Institutional Assistant	01-Jul-06	13-Jul-07		✓	✓		
23	Mr.	S.Maheshwaran	Institutional Assistant	16-Jul-07	30-Sep-09			✓	✓	✓
24	Ms.	J.Rifka Banu	Office Assistant	03-Mar-06	27-Jul-06	✓	✓			
25	Mr.	S.A.Jabbar	Rural Infrastructure Design/Construction Engineer	01-Mar-06	15-Oct-09	✓	✓	✓	✓	✓
26	Mr.	V.Sithamparanathan	Draftman	20-Feb-06	31-Dec-08	✓	✓	✓	✓	
27	Mr.	A.R.Irfan	Infrastructure Assistant	20-Nov-06	31-Mar-08		✓	✓		
28	Mr.	T.Hariharan	Technical Officer	01-Jul-06	30-Sep-09		✓	✓	✓	✓
29	Mr.	S.Prasath	Field Supervisor	10-Aug-06	31-Mar-08		✓	✓		
30	Mr.	S.Jegatheeswaran	Field Supervisor	07-Aug-06	30-Sep-09		✓	✓	✓	✓
31	Mr.	J.H.Dharmasekara	Agriculture and Marketing Expert	09-Feb-06	31-Mar-08	✓	✓	✓		
32	Mr.	M.Thilipan	Agriculture Assistant	18-Dec-06	12-May-08		✓	✓	✓	
33	Ms.	M.Cumaraswamy	Veterinary Surgeon	01-Mar-07	21-Aug-07		✓	✓		
34	Mr.	P.Kannathasan	Livestock Officer	01-Dec-06	15-Oct-09		✓	✓	✓	✓
35	Mr.	S.Thayaparan	Livestock Officer	23-Jul-07	15-Oct-09			✓	✓	✓
36	Mr.	E.L.Annes	Agriculture Field Assistant	14-May-07	10-Jun-08			✓	✓	
37	Mr.	T.M.P.U.Kumarsingha	Agriculture Field Assistant	14-May-07	30-Sep-09			✓	✓	✓
38	Mr.	P.Vathanan	Agriculture Field Assistant	18-Jun-07	30-Sep-09			✓	✓	✓
39	Mr.	M.S.Rinoos	Agriculture Assistant	01-Jun-06	30-Nov-06		✓			
40	Mr.	M.Shanthikumar	Agriculture Expert	01-Jan-08	15-Oct-09			✓	✓	✓
41	Ms.	N.Sujikala	Office Assistant	01-June-08	30-Sep-09				✓	✓
42	Mr.	K.Pathmanathan	Driver	01-June-08	15-Oct-09				✓	✓
43	Mr.	M.S.Rinoos	Agriculture Assistant	01-Jun-08	15-Oct-09				✓	✓
44	Mr.	S.Gunarathna	Driver	01-Aug-08	15-Oct-09				✓	✓
45	Ms.	K.Priyatharshini	Facilitator	25-Jun-08	30-Sep-09				✓	✓
46	Ms.	S.Sivaranjani	Radio Operator	11-Aug-08	30-Sep-09				✓	✓
47	Mr.	TF. Rizwan	Driver	07-Jun-08	15-Oct-09				✓	✓
48	Mr.	R.Manoharan	Driver	01-Nov-08	15-Oct-09				✓	✓
49	Mr.	U.Asanka	Agriculture Assistant	11-Aug-08	30-Sep-09				✓	✓
50	Mr.	M.Azwer	Agriculture Assistant	01-Jun-08	30-Sep-09				✓	✓
51	Mr.	P.A.S.Fernando	Agriculture Assistant	01-Jun-08	30-Sep-09				✓	✓
52	Mrs.	S. Minon	Security guard	13-Feb-08	30-Sep-09			✓	✓	✓

## (2) Assignment of Counterpart

No	Designation	Name of Counterpart	Term of Assignment		FY2005	FY2006	FY2007	FY2008	FY2009
			From	To					
1	Secretary, MNBD & EID	Mr. M.S.Jayashinghe	01-Nov-05	01-Dec-06	✓	✓			
2	Secretary, MNBD & EID	Mr. J.R.Dissanayake	01-Dec-06	31-Mar-07		✓			
3	Secretary, MNBD & EID	Mr. W.K.K.Kumarasiri	01-Apr-07				✓	✓	✓
4	Senior Advisor, MNBD & EID	Mr. M.S.Jayashinghe	01-Dec-06			✓	✓	✓	✓
5	Additional Secretary, MNBD & EID	Mr. M.I.S. Ahamed	01-Jun-06	(11-Jan-09)	✓	✓	✓	✓	✓
6	Director General of Irrigation Department / Department of Irrigation Headquarter	Mr. B.M.S. Samarasekara	01-Nov-05	20-Dec-07	✓	✓	✓		
7	Director General of Irrigation Department / Department of Irrigation Headquarter	Mr. I.P.S. Somasiri	20-Dec-07				✓	✓	✓
8	Commissioner General, Ministry of Agrarian Services and Development of Director of Department or External	Mr. D.D. Waniganayaka	01-Nov-05		✓	✓	✓	✓	✓
9	Resources / Ministry of Finance and Director of Department or External	Mr. M.P.D.U.K. Mapa Pathirana	01-Nov-05	26-Feb-08	✓	✓	✓	✓	
10	Resources / Ministry of Finance and Chief Secretary, North East Provincial Council	Ms. Chrishanthi Kapugodha	17-Feb-08					✓	✓
11		Mr. Rangaraja	01-Nov-05	31-Mar-07	✓	✓			
12	Chief Secretary, Eastern Provincial Council	Mr. H.Abeyeweera	01-Apr-07	16-Jul-07			✓		
13	Chief Secretary, Eastern Provincial Council	Mr. M.D.A.G. Rodrigo	31-Jul-07	31-Mar-07			✓		
14	Chief Secretary, Eastern Provincial Council	Mr. V.P.Balasinghem	01-Apr-08					✓	✓
15	Deputy Chief Secretary, North East Provincial Council	Mr. S.M.Croos	01-Nov-05	01-Jan-07	✓	✓			
16	Deputy Chief Secretary, Eastern Provincial Council	Ms. Ramachandiran	16-Jan-07	31-Mar-07		✓			
17	Deputy Chief Secretary, Eastern Provincial Council	Mr. V.Mahandhirarajah	01-Apr-07				✓	✓	✓
18	Secretary, Ministry of Agriculture, Land, Livestock, Irrigation and Fishery, Eastern	Mr. A.R.M.Mahrouf	01-Nov-05	03-Apr-09	✓	✓	✓	✓	
19	Secretary, Ministry of Agriculture, Land, Livestock, Irrigation and Fishery, Eastern	Mr. K.Pathumanathan	11-Apr-09	(acting)					✓
20	Director of Planning, Ministry of Agriculture, Land, Livestock, Irrigation and	Mr. Gnanachandran	01-Apr-06	31-Dec-08	✓	✓	✓	✓	
21	Director of Planning, Ministry of Agriculture, Land, Livestock, Irrigation and	Mr. R.Gnanasekaran	06-Jan-09					✓	✓
22	Provincial Director, Department of Animal Production and Health, Eastern Province	Dr. Sivaparalingam	01-Nov-05	31-Jul-07	✓	✓	✓		
23	Provincial Director, Department of Animal Production and Health, Eastern Province	Dr. T.K. Thavarasan	01-Aug-07				✓	✓	✓
24	Deputy Provincial Director, Department of Animal Production and Health, Eastern	Dr. T.K.Thavarajan	01-Nov-05	28-Dec-06	✓	✓			
25	Deputy Provincial Director, Department of Animal Production and Health, Eastern	Dr. F. G. Anton	06-Jan-07				✓	✓	✓
26	Provincial Director, Department of Agriculture, North East Province	Mr. Gnanachandran	01-Nov-05	31-Mar-06	✓				
27	Provincial Director, Department of Agriculture, Eastern Province	Mr. Supramaniam	01-Apr-06	01-Jan-07		✓	✓		
28	Provincial Director, Department of Agriculture, Eastern Province	Mr. K.Pathumanathan	04-Jan-07				✓	✓	✓
29	Government Agent, Trincomalee District	Mr. K.G.Leelananda	01-Nov-05	30-Jun-06	✓	✓			
30	Government Agent, Trincomalee District	Mr. Major General T. T. R. De Silva	23-Oct-06			✓	✓	✓	✓
31	Additional Government Agent, Trincomalee District	Mr. A.Nadarajah	01-Nov-05		✓	✓	✓	✓	✓
32	Deputy Director Planning, Trincomalee District	Mr. P.Sundaralingam	01-Nov-05		✓	✓	✓	✓	✓
33	Assistant Commissioner, Department of Agrarian Development	Mr. V. Ravichandran	01-Nov-05	30-Jun-06	✓	✓			
34	Assistant Commissioner, Department of Agrarian Development	Ms. P. Naamagal	01-Jul-06			✓	✓	✓	✓
35	Technical Officer, Department of Agrarian Development	Mr. Singarayar	01-Nov-05		✓	✓	✓	✓	✓
36	Regional Director of Irrigation, Trincomalee	Eng. S. Shanmugasivananthan	01-Nov-05		✓	✓	✓	✓	✓
37	Chief Engineer, RDI	Eng. Ponbalasinghem	01-Nov-05	01-Jan-09	✓	✓	✓	✓	✓
38	Chief Engineer, RDI	Eng. Kogulanathan	26-Jan-09						✓
39	Irrigation Engineer, Kantalai	Eng. Jayathilake	01-Nov-05	25-Mar-08	✓	✓	✓		
40	Irrigation Engineer, Kantalai	Eng. L. Kanankage	06-Mar-08				✓	✓	✓
41	Irrigation Engineer, Gomarankadawela	Eng. K. Subramaniam	01-Nov-05	25-Mar-08	✓	✓	✓		
42	Irrigation Engineer, Gomarankadawela	Eng. R.Poobalaratnam	26-Mar-08				✓	✓	✓
43	Engineering Assistant, Kantale	Mr. M. Siraj	01-Nov-05		✓	✓	✓	✓	✓
44	District Veterinary Surgeon, Department of Animal Production & Health, Trincomalee	Dr. F. G. Anton	01-Nov-05	11-Sep-07	✓	✓	✓		

No	Designation	Name of Counterpart		Term of Assignment		FY2005	FY2006	FY2007	FY2008	FY2009
				From	To					
45	District veterinary Surgeon, Department of Animal Production & Health, Trincomalee	Dr.	S. Nizamdeen	11-Sep-07				✓	✓	✓
46	Deputy Director, Department of Agriculture, Trincomalee District	Mr.	A.S.M. Harees	01-Nov-05	20-Jun-08	✓	✓	✓	✓	
47	Deputy Director, Department of Agriculture, Trincomalee District	Mr.	P.Ugananthan	20-Jun-08					✓	✓
48	Agriculture Officer, Department of Agriculture, Trincomalee District	Mr.	P.Ugananthan	01-Nov-05	31-Dec-06	✓	✓			
49	Agriculture Officer, Department of Agriculture, Trincomalee District	Mr.	Mrs. Vethiaraniyam	31-Dec-06			✓	✓	✓	✓
50	Acting Deputy Director, Department of Agriculture, Trincomalee District	Mr.	Shantikumar	01-Nov-05	14-Oct-07	✓	✓	✓		
51	DS Morawewa	Ms.	I. D. P. Wijetillake	01-Nov-05		✓	✓	✓	✓	✓
52	DS Thampalakamam	Mr.	A. Singarayar	01-Nov-05	05-Jul-08	✓	✓	✓	✓	
53	DS Thampalakamam	Mr.	LDK. Thenakoon	06-Jul-08					✓	✓
54	DS Kuchchaveli	Mr.	N. Selvanayagan	01-Nov-05	26-Jun-08	✓	✓	✓	✓	
55	DS Kuchchaveli	Mr.	P.Umaamaheswararan	26-Jun-08					✓	✓
56	RDO Morawewa	Ms.	Nadesha De Silva	01-Nov-05		✓	✓	✓	✓	✓
57	RDO Thampalakamam		No staff	01-Nov-05	30-Apr-07	✓	✓	✓		
58	RDO Thampalakamam	Mr.	M.A.M. Nazaar	03-Aug-07	03-Jun-08			✓	✓	
59	RDO Thampalakamam	Mr.	K. Varatharajah	12-Sep-08	07-May-09				✓	✓
60	RDO Thampalakamam	Mr.	Mr.M.A.M.Nazaar	07-May-09						✓
61	RDO Kuchchaveli	Mr.	S. Sathesnan	01-Nov-05	31-Dec-08	✓	✓	✓	✓	
62	RDO Kuchchaveli	Mrs	RM Salmon	02-Jan-09					✓	✓
63	AI Morawewa	Ms.	A.H.M. Asker	01-Nov-05	17-Apr-08	✓	✓	✓	✓	
64	AI Pankulam	Mr.	Jaizil Jazard	01-Jul-08					✓	✓
65	AI Pankulam	Mr.	D.M.G.S. Dissanayake	01-Jul-08					✓	✓
66	AI Thampalakamam	Mr.	S. Suthaharan	01-Nov-05	30-Nov-07	✓	✓	✓		
67	AI Thampalakamam	Mr.	M.U.M. Mujahidh	01-Sep-07				✓	✓	✓
68	AI Mullipottanai	Ms.	Nadeeka	01-May-06	31-Dec-06	✓	✓			
69	AI Mullipottanai	Mr.	Thushiyanthan	01-Jan-07	30-Jun-08		✓	✓	✓	
70	AI Mullipottanai	Mr.	EL. Anees	11-Jul-08					✓	✓
71	AI Nilaveli	Mr.	Magarajah	01-Nov-05	04-Apr-08	✓	✓	✓	✓	
72	AI Nilaveli	Mr.	K.Nishanthan	15-Jul-08					✓	✓
73	DO Pankulam (concurrent with DO Thampalakamam)	Mr.	K. Manokanthan	01-Nov-05		✓	✓	✓	✓	✓
74	DO Thampalakamam	Mr.	T.Perinpanayagam	01-Nov-05	31-Dec-06	✓	✓			
75	DO Thampalakamam (concurrent with DO Pankulam)	Mr.	K. Manokanthan	01-Jan-07			✓	✓	✓	✓
76	DO Mullipothana	Mr.	Iqbal	01-Nov-05	09-Apr-07	✓	✓	✓		
77	DO Mullipothana	Mr.	K.M.Siraj	10-Apr-07	31-Aug-08			✓	✓	
78	DO Mullipottana	Mr	M.F.M.Shafce	01-Sep-08					✓	✓
79	DO Nilaveli	Mr.	Farees	01-Nov-05	01-Aug-07	✓	✓	✓		
80	DO Nilaveli	Mrs.	N. Nirmala Senthival	02-Aug-07				✓	✓	✓
81	VS Morawewa	Dr.	Nalaka Meemaduawa	02-Oct-06	20-Apr-09		✓	✓	✓	✓
82	VS Morawewa	Dr.	Sumithra Jayasinghe	20-Apr-09						✓
83	VS Thampalakamam	Dr.	M. Kumaraswamy	01-Nov-05	27-Nov-06	✓	✓			
84	VS Thampalakamam	Dr.	R. Arunthavaraja	28-Nov-06	04-May-09		✓	✓	✓	✓
85	VS Thampalakamam	Dr.	Somali Nanayakara	20-Apr-09						✓
86	VS Nilaveli	Dr.	Puvanthiran	04-Mar-06	01-Feb-09	✓	✓	✓	✓	
87	VS Nilaveli (Acting)	Dr.	R. Arunthavaraja	01-Feb-09					✓	✓
88	LDI Morawewa	Mr.	Ajith	01-Nov-05	26-Mar-07	✓	✓			
89	LDI Morawewa	Mr.	Mr.Sujith Pratheep jayasundhara	01-Dec-07				✓	✓	✓
90	LDI Thampalakamam	Mr.	A.L. Abdul Latheef	01-Nov-05	18-Feb-08	✓	✓	✓		

No	Designation	Name of Counterpart	Term of Assignment		FY2005	FY2006	FY2007	FY2008	FY2009
			From	To					
91	LDI Thampalakamam	Mr. Suresh	01-Jun-06	01-Feb-07		✓			
92	LDI Thampalakamam	Mr. S.Sriskantharajah	01.Feb.07			✓	✓	✓	✓
93	LDI Nilaveli	Ms. Marathiabiran	01-Nov-05	31-Jan-07	✓	✓			
94	LDI Nilaveli	Mrs. Mangayathilalam	16-Feb-06		✓	✓	✓	✓	✓
95	LDI Nilaveli	Mr. Karunairaj	01-Feb-07	01-Feb-08		✓	✓		
96	LDI Nilaveli	Mr. S.Yogarajah	06-Feb-08				✓	✓	✓
97	Grama Niladari Paniketiyaawa	Mr. K.S. Disanayake	01-Nov-05	31-Dec-06	✓	✓			
98	Grama Niladari Paniketiyaawa	Ms. Anoma Damayandi	01-Jan-07			✓	✓	✓	✓
99	Grama Niladari Nochchikulam	Mr. W.H. Nihal Wijenanda	01-Nov-05	31-Dec-06	✓	✓			
100	Grama Niladari Nochchikulam	Mr. Jayantha Manawata	01-Jan-07	14-Nov-08		✓	✓	✓	
101	Grama Niladari Nochchikulam	Mr. Nalliya Varatharajah	22-Dec-08					✓	✓
102	Grama Niladari Thampalakamam	Mr. S. Arunagirinather	01-Nov-05		✓	✓	✓	✓	✓
103	Grama Niladari Mullipothana	Mr. A.C.A. Fareed	01-Nov-05	31-Dec-06	✓	✓			
104	Grama Niladari Mullipothana	Mr. Sunil Weeravikirama	01-Jan-07			✓	✓	✓	✓
105	Grama Niladari Velloor	Mr. V.Paramaguru	01-Nov-05	01-Jun-06	✓	✓			
106	Grama Niladari Velloor	Mr. S.Chandrakumar	02-Jun-06			✓	✓	✓	✓
107	Grama Niladari, Nilaveli	Mr. S. Nithalingam	01-Nov-05	31-Dec-06	✓	✓			
108	Grama Niladari, Nilaveli	Mr. Y. Chandrakumaran	01-Jan-07	31-Aug-07		✓	✓		
109	Grama Niladari, Nilaveli	Mr. S.Chandrasekaram	01.Sep.07				✓	✓	✓



## (3) Training

## (1) Counterpart Training in Japan

No	Name of Counterpart	Field in charge	Name of training Course	Term of Training		FY2005	FY2006	FY2007	FY2008	FY2009
				From	To					
1	Mr. S.M. Croos	Deputy Chief Secretary of North East Provincial Council	Participatory Agricultural and Rural Development	05-Nov-06	14-Nov-06		✓			
2	Mr. T. T. R. De Silva (Major General)	Government Agent / District Secretary, Trincomalee District	Participatory Agricultural and Rural Development	05-Nov-06	14-Nov-06		✓			
3	Mr. A.S.M. Harees	Deputy Director of Agriculture, Trincomalee	Participatory Agricultural and Rural Development	05-Nov-06	14-Nov-06		✓			
4	Mr. P. Sundaralingam	Director Planning, District Planning Secretariat, Livestock Development	Participatory Agricultural and Rural Development	08-Sep-07	22-Sep-07			✓		
5	Mr. A.L.A. Lathief	Officer, Department of Animal Regional Director of Irrigation	Participatory Agricultural and Rural Development	08-Sep-07	22-Sep-07			✓		
6	Mr. S. Shanmugasivananthan	Office of Regional Director of	Participatory Agricultural and Rural Development	08-Sep-07	22-Sep-07			✓		

## (2) Seminars, Workshops or Trainings conducted in Sri Lanka

c) Seminars, Workshops or Trainings conducted in Sri Lanka									
No	Name of Training	Village	No. of Participants (Total)		FY2005	FY2006	FY2007	FY2008	FY2009
			Farmers	Gov. Staff					
CAP Workshop									
1	CAP Workshop	Tham/Mul/Nil/Pani/Noch/Vel	699	36	✓	✓	✓		
2	CAP Monitoring and Evaluation Training	Tham/Mul/Nil/Pani/Noch	55	1		✓			
3	CAP Review Workshop	Tham/Mul/Nil/Pani/Noch	499	8			✓	✓	
CBO Strengthening Training									
4	CBO Management Training	Tham/Mul/Nil/Pani/Noch/Vel	171	7		✓		✓	
5	CBO Financial Management Training	Tham/Mul/Nil/Pani/Noch/Vel	205	17		✓		✓	
6	Construction and Contract Planning Training	Tham/Mul/Nil/Pani/Noch/Vel	308	25		✓	✓	✓	
7	Construction and Final Management Training	Tham/Mul/Nil/Pani/Noch/Vel	181	13		✓	✓	✓	
8	CBO Financial Management Training	Tham/Mul/Nil/Pani/Noch/Vel	258	19		✓		✓	
9	Leadership Training	Tham/Mul/Nil/Pani/Noch	108	6		✓	✓		
10	Water Management Training	Tham/Mul/Nil/Pani/Noch/Vel	84	6		✓			
11	Operation and Maintenance Training	Tham/Mul/Nil/Pani/Noch/Vel	200	10		✓	✓	✓	
Agriculture and Livestock Training									
12	Promotion of Agriculture Technology and Farm House Management	Tham/Mul/Nil/Pani/Noch	138	63		✓			
13	Advanced Technology of Paddy Cultivation	Tham/Mul/Nil/Pani/Noch	386	3(AI) + 16		✓		✓	✓
14	Self Seed Paddy Production	Tham/Mul/Nil/Pani/Noch	55	2(AI) + 6		✓	✓	✓	✓
15	Carbonized Paddy Husk Preparation	Tham/Mul/Nil/Pani/Noch	-	2(AI, Samurdi)		✓			
16	Pest and Diseases Control in Paddy Cultivation	Tham/Mul/Nil/Pani/Noch	310	1(DOA) + 8		✓	✓	✓	
17	Weed management	Tham/Mul/Nil/Pani/Noch	164	1(DOA) + 8		✓	✓	✓	
18	Field Visit Day of Farmers with Government Frontline Staff (Paddy Demonstration Farm)	Tham/Mul/Nil/Pani/Noch	95	8(DOA)		✓	✓	✓	
19	OFC Farming and Fruit Crop Cultivation	Mul/Nil/Pani	126	5(AI) + 18		✓		✓	✓
20	Pest and Disease Control in OFC	Mul/Nil/Pani	32	2		✓		✓	✓
21	Soil Fertility Management	Mul/Nil/Pani	98	3			✓		
22	Introduction of Agricultural Machinery	Tham/Mul/Nil/Pani/Noch	126	1(DO) + 2		✓		✓	
23	Two wheel Tractor Training in FMTC Anuradhapura	Tham/Mul/Nil/Pani/Noch	25	3(AI)		✓			
24	Milk Production and Improvement of Milk Quality	Tham/Mul/Nil/Pani	52	2(VS)		✓			
25	Cattle Management	Tham/Mul/Nil/Pani/Noch	139	9(VS, LDI)		✓	✓	✓	
26	Goat Management	Tham/Mul/Nil/Pani/Noch/Vel	266	15		✓	✓	✓	
27	Poultry Management	Tham/Mul/Nil/Pani	149	7		✓	✓	✓	
28	Field Visit Day with Farmers (Livestock Demonstration Farm)	Tham/Mul/Nil/Pani/Noch	101	9			✓	✓	
Income Generation Training									
29	Preparation of Value Added Product based on vegetables & fruits	Tham/Mul/Nil/Pani/Vel	26	0			✓	✓	
30	Yogurt, Curd and Ice Packet Production	Tham/Nil	86	6			✓		
31	Cement Related Products	Mul/Nil	7	0			✓	✓	
32	Post Harvest Technology (Parboil rice processing)	Mul/Pani	-	-			✓	✓	
33	Handy Craft Training (Pan Craft)	Mul/Pani/Noch	1250	9			✓	✓	
34	Handy Craft Training (Palmyra Craft)	Tham/Mul/Nil/Vel	23+22(6months), 8(2months)	0			✓	✓	✓
35	Sewing Training (Manual training)	Pani/Noch/Nil	23+33 (8months)	0			✓	✓	
36	Sewing Training (Advance training)	Mul/Pani/Noch/Nil	13(11 days), 11(3days)	0			✓	✓	
37	Sewing Training (Fabric painting)	Mul/Pani/Noch/Nil/Vel	20+10(4days), 15(8days), 14(3days)	0				✓	✓
Seminar									
38	TRIMCAP Model Seminar	Habarana	0	49				✓	

## (4) Equipment donated by JICA

Series. No.	Names of equipment	No. of Equipment	custody place				Frequency of Use(*)	remark
			Trincomalee	Divisional sub office	CBO	Colombo		
1	4WD Land Cruiser No.	1	1				a	
2	Toyota Hilux 4WD Double Cab	3	3				a	
3	Motor Bike(Hero honda)	4		4			a	
4	Motor Bike(TVS)	4		4			a	
5	Pick up cover	3	3				a	
6	20KVA Generator	1	1				b	
7	5KVA Generator	1	1				d	
8	Portable Generator	1	1				c	
9	Multimedia Projector	1	1				b	
10	Photocopy Machine	2	2				a	
11	Desktop Computer with software office XP	6	6				a	
12	Desktop Computer	2	2				a	
13	HP A4 Laser Printer(Black & White)	2	2				a	
14	HP A4 Laser Printer(Color)	2	2				a	
15	HP scanjet	1	1				b	
16	Cannon inkjet printer(A3)	1	1				a	
17	Mobile inkjet printer(A4)	2	2				a	
18	Software(Autocad)	2	2				a	
19	Software(Illustrator)	1	1				d	
20	Switch for network	2	2				a	
21	External Hard Disk	3	3				a	
22	Projector Screen	2	2				b	
23	Fax Machine	2	1			1	a	
24	Mobile Phone	15	15				a	
25	Internal Telephone System	1set	1set				a	
26	Digital Camera	8	8				a	
27	Conference table with 10 Chairs	1set	1set				a	
28	Video Camera (Handy)	1	1				b	
29	DVD Writer	1	1				b	
30	Air Conditioner	4	4				a	
31	Refrigerator	1	1				a	
32	Safety box	1	1				a	
33	Binding Machine	1	1				a	
34	Water Dispenser	1	1				a	
35	HP Laptop Computer	3	3				a	
36	4wheel tractor	2			2		b	
37	2wheel tractor	4			4		b	
38	Power sprayer	2	1		1		c	
39	Knapsack sprayer	4			4		c	
40	Combine harvester	1			1		c	
41	Combine harvester	1			1		c	
42	Water pump	14	4		10		b	OFC demonstration
43	Grass Cutter	3	1		2		c	Irrigation canal maintenance
44	Comet	1	1				c	Harvest training
45	Hook Gage	1	1				c	Cultivation training
46	Electric Calculator	1	1				c	Yield survey
47	Cow	11			11		a	Cattle demonstration
48	Tamping Rammer	4	1		3		b	
49	Slump Corn	5	4		1		d	Construction training
50	Survey equipment (Total station)	1set	1set				b	Construction Supervision
51	Video Camera for documentary	1	1				b	Video documentary
52	Seed Cleaner with thresher	4			4		c	Self Seed Paddy
53	Seed Cleaner	7			7		c	Self Seed Paddy
54	Row Seeder	19			19		c	Paddy demonstration
55	Rice milling machine	2			2		c	Post harvest

\* Classification of the frequency of use of the equipment

rank	frequency
a	used frequently(daily)
b	used well (1-3 times in a week)
c	used in specific season(s) only
d	not so much used(3-11 times in a year)
e	not used by specific reason

**(5) Local Cost Implementation****Japanese Side**

Unit: Rs 1,000

Budget Item	2005	2006	2007	2008	2009	Total
1) Training, Office and National Experts	6,619	22,374	32,800	37,868	19,765	119,426
2) Construction of Infrastructure	0	15,776	20,423	7,556	3,169	46,924
3) Meeting Expenditure	0	3	26	12	16	57
4) Procurement of Machinery and Equipment	3,910	3,072	1,765	1,011	0	9,758
5) Transportation of Equipment	0	78	164	339	310	891
6) Sub contract to local consultant	0	881	1,662	120	1,375	4,038
JICA Sri Lanka office (Machinery and Equipment)	4,597	9,313	0	0	0	13,910
Total	15,126	51,497	56,840	46,906	24,635	195,004

**Sri Lankan Side****Central Government**

Unit: Rs 1,000

Budget Item	2005	2006	2007	2008	2009	Total
Office Rental Charge	60	240	240	240	200	540
VAT for JICA Vehicle (4 cars)		21,857				21,857
VAT for Construction of Veterinary Surgeon			795			795
VAT for Production of Video Documentary			233			233
Import Duty for Video Camera				147		147
						0
Total	60	22,097	1,268	387	200	23,572

**Provincial Council**

Unit: Rs 1,000

Budget Item	2005	2006	2007	2008	2009	Total
Total	0	0	0	0	0	0

**District Secretariat**

Unit: Rs 1,000

Budget Item	2005	2006	2007	2008	2009	Total
Total	0	0	0	0	0	0

ANNEX 5  
Accomplishment Grid

1. Accomplishment of the Project

Items	Indicators	Result	Means of Verification	Study Methods
Overall Goal (expectation)	1. Other 6 GN Divisions in Trincomalee District start CAP formulation.	There are several positive aspects and negative aspects seen to achieve Overall Goal. <u>Positive aspects</u>	-Interviews and questionnaire surveys to District, DS and GN divisions officials -Agricultural census -Statistical census	-Literature review -Interview survey
	2. Farmer's household income increases by 10% in 40% of farmers in target 6 present GNs.	(1) Income generation ventures and community contract approach are highly appreciated by beneficiaries and government officials. (2) Project addresses different categories of beneficiaries (vulnerable and average) and brings them to the next step. (3) The models (reference documents) and manuals are formulated and ready for use by stakeholders in the development work and community members. (4) Chief Secretary of EPC and Government Agent of Trincomalee agreed to utilize Gama-Neguma fund to implement CAP. Officers in charge of related projects of development partners made favorable comments on the possibility to utilize TRINCAP model. <u>Negative aspects</u> (1) Some factors such as shortage of government frontline officers, financial constraints and lack of mobility and incentives for monitoring of villages might hinder the achievement of overall goal. (2) There is negative perception seen among frontline officers, which is that intensive supports provided by the project staff could not be possible by the existing system (3) Community development works require constant facilitations, but government frontline officers feel insufficiency in such skills due to lack of experiences. (4) Unexpected outbreak of diseases among food crops and animals, unexpected harmful climate conditions and unexpected market failure might temporarily hamper the extension of successful practice in the area in the future.	-Project progress report	-Literature review

ANNEX 5  
Accomplishment Grid

Project Purpose	1. If five technologies are transferred from core farmers to 311 HH of farmers in target GNs all together.	<ul style="list-style-type: none"> <li>Technologies are transferred from core farmers to 311 HH of farmers in target GNs all together.</li> <li>Three to seven technologies were transferred in each village.</li> <li>Technologies of paddy cultivation, OFC home gardening, small orchard, cattle farming, handicraft and sewing are transferred significantly increased.</li> <li>There is a positive perspective to increase more in every technology.</li> </ul>	-Progress Report (Project monitoring survey conducted by Project Team) -Interview Results	-Literature review -Interview survey
	2. If the increase in income and production among 60 % of core farmers is more than 10 % ?	<ul style="list-style-type: none"> <li>Out of selected 90 core farmers at random, 78% (70) of core farmers increased their income more than 10%</li> <li>Some farmers could not grow agriculture products due to severe climate conditions such as draught, some farmers changed work from other income generation activities to livestock, so that the income of such farmers decreased temporarily.</li> </ul>		
	3. If more than 60% of JCC members at four levels recognize project approach and methodologies as a model for community activation in Tricomalee district?	<ul style="list-style-type: none"> <li>Every JCC members as well as other stakeholders whom the evaluation team interviewed commented as TRINCAP model is useful for community activation. Though the evaluation team could not meet some JCC members, the recognition percentage is certainly higher than 60%.</li> <li>Some development partners who were interviewed commented as TRIMCAP model is useful for community empowerment.</li> </ul>		
	4. If material for established approaches and methodologies are formulated.	<ul style="list-style-type: none"> <li>TRINCAP approaches and methodologies are being compiled as 11 TRINCAP sub-models per each subject. These sub-models are drafted through the discussion with government technical officers and have good quality. Also 12 training manuals are already prepared.</li> </ul>		
	1-1. Did registered member increase by 5% in 60 % of participated CBOs to the Project?	<ul style="list-style-type: none"> <li>13 out 17 CBOs(76%) has increased the membership more than 5%</li> <li>2 CBOs decreased member because some villagers left country for seeking job opportunities. Other 2 CBOs are newly formed with the division of one CBO.</li> </ul>	(1)-1 Management record of CBOs	-Literature review -Interview survey
Outputs				
(1) Community				

ANNEX 5  
Accomplishment Grid

-based Organizations (CBO) are strengthened	1-2. Did more than 50 CAPs are implemented?	<ul style="list-style-type: none"> <li>59 CAPs out of 74 were completed or in progress.</li> <li>The remaining CAPs were not commenced due to overlap with other donors, NGOs, or a company in private sector. Also reduction in population, because people migrated of the area to seek for safety and job opportunities.</li> </ul>	(1)-2 Activity record of CBOs	Literature review
	1-3. Were MM prepared in 60% of CBO meetings?	<ul style="list-style-type: none"> <li>Minutes of meetings were prepared in 84% of CBO meetings from April 2008 to March 2009.</li> <li>CBOs which prepared MM increased drastically from around 20%(2006) to 84% with the increase number of meetings from 120 to 173.</li> </ul>	(1)-3 Activity record of CBOs	Literature review
	1-4. Were financial book and/or inventory sheet maintained in 80 % of participated CBOs to the Project?	<ul style="list-style-type: none"> <li>100% of participated CBOs(17) prepared financial books and updating them timely.</li> </ul>	(1)-4 Accounting record of CBOs	Literature review
	2-1. Were 80% of planned infrastructures improved by the Project?	<ul style="list-style-type: none"> <li>16 out of 19 infrastructures are completed.</li> <li>Other three construction works were not implemented, instead other donor and private sector collaborated to do the works.</li> </ul>	(2)-1 Project's progress reports	Literature review
(2) Rural Infrastructures are improved through the Community Managed Rehabilitation on	2-2. Were all of rehabilitated infrastructure by the Project utilized?	<ul style="list-style-type: none"> <li>All of rehabilitated infrastructures are utilized</li> </ul>	(2)-2 reconnaissance, records of organizations charged with O&M responsibilities	-Direct observation -Interview survey
	2-3. Were O&M plans prepared for all of rehabilitated infrastructure?	<ul style="list-style-type: none"> <li>All of rehabilitated infrastructure have O&amp;M plan</li> <li>All of CBOs started the maintenance activities based on the plan.</li> </ul>	(2)-3 Records of organizations charged with management of infrastructures	Literature review
(3) Technologies for Agriculture and livestock are	3-1. Did 60% of core farmers increase 10% of production in Paddy?	<ul style="list-style-type: none"> <li>66% of core farmers increased 10% of production in agricultural production.</li> <li>There were some farmers could not increase the production due to draught in their areas.</li> </ul>	(3)-1 Interview survey, Project's progress reports	-Interview survey -Literature review

ANNEX 5  
Accomplishment Grid

enhanced.	3-2. Did 60% of core farmers continue to utilize the technology transferred under the Project for more than 2 cultivation seasons?	<ul style="list-style-type: none"> <li>62% of core farmers for agriculture and livestock continue the practice more than 2 seasons</li> </ul>	(3)-2 Interview survey, Project's progress reports	-Interview survey -Literature review
	3-3. Did 40% of core farmers access to marketing information?	<ul style="list-style-type: none"> <li>58% (131 farmers) out of 225 core farmers access to market information.</li> <li>There are some items which have not reached to the marketing stage, e.g., OFC and goats farming.</li> </ul>	(3)-4 Opinions	Interview survey
	4-1 Did 60% of core farmers continue the income generation practices other than agriculture and livestock introduced and assisted by the Project after training?	<ul style="list-style-type: none"> <li>All of 71 core farmers for transferring the technology of income generation activities besides agriculture and livestock continue the practices</li> </ul>	(4)-1 Opinions, observations Project's progress reports	-Interview survey -Literature review
(4) Technologies for income generation other than agriculture and livestock are enhanced	4-2 Did 10% of core farmers participate in marketing activities of income generation other than agriculture and livestock introduced by the Project into their activities?	<ul style="list-style-type: none"> <li>73% (52 persons) out of 71 beneficiaries continue the marketing activities of income generation.</li> <li>Sewing group is still in the stage of meeting domestic needs rather than marketing needs.</li> </ul>	(4)-2 Opinions, Project's progress reports	-Interview survey -Literature review
	5-1. Were there Increase in the farmers who utilize the ASC and VS services by 10%?	<ul style="list-style-type: none"> <li>Utilization frequency of ASC Nilaveli and Morawewa VS office was increased more than 10%.</li> <li>The number of visiting to ASC Nilaveli was increased from 15.7 per month in 2007 to 50.0 per month in 2008.</li> <li>The number of provided services in Morawewa VS increased from 8,715 in 2007 to 16,802 in 2008. The number of trainings increased from 8 in 2007 to 33 in 2008.</li> </ul>	(5)-1 Project's progress reports	
(5) Frontline government services on agriculture and rural development are				

ANNEX 5  
Accomplishment Grid

strengthened. d.	5-2. Did 40% of field extension officers utilize the agricultural and livestock practices introduced by the Project into their activities?	<ul style="list-style-type: none"> <li>91% (20 out of 22) of frontline staff adopted the agriculture and livestock practices introduced by the Project into their activities.</li> <li>Newly assigned officers are not ready to practices.</li> </ul>		
	5-3. Were Regular meetings initiated by frontline officers conducted?	<ul style="list-style-type: none"> <li>Frontline coordination meetings were conducted 6 times, however, it stopped after 6 times because there was no clear instruction from the higher authority.</li> </ul>	(5)-2 Interview survey, Project's progress reports	



ANNEX 5  
Accomplishment Grid

Activities	-Type of activities and implementation rates	- Progress reports	Literature review
Inputs (Comparison with the plan)	<p>&lt;Japanese Side&gt;</p> <p>1) Experts</p> <ul style="list-style-type: none"> <li>- Project Management</li> <li>- Rural Infrastructure</li> <li>- Agriculture</li> <li>- Rural Development</li> <li>- Project Coordination</li> </ul> <p>2) Training for beneficiaries and Sri Lankan C/Ps</p> <p>3) Vehicles and equipment for project management</p> <p>4) Cost for project office management (personnel, equipment, and consumables)</p> <p>5) Cost for rehabilitation of infrastructures</p> <p>6) Cost for equipment for agriculture and livestock extension activities</p> <p>&lt;Sri Lankan Side&gt;</p> <p>1) Counterparts</p> <p>2) Other supporting staff</p> <p>3) Land, buildings and facilities for project office</p> <p>4) Sharing of project office running expenses</p> <p>5) Tax exemption measures, etc.</p>	<p>- Progress reports</p> <ul style="list-style-type: none"> <li>▪ Project reports</li> </ul>	<p>Literature review</p> <p>Literature review</p>

### **Main Safety Measures for TRINCAP**

This report is prepared on the request of the terminal evaluation team to assess the security measures for TRINCAP project. Our safety measures were started based on the measures taken in the other organizations in Trincomalee and improved by the recommendation of Japanese security advisors came in June 2008. Some additional security measures such as, installation of base radio, providing shutter prevention film for glass doors, installation of entrance door with scope, providing the uniform/cap, truncheon and mobile phone security guard and installation of an iron ladder for emergency outlet for the first floor are taken based on the recommendation. JICA Sri Lanka office appointed a security consultant Mr. Keeragala (Retired S.S.P) from 15 December 2008 to handle the security related issues at TRINCAP Office. And before his assignment it was handled by the office manager since the commencement of the Project. For the same security purpose, JICA Vehicles also equipped with JICA Logo/Flags, Torch light, First Aid Kits, Fire extinguisher and communication equipments such as UHF Radio, Mobile phones, Sat phones and CDMA Phones.

Followings are main safety measures taken in TRINCAP Project

- In order to prevent any misuse of the vehicle, JICA Vehicles should be parked at JICA Office Car-park (identified with JICA Logo) or Staff houses in Trincomalee and JICA Car-park in Colombo.
- All JICA Staff are provided with Insurance Cover at Janashakthi Insurance Company.
- In order to facilitate smooth implementation of field work, all JICA Staff are provided with JICA Identity Card with Sinhala Translation.
- To prevent any misunderstanding in the field, drivers/ field staff are provided with JICA Jackets/ Caps.
- Identified some contact places at each site for emergency if our present communication system fails to function properly.
- Updated Staff list/ Vehicles particulars are given to all major security camps and Police stations functioning at Project areas
- Organize a security meeting with all staff at TRINCAP Office on every Monday at 8:30 a.m. to assess the security situation on a weekly basis with the security consultant. The Security consultant reports to JICA Colombo weekly/monthly and copy to Office Manager at Trincomalee.

- Every Monday at 4:30 p.m., Deputy Chief Advisor/ Office Manager and Security Consultant attend Inter Agency Meeting/ Security Meeting at UNOC HA Office at Trincomalee.
- Staff with JICA Identity cards are permitted to travel in JICA Vehicles for security reasons/ Insurance cover.
- Keep emergency foods to meet emergency situation.
- The management should analysis the security situation every month at least.
- Security consultant checks with Security personnel regarding the security situation at Project areas before 8:30 a.m. daily, and inform the same to Office Manager.
- Field staff are requested to fill-up the “Approval for Field Trip” form and get approved by their respective sections head and submit to Office Manager, for their field movement.
- Office Manager assigns the vehicles for the field staff according to their requirements (Staff & Vehicles movement reflects in the movement board in the office).
- Drivers & Field staffs wear JICA Jackets/ Caps for their field trips.
- Management advises to them to be polite with the security forces at check points.
- Drivers are instructed, not to take any unauthorized person in JICA Vehicles.
- Drivers are responsible to communicate with the Radio Operator regarding arrival/ departure at site and as and when the need for communication. Radio operator maintains the communication records for each vehicle separately.
- Field staffs are advised to get back to office before 5:30 p.m. after field work and if get delay for some reason should inform to the office. Then the Security consultant will take necessary arrangement with the respective security personnel for their safe passage back to the office.
- Particularly, Vehicles move to Morawewa side should carry CDMA Telephone to avoid coverage problem which other communications channels have.
- If staff needs to visit some other location ( not mentioned in the Field Trip form ) should inform to the Office and get permission before to move other locations.
- If the present communication system fails to function for some reason, staff or drivers are advised to communicate under emergency situation with office using contact places (Land lines-already arranged) from each site. (So far not practiced).
- Motor cycle riders also should follow up the same as for the Four-wheel vehicles. In addition to that, Motor cyclists advised to use the Motor cycle only at the particular project areas and not to other areas except up and down to office at Trincomalee to attend meetings/repair for the motor cycle.

- Japanese as well as section's heads of National staff are provided with JICA Mobile phones. Other Staff/ Drivers are given KIT cards by JICA TRINCAP on monthly basis for official communications.
- Every day evening, drivers should fill the fuel tank if it less than half-tank, and park the vehicle either Japanese residence or National staff house after inspection by Driver/ Security guard and leave the keys with responsible staff there. If no responsible staff available, leave the keys with Office Manager at his residence.
- For weekend movement, staff should get prior approval from their sections heads, and Office manager assigns the vehicles accordingly after getting security clearances from security consultant.
- When Vehicles moves to Colombo, Office Manager/Driver inspects the Vehicle before leaving for Colombo.
- Considering the situation in Trincomalee, TRINCAP prepared a Tentative Staff Evacuation plan, a couple of months back, considering safety evacuation route to other safe places such as Anuradhapura, Dambulla or Colombo.



## Summary of Questions for Interview Surveys

Central and Local Level Government Stakeholders				
Interviewees	Evaluation Item	Guiding Questions	Results	
1 Central Level Related Agencies Representatives	Relevance	<ol style="list-style-type: none"> <li>Do you consider that the project overall goal and its approach is consistent with the SL's county development policy and the Eastern Region Development Policy?</li> <li>What is your opinion about the relevance of the timing of the project starting time?</li> <li>In your opinion, do you think that the fact which is the project was implemented throughout the conflict period is considered as a relevant decision? Why do you think so?</li> </ol>	<p><b>ERD</b></p> <ul style="list-style-type: none"> <li>It has been very encouraging for the community people in the conflict affected areas to have the Project during the conflict period.</li> </ul> <p><b>NB</b></p> <ul style="list-style-type: none"> <li>The national policy has been slightly changed from the time of conceiving the project to the present time. Before, it was more focused on community development but now it is more holistic approach of village uplifting.</li> <li>The Project could encourage people to stay in the area for the development during the conflict period.</li> </ul> <p><b>DAD</b></p> <ul style="list-style-type: none"> <li>Yes, it is consistent with the country and regional policy. Although participatory approach is the right approach to involve poor into the development process, this approach needs rights and sets an understanding on involvement of people among government officials. This is the area of concern in the participatory approach.</li> <li>It is difficult to judge if the timing of the project starting time is relevant or not, however, it is good that TRINCAP produced certain outcomes.</li> </ul>	
	Effectiveness 1.	Do you recognize the importance of project approach and methodologies as a model for community activation in Tricomalee district?	<p><b>ERD</b></p> <ul style="list-style-type: none"> <li>Since there have been many similar projects/programs implemented in the area, though ERD can see the effectiveness of TRINCAP approach and methodologies, it would be important to have a study on comparison of different community development projects to show the superiority of TRINCAP model.</li> </ul> <p><b>NB</b></p> <ul style="list-style-type: none"> <li>CAP and C MR approaches are very relevant and show the high effectiveness in the Project and showed the best practice which can be shared with other NGOs, donors, and government projects.</li> </ul> <p><b>DAD</b></p> <ul style="list-style-type: none"> <li>The importance of project approach and methodologies is well recognized and believe that the CAP methods will work if we do in a proper way.</li> </ul>	

# Summary of Questions for Interview Surveys

		<p><b>Impact</b></p> <ol style="list-style-type: none"> <li>1. Do you consider expanding TRINCAP model to other areas with financial supports from the government fund or using funds from other donors?</li> <li>2. What would be considered as bottlenecks to adapt and duplicate TRINCAP model to other villages or other projects?</li> </ol>	<p><b>ERD</b></p> <ul style="list-style-type: none"> <li>It would be possible to utilize other donor's fund and government fund to expand TRINCAP model in other areas such as Gama Neguma fund.</li> </ul> <p><b>NB</b></p> <ul style="list-style-type: none"> <li>It has a good impact. However, there are some similar projects/programs have been implemented and this fact is causing the inefficiency of development assistances. It would be important to streamline approaches and methodologies and make a common model for all.</li> <li>The livelihood should be widened to other areas of occupations in order to expand the models.</li> <li>It would be possible to utilize Gama Neguma fund to expand the TRINCAP model.</li> </ul> <p><b>DAD</b></p> <ul style="list-style-type: none"> <li>If the evaluation result indicates the usefulness of the TRINCAP model, then utilization of the model would be materialized.</li> <li>The difficulty to duplicate the model in not the finance but the skills and knowledge among implementing agencies.</li> </ul>
		<p><b>Sustainability</b></p> <ol style="list-style-type: none"> <li>1. How do you evaluate the importance of the eleven CAP approaches summarized by the project through project experiences?</li> </ol>	<p><b>ERD</b></p> <ul style="list-style-type: none"> <li>Though the importance of the TRINCAP model is recognized, the possibility of getting loans from the Japanese government to expand the model to other areas would not be very high.</li> </ul> <p><b>DAD</b></p> <ul style="list-style-type: none"> <li>TRINCAP's attempt to improve CAP approach and guiding officers is particularly appreciated. Quantitative nature of TRINCAP may be good but should have the qualitative nature as well.</li> </ul>
2	GA, Chief Secretary EPC	<p><b>Relevance</b></p> <ol style="list-style-type: none"> <li>1. Do you consider that the project overall goal and its approach is consistent with the SL's county development policy and the Eastern Region Development Policy?</li> <li>2. What is your opinion about the relevance of the timing of the project starting time?</li> <li>3. In your opinion, do you think that the fact which is the project was implemented throughout the conflict period is considered as a relevant decision? Why do you think so?</li> </ol>	<p><b>CS/EPC</b></p> <ul style="list-style-type: none"> <li>This is very relevant project in the area because Eastern economy is based on strengthening the rural economy which the Project could contribute in the right way.</li> <li>The CAP approach is important and the previous investments were wasted due to no community participation.</li> </ul> <p><b>GA</b></p> <ul style="list-style-type: none"> <li>The project has catered for the local needs and did not disturb the ethics of the villages, so that the project became as very relevant project in the area.</li> </ul>

# Summary of Questions for Interview Surveys

		Do you recognize the importance of project approach and methodologies as a model for community activation in Tricomalee district?	<p><b>CS/EPC</b></p> <ul style="list-style-type: none"> <li>This is very successful project and the project could really reach the rural needs.</li> </ul> <p><b>GA</b></p> <ul style="list-style-type: none"> <li>The project approaches and methodologies are very effective and are appreciated by the communities in the project.</li> </ul>
	<b>Impact</b>	<ol style="list-style-type: none"> <li>Do you consider expanding TRINCAP model to other areas with financial supports from the government fund or using funds from other donors?</li> <li>What would be considered as bottlenecks to adapt and duplicate TRINCAP model to other villages or other projects?</li> </ol>	<p><b>CS/EPC</b></p> <ul style="list-style-type: none"> <li>Since more and more donor money are coming in the province, the province should prepare for effective utilization of resources. CS suggested forming the provincial level coordination and monitoring team to support the DS level to implement the TRINCAP model in their areas.</li> <li>Training of front line officials need extra resources but difficult to find such resource.</li> </ul> <p><b>GA</b></p> <ul style="list-style-type: none"> <li>GA is willing to give an order to 3 DSs to expand the TRINCAP activities in other areas and would like to request TRINCAP to support the DS for implementing their ideas and plans.</li> </ul>
	<b>Sustainability</b>	<ol style="list-style-type: none"> <li>Are there any possibilities that the importance of such type of project would be recognized at the district level and that the project approach and tools can gain policy support by the district government?</li> <li>How do you evaluate the importance of the eleven CAP approaches summarized by the project through project experiences?</li> </ol>	<p><b>CS/EPC</b></p> <ul style="list-style-type: none"> <li>CS is ready to give full support for DS level to sustain the project activities in the project areas.</li> <li>The CAP approaches and even models are recognized as very relevant and important in the areas.</li> </ul> <p><b>GA</b></p> <ul style="list-style-type: none"> <li>GA will give support to DSs to sustain the project activities in the areas.</li> </ul>
3	<b>Donors Effectiveness</b>	<ol style="list-style-type: none"> <li>Do you rate high, medium, or low for TRINCAP achievements in the community? Please give some reasons for your rates</li> </ol>	<p><b>ADB</b></p> <ul style="list-style-type: none"> <li>ADB recognizes the importance of TRINCAP, however, they have impression that there are fairly large amount of intensive inputs in small area comparing with their projects.</li> </ul> <p><b>WB</b></p> <ul style="list-style-type: none"> <li>The achievement of TRINCAP is well recognized by the WB counterpart. They think that the TRINCAP model can complement the weakness/shortfall of their project in the areas.</li> </ul>
	<b>Impact</b>	<ol style="list-style-type: none"> <li>Do you have any plans in your mind to duplicate any of the TRINCAP CAP approaches and tools for implementing in your community empowering project?</li> </ol>	<p><b>ADB</b></p> <ul style="list-style-type: none"> <li>There is a possibility to utilize it in new ADB projects in North but need to examine more about the effectiveness and duplicability of the TRINCAP models.</li> </ul>



Summary of Questions for Interview Surveys

			<p>2. What would be considered as bottle necks to adapt and duplicate TRINCAP mode to other villages or other projects?</p> <p>3. Were there any conflicts or negativities seen in the project target villages? What are they?</p>	<p><b>WB</b></p> <ul style="list-style-type: none"><li>▪ Re-awakening Project if going to expand in the Northern province, so that WB can speak to the CS for the utilization of TRINCAP model.</li><li>▪ The 6 pilot GNs can be utilized as the reference villages for Re-awakening project.</li></ul>
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## 2. Implementation Process

Eva. Item	Aspects	Questions	Result
Implementation Process	Project Management./Risk Management	<ol style="list-style-type: none"> <li>1. In the risk management aspects, how did the project assess and mitigate the risks? Please give some examples of conflicts/incidents and the way the project responded to it.</li> <li>2. What kind of preventive measures were put in place to avoid conflicts or to mitigate the risks in the project at the beginning of the project? How effective were these measures?</li> <li>3. Were suitable counterparts assigned?</li> <li>4. Was a proper coordination for aid projects done by government?</li> </ol>	<ul style="list-style-type: none"> <li>Security management was highly considered by the project and the movements of project staffs were monitored at any times. When there was a concern on security and Japanese personnel had a restriction to travel to the field, the project kept being implemented by only local staff. The project has created several reliable information sources to update security information on the ground.</li> </ul>
	Various concerns and ideas for the smooth implementation of the project	<ol style="list-style-type: none"> <li>1. Were there any difficulties to implement activities? Were they conflict related ones?</li> <li>2. Were there any difficulties which were not related to the conflict?</li> <li>3. How did you and other village members overcome the difficulties?</li> </ol>	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Agro well in private land was dug and in order to minimize any conflicts among users, the users made a clear agreement on utilization of the well.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>Government frontline officials expressed some negative points about conflicts. Since the project covers very limited number of beneficiaries, the created complains and dissatisfaction among others. Also those broader societies are divided by the administrative boarder, which also created complains and dissatisfaction.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>In the construction work of Adampodai village road rehabilitation work, advanced money to the RDS and daily payment arrangement to the laborers were made and it made easy for village to start up and carry on the activities.</li> </ul> <p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Before the project, FO Thamparakamam did not have regular meetings nor having much coordination among members but now they have increased members, built the capacity in planning, monitoring, management of construction work and maintenance.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>All technical trainings, study tours, etc were highly appreciated and generated lots of skill improvement and also the positive change of people's mind and attitude.</li> </ul>
		<ol style="list-style-type: none"> <li>4. What are your perceived effects regarding various capacity buildings by the project, especially by the technical assistances through hired experts by the projects?</li> <li>5. Were the assistances given at the right timing?</li> </ol>	

			<p>▪ Through the technical trainings and assistance from the project technical staff, the community could learn the skills to implement their activities and those technical inputs were highly effective. The assistances were very timely due to the close monitoring of the project staff.</p> <p><b>Kuchchaveli DS</b></p> <p>▪ A farmer encroached a land for long time where should be the reservation land for the access road the community made, though the land is a government land, so many negotiations were taken places with JICA facilitation and finally the farmer decided to give a part of land to the community.</p> <p><b>Kuchchaveli DS</b></p> <p>▪ In the community work in Adampodai, there was small conflicts among laborers due to the amount of work they were assigned. The project facilitator reviewed the purpose of the community work and reminded people the importance of cooperation. After the process, the negotiation went smooth and solved the conflicts.</p> <p><b>Kuchchaveli DS</b></p> <p>▪ In Adampodai, the village people depend on the daily income from agriculture labour work, so that people could not attend the meeting in daytime. Then the workshop activities were taken place after 4 pm to cater for people's daily living pattern.</p> <p><b>Morawewa DS</b></p> <p>▪ In CMR, the project asks between 15 to 20 % of contributions from villages, however, the project accepts any kind of inputs to make it easier for villages. The project organizes resource mappings in a community to get together with people there, it makes them easier to realize what they have which can be contributions from the community.</p> <p><b>Thamparakamam DS</b></p> <p>▪ DS and assistant director planning of DS Tham parakamam rated TRINCAP as "High", because it showed clearly how communities can be mobilized and empowered by the project.</p> <p>▪ TRINCAP staff are all very friendly and courteous.</p> <p><b>Morawewa DS</b></p> <p>▪ Yes.</p> <p><b>Kuchchaveli DS</b></p> <p>▪ Yes</p>
		<p>6. In a case of conflicts among beneficiaries along the implementation of the activities, how the project facilitated the discussions?</p> <p>7. Or are there any mechanisms to facilitate the discussions in your community?</p> <p>8. What kind of ideas were taken to increase the participation of community members in the activities?</p>	
Overall view of the project	1. Does TRINCAP have a high recognition among the implementing agencies and counterparts?		

		<p>2. Are you satisfied by participating in the project activities? How did you contribute to the project?</p>	<p><b>Thamparakam DS</b>          Assistant director planning DS division did village selection, location of sites (for infrastructure), and selection of FOs and also coordination work for the project.</p> <p><b>Morawewa DS</b>          OFC farmer in Mailakudawewa is highly satisfied because of the profits. He is contributing the project by disseminating and sharing information, knowledge and skills with other farmers</p> <p><b>Kuchchaveli DS</b>          Highly satisfied (OFC) because of the big profits.</p> <p>Adamboda RDS is very satisfied by the project, because it was the first experience for them to be empowered by a project. Now people in the community feel they were not left out, because they now know how they can get what they need and want.</p>
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## 3. Five (5) Evaluation Items (Relevance)

Evaluation Questions		Evaluation targets		Methods
Items	Questions			
1. The degree of importance/ necessity of the project.	<ol style="list-style-type: none"> <li>Do you think that the project could meet your needs and community needs?</li> <li>Do you think that the project could meet the needs of NE provinces and also country needs?</li> </ol>	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Yes, because CAP itself is a tool to assess community true needs and to make plan collectively, so naturally it meet community needs as well as personal needs.</li> <li>Yes, this is very timely intervention in the area because the area needs lots of development/reconstruction work.</li> <li>Yes, this is very important for the area and DS can see the improvement of capacity among Mullipothana farmers</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>Chief Secretary EPC expressed high satisfaction to the project and also expressed that the project meets the real needs of the people in the Eastern region.</li> <li>Also he expressed that Eastern economy is highly depending on the strengthening of rural economy, so that the project is meeting the needs of the region as well.</li> <li>CAP is an very important approach and could realize the true participation of community in to their own development works. Also CAP could empower the communities, number of previous projects could not empower communities because they could not take step wise approach to empower them.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>Adampodai RDS feels the project met highly their needs and community needs.</li> <li>OFC farmers and poultry farmers feel that the project widened the opportunities for them and strengthen the security in terms of finances.</li> </ul>		
2. The degree of priority of the project in the development agenda	<ol style="list-style-type: none"> <li>If the project overall goal and its approaches are consistent with the SL's country development policy and the Eastern Region Development Policy.</li> <li>If the project meets the Japanese ODA development policy and the JICA's country strategy and plan for Sri Lanka</li> </ol>	<p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>Kuchchaveli DS expressed uncertainty if the project approach is consistent with the country development policy.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>The project could show the right way to widen the rural economy, though the scale was small, this is the number one priority for the region.</li> </ul> <p>Yes, the project meets the Japanese ODA policy and the JICA's country strategy and plan for Sri Lanka</p>		
3. The relevance of project starting point (timing) and project implementation period	<ol style="list-style-type: none"> <li>What is your opinion about the relevance of the timing of the project starting time?</li> </ol>	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Very timely, just in time</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>No thoughts or insights on the timing of the project.</li> </ul> <p><b>Kuchchaveli DS</b></p>		

4. The relevance of project approaches and tools		<ul style="list-style-type: none"> <li>▪ Kuchchaveli DS expressed that the project is very timely because the project made them ready for taking off for community development in this new favorable time for development aroused recently.</li> </ul>
	2. In your opinion, do you think that the fact which is the project was implemented throughout the conflict period is considered as a relevant decision? Why do you think so?	<ul style="list-style-type: none"> <li>▪ <b>Thamparakamam DS</b> Yes, because of the situation, people feel the needs more to sustain themselves, so they have been extra cooperative and at the end, they have created strong partnership on their infrastructures, and to implement any activities in the project.</li> <li>▪ <b>Morawewa DS</b> No thoughts or insights on the timing of the project.</li> <li>▪ <b>Kuchchaveli DS</b> No thoughts or insights on the timing of the project.</li> </ul>
	1. Do you think that the methodology for enhancing community participation and empowerment such as CAP, CMR, various trainings, study tours, etc are considered as realistic and relevant to the social-cultural backgrounds of the target communities?	<ul style="list-style-type: none"> <li>▪ <b>Thamparakamam DS</b> Yes, CAP is an excellent tool to mobilize community and create cooperation among community members and it seems better tool than any other community participatory tools such as PRA, etc.</li> <li>▪ <b>Morawewa DS</b> OFC farmer said that at various technical trainings and study tours are very relevant. He was brought to Ganpaha to receive trainings and was very relevant and appropriate.</li> <li>▪ <b>Kuchchaveli DS</b> Very realistic and relevant</li> </ul>
	2. Do you think that the selection of target villages and target beneficiaries were done in an adequate and transparent manner?	<ul style="list-style-type: none"> <li>▪ <b>Thamparakamam DS</b> Yes, but there was naturally complains about the selection. So that the DS office explained to other villages where were not selected as pilot villages that there would be future expansion of the project.</li> </ul>
	3. The measures to reduce tension created by the selection were done in an adequate manner?	<ul style="list-style-type: none"> <li>▪ <b>Morawewa DS</b> Since the project selected small number of villages and also very small number of beneficiaries, those who were not benefitted from the project have been complaining. The measures to reduce tension has been always the hope to expand the technologies and inputs to others.</li> <li>▪ <b>Kuchchaveli DS</b> There are no feelings of dissatisfaction seen among non-targeted people and communities.</li> </ul>
	4. Do you think that the project outputs are favorable to you and other people in the community?	<ul style="list-style-type: none"> <li>▪ <b>Thamparakamam DS</b> Very favorable</li> </ul>
	5. If not, why do you think it is not favorable?	<ul style="list-style-type: none"> <li>▪ <b>Morawewa DS</b> The project inputs are always very favorable to the project beneficiaries, but more success creates more a sense of unfairness to the people outside of the project</li> <li>▪ <b>Kuchchaveli DS</b> Very favorable</li> </ul>

## 3. Five (5) Evaluation Items (Effectiveness )

Evaluation Questions		Evaluation targets	Methods
Items	Questions		
1. Perspectives of achievement of the project goal	1. If five technologies are transferred from core farmers to other farmers five times more in each target GN?	<b>Thamparakam DS</b> Seeds patty demands are high, so people are willing to disseminate the technology. Goat farming, people want to give extra goats to others due to shortage of land for grass and also many goats cause some problems Transferring technology from one person to one person has limitation, since the amount of information would be reduced when it is disseminated from one person to the other. Cost of production is reduced due to the improvement of access roads. Storage centre is utilized for other purpose as well such as community meetings. Milk collection activities increased from 5 farmers to 22 farmers. <b>Morawewa DS</b> One OFC core farmer transferred the technologies to the other 13 farmers Handicraft production group was formulated and started 20 members, then after training decreased to 6 but now the member increased to 12 members within 2 years. <b>Kuchchaveli DS</b> Two technologies were observed in Nilaveli have been transferred from core farmers to other farmers more than five times.(e.g. One OFC core farmer spread skills to 22 farmers.) Not only transferring the technology, the farmers organized themselves into a group and gained more power to the business	
	2. What is the definition of 'transferring technologies'?		
	3. Is there a forecast of increase seen?		
	4. Any important information other than figures?		
	5. If there is increase in income and production among 60 % of core farmers is more than 10 %?		
	6. Any evidences of increased income?		
	7. If more than 60% of JCC members at four levels recognize project approach and methodologies as a model for community activation in Trincomalee district?		
		<b>Thamparakam DS</b> Increased <b>Morawewa DS</b> Handicraft farmers and OFC farmers are making profits out of selling their products. Especially OFC farmers increased the numbers and also their own land size and production. <b>Kuchchaveli DS</b> Farmers observed by the team increased their income and production. Bought a motorbike(OFC), cultivating more lands(OFC)	
		<b>Thamparakam DS</b> Every JCC member interviewed recognize the importance of TRINCAP model. <b>Morawewa DS</b> Every JCC member interviewed recognize the importance of TRINCAP model. <b>Kuchchaveli DS</b> Every JCC member interviewed recognize the importance of TRINCAP model.	

2. Other effects from outside of the project to the achievement of the project purpose	<p>1. To what extent the project constraints such as unsafe situation, policy changes, and shortage of government staff did affect the achievement of the project purpose?</p> <p>2. Were there any other significant constraints which affected the project to achieve its purpose?</p> <p>3. How did the project try to mitigate the risks?</p>	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>No constraints expressed.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>No constraints expressed.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>Velloor village could not start the project activities because of the unstable situation of people's settlements in the first 2 years of the project period.</li> </ul>
3. Any obstacles and difficulties which affected the achievement of the project purpose	<p>4. Did you come across any difficulties to increase the production? or to acquire new technologies?</p>	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Especially goat farming and lactation activities, the beneficiaries received due to day to day care from the project technical staff, they acquired the skills and now they are capable to do the work.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>Beneficiaries expressed no difficulties to increase productions.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>No</li> </ul>



## 3. Five (5) Evaluation Items ( Efficiency )

Evaluation Questions		Evaluation targets		Methods
Items	Questions			
1. Efficiency of the Project ( inputs vs outputs)	1. Regarding output 1, what were the perceived changes among CBOs? 2. Do CBOs feel that they had enough inputs to strengthen their capacity? 3. If not, what do they need more to strengthen their capacity?	<b>Thamparakamam DS</b> <ul style="list-style-type: none"><li>Some beneficiaries felt less inputs to them than the others. For example, milk collecting farmers felt they had less inputs than the FO.</li></ul> <b>Morawewa DS</b> <ul style="list-style-type: none"><li>CBO (FO) is strengthened its capacity and now can manage their work better and gained some negotiation power to get fund from funding agencies.</li></ul> <b>Kuchchaveli DS</b> <ul style="list-style-type: none"><li>The RDS in Adampodai feel very positive changes in RDS and its members. The RDS acquired planning skills and organization is financially well-off, so that they have confidence in starting up any sorts of community work.</li></ul>		
	1. Regarding output 2, observe the infrastructure and confirm to what extent the infrastructure were improved 2. What kind of benefits were generated? 3. Observe the infrastructure and ask if there are any problems on utilization of infrastructures. 4. Observe O&M and check their quality. 5. Is there O&M fund and a plan prepared? 6. Regarding output 2, how much a project could save money by utilizing human resources in the village and local materials available in the village over all?	<b>Thamparakamam DS</b> <ul style="list-style-type: none"><li>Out of 10Km, 4.5 Km was constructed by JICA due to shortage of fund.</li><li>All members of FO gained the ownership and worked on construction of infrastructures with responsibility and positive attitude.</li><li>The community is capable to utilize their infrastructure and also to maintain them. They are taking preventive maintenance attitude.</li></ul> <b>Morawewa DS</b> <ul style="list-style-type: none"><li>The time and cost to bring products and fertilizers, etc are reduced to the half by the access roads they constructed in Nochchikulam.</li><li>In UNDP funded construction, the training was not given at the beginning. Trainings were mainly given by JICA and built the capacity though JICA project rather than others.</li><li>The difference in supports between JICA and other organization is that JICA staff work together longer time with people at a site than other agencies and they give close monitoring and give right technical supports on the spot.</li><li>The quality of work increased by close supervisions in JICA project.</li><li>They gained the experiences through JICA and apply to the other work.</li><li>They have gained now self-monitoring capacity and can improve the quality</li><li>Ownership on the community construction is created and maintenance of the constructions is very well.</li></ul> <b>Kuchchaveli DS</b> <ul style="list-style-type: none"><li>The community roads in Adampodai was completed and made them very proud to have the road. The roads increased not only the access and mobility of the people in the community but also increased the self-esteem among people and reflected to change on people's attitude.</li><li>O&amp;M for the road is taken care of by the community people, and they want to ask contributions to any users who are even outside of the community.</li></ul>		

	<p>1. Regarding output 3, Observe and confirm the production of paddy.</p> <p>2. Observe and confirm the utilization of technology</p> <p>3. Observe and confirm the accessibility to marketing information.</p> <p>4. Regarding output 3, do people perceive that the outputs increased efficiently from the aspects of inputs vs. outputs.</p>	<p><b>Thamparakanam DS</b></p> <ul style="list-style-type: none"> <li>▪ Paddy farmers beneficiaries increased from one core farmer to 21, and other example is one farmer to 15.</li> <li>▪ Before harvesting the crops in demo farm, other farmers are not confident in the modern technique at the beginning, but seeing the demo farm convinced other farmers its effectiveness.</li> <li>▪ They have marketing information and demo farm is getting high demands.</li> <li>▪ They increased more outputs vs inputs.</li> <li>▪ However, the new technology requires more labours, so the farmers need to limit the size of area to use the modern technique.</li> <li>▪ Machineries are needed more to cover number of beneficiaries.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>▪ In the OFC orchard, the core farmer is growing vegetables and fruits (pineapple, banana, popo, mangoes). He produce more than 10 different kinds of fruits, more than 10 kinds of vegetables</li> <li>▪ OFC farmer could expand his own land and other farmers are also expanding the cultivation land.</li> <li>▪ Drip irrigation system is working well</li> <li>▪ He could learn more modern technology of the fruit cultivation, he got more varieties and he could have been gaining profits..</li> <li>▪ Mixing( the kind of fruits) farming enhances the efficiency of cultivation and can control pests.</li> <li>▪ Marketing facility is sufficient with the amount of production now. However, he wants to produce more for stability of marketing.</li> <li>▪ He is timing the product of fruits to increase the market value.</li> </ul> <p><b>Kuchehaveli DS</b></p> <ul style="list-style-type: none"> <li>▪ OFC: The production and profits are increasing, but there is some fluctuation seen on the profits by month. He made profit to purchase motorbike. This is his side business, and he can earn extra money easily from this OFC.</li> <li>▪ One core farmer spread skills to 22 farmers. Fruits cultivation group has 47 members but group activities are not started yet. Awareness of the fruits cultivation is raised by JICA meetings.</li> <li>▪ The way transferring fruits to the market on a bike seems not adequate for fruits.</li> <li>▪ They learned the appropriate fertilizer and pesticides for fruits orchard.</li> <li>▪ OFC: Less risk and quick money to grow diverse crops. Fruits marketing is very good in the Nilaveli area.</li> <li>▪ Poultry formed a group and can arrange marketing. Very profitable, One farmer produced 22 batches of poultry so far from the beginning of the project to now. They know how to manage their business by stopping poultry growing during hot months. 5000 Rps from 50 chicks during 45 days.</li> <li>▪ Poultry society started with 10 people, reduced to 7 and now 15 members. Out of 3 trials, 2 is profits.</li> </ul>
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	<p>1. Regarding output 4, Observe and confirm in come gene ration activities and find out if there are any difficulties.</p> <p>2. Observe and confirm marketing activities and find out if there are any difficulties.</p> <p>3. Regarding output 4, was the productivity an d ef ficiency perceived as incre ased i n t he income gen erating ac tivities outside of a griculture? If no t, why?</p> <p>1. Regarding output 5, find out any problems in the ut ilization of such offices</p> <p>2. find out if any problems perceived am ong front line staf f in terms of adopting the practice</p> <p>3. What were the problems which made co ordination m eetings to be difficult to organize?</p> <p>4. If the amount of inputs and the timing of mobilization of financial r esources and m aterial inputs di d no t have an y problems? I f there were any problems, what were they? And how t he project dealt w ith t he problems?</p>	<p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>▪ Handicraft raw materials were available locally and transportation of the products to the market place has been provided by the project.</li> <li>▪ Handicraft outlets place was constructed by the project with the support of community. It made easy to work together and exchange knowledge and s kills of handicraft and learn from each other.</li> <li>▪ The handicraft people are making profits between 20,000 to 30, 000 rps per month, but it depends on h ow m uch t ime they can spare fo t he pr oduction, b ut t he marketing is not the constraints for them. The do not need to invest much for the production since the materials are locally available, so that they are getting profits.</li> </ul> <p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>▪ Though the number of officials were increased, transportation to mobilize themselves is the problem.</li> <li>▪ Participation levels are various due to many reasons.</li> <li>▪ ASC was not consulted at the beginning, though FOs are under ASC.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>▪ In general, government officials can recognize the importance of the TRINCAP model, however, they are not confident enough to implement the model by their own. Also they requires financial supports to implementing the model</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>▪ The field officers have limitation for transportation, etc, so that close monitoring is not possible.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>▪ Some officials feel that they did not get enough supports and inputs.</li> </ul>
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## 3. Five (5) Evaluation Items ( Impact )

Evaluation Questions		Evaluation targets		Methods
Items	Questions			
1. Perspectives of achievement of the overall goal	1. Is it true information that agriculture department has started demo farms in other 10 DS divisions in Trincomalee district.	<ul style="list-style-type: none"> <li>Yes, it is confirmed as a true information</li> </ul>		
	2. Are there any plans to extend community empowering activities using CAP approach outside of the project area in the 3 DS divisions?	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Expanding CAP and individual techniques have different pictures. Individual techniques can be transmitted to other farmers, but CAP exercise needs to be facilitated by DS level.</li> <li>The TRINCAP model is good but some agency needs to look after financial side.</li> <li>Any integrated rural development project would be suitable for utilizing CAP approach.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>Finishing up the project without any preparation of withdrawing would cause on the achievement of overall goal.</li> <li>The province level and as well as divisional level, they expressed the interest to expand the TRINCAP model, but they first do not have any idea if they can implement in their areas by their own. They do not have steps to follow, they do not have ideas what resources they have, what requires to implement, etc.</li> <li>Local authorities need more guidance, step-wise implementation plans, resource list ( what they have) and means to fill their capacity gaps.</li> <li>ADP Development officers, frontline officers should be involved in localization of the model.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>Awareness program for DS and should be given.</li> <li>No plans nor considerations so far but DS and other frontline officers showed the willingness to try out extending to use TRINCAP model to other areas, though they lack of funding source and other inputs to support their activities.</li> </ul>		
	3. Is government side considering expanding TRINCAP model to other areas as with financial supports from government fund or using funds from other donors?	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Government/DS can impose other donors to utilize TRINCAP model, but since each implementing agencies has its own tools and methodologies, so won't be very easy to impose it.</li> <li>Needs to have high level discussion and decision.</li> <li>DS secretary, assistant director planning offices and RDOs, and SSOs need to be strengthened their capacity to expand CAP.</li> <li>Financing to implement CAPs need to be prepared</li> </ul> <p><b>Morawewa DS</b></p> <p><b>Kuchchaveli DS</b></p>		
	4. Are there any donors having plans to duplicate the TRINCAP CAP approach and tools for implementing community empowering project?	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"> <li>Government/DS can impose other donors to utilize TRINCAP model, but since each implementing agencies has its own tools and methodologies, so won't be very easy to impose it.</li> <li>Needs to have high level discussion and decision.</li> <li>DS secretary, assistant director planning offices and RDOs, and SSOs need to be strengthened their capacity to expand CAP.</li> <li>Financing to implement CAPs need to be prepared</li> </ul> <p><b>Morawewa DS</b></p> <p><b>Kuchchaveli DS</b></p>		

7. Unexpected positive or negative impacts		<ul style="list-style-type: none"> <li>▪ No so far, but DS Kuchchaveli expressed his will to impose NGOs to take up the models into their activities.</li> </ul>
	5. What would be considered as bottlenecks to adapt and duplicate TR INCAP model to other villages or other projects?	<p><b>Thamparakam DS</b></p> <ul style="list-style-type: none"> <li>▪ Possible but government officials (VS) need to be increased in order to be successful</li> <li>▪ Agriculture sector needs financial support.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>▪ Constraints are though many, however, we would not know exactly what would be the constraints, so that the first thing is to try out and see what kind of constraints exists.</li> </ul>
	6. Is there a probability of income increment in the majority of target GNs through the technical transfer from core farmers to other farmers?	<p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>▪ Yes.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>▪ Yes.</li> <li>▪ The success of the handicraft group is attracting the women, so there might be more people to join.</li> <li>▪ There is a good perspective seen among OFC farmers to increase more numbers to adopt the technologies.</li> </ul>
7. Unexpected positive or negative impacts	1. Are there any positive impacts on people's attitude and mind on the development of own community and people themselves?	<p><b>Thamparakam DS</b></p> <ul style="list-style-type: none"> <li>▪ CAP could be a good tool to cooperate between a community and funding agencies e.g. cooperation with UNDP</li> <li>▪ Number of equipment is not fulfilling the needs of own village needs but they are prioritizing poor to meet their needs first</li> <li>▪ The community people have strong cooperation to the project and at the same time they depend on the project to the extent that they have general fear to life after the project period.</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>▪ Handicraft group gained a working and exhibition place and they are now linked with the Ministry and they would be able to participate to some exhibitions and so on</li> <li>▪ FO Nochchikulam said that their CAP attracted other donors and got fund from other donors rather than JICA to build canals.</li> <li>▪ Because of the access road, the land value increased</li> <li>▪ OFC farmer was using more chemical fertilizer before but changes to carbonic fertilizer and he is using more carbonic fertilizer than the chemical ones.</li> <li>▪ Handicraft group gained necessary technologies, increased the skill of time management and improved the nutrition of community</li> <li>▪ Village people can work at construction side in their off season and they can earn some money in their idle period.</li> <li>▪ Because of the access road, people are willing to come to the fields than before.</li> <li>▪ Village people got such preventive attitude which start maintain infrastructure when the problem is still small.</li> <li>▪ No tension between OFC core farmers and others because of the attitude of core farmers.</li> </ul>

		<ul style="list-style-type: none"> <li>▪ Now farmers prefer organic fertilizer after experience of it OFC farmer has positive attitude towards his business and wants to expand the land <b>Kuchchaveli DS</b></li> <li>▪ In Adampodai, the community work significantly given a big impact on people's self confidence and reflected on the people's attitude and mind positively. <b>Thamparakamam DS</b></li> <li>▪ Very positive minds and attitudinal changes are seen among community members. Now CBO can make decision on rehabilitating community infrastructure by using their own money. <b>Morawewa DS</b></li> <li>▪ Not very positive <b>Kuchchaveli DS</b></li> <li>▪ Frontline officers feel more self confidence in terms of skills and technologies, however, since the areas to cover is wide, so that they do not have confidence to cover all physically. <b>Thamparakamam DS</b></li> <li>▪ Technical officers feel that they are benefited from the trainings from the project, but D S secretariat officials feel that they were left out. <b>Morawewa DS</b></li> <li>▪ There are always dissatisfied and unhappy feelings among non-target villages and people. Also some government officials expressed that they were excluded from the capacity building opportunities.</li> <li>▪ People feels that the project could meet very limited area of what they need, since the expectation was very high.</li> <li>▪ Among OFC and handicraft beneficiaries, there are no feelings of dissatisfaction.</li> <li>▪ Government official at different levels mentioned in one way or other that the number of targets supported are limited, so that the impact is small. Also even in target areas, the project created big expectation, but only few are materialized.</li> <li>▪ Core farmers only benefits but other farmers are getting only knowledge but not other inputs.</li> <li>▪ Technical transfer cannot be done to average level farmers but not to the poor farmers. <b>Kuchchaveli DS</b></li> <li>▪ No</li> </ul>
<p>2. Are there any minds and attitudinal changes which connects to reconstruction of own and community properties among beneficiaries comparing after the project period with before the project period?</p>		
<p>3. How do the C/P officials perceive the impact of capacity building interventions which they received from the project during the project period?</p>		
<p>4. Were there any conflicts seen between project target villages and non-target villages, also between direct beneficiaries and others?</p>		<ul style="list-style-type: none"> <li>▪ <b>Thamparakamam DS</b> There are always some jealous and dissatisfaction among non-beneficiaries or non-target villages.</li> <li>▪ <b>Morawewa DS</b> The frontline officials mentioned that there are some jealous among non-beneficiaries or non-target villages.</li> <li>▪ <b>Kuchchaveli DS</b> Not observed</li> </ul>

	5. Were there any difficulties aroused from social, cultural and economical backgrounds of the target communities?	<p><b>Thamparamam DS</b></p> <ul style="list-style-type: none"> <li>No difficulties are seen in target villages</li> </ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>A Tamil leader was killed by unknown reasons.</li> </ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"> <li>No. In Adampodai, two ethnic groups are helping each other.</li> </ul>
	6. Comparing after the project period with before, are there any changes in mind and attitudes which connect to mitigating conflicts among beneficiaries?	<p><b>Morawewa DS</b></p> <ul style="list-style-type: none"> <li>This is difficult to judge due to the political influence from outside on people's mind is still significant however, three ethnic groups in Nochchikulam worked together for the construction of access roads and this exercise led to the harmonization in the community.</li> </ul>

## Five (5) Evaluation Items ( Sustainability )

Evaluation Questions		Evaluation targets		Methods
Items	Questions			
1. Sustainability prospects on government service	1. Are there any possibilities that the importance of such type of project would be recognized at the district level and so that the project approach and tools can gain policy support by the district government?	<p><b>Thamparakam DS</b></p> <ul style="list-style-type: none"><li>The recognition is there, however, they are not confident in implementing such approach and tools in the other communities by themselves.</li></ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"><li>To some extent they built capacity to be sustainable.</li><li>They are frustrated because of few people, coming from long distance and they stay in one place for long time, documentation takes out long time.</li><li>The government officials do not get any incentives, transportation nor facilities.</li></ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"><li>GA recognizes the importance of the project which built the capacity in farmers and vulnerable population. The project did not disturb the ethics of villages, that's the main points made the project different from other community development projects.</li><li>GA thinks that it is important to expand the model in other villages in the project target DSs.</li></ul>		
	2. Do the project counter parts perceive that they have gained enough understandings of the TRINCAP model and have built enough technical capacity to implement similar activities?	<p><b>Thamparakam DS</b></p> <ul style="list-style-type: none"><li>They are not confident enough.</li></ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"><li>To some extent, they understand. CAP takes long time and documentation takes lots of work.</li></ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"><li>The frontline officers have better understanding where they were involved but they do not have clear picture of how to implement the whole process.</li><li>DS has less understand regarding the mode;</li></ul>		
	3. Did the 3 DS offices accumulated enough project experiences through implementation and stored as institutional memory?	<p><b>Thamparakam DS</b></p> <ul style="list-style-type: none"><li>Some individuals did, but still need lots of support to implement any of TRINCAP model.</li></ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"><li>Generally yes.</li></ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"><li>DS seems understand the effectiveness of the project and recognize the outcomes, however, he seems that he not yet starts thinking that he can utilize the model in his own government setting with capacities he has.</li></ul>		
	4. How the eleven CAP approaches summarized by the project through project experiences perceived its importance and usefulness	<p><b>Thamparakam DS</b></p> <ul style="list-style-type: none"><li>Recognition is always there.</li></ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"><li>DS has positive attitude.</li></ul>		



	among donors and JCC members	<ul style="list-style-type: none"> <li>▪ <b>Kuchchaveli DS</b> Perceived the importance but the applicability is not perceived.</li> </ul>
Sustainability prospects on target community	<p>5. Is it a reasonable assumption that CMR is already an accepted approach and have been implemented in other projects, so that the sustainability of this approach would be high?</p> <p>1. Do you think that CBOs are strengthened enough to be sustainable?</p> <p>2. If not, what are the problems?</p> <p>3. Is this a right assumption which CBOs or organizational capacities have been improved financially through community contract scheme, therefore, community infrastructures will be operated and maintained well?</p>	<ul style="list-style-type: none"> <li>▪ <b>Thamparakamam DS</b> CMR in Thampalakamam showed that it works and CBOs can gain lots of benefits from the experiences.</li> <li>▪ <b>Morawewa DS</b> CMR is well accepted and has shown the effective sustainable attitude among community members. Therefore the sustainability is supposed as high.</li> <li>▪ <b>Kuchchaveli DS</b> CMR is not a new methodology, however, close monitoring and timely technical assistance, also facilitation of conflicts need to be given from outside.</li> <li>▪ <b>Thamparakamam DS</b> Infrastructure maintenance would be secured</li> <li>▪ Modern technology is labour intensive, so cannot be applied in a larger area because they can disturb the major tank time schedule, though the number of uses are increasing.</li> <li>▪ CPH cannot be enlarged due to the lack of materials.</li> <li>▪ Mild farmers have general fear for sustainability. They feel to formulate a committee to facilitate more negotiation power and also for the transportation of milk and wish to construct milk collecting centre for more steadiness.</li> <li>▪ Goat farming will have a problem to access VS. They have doubt in government sector or service.</li> <li>▪ Goat might cause problems in paddy field so farmers do not want to increase the beneficiaries.</li> <li>▪ Lack of confidence among farmers, so expecting support, day to day care and attention needs to be given.</li> <li>▪ Sustainability should be considered from the beginning of a project in terms of government officers capacity building and mechanisms to support community activities.</li> <li>▪ Sustainability of infrastructure is developed.</li> <li>▪ Needs more support for skill training.</li> <li>▪ DS should insist to adopt the same approach and methodology of TRICAP at the designing stage of any projects.</li> <li>▪ <b>Morawewa DS</b> They joined the National Craft Council under Rural industrial development ministry. They are under the ministry now. To some extent the council can update the information and skills.</li> <li>▪ They are now capable to produce attractive products and wish to update the products more.</li> <li>▪ They need marketable items and transportation and materials are OK now but not sure in the future.</li> </ul>

	<ul style="list-style-type: none"><li>▪ JICA given lots of trainings and exposed to new technologies and adopted new technologies. They also transferred the technologies</li><li>▪ He is visiting other farmers to monitor.</li><li>▪ If new diseases come, then they might suffer.</li><li>▪ They are reducing chemical fertilizer</li><li>▪ They are willing to disseminate technologies</li><li>▪ Want to learn new technologies and varieties to increase the products</li></ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"><li>▪ They are sustainable. They have been engaged red onions for long time, so they were not trying to try other crops. The price is going down so they need alternative crops.</li><li>▪ The poultry society is organizing buying chicks and selling poultry, so its sustainable.</li><li>▪ JICA VS is look after the farmers so well, so after the project, there is a worry.</li></ul>
4. Have community empowered technically and financially to sustain and develop their economic activities?	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"><li>▪ Beneficiaries are such cases.</li></ul> <p><b>Morawewa DS</b></p> <ul style="list-style-type: none"><li>▪ Beneficiaries are such cases.</li><li>▪ Handicraft group expressed some concerns on the availability of the raw materials in the future. Also they need continuous information to improve the designs.</li></ul> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"><li>▪ Yes.</li></ul>
5. If CBOs are feeling not sustainable instead, what were main causes of the problem?	<p><b>Thamparakamam DS</b></p> <ul style="list-style-type: none"><li>▪ They feel sustainable. FO is a system to disseminate their knowledge and skills to the next generations.</li></ul> <p><b>Morawewa DS</b></p> <p>They feel sustainable. FO is a system to disseminate their knowledge and skills to the next generations.</p> <p><b>Kuchchaveli DS</b></p> <ul style="list-style-type: none"><li>▪ No, the CBO feels sustainable and the skills and knowledge would be handed to the next generation.</li></ul>



## TRINCAP 終了時評価調査（参加型開発）報告

### 1. 評価の前提要件

- 1) 過去 26 年にわたる紛争影響地域における開発事業であり、①地域における行政組織力量の未整備、人材配置の薄さ、経験蓄積の薄さ、資源プールの薄さ等、実際的なカウンターパートとなる地域行政力量が極めて低いこと、加えて、②対象とする地域社会（村落社会）は、極めて不安定かつ劣悪な治安状況に継続的に直面してきており、住民の緊急避難が頻繁に発生する等、社会経済システムが部分的にあるいは全面的に崩壊、継続不可能となったこと、③地域社会はシンハリ、タミール、ムスリム等、複雑な対立を内包した民族・宗教構成を持っていること、を特徴とする。
- 2) 2002 年の停戦協定発効を受けた企画であったが、2005 年の事業開始以来、治安状況悪化の継続的影響を受け、事業の遠隔操作を余儀なくされる等の環境において継続されてきた。企画時点や事業開始時点においては、一般開発支援事業として想定された計画が立案されつつも、その後の経過は実体として“国際社会の一員としての日本国の継続的関与を示すことを通じて、平和構築・復興に貢献すること”が目的とされている。

### 2. 評価調査のポイント

- 1) 地域村落社会への事業効果・インパクト
- 2) 地域行政への積極的インパクト
- 3) 事業効果の終了後継続性の考査
- 4) 平和構築案件としての日本政府外交政策への考査

### 3. 評価のサマリー

#### 1) 地域社会への事業効果・インパクト

村落社会組織を対象にした対象村落への社会準備、CAP の形成、研修、マイクロ事業の実施、住民を含めた事業モニタリング等、一連の**プロセスを重視したアプローチ**は個々の事業効果の発現に加えて、担い手としての自信の回復、村落共同意識の醸成に貢献している。

村落住民所関心事である“収入の向上”に焦点を当てた諸事業の形成・実施支援は試行錯誤を重ねつつも実際に収入の向上に貢献し、同時に社会関係の発展（村落組織の機能強化）に貢献している。

諸事業はモデル農家の選択、デモンストレーション、他農家への普及プロセスを基本アプローチとして、また同時に、投入資源が村落組織あるいは社会内で再生産・再投入されるサイクルを形成するように企画実施されており、自律性の向上に貢献している。

これらの措置を講じることで、村落社会の力量と考えられる資源(R)、組織(O)、規範(N)の各要素において発展が確認されている。

## 2) 地域行政への積極的インパクト

地域行政については、予算の限界、人員配置の薄さや経験の薄さ等、事業開始以降、積極的評価の対象となっていなかったが、特に 2008 年初頭以降、村落における事業成果が徐々に顕在化すると同時に彼らの関心も向上し、事業活動への参画度が向上した結果、限られた人数に対してではあっても**業務意欲の向上、具体的な力量の向上**が観察され、特に農業・畜産セクターでは一定の技術移転に貢献している。何よりも、彼らの間での TRINCAP 事業への高い評価が定着している。

## 3) 事業効果の終了後継続性の考査

スリランカ国における、開発行政システム自体の生産性は極めて限定的であり、集権体制によるそれが一般に抱える多くの課題に直面している結果、この面での**制度的改善策は示されていない**。それ以前に地方レベルにおける**行政官の力量の向上**が求められるところであるが、形成された 8 つの TRINCAP 事業モデルはそれらに貢献する可能性が見込まれる。

## 4) 平和構築・復興案件としての日本国政府外交政策への考査

調査団としては特にこの点に対して調査の焦点を合わせた経緯はないが、治安状況の悪化を受けた過程においても継続して事業が実施されたことは、**中央及び地方政府関係者の間では高く評価**されていることが窺われた。スリランカ国と日本国の関係の発展・継続が意見交換の際に語られる等、多くの関係者から高い評価が寄せられた。

## 4. 結論

本事業は事業環境の変化、事前アセスメントの不備、同種事業の経験の浅さから、所期の事業構想から変更を余儀なくされたが、関係者の誠実かつ柔軟な対応を通じて成果を上げたことが評価される。特に治安状況が悪化する中、事業の継続を直接に担ってきた日本人専門家、スリランカ国人スタッフ、受託企業の貢献が事業の積極的な成果の発現に貢献したことには、特段の留意が相当するものと思われる。

以 上

## TRINCAP 終了時評価（平和構築）報告

### 1. 東部の状況

プロジェクトスタッフからの情報によると、紛争終結後、主要道路沿いのチェックポイントは減少したが、村におけるチェックポイントは増加しているとのことであった。2009 年 4 月に、プロジェクト対象村であるノッチクラム村において 4 人のタミル人の農民が銃殺されたが、今般同村を訪問すると、農民組織の共同事務所のすぐ脇に、最近になって新たに軍の詰所が設置されたとのことだった。また、紛争終結後、政府は過去に LTTE に訓練を受けた人間や、LTTE を支援したものに出席するよう促しているが、これらの取調べからの情報等も元に、トリンコマリー県においても LTTE が隠し持っていた武器が連日発見されている。トリンコマリー県には、最後の方まで LTTE が支配していた地域があり、また LTTE の北部と東部を移動経路となっていたため、未だに 5～6 人の少数の LTTE 残党グループがいくつか県内にいるとの情報もあった。

PEACE プロジェクトのマネージャーによれば、アンパラ県やバティカロワ県における人口移動は、ほとんど収束しているのに対し、トリンコマリー県は一部まだ帰還が継続しているところがあるとのことである。日中耕作作業をして、夜は町に寝泊りしている住民もいる。今般現地調査した際にも、モラウェワ郡において、最近帰還してきた住民が、家の建設を段階的に行っている様子が見られた。軍事的要所は今後も軍の拠点（ハイ・セキュリティゾーン）として維持されるため、その場所に住んでいた人は帰還できないが、それ以外の住民については治安改善に伴い、帰還も終了していくと見られている。

### 2. 紛争分析

本プロジェクトは、2002 年の停戦合意を受け、和平が推進されることが期待された中で形成され、2005 年 10 月から開始された。実際には、2006 年中旬から東部地域においては LTTE と政府軍の戦闘が激化し、特にプロジェクトが開始されて一年目については、プロジェクトは上記の政情、治安状況に多大な影響を受けている。紛争影響地域においては、一般的に政情・治安の動向は流動的であるため、プロジェクト実施前、実施中の紛争分析は重要である。事前の紛争分析において、最悪のシナリオも想定し、プロジェクトはこれへの対策を検討しておくとともに、分析結果に応じてプロジェクトの内容も現実的な目標・活動とする必要がある。プロジェクトが開始した後も、継続的に治安、政情、対象地域でのプロジェクトによるインパクトを観測し、それに伴って実施体制やアプローチ、プロジェクトの内容も柔軟に調整していくことが求められる。

本プロジェクトにおいては、治安対策は JICA との協力の元に体制強化がなされており（後段参照）、プロジェクトの内容も、環境の変化に応じて変更がなされてきている。今後紛争影響地域で協力を実施する際には、治安対策に加えて、政治状況や社会状況も踏まえた分析を、JICA と共同で推進していくことが望ましい。

### 3. 紛争影響地域の事業の評価

#### (1) 政治的なインパクト

本プロジェクトは、戦闘の激化と治安の悪化、停戦合意の破棄等、事業開始時とは状況が大

きく変動する中で実施が継続されてきた。そのため、開発プロジェクトを実施する際に一般的に想定される前提条件（治安、C/P の能力・配置・変更、受益者の定住等）が整わない中で事業実施となっている。加えて、受益者間で紛争の結果生じた不信感が存在し、物事が政治化し易いという特殊状況も存在する。このような状況において、成果に一定の期間を要する農業分野での協力や、技術移転というアプローチは、紛争の影響を受けていない国・地域と同様の成果を期待するのは難しい。

一方、そもそも本プロジェクトは、停戦合意後の和平を後押しするための復興支援として開始されていることから、この時期に開始されたことは政策的観点から意義が高いと考える。本プロジェクトは、評価ガイドラインに沿って行った今般終了時評価においても、高い評価が得られているが、本プロジェクトのように紛争の影響により、開発の成果を期待するのが難しい状況の中で、高い政策判断の元で実施される協力に関しては、この点を加味した評価が必要と考えられる。

## (2) コミュニティレベルの和解促進へのインパクト

本プロジェクトは、PDM 上、コミュニティにおける平和の定着や民族間の和解については目標、成果として求められておらず、活動にも含まれていない。一方、今般聞き取りにおいて、シンハラ、タミル、ムスリムが混住するノッチクラム村において、今も農民組織は民族混住で活動が続いていること、同村で実施された道路建設作業も 3 民族が参加して行われたことが村人から確認された。また、タミル人の村人からは、治安・政治状況で脅威を感じるようになってからも、TRINCAP を通じた活動があったことが、displace せずに村に残る理由の一つとなったとのコメントもあった。また、3 民族に配慮して受益者を選定したことは、GA や国家建設エステート開発省等先方政府から評価され、プロジェクトの実施に良い影響を与えたとの情報が日本人専門家からなされた。そもそも、TRINCAP 実施前は、同民族内でもあまり共同作業をする機会がなかったところを、TRINCAP がきっかけで活性化されたとのコメントも村人からあった。さらに、村においては、外国人が訪問することが、平和と実感する印象を持たせることにもつながったとのコメントもあった。これらは、プロジェクトによってもたらされた平和構築へのインパクトと捉えられる。

他方、民族が混在した村においては、調整に時間と労力が、一民族の村よりも余計に必要という技術的側面に加えて、シンハラ人はホームガードとしての雇用を通じた副収入がある一方、タミル人はそのような機会が皆無である上に、TMVP への納金が課せられる、数年前に帰還してきたばかりである等、民族によって社会・経済状況が同等ではない中で、全ての民族に平等に分配することが、常に公正であるとは限らないと判断することもでき、今後の平和構築の協力において検討していく必要がある。

## 4. 実施体制

紛争影響地域においては、コミュニティ自体が多くの子社会・経済的問題を抱えていて脆弱である上、これに対応すべき政府（特に地方）の能力も弱い。本プロジェクトにおいては、日本人専門家と現地職員が、頻繁にコミュニティに訪問することを通じて、問題が深刻化する前に対応することに試みてきた。今般調査において、村人から、「村人同士で対立が発生したり、緊張が高まった際、TRINCAP 職員の対応を通じて沈静化したことがあった」とのコメントがあっ

た。日本人専門家からは、コミュニティの民族に合わせて、ファシリテーターを配置していたとの情報があつた。

ローカルスタッフは過半数がタミル人、シンハラとムスリムを 1 割強ずつという割合になっているが、ローカルスタッフ同士の対立を緩和したり、バランスを取る意味で日本人専門家の存在は効果があつたと思うとのコメントもあつた。

なお、復興支援はタイムリー性が重要であり、他ドナーは現場に事務所を構え、現地で開催されるドナー会合でプロジェクトを決めている。今後復興支援を実施する際には、現場において迅速にニーズを拾ってプロジェクト形成につなげていけるような体制を JICA が構築することが有効と考えられる。

## 5. 治安対策

本プロジェクトは 2006 年の 6 月以降、急速に治安が悪化した時期には、国連のセキュリティ会合に出席する等して情報を得るとともに、対応策の判断基準としていた。2006 年 8～12 月は戦闘が激化し、緊急支援以外の組織の多くは撤退する中、TRINCAP は事業を継続した。この期間、政府は情報を完全に開示しないため、状況確認やその後の展開の推測が非常に困難であつた上に、政府が治安に問題がないと言っても、政府や軍ではない民間の援助機関は同様の対応はできるわけでもなく、また、緊急支援団体とは活動地域、アプローチ（長期にわたって村に人を貼り付ける）が異なるため、対応策の検討も試行錯誤だったとのコメントが、日本人専門家から得られた。

2007 年 1 月に日本人専門家も現地に復帰してからは、JICA 事務所のセキュリティ・オフィサーの支援を時々受けつつ、現地においてはローカルスタッフが軍、警察や国連、赤十字等から治安情報を確認する体制をとっていたが、タミル人であつたこともあり、軍や警察から情報が取れないこともあつたため、2007 年度事業の契約交渉前から、プロジェクトから JICA に対して、プロジェクトにセキュリティーアドバイザーを確保することを要請していた。2009 年 1 月から元警察官（シンハラ人）を JICA が傭上しプロジェクト・オフィスに常駐する体制をとっているが、これにより治安関係の情報がとり易くなり、現在も週一回のセキュリティ会合も効果的に運営されているとのことであつた。プロジェクト事務所に常駐する元警察官は、人柄が良く、情報収集能力に長けており、なかなか一民間企業がこれほどの人材を確保するのは難しく、JICA スリランカ事務所の支援があつてのことだ、とのコメントが日本人専門家からあつた。