

(1) Production and distribution of materials for wide and proper CAP/CCS practice

The Project should complete the production and distribution of materials for wider and proper practice of CAP/CCS by the government or other development organisations. In addition to the “Participatory Rural Development Planning Guideline” for formulating VDP through CAP approach and the “CCS Handbook” for implementing community-based small-scale infrastructure works, booklets which describe lessons, advantages and common issues pertaining to CAP/CCS need to be produced as scheduled by the Project in collaboration with the CPs. Those materials should be distributed to relevant stakeholders and organisations through seminars and symposium to be organised.

Recommendations for the government organisations at Provincial, District, DS and GN Division levels

(2) Ensuring the function of development coordination body (PIC) at Divisional level

At the Divisional level, despite the problems pointed out earlier, PIC should keep playing a vital role in coordinating inter-sectoral development activities in the respective DS Divisions even after the end of the project period. The PIC members including Divisional Secretary and Pradeshiya Sabha Chairperson, with support from the Project, should discuss expected roles of PIC. Taking into account the problem of low attendance rates as well as duplication of participants of other committees such as Divisional Agricultural Committee, a consensus should be reached among the PIC members on practical ways to ensure sustainable and efficient development coordination at the Divisional level.

(3) Utilisation of the CAP approach for consolidating development plans and establishment of coordination bodies at GN Division level

For continuous and wider use of the CAP approach in the remaining GN Divisions in the target DS Divisions, many village development plans formulated through different rural development initiatives should be consolidated by introducing participatory and democratic planning and management exercises featuring CAP approach. It is suggested that SPC and Hambantota District should discuss this issue and secure budget allocation necessary for conducting such planning and review workshops at each GN Division. These consolidated plans should serve as the comprehensive development plans of the respective GN Divisions, which should be shared with Pradeshiya Sabha, line departments and other relevant organisations through the respective DS Office. Furthermore, like “Jana Sabha Coordination Committee” set up by the Project an integrated coordination body should be established at each GN Division in the target DS Divisions, as a first step. Both SPC and Hambantota District are expected to take initiatives to put this into practice.

(4) Utilization of CCS for small-scale infrastructure projects at District and Provincial Levels

As the effectiveness of CCS practiced by the Project is recognised, it is recommended that the CCS be widely utilised for any other small-scale infrastructure projects to be planned and implemented within Hambantota District and Southern Province. Although CCS has already been introduced by many different development organisations in Sri Lanka, they often fail to produce desired outputs due to improper management of community contracts or insufficient technical and human inputs. Human resources who gained skills and experiences from the Project and the CCS handbook developed by the Project should be fully utilised for practicing CCS in a proper and transparent manner so as to enhance the impact of those small-scale infrastructure projects in the area.

Recommendations for the Ministry of Local Government and Provincial Councils and the Ministry of Economic Development

(5) Incorporating the CAP/CCS approach in the government programmes at the national level

While above-mentioned efforts are required to be made at the local level, as emphasized earlier, sustainability and impact of the Project in the future are highly dependent on direction of national rural development policy at the central government level, especially on the new institutional and financial arrangements for rural development to be set up through the forthcoming “Jana Sabha Act” by the Ministry of Economic Development. It is therefore recommended that the Project’s experience in implementing CAP/CCS and strengthening the function of development coordination bodies at DS/GN Division levels be shared with the planners of the Jana Sabha system in the Ministry of Economic Development through the Ministry of Local Government and Provincial Councils. Thereby, the participatory rural development approach promoted by the Project will be incorporated into national rural development programmes to be planned and implemented under the Jana Sabha system.

7. Lessons learned

The lessons learned by evaluating and analysing the performance, implementation process and achievements of the Project can be summarised as follows:

(1) Efficacy of the CAP/CCS approach – transparency, openness and ownership as the most-valued components

The CAP/CCS approach the Project endeavoured to promote was proved to be an effective vehicle for development in addressing the pressing needs of the community and bringing out community’s sense of ownership, which in turn ensured sustainable operation and maintenance of the

infrastructure built by the community people. Transparency and openness of the decision making process, particularly regarding priority setting and budget allocation, were some of the most valued elements of the CAP/CCS method by the community.

(2) Ensuring success by frequent monitoring and awareness-raising

The success of CAP/CCS was made possible largely because frequent monitoring and repeated awareness-raising activities were rigorously conducted in the community. Fieldworkers' timely visit to the community, regular monitoring, and facilitation of discussions among the CBO members led to safe, accurate and high-quality construction work. Technical transfer in agricultural skills was also ensured by extension workers' frequent visit and technical advice given to the farmers.

(3) Effectiveness of hands-on, on-the-spot training in agriculture and trade

The Project provided optimal learning experience to the community members by organising field trips, showing agricultural demonstration plots, and participating in various trade fairs and exhibitions. Such hands-on, on-the-spot training was felt much more effective than conventional classroom teaching by people engaged in agriculture and trade.

These three points listed above as well as other leanings experienced during the Project, including ones specified in the Recommendation section, should be effectively utilised and applied to similar projects aiming at improvement of rural livelihood in Sri Lanka and other developing countries in future.

Annex 1 Project Design Matrix (PDM)

Ver.03

Date: 16 March 2010

Duration: 4 years (19 March 2007 – 18 March 2011)

Target Area: 8 GNs in Hambantota District

Target Group: Villagers (Local CBO members) and field level officers of various governmental organisations

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p>Overall Goal:</p> <p>Income and livelihood of the people in areas within Hambantota and Southern Province will be improved by introducing the community approach programme for participatory rural development, which is acknowledged by stakeholders through the project.</p>	<ol style="list-style-type: none"> 1. Proportion of households whose income increased in GN divisions formulated CAPs in Hambantota district. 2. Number of GN Division who formulate CAP in Hambantota district. 3. Proportion of CCS projects formulated and implemented from formulated CAPs. 	<ul style="list-style-type: none"> • Interviews and questionnaire surveys • Statistical census • Report of Divisional Secretary • Report of Pradeshiya Sabha 	
<p>Project Purpose:</p> <p>The existing system and structure for the participatory rural development will be functioning through effective use of institutions and practices (e.g. Community Action Planning and Community Contract System), aiming at improving income and livelihood of the people in the project area.</p>	<ol style="list-style-type: none"> 1. More than 50% of the suggested activities in the formulated CAPs are implemented by the project or other development agencies (GOs and NGOs) 2. More than 50% of PIC and CBOs members recognise the usefulness of CAPs, as comprehensive development plans. 3. More than 5 target GN Divisions receive external supports to implement identified individual projects. 4. 25% of households income is increased in 8 target GN divisions. 	<ul style="list-style-type: none"> • Project evaluation study conducted by third party • Project's progress report compiled by the project team • Report of Divisional Secretary • Report of Pradeshiya Sabha 	<ul style="list-style-type: none"> • Drastic reform of governmental organisations relating the rural development activity will not take place.
<p>Output</p> <p>(1) Community Action Plans (CAPs) will be</p>	<p>(1)-1 More than 1920 villagers (60persons×8GNs×4yr) and 204 field level officials (17officials×3DSs×4yr)</p>	<ul style="list-style-type: none"> • Project progress report compiled by the project team 	<ul style="list-style-type: none"> • Peace environment does not become worsen in Southern area.

<p>prepared in selected villages, then individual projects will be identified.</p> <p>(2) Divisional Coordination Committees will be functioning for implementation of CAPs.</p> <p>(3) Villager's (CBO's) skills for construction / maintenance works of rural infrastructure are developed through implementation of identified project(s).</p> <p>(4) Villager's (CBO's) capacity to implement and manage productive and reproductive* activities is enhanced.</p>	<p>trained for preparation of CAP in target villages. (1)-2 All targeted villages prepare CAPs. (1)-3 80 % of identified individual projects estimated as useful by beneficiaries.</p> <p>(2)-1 Each target DS division holds PIC meeting more than 9 times annually. (2)-2 All PIC meetings are held with more than 50% participation of invited development stakeholders. (2)-3 Divisional Secretaries, DS Officers, P/S chair person and officers recognise the importance of coordination body at Division level.</p> <p>(3)-1 At least 3 trainings are held per contract, and 70 % of expected villagers participate. (3)-2 More than 5 Community Contracted projects from CAPs are implemented in each DS Division. (3)-3 All Project-funded community contracts are completed with safe and satisfactory quality. (3)-4 All responsible CBOs for Community Contracts complete the contracted project within contract amount. (3)-5 All responsible CBOs formulate the O&M plan within their capacity.</p> <p>(4)-1 CBOs in each village hold 36 workshops/trainings (3ws/trn×3CBOs×4yr) with more than 70% participation of expected villagers. (4)-2 At least 50 % of trained villagers practice introduced better practices and/or follow technical guidance. (4)-3 CBOs' meetings related to development, including VCC, are held in target areas at least once a month.</p>	<ul style="list-style-type: none"> • Project progress report compiled by the project team • CAP developed by beneficiaries • Interview survey to beneficiaries • Project progress report compiled by the project team • Meeting minutes and attendance records of PIC • Interview survey to Divisional Secretaries and DS Officers • Project progress report compiled by the project team • Meeting minutes and attendance records of the Coordination Committees (PIC,VCC)" • Project progress report compiled by the project team • Activity record and accounting record of CBOs • Activity record and accounting record of CBOs • Inspection Report • Completion Report • Technical Report • Activity record and accounting record of CBOs • Technical Report • O&M plan • Attendance records of the meetings/workshops • Project progress report compiled by the project team • Project monitoring and evaluation study • Interview Survey to beneficiaries • Project progress report compiled by the project team
---	--	---

		<ul style="list-style-type: none"> • Attendance records of the meetings/workshops • Meeting minutes and attendance records of VCC 	
<p>Activities:</p> <p>1-1. Villagers and field level officials of related governmental organisations will learn the approach and skills that is essential for preparing CAP.</p> <p>1-2. Villagers' meeting will be held, with assistance of field level officials in selected GN Villages, then CAP will be formulated in each village.</p> <p>1-3. Individual activities will be identified based on CAPs.</p> <p>2-1. Functions of the Divisional Coordination Committees will be confirmed and recognized by development stakeholders.</p> <p>2-2. Villagers become aware of existence and functions of coordination committees.</p> <p>2-3. Coordination Committee meetings will be held.</p> <p>2-4. Outline of CAP will be explained at coordination committees and individual projects to be assisted under this cooperation will be identified.</p> <p>2-5. Government officials will indicate candidate projects for governmental assistance.</p> <p>3-1. CBOs will receive the training in construction and management of infrastructure works.</p> <p>3-2. CBOs will implement infrastructure works.</p> <p>3-3 Villagers will receive training(s) in Operation and Maintenance of infrastructure.</p>	<p>Input :</p> <p>(Japanese side)</p> <p>1) Experts (F: Foreign, N: National)</p> <ul style="list-style-type: none"> - Chief advisor (F) - Other Experts (Rural Development, Agriculture and Agricultural Production Infrastructures, etc.) (F) - Coordinator (F) - Deputy Chief Advisor (N) - Rural Society and Institutional Development (N) - Communal and Agricultural Infrastructure Development (N) - Agricultural Development (N) <p>2) Local assistants for the Project's technical works</p> <p>3) Cost for equipments and small infrastructure development/rehabilitation to be implemented under the Project</p> <p>4) Training for beneficiaries and Sri Lankan Personnel</p> <p>5) Cost for project office management (personnel, equipments, and consumables)</p>	<p>Input :</p> <p>(Sri Lankan side)</p> <p>1) Counterparts and other supporting staff</p> <p>2) Land, buildings and facilities for project office</p> <p>3) Sharing of expenses in project implementation, operation and maintenance</p> <p>4) Tax exemption measures, etc.</p>	<p>• Taxes are not imposed severer than the present situation</p> <p>Preconditions:</p> <ul style="list-style-type: none"> • The ceasefire is continued. • Relevant organisations agree with the implementation of the Project

<p>4-1. Project will hold workshop(s) for the beneficiaries to be educated on better reproductive practices, in cooperation with NGO(s) if necessary.</p> <p>4-2. Project will give technical guidance to the beneficiaries on productive and reproductive activities.</p>	
--	--