

Criteria	Evaluation questions		Criteria and method for judgment	Required data	Information source	Data collection
	Question	Sub-question				
	The influence of external factors (important assumptions) on the achievement of the overall goal	How are the external factors influencing the achievement of the overall goal? How is the project coping with the factors?	Relations between the project and external factors	Information on external factors (SME policies in Davao), opinions of the experts and CP	R/D, Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
Sustainability	Institutional sustainability	CP's position in terms of national and regional policies	Confirmation of CP's position in the policy domain	opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		CP's management and decision-making system	Confirmation of CP's management and decision-making system	Opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		CP's direction in future	Confirmation of CP's direction in future	Opinions of JICA, Japanese embassy, the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		CP's assignment of counterpart personnel	Counterpart staff's number, capacity, level of motivation, turnover rate	Opinions of the target groups, experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		Project management	Confirmation of operational management and monitoring	Opinions of the target groups, experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
	Financial sustainability	CP's Budget for the project	Confirmation of CP's budget	CP's budget, financial data, opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		Transparency of CP's finance	Confirmation of financial data	CP's budget, financial data, opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int

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	Technical sustainability	Counterpart personnel's technical skills	counterpart staff's level of technical skills	CP's activities, opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		Operation manuals	Quality of operation manuals and frequency of use	Operation manuals for training and administration, opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		Operation and maintenance of equipment and machinery	Confirmation of procedure of operation and maintenance of equipment and machinery	Information on operation and maintenance of equipment and machinery, opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int
		Information management	Confirmation of information management	Confirmation on information management, opinions of the experts and CP	Project documents, reports by experts, JCC minutes, target groups, experts, CP	Lit, Q, Int

Annex 4 Evaluation Results based on the Evaluation Grid

Criteria	Evaluation questions		Evaluation Results
	Question	Sub-question	
Relevance	Consistency with development policies of Sri Lanka	Are the overall goal and project purpose aligned with the national and/or regional development policies? Are the national and/or regional policies prioritizing rural livelihood promotion?	Highly relevant in terms of Sri Lanka's policy priority to participatory community development
	Consistency with Japan's foreign aid policy for Sri Lanka	Is the project consistent with Japan's aid policy?	Highly relevant in terms of the Japan's priority aid policy for poverty reduction and livelihood improvement.
	Appropriateness of the target group setting	Is the selection of the target groups (Villagers or Local CBO members and field level officers of various governmental organisations) appropriate?	Very appropriate to tackle the pressing needs for poverty alleviation and community revitalisation.
	Congruency with the needs of the target group	Is the Project catering the needs of the target groups?	Very consistent with the needs of the community members. However, consistency with the needs of the frontline government officials needs re-examination since the local governments are not necessarily placing priority to participatory community-based development initiatives.
	Japan's technological advantage	Is Japan's technological advantage well reflected in the services provided by the Project?	Japanese experts' management skills and specific knowledge in agriculture and infrastructure, in particular, are effectively applied although some modification to adjust to the local realities needed to be made. OVOP training is also making good use of Japan's experience in this specific field and the participants of the training are applying the knowledge on the ground.
Effectiveness	Appropriateness of setting the project purpose, objectively verifiable indicators, numerical targets, means of verification	Are the project purpose, indicators, and means of verification appropriate?	The logic of PDM is well designed. The project purpose, most of the indicators and means of verification are appropriately reflecting the current situation on the ground. The polity situations surrounding the overall goal, however, are changing constantly particularly in the area of rural community development. Thus, it is very difficult to predict what the situation will be three to five years after the Project period.

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	Progress of the Project	Is the Project implemented as scheduled?	Most of the project activities are carried out as scheduled.
	Achievement of the project purpose	More than 50% of the suggested activities in the formulated CAPs are implemented by the project or other development agencies (GOs and NGOs)	Achieved.
		More than 50% of PIC and CBOs members recognise the usefulness of CAPs, as comprehensive development plans	Data not available. Qualitative information suggests that the efficacy of CAP is recognised by almost all the PIC and CBO members.
		More than 5 target GN Divisions receive external supports to implement identified individual projects	Achieved.
		25% of households income is increased in 8 target GN divisions	Data not available. Qualitative information suggests that those who have experienced the small-scale infrastructure development and some agricultural training have a relatively high prospect of increasing their household income in the medium and long run if the maintenance of such infrastructure is properly conducted and the market of the agricultural produces is stable. The participants of the off-farm income generation training, however, are not at the stage of seeing tangible effects and the effect of the training in poverty reduction seems rather limited.
	Project management system	Are the systems of project monitoring, decision-making, communication within the project members appropriate?	Project monitoring, decision-making and communication within the project members are effectively carried out.
	Promoting and hindering factors to the achievement of the project purpose	What are the promoting factors to the achievement of the project purpose?	Good relationships established with various stakeholders in rural development, such as NGOs and public/ private sector organisations are contributing to promoting the project's effects and ensuring project's sustainability to some extent. The establishment of Gaja Mithuro Committees at District, Division, GN levels by the initiative of the central government in 2009 is ensuring sustainability of activity concerning HEC

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			(Human Elephant Conflict) mitigation such as building electronic elephant fence.
		What are the hindering factors to the achievement of the project purpose?	Political interventions of local elites in community-level decision making. Insufficient time allocated to the Project by Assistant Project Managers.
	The influence of external factors (important assumptions) on the achievement of the project purpose	How are the external factors influencing the achievement of the project purpose? How is the project coping with the factors?	Given the current political situation in Sri Lanka, continuation of policies, particularly comprehensive rural development policies, is not assured when the change of government organisations happens.
Efficiency	Appropriateness of inputs	Inputs from Japan: Japanese experts	Appropriately provided. Experts in agriculture and rural infrastructure should have had longer assignment periods.
		Inputs from Japan: Equipment / machinery	Appropriately provided.
		Inputs from Japan: Training in Japan and the third countries	Appropriately provided. Training in the third countries is more effective and efficient than training in Japan since Sri Lanka shares similar socio-cultural background with other developing countries in Asia.
		Inputs from Japan: Operational cost	Appropriately provided.
		Inputs from Sri Lanka: Assignment of counterpart personnel	The time CP, particularly AMP, can allocate to the Project is very much limited due to their other duties. The performance of APM is not living up to the Project's expectation.
		Inputs from Sri Lanka: Office, work space and relevant facilities	Appropriately provided.
		Inputs from Sri Lanka: Operational cost	Appropriately provided for the most part. More financial commitment by different government agencies, not just Southern Provincial Council, is preferable.
	The level of outputs in relation to the inputs	Are the inputs producing sufficient levels of outputs?	To a certain degree. Insufficient involvement of CP is negatively affecting the production of outputs.

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	Collaboration with other ODA projects	Is there collaboration with other ODA projects?	Collaboration with Japan Overseas Cooperation Volunteers (JOCVs) has a potential to positively influence the Project. However, at present, effective collaboration of JOCVs is not realised.
	Promoting and/or hindering factors to efficiency	What are the promoting factors to efficiency?	Collaboration with NGOs, banks and other organisations which have a stake in rural development is promoting efficiency.
		What are the hindering factors to efficiency?	Political interventions of local elites in community-level decision making.
Impact	Prospect of achieving the overall goal	Proportion of households whose income increased in GN divisions formulated CAPs in Hambantota district.	Data not available.
		Number of GN Division who formulate CAP in Hambantota district.	None.
		Proportion of CCS projects formulated and implemented from formulated CAPs.	None.
	Unintended effects	Are there unintended effects (both positive and negative) the project has brought about?	Female participants in income generation training appreciate that they obtained a forum to exchange their opinions and ideas with like-minded women. A few farmers in non-target villagers are also benefiting from the Project's paddy seed programme by exchanging seeds with the target farmers. The construction of the milk chilling plant building is benefiting dairy farmers in the neighbouring communities.
	The influence of external factors (important assumptions) on the achievement of the overall goal	How are the external factors influencing the achievement of the overall goal? How is the project coping with the factors?	The government policy and priority regarding rural development changes frequently.
Sustainability	Institutional sustainability	CP's position in terms of national and regional policies	CP organisations including SPC are not in a position to have a strong say in national and regional development policies. Sustainability in terms of policies is considerably influenced by

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			the decision made by the central government. The future direction of rural development policies is still very unclear.
		CP's management and decision-making system	SPC has a limited power in making decision which ensures the continuation of CAP/ CCS approaches.
		CP's direction in future	Same as above.
		CP's assignment of counterpart personnel	Counterpart personnel's commitment is not sufficient at present. It is unlikely to see more commitment in the future without the presence of the Project Team.
		Project management	Without the sufficient of commitment of the CP, appropriate project management system is unlikely to be established after the Project period.
	Financial sustainability	CP's budget for the project	Without the financial commitment of the central level institutions, budgets for continuing the project activities are unlikely to be allocated.
		Transparency of CP's finance	Transparency of CP organisations' finance is assured.
	Technical sustainability	Counterpart personnel's technical skills	Although the national staff employed by the Project have acquired sufficient technical skills, some of the CPs, who are the government officials of the concerned institutions, are not in possession of adequate levels of technical skills, particularly project management skills and CAP facilitation skills.
		Operation manuals	Operation manuals (guidelines and handbooks) are prepared.
		Operation and maintenance of equipment and machinery	Appropriately conducted.
		Information management	Information obtained as results of project implementation is being compiled in a booklet although the compilation process is slower than originally planned. Other information is also gathered and disseminated to the concerned organisations in the forms of newsletters, etc..