

Annex 5 Answers to the Questionnaire

Answers to the questionnaire from CP (4 respondents) and Japanese experts (5 respondents) (Total of 9 respondents)

*The numerical scores indicate the level of interviewee's agreement to each question, with 5 being that the interviewee strongly agreed to the question and 1 being that the interviewee strongly disagreed to the question. "N" indicates the interviewee didn't know the answer or didn't answer the question. "Ave" means the average score to each question.

** (J) indicates a comment made by a Japanese expert. (S) indicates a comment made by a Sri Lankan counterpart. (P) indicates a comment made by the Project Team.

Question	No. of respondents who chose the score*						Ave	Reason/ Comment**
	5	4	3	2	1	N/A		
Follow-up situations to the Joint Mid-Term Review								
A. Incorporation of SouthCAP approach into the government programmes for infrastructure and livelihoods development such as Gama-Neguma and Maga-Neguma was recommended by the Mid-Term Review Team. Has there been any effort to start a trial CAP by using the funds allocated to such government programmes?	-	-	-	-	-	-	-	<p>Community Action Plans, formulated in 2007, have been integrated with Village Development Plans (VDPs) of Gama Neguma Programme in all target GN Divisions, after conducting CAP/VDP Review Workshops in 2009/10. In Ketanwewa GN Division, Hambantota DS Division, Village Development Plans (VDPs) of CARE International were also integrated at the same time. These integrated plans are expected to serve as the comprehensive development plans of the respective GN Divisions, which were distributed to Pradeshiya Sabha, line departments and other relevant organizations through the respective DS Office. In 4 GN Divisions out of 8, Jana Sabha Coordination Committees were formulated, which are the amalgamation of development coordination bodies within the same GN Division. For instance, in Ketanwewa GN Division, former Jana Sabha Committee of SDA, CARE Committee of CARE International, VCC of SouthCAP Project were amalgamated into one 'Jana Sabha Coordination Committee'. Three GN Divisions in Lunugamwehera also organized the similar committees later. The number of 'development' meetings in the village has been reduced and the villagers' burden has been eased. (P)</p> <p>Attempt to integrate CAP with Gamaneguma in some G.N.Divisions by preparing a One Village Development Plan (VDP) for the coming year. (S)</p> <p>Relevant government officers have been trained. We have requested to allocate funds for the above programmes. The Ministry has not released money yet. (S)</p> <p>At the last JCC meeting , the Secretary of Ministry of Local Government and Provincial Councils as the Chairman the JCC stressed the need of ensuring the sustainability of the project inputs by integrating the activities to the provincial programmes (S)</p>

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B. It was recommended that the Hambantota, Sooriyawewa and Lunugamwehera DS offices start facilitation to prepare CAPs in neighbouring GNs so that the Project could maximise development outcomes at the divisional level. Have the DS offices started working on this matter?	-	-	-	-	-	-	-	<p>All three target DS Divisions have nominated the additional three GN Divisions as the target of the experimental promotion of CAP Approach as early as June 2009. Project Team was requested to provide training to the DS level officers to facilitate the process of participatory rural development planning and management. Though some 20-30 facilitators were trained in each DS Division, no CAP Workshops have been organized in any additional GN Divisions. Mainly due to the reformation of the cabinet and ministries after the general election in April 2010, DS Divisions have not received clear guidance in budget implementation in the fiscal year 2010. Although several attempts have been made by Hambantota GA and Southern Provincial Council, realization of budget for social mobilization, including CAP Workshop seems impossible within this fiscal year. (P)</p> <p>Since the budgetary allocations have not been provided the DS.s cannot facilitate. (S)</p> <p>Yes, the government officers were trained. (S)</p>
C. The post of Project Manager was vacant for more than a year, i.e. from March 2008 to May 2009. Do you think the person who filled the position has competitive skills, capacity, qualifications and motivation required for the position?	-	-	-	-	-	-	-	<p>A former Chief Secretary of Southern Provincial Council, was appointed as the Project Manager as of June 2009. (P)</p> <p>Yes. (S)</p> <p>The current Project Manager has sufficient ability to execute the Project smoothly. He also has an extensive network with Ministry of Local Government and plays an important role of bridging the Project with the Sri Lankan government. He frequently goes to the field, which is an important element as Project Manager. He is well suited for the position. (J)</p> <p>His personality as well as his former position as Secretary of SPC enables him to gain trust from government officials. He plays an important role in building good relationships between the governments and the Project, which the national project staff cannot achieve. He is also willing to talk to the villagers and tries to understand the policy and approaches of the Project. (J)</p> <p>His professional career makes it possible to give appropriate advice to the Project. He is very well trusted and well listened to by the stakeholders. He is very much interested in participatory development and passionate in talking directly with villages, which is a big plus to the Project. (J)</p> <p>He is interested in agriculture and willing to go to the field to see farming activity. He also provides necessary advice based on his professional experience. (J)</p>

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D. It was recommended that each level of government monitor the situation of "Community Contract" to ensure its proper implementation on the ground. Subcontracting by the community to the business should be avoided since it does not lead to enhanced capacity of the community. What specific action has been taken by the concerned governments for effective monitoring?	-	-	-	-	-	-	-	<p>Though high interests were shown by rural communities and government/ non-governmental organizations, no significant actions have been taken so far to implement CCS by the counterpart organizations. CCS Handbook was produced by the Project Team and distributed to the higher level government organizations, such as Southern Provincial Council, Ministry of Local Government and Provincial Councils, Ministry of Economic Development. Further dissemination of the handbook could be done by these organizations. (P)</p> <p>When the agreement is signing the Officer of concerned government institution (As the employer) have clearly explained to the CBO about the condition that prohibition of giving sub contracts and also engaged their technical officers and the relevant field officers to supervise the Project activities when it is implemented. (S)</p> <p>The Project made sure that the prohibition of sub-contract was clearly stipulated in the contract document. The meaning of "genuine CCS" was often discussed and confirmed between the Project and government officials. Villagers' ownership of the construction work was enhanced through involving the villagers all through the processes of planning and implementation. The CCS handbook containing the lessons and experiences obtained by the Project was also compiled and disseminated. (J)</p>
E. For smooth implementation of the Project, it was recommended that the "Core Team" of Project Implementation Committee (PIC) be selected to ensure satisfactory participation level by the PIC members. Has this plan been materialised?	-	-	-	-	-	-	-	<p>A series of discussions was conducted among DS Officers, Pradeshiya Sabha and Project Team as to how PIC can be meaningfully continued. In Hambantota DS Division, the Core Team of PIC was launched and conducted since July 2009, and PIC assembly has been conducted once in three months. In Lunugamwehera DS Division, PIC Meeting was once merged into the monthly Agriculture Coordination Committee Meeting. However, as it was found that Pradeshiya Sabha representative had difficulties in attending the Agriculture Coordination Meeting, the PIC in the previous style has been revived. In Sooriyawewa DS Division, where there is relatively better attendance in PIC Meetings, the normal PIC assembly meetings were continued. After several discussions over the rules of PIC, the attendance rate of each meeting became slightly better, however, the frequency of the PIC meetings is not high as desired. General understanding of PIC among the members is a 'JICA's meeting, but not an inter-sectoral development coordination body at Division level. Therefore, the sustainability of PIC is still questionable. The recent attempt of the Sri Lankan government, such as formulation of 'Jana Sabha Act' may be a potential to ensure the sustainable development coordination function at the DS Division / Pradeshiya Sabha level. PIC can provide a good example practice of the division level development coordination, which is jointly coordinated by Divisional Secretary and Pradeshiya Sabha Chairperson. (P)</p> <p>Yes. (S)</p> <p>Yes. In Hambantota DS Division, the core team has been set up. It is held once a month (S).</p>

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F. The activities in Ihalakumbukwewa were terminated officially in March 2010 due to the problems encountered during project implementation. What lessons has the Project learned from this experience in this GN?	-	-	-	-	-	-	-	<p>After serious discussions with the community people, Divisional Secretary, Pradeshiya Sabha, and other relevant stakeholders, it has been concluded that SouthCAP shall withdraw from Ihalakumbukwewa GN Division. At the RCC Meeting in September 2009, this proposal was agreed by the house and the decision was approved at the JCC Meeting in March 2010. The Minutes of Meeting was signed by both Ministry of Local Government and Provincial Councils and JICA in this JCC meeting, in which the revised PDM was included. (P)</p> <p>Mobilization of community should be done properly before starting construction works. Before starting construction works the other activities like income generation and agriculture should be initiated to familiarise the community. (S)</p> <p>In some cases, matching of the external assistance and the desire of the rural communities may not be easy. On one hand, the external assistances are often criticised for its inflexibility of assistant schemes and a number of rules and regulations which might be imposed onto rural communities in developing countries. On the other hand, some rural communities in Sri Lanka may sometimes press their desire onto the external assistances. Selection of activities in development shall be done through the analysis of technical, financial, and organizational capacities and the degree of the effectiveness of the proposed activity. Unfortunately, Project Team could not create a firm foundation to do the logical analysis with the people in Ihalakumbukwewa. Leadership was identified as one of the essential factors, contributed to this failure case. There were some influential leaders within the GN Division, who agitated against the VCC's decisions and imputed the failure of obtaining fund for the tank de-silting to the external assistance. They were active supporters of Project when they had hopes to fulfil their own purposes at the initial stage, but turned to be oppositions after they found that Project would not fund for one and only proposal of their desire. Careful handling of the possible oppositions is also found to be very important during the process of development planning. Timely interventions of the relevant local government authorities were found to be a contributing factor to the situation. Prolonged decision making process, non frequent visit of the government field officers and change in leadership may have contributed to the negative impression of the community people. (P)</p> <p>The Project has learned that difficulty as well as importance lies in matching the felt needs of the villagers and external assistance. (J)</p>
G. The Project was recommended to document and compile its experience of adopting the CAP approach so that it could share lessons with the Sri Lankan counterparts for future reference. What documentation and compilation have been undertaken so far by the Project?	-	-	-	-	-	-	-	<p>The process of booklets production was launched in June 2010, in order to compile the experiences of SouthCAP Project. The grassroots level government officers, the community people in the target areas and Project Team members have been involved in outline making, draft article writing and compilation to date. The compiled draft booklets shall be shared and criticized in a series of workshops in October, November and December. (P)</p> <p>The experiences gathered by the Project Team and the and the stakeholders are included in the monthly Newsletter, issued by the Project office and the compilation of experiences in detail as Booklet production is going on. (S)</p> <p>Booklet Outline Workshop was held in June 2010. However, manuscripts are not being submitted as planned. A meeting to solve this problem was held on September 17 and the Project Team decided to write the most of the manuscripts. (J)</p>
Performance								

Question	No. of respondents who chose the score*						Ave	Reason/ Comment**
	5	4	3	2	1	N/A		
1-1) Output 1, "Community Action Plans (CAPs) will be prepared in selected villages, then individual projects will be identified", has been achieved.	5	2					4.7	Abundant capacity building opportunities are offered and each target village is able to formulate appropriate development plans. (J)
1-2) Output 2, "Divisional Coordination Committees will be functioning for implementation of CAPs", has been achieved.	1	4	2				3.6	Some meetings couldn't attract high attendance rates. However, they are generally functioning for the CAP implementation. (J)
1-3) Output 3, "Villager's (Community-based organisations, CBO's) skills for construction / maintenance works of rural infrastructure are developed through implementation of identified project(s)", has been achieved.	2	5					4.3	Some target communities are achieving their capacity development goals through community-led planning and infrastructure development. (J) 20 small-scale infrastructure works were conducted using CCS at all the eight villages. Capacity of the villagers and government officials was enhanced through construction, management O&M training as well as study tours. (J)
1-4) Output 4, "Villager's (CBO's) capacity to implement and manage productive and reproductive (related to life environment) activities is enhanced", has been achieved.		7	1				3.9	In the field of agriculture, many pilot activities are conducted. However, sufficient times required for the agricultural cycle are not always secured. Thus, it is not appropriate to say that all the activities achieved expected effects. In the field of livelihood improvement, it is not possible to raise trainees' income levels by the end of the project period. The Project can only give training and introduce sales promotion activities. (J) Not all the activities are successful but rice, vegetable and fruit production has seen increase in the farmers' income. (J)
2. The present number of the Sri Lankan staff involved in the project implementation is adequate.	1	5		1	1		3.6	The number of CP is appropriate. (J) The Project sometimes could not receive cooperation from CP due to the lack of CP. (J) The number of CP is appropriate considering the organisational structure of the CP institutions. However, the project performance is largely influenced by the level of understanding and commitment of individual CP. (J) The CP are assigned but they are not working fully for the Project. The performance of Assistant Project Manager is particularly low. (J) Agriculture Instructors are working well on the ground when the Project asks their bosses for cooperation. (J)

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3. The present capacity/ skills of the Sri Lankan staff involved in the project implementation are adequate.		4	3	1			3.4	<p>Many CP are not able to allocate sufficient time for the Project due to other duties. (J)</p> <p>Some CP could not understand the concept and purpose of CCS. (J)</p> <p>Their capacity is not so sufficient but enough to carry out the activities. (J)</p> <p>The probably have capacity but it is not utilised since they are not actively taking charge. (J)</p> <p>Their capacity is appropriate but skill depends largely on individual's experience and interests. (J)</p>
4. The equipment / machinery provided by JICA for the Project are appropriately maintained.	1	2	2	1		1	3.5	<p>Testing equipment is lacking for CP to ensure the quality of community-based the small-scale infrastructure work. (J)</p> <p>Currently, the Project Team is maintaining the equipment. It will be handed over to the Sri Lankan government. (J)</p> <p>Agricultural equipment was not provided. Vehicles are most frequently used. (J)</p>
5. The facility provided by the Sri Lankan counterpart organisation(s) for project implementation is adequate.		4	1	1		1	3.5	<p>Testing facilities are lacking for CP to ensure the quality of community-based the small-scale infrastructure work. (J)</p> <p>The Project Office is within the precinct of Hambantota District Office. Thus convenience, efficiency and fairness are assured. The facilities are sufficient for smooth operation.</p>
Implementation Process								
6. The activities have been implemented as planned. If there are activities yet to be implemented, please describe the situation and reasons for the delay.	1	5				1	4.2	<p>Four GN villages are continuing activities and all the planned activities are smoothly implemented. Others faced a problem of lack of villagers' motivation and ended up cancelling training. Follow-up activities for such villages needed to be included in the project plan. (J)</p> <p>Small-scale infrastructure construction was materialised in the target villages through CCS. (J)</p> <p>Some villages dropped out of the income generation training due to the villagers' lack of enthusiasm. The lessons should have been learned from the experience by conducting detailed study in such villages. (J)</p> <p>Modification was made to the original plan for income generation activities but such modification was necessary. (J)</p> <p>The activity on agriculture and income generation has just started to see the results. (J)</p>

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7. How and how often has project monitoring (the Project as a whole) been undertaken?								<p>Weekly meeting among Japanese experts are conducted. (J)</p> <p>JCC, RCC, PIC were held and the Project's progress was reported. Weekly staff meetings were held to share information. (J)</p> <p>The progress is discussed every week at the Project office by the Project Team. At the divisional level PIC is conducted to review and monitor the progress in every month. At the village level the community review and monitor the progress at the monthly VCC meeting. In addition to that the Project Team with relevant government technical officers, members of relevant CBO and VCC discuss the progress weekly at the progress monitoring meeting (PMM). (S)</p> <p>Monitoring through everyday routine is carried out. Monday meetings for monitoring among the Project Team are conducted. Each staff member submits monthly report. Monthly reports as the whole project are also produced. (J)</p> <p>Apart from regular meetings, special meetings are held to solve the problem when important issues arise. (J)</p> <p>A monthly APM meeting was held to check the progress of the Project activities. (S)</p> <p>At the last JCC meetings the progress of the project activities were reviewed in detail. (S)</p>
8. Do you think the above-described monitoring was appropriate in terms of its method and frequency?	1	6					4.1	<p>Monitoring system for the whole project is appropriate. However, quality of the monitoring by local staff needs to be improved. (J)</p>
9. How and how often has project monitoring specific to your duty and responsibility been undertaken?								<p>Progress and next month's plan of income generation activities in each village are confirmed once a month through facilitators or consultants. (J)</p> <p>Field visit was made almost everyday while the Japanese expert was despatched. Progress and quality of the infrastructure work was monitored. While the Japanese expert was not in the field, Assistant Engineers took the responsibility of monitoring. The results of the monitoring were reported in the weekly staff meeting on Monday. (J)</p> <p>Apart from regular weekly monitoring, irregular monitoring and unofficial interviews were conducted to confirm activities in the field. (J)</p> <p>Oral reports are made everyday by the staff in charge of rural community development. (J)</p> <p>The field staff for agricultural production goes to the villages to monitor at least once a week. (J)</p>