

# MIDTERM EVALUATION REPORT

**Master Plan(MP) Program / Project of  
Strømme Foundation, Sri Lanka**

**JULY 2012**



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## ACKNOWLEDGEMENTS

Terminal evaluations of development projects engage a number of stakeholders and generally diverse views, comments, criticisms and recommendations are made. Also feelings of fulfillment, satisfaction, relief, disappointment and frustration are expressed. This project was no exception. The seven partner Non-Governmental Organizations (NGOs), their staff, the Community Based Organizations (CBOs) and their members, children and youth, administrators and Strømme Foundation Sri Lanka – all stakeholders – have expressed diverse views and emotions and been involved in different ways in the evaluation process, though just the evaluators take the responsibility for it. Valuable contributions have been made by all stakeholders to ensure that this evaluation is as comprehensive and complete as possible so as to guide the Master Plan (MP) Program to complete its course successfully, and also serve the purpose of contributing to the science of development through learning lessons.

We are thankful first and foremost to the sample of fifteen CBOs of all the project locations and their members including children and youth for spending their valuable time sharing the achievements realized; the changes they have brought about in their lives, their families, clubs, and their concerns as well. We greatly value the contribution made by the Field Officers of all seven partner NGOs. They freely expressed what they thought were positive about the project and also the shortcomings.

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Paltra Guarantee Limited

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## ABBREVIATIONS

BD	- Business Development
CBO	- Community Based Organization
CfHD	- Center for Human Development
DSD	- Divisional Secretariat Division
GBV	- Gender Based Violence
GND	- Grama Niladari Division
HH	- Household
HO	- Head Office
HPDF	- Habaraduwa Participatory Development Foundation
INGO	- International Non-Government Organization
NGO	- Non-Government Organization
PALM	- Participatory Action and Learning Methodologies Foundation
PPDRO	- Porativupattu Pradesa Development Rehabilitation Organization
RPK	- Rajarata Praja Kendraya ( <i>Rajarata Community Center</i> )
SDS	- School Development Society
SF	- Strømme Foundation
SG	- Small Group
SMAGL	- Strømme Micro Finance Asia Guarantee Limited
SOCRD	- Surekuma Organization for Community Resource Development
VTA	- Vocational Training Authority
WDF	- Women's Development Federation

## Contents

EXECUTIVE SUMMARY .....	3
<b>The Structure of the Report</b> .....	3
<b>Summary</b> .....	3
<b>Chapter three</b> – The Evaluation on Master Plan Program .....	5
<b>Chapter four</b> –Master Program - Overall Assessment.....	7
<b>Chapter 5</b> – Lessons Learned and Recommendations.....	8
<b>5.1 Lessons Learned</b> .....	8
<b>5.2 Recommendations</b> .....	9
CHAPTER 1 – INTRODUCTION .....	10
1.1. PROJECT JUSTIFICATION .....	10
1.2 PROJECT FOCUS AND TARGET GROUPS.....	11
1.3 PROJECT PARTNERS AND LOCATIONS.....	11
1.4 PROJECT ELEMENTS .....	11
1.5 PROJECT TIMEFRAME .....	13
1.6 PROJECT BUDGET .....	13
1.7 REVISIONS TO PROJECT / MASTER PLAN .....	13
1.8 CHALLENGES AND CONSTRAINTS FACED BY THE PROJECT .....	14
CHAPTER 2 - THE MID-TERM EVALUATION.....	15
2.1 PURPOSE OF THE EVALUATION .....	15
2.2 OBJECTIVES OF THE EVALUATION.....	15
2.3 SCOPE OF THE EVALUATION .....	16
2.4 MID-TERM EVALUATION METHODOLOGY AND THE SAMPLE .....	16
2.5 LIMITATIONS OF THE EVALUATION .....	19
2.6 THE EVALUATION TEAM.....	20
CHAPTER 3 – THE EVALUATION OF MASTER PLAN PROGRAM.....	21
3.1 INTRODUCTION .....	21
3.2 FINDINGS OF THE EVALUATION ON EACH PARTNER NGO .....	21
3.3 SF-LEVEL FINDINGS FROM DATA PROVIDED BY PARTNER NGOS .....	22
3.4 FINDINGS FROM FIELD VERIFICATIONS .....	26

CHAPTER 4 – MASTER PLAN PROGRAM - OVERALL ASSESSMENT.....	27
4.1 INTRODUCTION .....	27
4.2 EFFICIENCY .....	27
4.3 EFFECTIVENESS .....	29
4.4 IMPACT (AS DEFINED IN THE LFA).....	36
4.5 RELEVANCE.....	37
4.6 SUSTAINABILITY .....	38
4.7 OVERALL CONCLUSION ON MP.....	40
CHAPTER 5 - LESSONS LEARNED AND RECOMMENDATIONS .....	41
5.1 LESSONS LEARNED .....	41
5.2 RECOMMENDATIONS.....	42
ANNEXES .....	44

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# EXECUTIVE SUMMARY

## The Structure of the Report

**Chapter one** introduces the Master Plan (MP) Program<sup>1</sup>, its justification, focus and target groups, partners and locations, project elements, budget, revisions to project and the challenges and constraints faced.

**Chapter two** describes the mid-term evaluation, its purpose, objectives, scope, methodology and the sample, limitations and a note about the evaluation team.

**Chapter three** presents the evaluation findings on individual partner NGO and analysis under two main headings viz. findings (more quantitative) based on the data furnished by partner NGOs of Strømme Foundation (SF) and findings (more qualitative) based on field verifications by the evaluators. Program findings are presented under the three objectives and the goal.

**Chapter four** is about the Overall Assessment of the Master Plan Program, including the principal evaluation issues viz. efficiency, effectiveness, impact, relevance and sustainability of the project. Planning and management are included under efficiency.

**Chapter five** includes lessons learned and recommendations.

The 34-page main report is followed by 70-pages of six-annexes including the Terms of Reference, and adds up to 104 pages in total.

## Summary

**Chapter one** - The Master Plan (MP) Program addresses poverty that is influenced by systemic factors and aggravated by the thirty year war and the tsunami of 2004 and other periodic disasters. Strømme Foundation (SF) proposes to facilitate the poorest to move out of poverty through the adoption of a three pronged strategy viz.

1. Community empowerment for democratization
2. Provision of holistic, pro-poor financial and non-financial services
3. Strengthening basic education, formal and non-formal.

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<sup>1</sup> also called 'project' in this document

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The project is implemented through seven experienced partner non governmental organizations (NGOs) that facilitate the formation of a civil society mechanism to support the poor to break free of poverty.

The project covers districts namely; Anuradhapura, Badulla, Galle, Hambantota, Matale, Nuwara Eliya and Batticaloa. The partner NGOs are: Rajarata Praja Kendraya (RPK), Centre for Human Development (CfHD), Habaraduwa Participatory Development Foundation (HPDF), Womens' Development Federation (WDF), Surekuma Organization for Community Resource Development (SOCRD), Participatory Action and Learning Methodologies Foundation (PALM) and, Porativupattu Pradesa Development Rehabilitation Organisation (PPDRO).

The principal project elements are the following.

Overall Development Goal: By the end of 2013, 39,000 families (later revised to 21,800) will enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies.

Objectives: 1. By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues,

2. By the end of 2013, 21,800 poor people in SF target areas will have improved access to financial and non-financial services through strong economic and monetary practices of the community institutions, and

3. By the end of 2013, 10,000 children and youth will practice life skills and involve in saving and thrift, and peace and harmony through increased access to formal and non-formal education.

Logically connected outputs and activities are proposed and a logframe is available.

The project has been planned to run for five years from 2009 to 2013. The total five year budget for the Master Plan Program amounts to NOK 26,555,700.

A major constraint faced by the MP is the prevalent anti-NGO environment making it difficult to obtain approvals at the central level and cooperation at local level of government agencies.

**Chapter two** - Strømme Foundation (SF) expects "that the outcomes of this mid-term evaluation will provide relevant information to the ongoing scope of work of the partners; explore why the interventions implemented by the program succeeded or not; and provide guidance for subsequent implementation of the program during the next two years..." (ToR).



The evaluation is expected to focus on the overall MP and also the performance of the individual partner NGOs.

The methodology comprised of Document Research (examination of project documents), Field Research (interaction with a sample of 15 community-based organizations (CBOs), i.e. two of each partner NGO - one categorized as successful and the other less successful), through focus group meetings and observation and the Database Scrutiny. The CBO members, leaders, those who initiated income generation activities (IGAs) and children and youth – i.e. four groups were engaged in the evaluation. The baseline established by SF in 2009 was used to some extent.

The main limitation was that focus group discussions had to be limited to about 1 ½ -2 hours per group due to tight time schedules. The evaluation was carried out by Paltra Guarantee Limited and involved a team of seven researchers.

### **Chapter three – The Evaluation on Master Plan Program**

*Objective1: By the end of 2013, strong civil society mechanisms are functioning to address and advocate for poverty, gender, peace and environmental issues.*

Significant achievements by all partner NGOs are seen as measured by the following 5 indicators of this objective viz. percentage of women members and women office bearers in CBOs; Households (HHs) that tend home gardens; youth members in CBOs and CBOs that have addressed several development issues of the community. With regard to the other 6 indicators in the log frame, performance is high in three partners but low or not recorded in others.

Performance in the areas of gender, ethnic peace and environment needs to be raised to a higher level through more focused interventions.

Small Groups (SGs) and CBOs along with access to micro credit and non-financial services have contributed to significant change at community level. All CBOs are in process to becoming strong civil society organizations (CSOs) for supporting the poor. However, leadership and negotiating skills need to be built further. Except PPDRO, other partners established divisional or district level networks of CBOs.

*Objective 2: By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services.*

Achievements as measured by the following 5 indicators are very significant in the case of 6 six partners: the percentage of households (HHs) that have accessed credit for income generating

activities (IGAs); HHs that access non-financial business development (BD) services; HHs that engage in labor sharing; HHs with 10% increased savings since MP and HHs with 25% increased incomes since MP. This is a major shift in favor of the poor.

Selling produce to middle men by CBO members is high, with regard to 3 partners Palm, SOCRD and HPDF. Utilizing informal credit (from money lenders) at high interest is high for 4 partners (RPK, Palm, SOCRD and PPDRO). This fact indicates where more concerted action is necessary in the future. Two partners HPDF and SOCRD very successfully facilitated bulk purchase of inputs.

Objective 3: *By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony.*

Four partners (SOCRD, WDF, Palm and PPDRO) report significant change as measured by the following indicators: 1) Percentage of School Development Societies (SDS) where parents actively participate and 2) schools where important changes have taken place due to SDS/CBOs. Regarding school drop-outs, 5 partners (SOCRD, Palm, CfHD, PPDRO and WDF) have performed well and the issue has been well managed. With regard to the percentage of children who received awareness about Sri Lankan diversity, 2 partners CfHD and Palm have done very well by having awareness programs which covered 80% and 100% of member children (in their Children's Clubs that were subjected to this evaluation). Vocational training<sup>2</sup> for youth has been carried out satisfactorily by 2 partners PPDRO and CfHD. Achievements under this objective should be improved.

School drop-out, except in the east and plantation areas, is not viewed as a major issue. However, irregular attendance is a serious problem and the quality of education may be the crucial factor affecting both issues.

Goal - *By end of 2013, 20,500 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies.*

Achievements measured against the goal indicators are encouraging. Four partners (HPDF, Palm, RPK and SOCRD) record income security for over 57% of HHs. Five partners (SOCRD, RPK, HPDF, PPDRO and Palm) affirm that over 25% of their HHs have more than one income earner<sup>3</sup>. All partners confirm that women members and women office bearers in CBOs constitute more than 55% with 5 recording more than 82% in both indicators. On youth office bearers (*Refer to Table 3 in the Main Report*), four partners (CfHD, WDF, RPK and HPDF) have more than 20% while the other three is below 13%. With regard to CBOs linked to government development fora, 4 responses (from Palm, RPK, SOCRD and PPDRO) were received. Four partners (SOCRD,

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<sup>2</sup> Though RPK is a NGO running vocational training programs, information collected has revealed that no member from 2 of its CBOs that were evaluated (Perimiyankulama and Ehetuwewa) had been trained.

<sup>3</sup> This Evaluation did not study whether this (i.e. having more than one income-earner) is a result of this project.

CfHD, RPK and HPDF) did not respond with regard to the indicator on youth who secured livelihoods with the MP.

The challenge is to stabilize the gains, in particular higher income levels and increasing savings and effective BD services are called for. Marketing, reducing cost of inputs and diversifying incomes sources (through vocational skills too) appear to be crucial.

On the CBO / network-level, more work is needed as most partners have not achieved embarked on this.

Overall the project is on track to contribute to the goal significantly although some partner specific gaps are visible.

#### **Chapter four –Master Plan Program - Overall Assessment**

*Efficiency:* Project planning is based on the LFA and is sound being linked to the project strategies and approaches. Implementing partners have been selected carefully and their capacity developed adequately and appropriately carried out particularly through the ‘Core Group’. There is a request and need for more partner capacity building.

*Effectiveness:* The assessment of the achievement of objectives is based on the indicators in the log frame.

Objective 1: Some major community issues have been resolved by CBOs in all locations. Women representation in CBOs and as office bearers in over 50% in all locations and women and youth have space for decision making. Ethnic peace and harmony has been addressed sufficiently in multi-ethnic communities but not so in mono ethnic communities.

Objective 2: Reduction of cost of production has been practiced in all locations through labor sharing. Group purchase of inputs and marketing is significantly attended to by HPDF, SOCRD, PPDRD and Palm. Access to credit for IGAs is the most significant change in all locations. Other business development (BD) services are being planned by most partners. Savings and incomes have recorded significant gains mainly due to increased IGAs and consumer activities. About 60% of HHs have stopped obtaining credit from exploitative sources though many continue to sell their produce to middlemen without bargaining ability.

Objective 3: In the formal education field, school drop outs do not appear to be a general and the most serious issue as much as irregular attendance and the poor quality of education in rural and difficult areas. Vocational training is facilitated by PPDRD, CfHD, Palm and WDR who responded with a range of 5-50% of youth being served. Ethnic diversity is adequately addressed in multi-ethnic communities but inadequate in the mono-ethnic.

Goal: HHs below the poverty line – three of the six partners that responded record a percentage below 22% HHs while one each records a 45% and 58% and 100%. Ensuring income security is a continuous challenge to the project. Gender relations have improved very much with more than 50% women assuming responsible positions in CBOs. RPK, SOCRA and Palm confirmed that 28-65% of their CBOs are linked to government development fora at DSD level.

Overall, regarding achieving objectives, the project has done well. However, ensuring income security of CBO members and CBOs' present level of ability to continue need to be addressed more comprehensively during the remaining life of the project. This means more activities need to be carried out to strengthen members' income and CBOs' current capacity-level.

*Impacts:* Several positive impacts are observed. The most striking is the changed role of women and the hope that has been given through access to easy credit to improve their housing, education and such basic needs.

*Relevance:* The problems addressed by the project continue to impact on all the project communities in spite of some interventions from other actors and hence it is still very relevant.

*Sustainability:* Institutionally, all CBOs indicate that they could 'run on their own steam'. Financially too, almost all have their own funds for running costs and credit is assured by SMAGL if partner NGOs manage credit efficiently and effectively. Gender wise, socially, technically and ethnic wise, sustainability is not hampered.

The Overall Conclusion is that project has been planned and managed well and progress is satisfactory. The progress achieved by the project needs to be furthered so the project could achieve its planned objectives within the project-period. Also the monitoring of performance should be improved at partner level in line with the log frame.

## **Chapter 5 – Lessons Learned and Recommendations**

### **5.1 Lessons Learned**

From a list of eight lessons the following are highlighted.

One important lesson is that when CBOs are formed or affiliated to already existing micro-finance institutions, a productive balance needs to be built between space for CBO innovation and creativity, and conformity to procedures, regulations and systems that will ensure sustainability.

Another useful lesson is that for influencing behavioral changes, both knowledge and values have to be transferred to the target group. Knowledge or awareness alone is inadequate.

Values cannot be “taught but caught” and hence have to be mediated through exposure visits, participation in events etc. Knowledge and values contribute towards attitudes which influence behavior.

Successful engagement of women in IGAs is one sure way, in most cases, of influencing men to consider their wives as equal partners in running the family. Consequently gender relations tend to improve.

## **5.2 Recommendations**

A few key recommendations are listed below.

1. It will be more useful if all partners adhere to one set of terminology i.e. LFA in which the terms are defined, to avoid confusion / misunderstanding and facilitate comparison,
2. Family development plans of CfHD, RPK, Palm are very comprehensive and these should be adopted by all,
3. Partner NGOs should set up a system where accurate data and information is gathered and analyzed. SF could assist in this through a common monitoring system,
4. CBOs should be encouraged to maintain a record of its membership, decisions, work carried out, networking etc. for monitoring and evaluation purposes as most CBOs do not have that information readily available,
5. Project contributions regarding gender and ethnicity should be raised to a higher level,
6. Irregular attendance at school appears to be more critical in most project areas than the issue of school drop-outs. Irregular attendance is also related to quality of education,
7. Disaster management and non-violent conflict resolution should be considered for inclusion in the partner training program, and
8. BD services for assuring stability of income sources and higher incomes are vital.

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# CHAPTER 1 – INTRODUCTION

## 1.1. PROJECT JUSTIFICATION

Strømme Foundation (SF) justifies its Master Plan Program (MP) on the grounds that, in spite of commendable human development indicators, Sri Lanka's progress regarding poverty reduction is inadequate. The census findings<sup>4</sup> of 2002 indicated that some districts, e.g. Badulla and Monaragala, register as much as a thirty percentage (30%) of population below the poverty line. The situation in the war torn north and east was much worse and the plantation areas were hardly better. Besides the war, the tsunami of December 2004 devastated the coastal areas and worsened the status of the poor.

Civil society organizations (CSOs) have not contributed much to resolve the above situation and are found to have failed in empowering the people. Various poverty reduction programs of Government, though centered on the village, have failed to reach the 10% of the poorest in the country. A fairly wide spread micro-finance network too in the country has not succeeded in reaching out to the poorest.

In this context, SF has initiated the Master Plan Program (MP) to address the issue. "The main aspect of SF Asia's development approach is building partner's capacity in facilitating empowerment of the poor. Through this, SF expects to establish a strong civil society mechanism to upgrade the living standards of the marginalized, vulnerable and poor people", Part 2 Program Plans, page 2.

In order to leverage the very poor out of poverty, SF has adopted a three pronged strategy: one of education for building the capacity of the poor and their institutions and the other of provision of micro finance and allied services (through Strømme Micro Finance Asia Guarantee Limited {SMAGL}) in order to uplift their economic status, and the third formal and non-formal education for the children and youth.

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<sup>4</sup> These were the last-available statistics when the project was designed

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## 1.2 PROJECT FOCUS AND TARGET GROUPS

Strømme Foundation (SF) will focus on following 3 thematic areas during the life of the Project from 2009 to 2013.

1. Community empowerment for democratization,
2. Provision of holistic, pro-poor financial and non-financial services, and
3. Strengthening basic education, formal and non-formal.

The project is targeting the poorest of the poor and they have been identified by SF partners. SF believes that this group – the poorest - is missed out very often by both NGOs and Government's poverty reduction projects.

## 1.3 PROJECT PARTNERS AND LOCATIONS

The project covers eight districts namely, Anuradhapura, Badulla, Galle, Hambantota, Matale, Matara, Nuwara Eliya and Batticaloa.

The MP is implemented through seven NGO partners, namely:

- 1.3.1 Rajarata Paja Kendraya (RPK) – Anuradhapura district,
- 1.3.2 Centre of Human Development (CfHD) – Badulla district,
- 1.3.3 Habaraduwa Participatory Development Foundation (HPDF) – Galle and Matara districts,
- 1.3.4 Womens' Development Federation (WDF) – Hambantota district,
- 1.3.5 Surekuma Organization for Community Resource Development (SOCRD) – Matale district,
- 1.3.6 Participatory Action and Learning Methodologies Foundation (PALM) – Nuwara Eliya district, and
- 1.3.7 Porativupattu Pradesa Development Rehabilitation Organisation (PPDRO) – Batticaloa district.

## 1.4 PROJECT ELEMENTS

### Overall Development Goal

By the end of 2013, 39,000 families (later reduced to 21,800) will enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies.

## Objectives

1. By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues,
2. By the end of 2013, 21,800 poor people in SF target areas will have improved access to financial and non-financial services through strong economic and monetary practices of the community institutions, and
3. By the end of 2013, 10,000 children and youth will practice life skills and involve in saving and thrift, and peace and harmony through increased access to formal and non-formal education.

## Outputs

*Note: Outputs below are numbered in relation to the number of each objective above.*

- 1.1 297 CBOs are established and strengthened,
- 1.2 70% (207) CBOs have finalized policies and regulations on financial services, gender, peace and environment,
- 1.3 15 CBO coalitions / networks established and strengthened,
- 1.4 Knowledge on gender sensitivity / environmental issues improved among 80% of members / children / youth,
- 1.5 10 Partners' institutional capacities and governance improves,
  
- 2.1 Community-based financial mechanism established,
- 2.2 15,000 New livelihood units established and capacitated,
- 2.3 Capacity of entrepreneurship / business / consultation services and marketing improved,
- 2.4 Marketing network and channels established and strengthened,
  
- 3.1 180 Children's Clubs and 80 Youth / Child forums and consortiums formed and strengthened,
- 3.2 Life skills development activities conducted to promote peace and harmony and to enhance gender relationships,
- 3.3 Youth and children trained on vocational skills,
- 3.4 80% of children and youth trained on saving and thrift program,
- 3.5 Capacity of parents, SDSs and school authorities improved on children's rights and available services



### Activities (by NGO Partners)

The implementing partners of SF carry out several activities, principally the following.

1. Social mobilization of the communities and organize them,
2. Train in leadership, institutional development, good governance and accountability,
3. Form CBOs, promote savings, consumer activities and labor sharing,
4. Train in micro finance management and non-financial services,
5. Establish a credit fund and disburse loans and other services, and
6. Monitor and report.

SF carries out relevant activities for building the capacity of its partner organizations, carries out overall monitoring, and facilitates lessons learning, reporting and evaluations.

Detailed indicators for assessing objectives and outputs are provided by SF in the project Log Frame. (*Refer Annex 1: 'Stromme Foundation – Logframe'*).

## **1.5 PROJECT TIMEFRAME**

The project is planned to run for five (5) years from 2009 to 2013.

## **1.6 PROJECT BUDGET**

The total five year budget for the MP amounts to NOK 26,555,700.

## **1.7 REVISIONS TO PROJECT / MASTER PLAN**

The NGO partners of SF have changed, with PPDRO been included as partner organizations of the project while Social, Economic and Environmental Development Organization (SEEDO) ceased to be partners.

Also, the target project participant / beneficiary population has been scaled down, from 39,000 families of the poor, to 21,800 families.

The strategy of working with the School Development Society (SDS) to arrest the school drop-out rate and poor attendance has been changed in some locations, as SDSs were not functioning and Partners have tried out their own strategies.

## 1.8 CHALLENGES AND CONSTRAINTS FACED BY THE PROJECT

The project experienced following challenges and constraints during its implementation.

### 1.8.1. NGOs being branded as 'un-patriotic':

NGOs and in particular INGOs and especially those who had stood for a peaceful solution to the ethnic issue and subscribe to liberal values, are being branded as 'un-patriotic' by the authorities and this does not help in SF work particularly in the south of the country. This situation also makes it a difficult task to obtain the necessary approvals – an example being the approval for NGO's development plan for the area - from the authorities for an NGO / INGO to operate.

### 1.8.2. Micro-finance work being looked at with suspicion:

Micro-finance work too is particularly suspected since memories are as yet fresh of crashes of two finance companies<sup>5</sup>, one very large and reputed while the other was not so, from among several finance companies that were closed in the past.

### 1.8.3. Floods and drought:

During the project period several CBOs<sup>6</sup> had been subjected to major floods (particularly in the north central and east) and currently – to a severe drought in the same areas destroying food crops.

### 1.8.4. Difficulty in attracting more skilled persons:

NGOs that operate at the district level are few and most of their capacities are limited due to the difficulty in attracting sufficiently qualified persons. eg. Partner NGOs such as SOCRD and RPK, for instance, are comparatively small and with little resources; hence they are unable to attract more skilled persons.

### 1.8.5. Staff changes in partner NGOs:

Changes in staff of NGO partners e.g. staffing levels, have tended to disrupt and delay work to some extent, e.g. sudden leaving of a staff member in CfHD and the high staff turnover in HPDF affected the project work in relevant partner NGOs.

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<sup>5</sup> Ceylinco Consolidated and Sakvithi Investments

<sup>6</sup> Such as of Cap-ela, Tittawelgolla, Ehetuwewa and Perimiyankulama

## CHAPTER 2 - THE MID-TERM EVALUATION

### 2.1 PURPOSE OF THE EVALUATION

The purpose and objective of this evaluation: “The overall purpose of this evaluation is mainly learning and improvement. Strømme Foundation’s Asia Regional Office anticipates that the outcomes of this mid-term evaluation will provide relevant information to the ongoing scope of work of the partners: explore why the interventions implemented by the program succeeded or not; and provide guidance for subsequent implementation of the program during the next two years. The evaluation will also assess whether or not the project plans were fulfilled and resources were used in a responsible way”. (Refer Annex 2: ‘Terms of Reference for Mid-term Evaluation’).

### 2.2 OBJECTIVES OF THE EVALUATION

The specific objectives of this evaluation are the following.

- 2.2.1 “Assessing the effectiveness and efficiency of project implementation, including assessing the organizational arrangement, partnerships, risk management, monitoring and evaluation (M&E) and project implementation,
- 2.2.2 Determining the relevance of the project in relation to the existing needs of the stakeholders and environment,
- 2.2.3 Assessing the outcome and impact of the Master Plan in relation to the indicators specified in the Logframe,
- 2.2.4 Providing guidance on the establishment of a critical benchmark at mid-term level for impact assessment (especially when there is no baseline),
- 2.2.5 Assessing the long term sustainability of project interventions,
- 2.2.6 Assessing the program strategy and to what extent the program interventions are integrated and producing synergetic results,

- 2.2.7 Recording the exemplary success stories for replication elsewhere and failures for lessons learn,
- 2.2.8 Identifying lessons learned on the strategic approaches and best practices and providing possible recommendations on how to improve the management of the project until its completion and for the preparation of next MP Plan from 2014.

## 2.3 SCOPE OF THE EVALUATION

The evaluation will consider the Master Plan as one holistic, single action of Stromme Foundation. Hence, all partner projects will be looked into as one program that contributes to SF's Master Plan Project. However, evaluation analysis will focus on the individual partner project as well as on the SF's Master Plan Project as a whole.

## 2.4 MID-TERM EVALUATION METHODOLOGY AND THE SAMPLE

The evaluation assessed the performance of the project in relation to the achievement of planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. The findings are also analyzed using on the key elements of an evaluation, namely efficiency, effectiveness, impact, relevance and sustainability. Inputs and outputs of the project plan relate to **efficiency**; outputs and purpose relate to **effectiveness**; purpose and goal are linked to **impact**; outputs, purpose and goal relate to **relevance**, and all five elements together were linked to assess **sustainability**. Thus the five components of the evaluation process are linked to the project goal hierarchy or the Logframe.

The review accepted various documents, in particular the progress reports, process documents and workshop reports as reliable records of actual changes effected and progress achieved by the project. Achievements claimed in the documentation were verified by the evaluator's field research using accepted scientific research tools.

To carry out the tasks given in the TOR, 3 basic methodological approaches were adopted viz.

### 2.4.1. Document Research:

This was comprised of the examination of related documents as given below:

1. SF proposal with log frame and budget,
2. Annual project applications, Log Frames and budgets of the seven partners,.
3. Base line report for the MP,

4. Narrative progress reports of SF,
5. Annual and other reports of partner NGOs,
6. Examination of minutes of CBO and Small Group meetings, and
7. Family Development Plans

#### 2.4.2. Field verifications:

The following research tools were utilized.

1. Focus group discussions,
2. Interviews,
3. Case studies and
4. Observation

#### 2.4.3. Database scrutiny:

After the document research and field verification of information were over, the evaluation team accessed SF's Data base on the project also and used it as a data source for the evaluation. In addition, the status of project outputs at the time of the evaluation was identified using the SF's data base. (*Refer Annex 3: 'Status of Project Outputs (as appeared in the SF Database)'*).

A number of groups, individuals and institutions are involved in the implementation of the project. However, one of the major considerations from the evaluation perspective is the scrutinization of the relatively successful and not so successful CBOs, particularly in order to learn lessons and for mid-course remedial action. For the purpose, a stratified sample was deemed to be the most appropriate.

Sampling: MP is reaching 300 villages or estate divisions (in Nuwara Eliya and Badulla districts). Each village/division is represented by a CBO. Two CBOs were selected from each partner NGO – one from category 'A' (more successful) and another from category 'C' (less successful). Distance from one another too was taken into account as the allocated time for the exercise was limited. Thus 15 CBOs were included in the sample. Nuwara Eliya district has three CBOs in the sample as the third represented a community that was a mix of both a traditional village and an estate division. The sample of 15 CBOs is listed in Table 1.

From each of the sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the Partner NGO
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

Table 1 – Sample Villages Selected for the Evaluation

**Note:**

Column titled 'A' is for the 'more successful CBOs' while the column 'C' is for 'less successful CBOs', as have been categorized.

No.	PARTNER	DISTRICT	DIVISION	VILLAGE**	CBO name**	A	C
1	RPK	A'pura	MNP	Perimiyankulama	Swarnamali	2	
	RPK	A'pura	MNP	Ehetuwewa	Sumithuru		3
2	Surekuma	Matale	Dambulla	Cap-ela	Samagi	3	
	Surekuma	Matale	Dambulla	Tittawelgolla	Walagamba		7
3	HPDF	Matara	Weligama	Midigama North	Midigama North	1	
	HPDF	Matara	Weligama	Henwala East	Henwala East		1
4	WDF	H'tota	H'tota	Siribopura	Sippikulama	3	
	WDF	H'tota	H'tota	Siribopura	5Kanuwa		8
5	CHFD		Welimada	Mawithakumbura	Samagi	1	
	CHFD		Welimada	Uva Benhead	Shakthi		4
6	PALM		Walapane	St. Leonards Lower	Nithrshanam	1	
	PALM		Walapane	Maha uva Dam	Sooriyan		9
7	PPDRO	Batticaloa	P'pattu	Nellikadu	Nellikadu kilakkin oli kirama sangam	2	
	PPDRO	Batticaloa	P'pattu	Selvapuram	Selvapuram kilakkin oli kirama sangam		1

Source: Mid-term Evaluation, Paltra, July 2012.

Office bearers of the CBO and Child / Youth Clubs and relevant members of staff of partner NGOs took part in focus group discussions and / or interviews during field verifications.

(Refer Annex 4: 'List of Persons who took part in the Mid-term Evaluation').

## 2.5 LIMITATIONS OF THE EVALUATION

### 2.5.1. Sample size used for establishing the baseline:

In assessing the achievement of planned objectives and results, evaluations are primarily concerned with the “before and after” of a project. A research exercise had been undertaken by SF to establish a scientific baseline for determining the “before”. “The baseline is used as the benchmark for SF interventions during its project period 2009-2013”- Baseline Report, section1.0. The baseline so established is based on a 32% sample of the target communities and provides information against indicators in the Logframe for project objectives and results.

The Evaluation team strived to collect data from households to enable comparison with their baseline data. This has succeeded only in 12 households which is just 1% of the total evaluated, an insignificant number to make a solid conclusion.

### 2.5.2. Tight schedule for interviews with partner NGOs and their CBOs:

Interviews with partner NGOs were limited to about four hours each due to time constraints and hence in-depth discussions on some issues were not always possible.

### 2.5.3. Rather limited time for field verifications:

Physical verification of all the individual outputs was not possible in the limited time for field verifications. To use time optimum, quantitative data regarding achievement of objectives and outputs were obtained from each partner NGO. As the outputs are causally linked to the purpose, goal and impacts that were verified by the evaluation team, there was no hesitation in accepting quantitative data from SF’s partner NGOs.

### 2.5.4. Difficulty in obtaining consistent data from partner NGOs:

Difficulty in obtaining consistent data from all partner NGOs for all the questions raised during the evaluation has hampered data comparison and tabulation, affecting the evaluation. eg. Partner NGOs’ response to the question on ‘Number / percentage of CBOs with legal registration’.

## 2.6 THE EVALUATION TEAM

'Partners in Alternative Training' (Paltra Guarantee Limited) carried out the evaluation. The following team (which was divided into 3 sub-teams to carry out field work simultaneously), planned and executed the evaluation, based on the methodology that was accepted by SF.

Table 2 – The Evaluation Team

	Name	Role
01	Mr. J. Henry De Mel	Team Leader
02	Mr. Saman Hamangoda	Main Facilitator
03	Mr. J. Benedict	Field Facilitator
04	Mr. H. M. Nawarathna Bandara	Field Facilitator
05	Mr. I. Priyanthalal	Field Facilitator
06	Ms. S. Sivashakthi	Note-taker
07	Ms. N. T. K. Sriyani	Note-taker
08	Ms. H. K. Dissanayake	Note-taker
09	Ms. H. A. N. Perera	Note-taker
10	Ms. K. G. D. S. Kumari	Note-taker



## CHAPTER 3 – THE EVALUATION OF MASTER PLAN PROGRAM

### 3.1 INTRODUCTION

A strong civil society organization<sup>7</sup> is an active and dynamic entity that attends to and solves, within its mandate, the issues of its members and the community. It is generally a society with a vision, with strong leaders as office-bearers or vice versa and a majority of community being members. It will also be an organization managing resources – physical, human and financial - with continuous resource mobilization while at service by implementing a plan of actions. It is believed that a CBO with Government registration is stronger than a CBO that is not registered with the Government.

The partner NGOs of SF have formed CBOs in their geographical areas and strengthened them with a view to use them as means for the development<sup>8</sup> of SF Master Plan's target – the poor people. Thus, by assessing the process the partner NGOs followed in this and the CBOs they formed, the SF's Master Plan program can be evaluated.

### 3.2 FINDINGS OF THE EVALUATION ON EACH PARTNER NGO

Evaluation findings and recommendations pertaining to each partner organization are presented – as partner NGO-specific individual cum stand-alone reports – in an annex to this Report. (*Refer Annex 5: 'Findings of the Evaluation on Partner NGOS'*).

There, under each objective and the goal, findings related to concerned partner organization are presented under two headings viz.

- 'Findings from data provided by the Partner NGO' (These are the data given by partners, in response to a list of questions, to the Evaluation Team), and
- 'Findings from field verifications'. (These are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators).

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<sup>7</sup> a community based organization or CBO

<sup>8</sup> That is: 1) to enable CBO members move out of poverty through improved access to financial and non-financial services and, 2) their children to live in peace and harmony with improved saving habit and access to formal and non-formal education

### 3.3 SF-LEVEL FINDINGS FROM DATA PROVIDED BY PARTNER NGOS

Tables of statistics below (prepared with data provided by Partner NGOs) reflect each partner NGO's status<sup>9</sup> against project's indicators for its objectives and the goal.

**Objective 1:** *By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.*

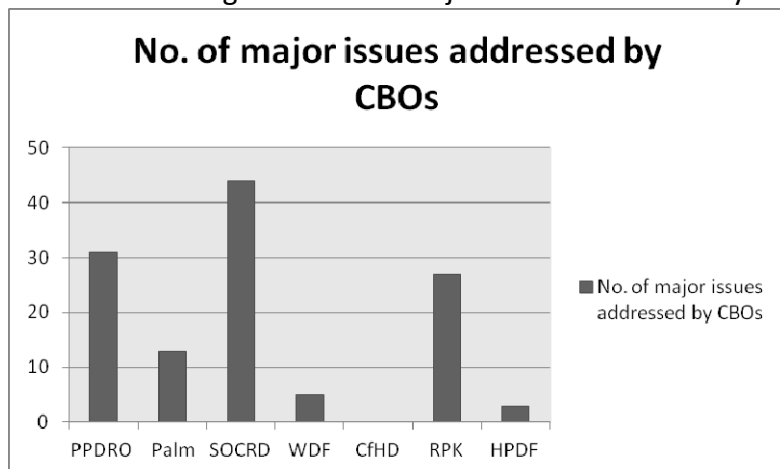
Table 3 – Data received from Partner NGOs in response to Questions on Objective 1

INDICATORS	PPDRO	Palm	SOCRD	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. No. of major issues addressed by CBOs	31	13	44	5	NR*	27	3	24
2. % CBOs with legal registration	0	48	0	100	0	(23)	(100)	39%
3. No. of coalitions/networks registered	0	3	1	92	(1)	(4)	37	20
4. % of CBOs implemented Ethnic related activities.	0	70	0	NR	100	5	NR	35%
5. % HHs practice solid WM /compost bins	6	36	0	NR	75	NR	40	31%
6. % HHs having specific environmental measures in their IGA	46	8	NA	11	90	NR	95	50%
7. % HHs that have home gardens	47	7	13	30	60	NR	75	39%
8. % of youth in CBOs	11	9	15	40	33	15	25	21%
9. % of youth office bearers in CBOs	3	7	13	35	38	21	20	20%
10. % of women in CBOs	67	58	94	100	82	83	99	83%
11. % of women office-bearers in CBOs	98	55	88	100	79	98	100	88%

NR = No Response; NA = Not Available;

Figures within parentheses (if any) have been obtained from SF's data base, as the partner NGO had not provided a figure.

The above table shows that about 39% of CBOs, on average, are with legal registration (i.e. registered with the DS or the Registrar of Companies) The table further shows that women as an average constituted about 83% of the membership, and about 88% of office-bearers, in CBOs. The average number of major issues addressed by CBOs is: 21.



<sup>9</sup> Based on the information provided by the partner NGO, to the evaluation team. It was observed these figures differ, at times, to the figures in the SF's database. Refer to Annex 3 for the figures extracted from SF database.

**Objective 2:** By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

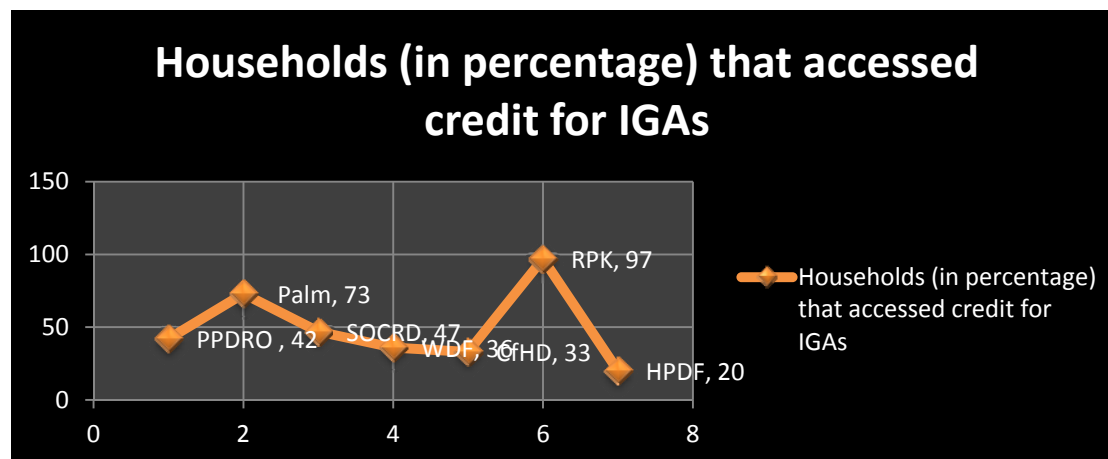
Table 4 – Data received from Partner NGOs in response to Questions on Objective 2

INDICATORS	PPDRO	Palm	SOCR D	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. % of HHs/CBOs that buy inputs in bulk	26	20	44	16	8	7	70	27%
2.% of HHs that engage in labor sharing	3	29	72	29	100	NR	35	45%
3.% of HHs that accessed credit for IGAs	42	73	47	36	33	97	20	50%
4.% of HHs accessed non-Fin. BD services	29	5	87	13	44	56	25	37%
5.% of HHs with 10% increased savings since MP	87	90	75	32	78	NR	100	77%
6.% of HHs with 25% increased incomes since MP	19	73	22	17	25	NR	30	31%
7.% of HHs that stopped taking informal credit	3	60	32	13	NR	93	75	46%
8.% of CBOs with fund for emergency loans	1	73	64	25	100	69	NR	55%
9. % of HHs that sell produce to middlemen without bargaining ability	8	100	25	100	0	NR	50	47%
10. No. of persons trained in entrepreneurship	some	256	NR	some	NR	NR	NR	NR

NR = No Response; NA = Not Available;

Figures within parentheses (if any) have been obtained from SF’s data base, as the partner NGO had not provided a figure.

The table shows that about 50% of households have accessed, and are having access, to credit for income generation activities (IGAs) while their access to non-financial / business development services was 37% on average.



**Objective 3:** By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

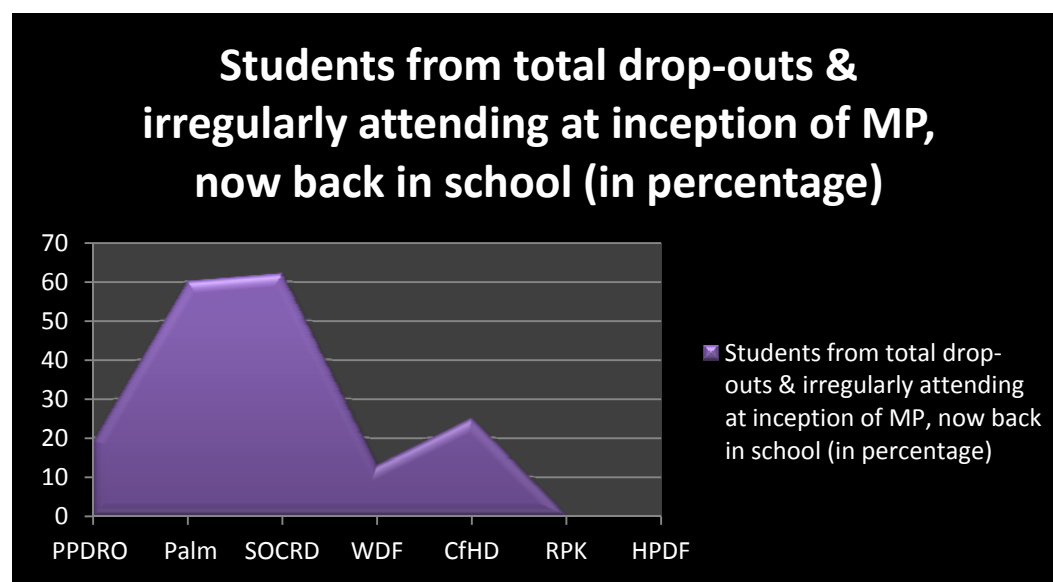
Table 5 – Data received from Partner NGOs in response to Questions on Objective 3

INDICATORS	PPDRO	Palm	SOCRD	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1.% students who saved money after MP	0	40	NA	0	26	NA	NA	15%
2.% SDS where parents actively participate	NA	50	100	100	0	NR	NA	63%
3.% Schools where important changes took place due to SDS	50	50	67	50	NA+	NR	NA	54%
4.% Students from total drop-outs & irregularly attending at inception of MP, now back in school	19	60	62	13	25	NR	NA	36%
5.% of Youth who received vocational training	56	5	NA	13	43	NA	NA	29%
6.% of Children who received awareness about Sri Lankan diversity	NA	80	2	11	100	NA	NA	48%
7. No. of SDS (parents/teachers) and officials trained in child rights	0	682 parents	NR	14	NR	NR	NR	227

NR = No Response; NA = Not Available;

Figures within parentheses (if any) have been obtained from SF's data base, as the partner NGO had not provided a figure.

It was observed that most CBOs and their partner NGOs lack information on matters such as children saving money, School Development Societies and diversity in Sri Lankan society.



**Goal:** By end of 2013, 20,500 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies

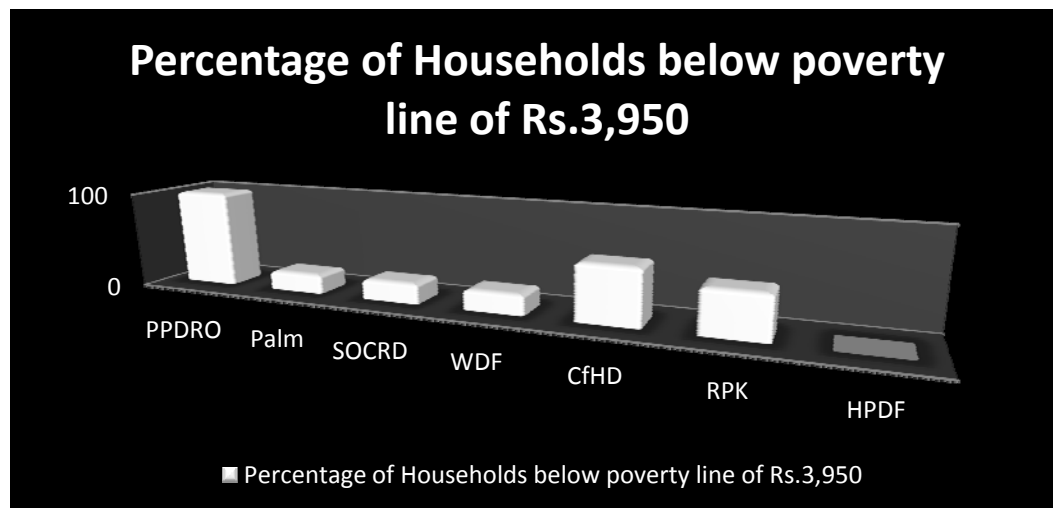
Table 6 – Data received from Partner NGOs in response to Questions on Goal

INDICATORS	PPDRO	Palm	SOCRD	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. % of HH below the poverty line of Rs.3,950 (i.e. per person per month)	100	20	21	21	58	45	NA	44%
2. % of HHs having income security since MP	46	73	57	21	30	70	75	53%
3. % of HHs having more than one person earning an income	28	26	56	10	10	39	30	28%
4. % of CBOs linked to government development fora etc.	0	65	28	NR	NR	38	NR	33%
5. % of youth unemployed before MP, now employed	10	25	NA	5	NA	NA	NA	13%

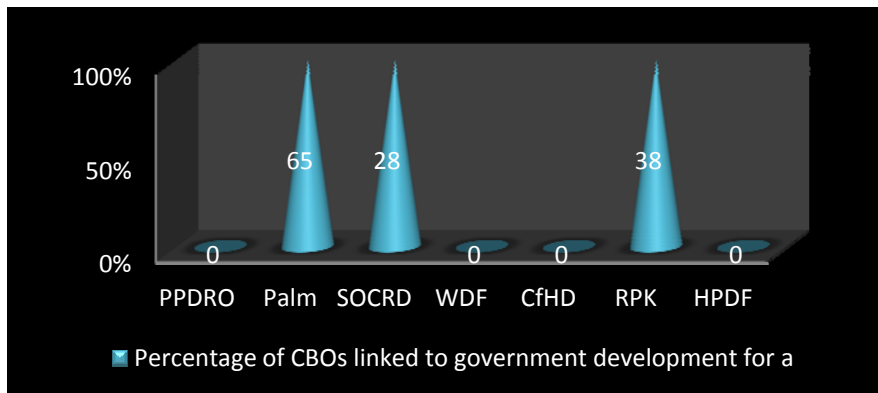
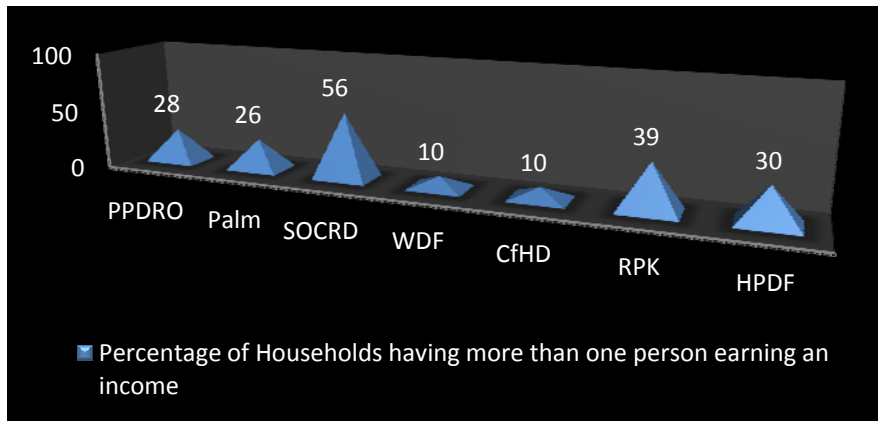
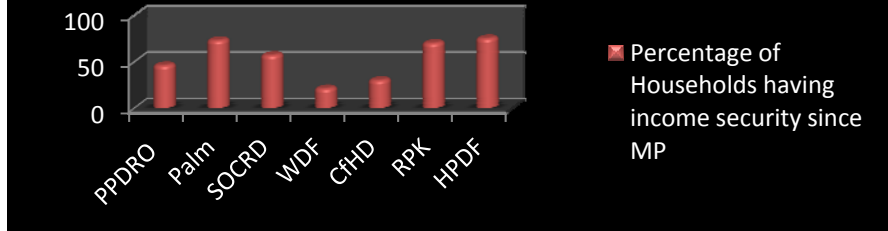
NR = No Response; NA = Not Available;

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

Partner NGO-produced above data reveal that between 21 % to 100% of households in CBOs are below current (Rs 3950 per month per person) poverty line, the average being 44 percent. Likewise, percentage of HHs having income security since project was implemented ranges from 21% to 75% while their average is 53 percent.



## Percentage of Households having income security since MP



### 3.4 FINDINGS FROM FIELD VERIFICATIONS

Findings from field verifications vary significantly between a CBO of one partner NGO to a CBO of same or another partner NGO for obvious reasons which are diverse. Hence they are submitted under each NGO, in the form of individual partner NGO-specific reports. (Refer Annex 5: 'Findings of the Evaluation on Partner NGOS').

# CHAPTER 4 – MASTER PLAN PROGRAM - OVERALL ASSESSMENT

## 4.1 INTRODUCTION

Strømme Foundation (SF)'s Master Plan Program is intending to have strong CBOs addressing SF's concerns including poverty, to enable 21,800 poor families access financial and non-financial services and 10,000 deserving children and youth access formal and non-formal education as appropriate, by the end of 2013.

The process was started in the year 2009 and developed same to what it is at present: a program covering 41682 households cum members of 325 CBOs and 8145 children / youth in 178 Children's Clubs, in 7 districts. *Source: Data base of Strømme Foundation.*

In this chapter the performance of the project as a whole is assessed<sup>10</sup> against the principal components of evaluations, i.e. efficiency, effectiveness, impact, relevance and sustainability. The assessment is based on the performance of seven partner NGOs which is described in Annex 5.

## 4.2 EFFICIENCY

*By efficiency it is meant how economically different inputs have been converted into outputs and is the measure of the productivity of the implementation process.*

Project planning, strategies, implementation and project cycle management will be included in this section as they are related to converting resources into outputs through planned activities.

Project planning: The assessments of the evaluation team found that the project context analysis where it was claimed that almost half of the poorest households was not supported by any government or civil society project is valid. The rationale for the project is justified and project elements are sound. The Logframe, that had been revised since the base line was established, is comprehensive and clear, and serves well for monitoring and evaluation purposes.

Strategies used: The strategies of empowering the poor through their capacity development for democratization; creating access to holistic financial and non-financial services and

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<sup>10</sup> Based on the sample of 15 CBOs

strengthening basic, formal and non-formal education for ensuring the future of the next generation are sound as these have been tested and found to be effective in Sri Lanka.

Case Story: D. M. Punchi Menike (55 yrs), of Samagi CBO, Cap-ela

*"I live with my husband who is a casual laborer, daughter and the son-in-law. I am a member of the CBO since its very beginning.*

*Before 2011, I borrowed money for cultivation, from money lenders and at 15% - 20% interest, and could not improve. In 2011, I obtained a loan of Rs 10,000 from Surekuma and invested it in tomato cultivation in 1 ½ acres and earned Rs 150,000. Half of it was net profit!*

*We bought a motorcycle with that profit to transport our produce. In 2012 I am planting seed B-onions on a leased land of 2 ½ acres, to earn Rs 1.2 million from it. Because of this Surekuma / SF project, we are now relieved from money-lenders within 2 years. And I can cultivate now without taking any loan"*

*.Ms D. M. Punchi Menike*

Implementation and Partner NGOs: SF has been implementing the project through seven known and screened NGO partners. All of them work with the poor and most-affected groups (that were formed into CBOs) and their ability in micro finance work has been tested.

Each CBO is consisted of<sup>11</sup> about 71 members (as per 15 CBO sample) on average. A staff member of partner NGO looks after more than 4 CBOs.

It was found that frequent staff turnover, in HPDF for instance, has hampered project's progress in CBOs. Taking more time by new staff member to catch up the CBO's work also affected the project in terms of both efficiency and effectiveness.

All CBOs have their own funds either through membership subscriptions, share of profits from consumer activities or income generating work. CBOs of all 7 partner NGOs have learnt to revolve the fund through emergency loans or IGA loans in some locations. Four partner NGOs receive micro credit funds from SMAGL and in turn they loan to CBO members. In the case of the other three partners, their own funds are given as a grant or loaned to CBOs.

When CBOs revolve their own funds by themselves they are likely to have a heightened sense of ownership and be more innovative in pursuing their own development in a self-reliant way. In the case of CBOs belonging to partner micro credit network, CBOs (because of their affiliation

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<sup>11</sup> 128 members as per SF's Database



to the micro-finance organization) are more likely to feel that they have to conform and feel less free to innovate and “take matters into their own hands.”

Note:

The evaluation team assessed the SF’s Database and worked out the project’s achievement against target. (*Refer Annex 3: Status of Project Outputs (as appeared in the SF Database)*’.

Capacity building of partner NGOs, CBOs and Youth: SF has supported partner NGOs, CBOs and youth to improve their knowledge and skills in project planning, management, monitoring and reporting through several training programs and the regular meetings of the Core Group. Learning had also been facilitated in the areas of empowerment of the poor, micro-credit and non-financial business development services. All these have been well received and found to be useful by partners.

Core Group: All partner NGOs appreciated the opportunity to learn and share and visits to different partner NGOs made the sharing more effective. Almost all partners also stated that more training and more staff members are necessary. One partner said that follow up should be improved.

Monitoring, reporting and evaluation: SF utilizes appropriate and adequate systems and tools for the purpose at the SF office. A base line has been established in 2009 and it provides useful data and information for monitoring and evaluating. The on line system for partners to enter monitoring data contributes to effective monitoring and regular updates of the data base.

Quarterly reports from the partner NGOs help monitor performance and if necessary take remedial measures. Monitoring by partner NGOs needs to be improved by covering all the project elements including outputs.

*Overall, project inputs appear to be used in an economical way in carrying out the planned activities for producing the expected results / outputs, and project efficiency is satisfactory. Due diligence has been exercised in transforming resources into outputs.*

### 4.3 EFFECTIVENESS

*Effectiveness is the extent to which the project objectives/purpose has been achieved.*

During FGDs with teams of leaders of each CBO, 7 CBOs said ‘No’ to the question: ‘Should the project methodology / process be changed?’, indicating project’s effectiveness. (This could also

be interpreted as the CBO members accepted the project methodology) Other responses: 'Yes (3)', not answered (2) while 3 gave irrelevant answers.

As seen from Chapter 3, the planned objectives are in the process of being achieved and is contributing to the achievement of the overall goal of the project. An overall assessment of the achievement of the objectives is given below.

### ***Objective 1***

Community issues: Many of the major issues faced by the community have been addressed and resolved and some others are being addressed. Examples are the numbers of issues resolved by CBOs of partner NGOs: PPDRO (31), PALM (13), SOCRD (44), WDF (5), RPK (27) and HPDF (3).

Members remember the major issues faced and resolved but these have not been systematically recorded by all CBOs. CBOs could be encouraged to maintain a brief record of the important events in its life.

Note: The most common and serious issue resolved is access to easy credit and limited income sources, and it has played a very significant role in the subsequent development of the HHs.

Women: Being the majority<sup>12</sup> in most CBOs, women members believe that they have space for decision making. Youth representation in CBOs is 21% on average and satisfactory.

Ethnic relations: In mono-ethnic areas such as Midigama North (HPDF) and Selvapuram (PPDRO), no specific interventions have been planned and carried out to facilitate attitudinal change. In mixed ethnic areas such as Maawithikumbura (CfHD) and Maha Uva (PALM), joint festivals and celebrations and even joint livelihoods have been done and are found to be very useful and is commendable. However, more activities to impart knowledge about other ethnicities, religions and culture, and influencing values through participation in others' diversity should be carried out by partner NGOs more systematically with clear objectives in mind. Application of partner NGOs' knowledge to facilitate desirable changes in this regard among CBOs appear to be weak. The reason for this weakness could be an inadequate grasp of the related concepts and their application.

Environment protection: The most common measure adopted by CBOs has been composting HH solid waste (Thirty one percent households in CBOs are doing this!) and this is good as far as it goes. Two partners, namely CfHD and Palm Foundation, have integrated the concept to

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<sup>12</sup> Of the membership of 15 CBOs evaluated, 83% on average were women. The overall project figure of women members, however is 62%, as per SF's data base.

livelihoods particularly agriculture. Better understanding of the application of the concern for the environment to individual life situations might bring in more results.

## **Objective 2**

Reduction in the cost of production: This is taking place and the most used strategy is labor-sharing, which is done by 45% HHs on average, in CBOs that were evaluated. Bulk / joint purchasing of inputs is carried out by 27% of HHs and it is found to be very effective in 3 CBOs. Two CBOs were found to carry out joint marketing. A serious, common problem is marketing of almost any produce.

Access to BD services: Access to easy finance is a major development for most CBOs and members, and consequently IGAs have increased. Improvements to housing too have had tangible social impacts. Non-financial BD services especially client based (based on individual business plans), are being planned by four partners with improved capacity. This is a crucial area for ensuring income security.

HH Savings: All CBO members affirmed increased savings, at least in the SGs and three stated it was over 10%. Extra income sources is the main factor influencing savings, and consumer activities at SG or CBO levels also contribute towards it. Most beneficiary HHs do not appear to practice systematic analysis of incomes and expenditures records that they maintain nor use it in domestic decision making.

Increase of incomes: Of the eleven CBOs that responded, all affirmed increases in incomes due to access to easy credit. Market monopolies and factors beyond project control (eg. natural disasters) have unfortunately constrained anticipated high increases in incomes.

### Case Story: Weekly Fair in Keliyapura in Kapuwatta GN area

*"In 2009 WDF formed a CBO, with 15 members, in Keliyapura GN area where its Janashakthi Bank program was operating. WDF's community education program with SF's support increased CBO's membership to 36 women.*

*Members wanted to get involved in more IGAs and that resulted many members doing agriculture. They brought their harvest to CBO's meetings and sold (and purchased) the produce among themselves. The process went on, resulting in a market for produce. Though only the SG members were there initially, non-members too joined this slowly. With the produce increased, CBO next formed a Traders' Association and set up a weekly fair.*

*Those who sell in weekly fair pay a fee (tax) to the Traders' Association. A part of this income is meant for emergency loans to CBO members".*

Informal credit: All beneficiaries in the sample, except for one location in the east, affirmed with a sense of relief that they do not have recourse to money lenders any more.

Middlemen: In the sense of exploitative buyers with producers having no other option – in thirteen CBOs the only available marketing avenue is the middleman, due to poor access roads, long distances to markets and vulnerabilities due to the nature of the produce. Some alternatives are being adopted and others being planned by CBOs but they need facilitation in this regard.

### **Objective 3**

Formal education: Four CBOs reported just one or two drop-outs in their locations and these were mainly due to either mental illness or extreme poverty. School drop-outs and irregular attendance at school are not perceived to be serious issues except in the east and plantation areas. In the South, Child Protection Committees at GN area level have prevented the problem to a great extent. Where the issues exist, in most cases CBOs have intervened to resolve them with or without recourse to SDSs.

Table 7 – Data received from Partner NGOs on school drop outs and irregular attendees

INDICATORS	PPDRO	Palm	SOCR D	WDF	CfHD	RPK	HPDF
1. % of CBO village-schools with SDS	2	100	12	100	NR	NR	NR
2. % of SDS with regular meetings	2	50	100	55	NR	NR	NR
3. % of SDS with active participation of parents	2	50	100	100	NR	NR	NR
4. % of Schools where significant changes took place due to SDS	2	50	67	50	NR	NR	NR
5. % of Drop-outs / irregular attendees at inception of project now returned to school	19	60	62	13	NR	NR	NR

NR = No Response; NA = Not Available;

However, irregular school attendance is found to be a problem particularly in the rural areas as children get involved in some seasonal agricultural work helping out their parents. Influencing factors are both; 1) low priority given to education by parents and, 2) poverty.

In the East since secondary schools are generally located at a long distance from the community<sup>13</sup>, there is a tendency particularly among the poor not to continue after primary education. Generally, the poor quality of education is a concern in all locations and is due to the lack of teachers and the non-availability of necessary facilities.

<sup>13</sup> In Nellikadu in Batticaloa, for example, the schools of Palaijadi vaddai and Vellaveli are located 4kms and 2 kms away from the village.

Savings and thrift: Children reported saving money in tills for buying school requisites. Instilling the saving habit in children is positive.

Engagement in economic activities: Youth in the South secure employment in factories. In most other locations, they seek casual labor work or engage in agriculture. With access to easy credit some have ventured into IGAs.

Vocational training: Of eleven responses, five CBOs had no vocational training and six CBOs had given training directly or through another service provider. In the East and in the plantations, selected youths are directed to certified government vocational training institutes. One partner (RPK) is accredited by the Tertiary and Vocational Education Commission (TVEC) for skills training. At least one other partner NGO (CfHD) is planning to launch their own vocational training programs. Care should be taken to ensure that such vocational training is carried out with accreditation by TVEC as otherwise the training will not have its full value and usefulness.

Sri Lankan diversity and children: As stated in the foregoing sections, in multi-ethnic settings, children interact and learn to accept one another and it is effective in influencing positive attitudes. However, in mono-ethnic areas this advantage is absent and nothing specific has been attempted in this regard.

## **Goal**

Escaping poverty: With more IGAs, better household management, labor sharing, consumer activities and family development plans, many households have escaped poverty and others are in process, making ground.

## **Partner Statistics**

INDICATORS	PPDRO	Palm	SOCRD	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. Percentage of HH below the poverty line of Rs.3,950/ per person per month	100	20	21	21	58	45	NA	44%

It was noted from data that the percentage of HHs (of 15 CBOs) below poverty line is 44%, a high figure when compared with much poverty-stricken districts such as Monaragala where 30% of population are below poverty-line. This shows that the program is more focused on the poor, enhancing its effectiveness. Partner data cannot be compared to district level data, as

these partner CBOs could be pockets of poverty, as they have chosen them as a target group for the project.

Income security: Almost all income sources of the poor (including government jobs in Sri Lanka) do not always have a guarantee of stability. Generally more than two income sources per household ensures being above the poverty line, confirmed by the Baseline study. However, they are vulnerable to several external factors. Spreading and hedging risks and benefiting from BD services have much to contribute in this. This is a continuous challenge to the project.

#### *Partner Statistics*

INDICATORS	PPDRO	Palm	SOCR D	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. Percentage of HHs having income security since MP	46	73	57	21	30	70	75	53%
2. Percentage of HHs having more than one person earning an income	28	26	56	10	10	39	30	28%

Improved gender relations: Significant gains have been made by all CBOs and gender relations have improved, particularly cooperation in livelihood activities and in managing the household. It appears that about 25% HHs experience some form of gender violence. The lowest percentage of women CBO members is 58% and the maximum is 100%. This is a very good situation for women.

Conceptual clarity on gender equality and its application among partner NGOs and CBO members appears to be inadequate. The lack of clarity is reflected in the fact that some partner NGOs speak about gender explicitly while some others do not. There appear to be some misunderstanding of gender, confusing it with feminism (negative version) and aping the west and such misconceptions.

#### *Partner Statistics*

INDICATORS	PPDRO	Palm	SOCR D	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. Percentage of women in CBOs	67	58	94	100	82	83	99	83%
2. Percentage of women office-bearers in CBOs	98	55	88	100	79	98	100	88%

Reduced unemployment (20-45 yrs.): In all locations, some youths have initiated IGAs with access to easy credit, and some of it is attributable to vocational skills training received by the project.

#### *Partner Statistics*

INDICATORS	PPDRO	Palm	SOCRD	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. Percentage of youth unemployed before MP, now employed	10	25	NA	5	NA	NA	NA	13%
2. Percentage of youth in CBOs	11	9.2	15	40	33	15	25	21%
3. Percentage of youth office-bearers in CBOs	03	07	13	35	38	21	20	20%

School drop-outs readmitted: Five partner NGOs have intervened to get such students readmitted. However, irregular school attendance is found to be the more serious problem particularly in the rural areas. Generally, the poor quality of education – which is attributed to lack of trained teachers and educational facilities in schools - is a concern in all locations.

Government recognition of CBOs/networks: CBO networks are not yet formed in all the locations. Anyway, CBOs and existing networks have been linked to government service providers for negotiating entitlements, and benefits have accrued to the community. Increasing recognition of CBOs and their networks by government is discernible. All CBOs/networks are yet to bid for government contracts or enter into collaborative agreements.

#### *Partner Statistics*

INDICATORS	PPDRO	Palm	SOCRD	WDF	CfHD	RPK	HPDF	AVERAGE FOR MP PROGRAM
1. Percentage of CBOs linked to Government development ...	0	65	28	NR	NR	38	NR	33%

*Overall, with regard to effectiveness, the project has started well and significant gains have been achieved to date. However, achieving all the planned objectives and contributing to the goal will be a challenge. In particular assuring income security and regular HH income increases while coping with increasing expenditures and inflation might be constrained by the current downward trend in GDP growth in Sri Lanka and globally.*

#### **4.4 IMPACT (AS DEFINED IN THE LFA)**

*An impact is defined as a planned or unplanned and positive or negative consequence of achieving project objectives and goals.*

The MP under review has already created several significant and positive impacts at different levels and on different groups including staff of partner NGOs. Numerous remarkable positive impacts at individual household level have been noted by the partner NGOs and have convinced stakeholders and demonstrated the potential and the relevance of the project. Some of the principal impacts are described below.

1. HHs that virtually attempted developing themselves by themselves, in isolation, have learnt through the small group process that it is less tedious, more satisfying and more effective and that they are more confident when working together towards common objectives. The community is now more closely knit together.
2. CBOs have succeeded in negotiating with service providers and obtained their entitlements e.g. services of the Public Health Mid-Wife; public transport; access roads etc. and have grown in confidence.
3. HHs have learnt to be more systematic in pursuing development through the adoption of recording income and expenditure accounts and Family Development Plans and mobilizing the entire family for it.
4. Another important impact is that women who played a secondary role in their homes have now learnt to spearhead family development through the SGs and CBOs.
5. In many households, men have begun to appreciate the work of their wives and come out to actively support them and also the CBOs.
6. The entrepreneurial spirit has been kindled among the CBO members and they are confident that they can actualize their potential.



7. People who were in the habit of expecting to receive material benefits from NGOs, particularly after the tsunami relief work, have now learnt to value training, knowledge and working together.
8. For the first time in the plantations women have been admitted into Kovil Committees, on par with men due to the influence of the project.
9. In the plantations, the poverty reduction work of the partner NGO has been acknowledged by the plantation management and it has begun to support the effort with contributions.
10. Government authorities are now more positive and changing their attitude towards partner NGOs and their CBOs due to the work carried out in the MP.
11. Partner NGOs have benefitted from SF's comprehensive on line project monitoring system. A reliable base line and regular measurements of performance has been introduced and partner NGOs have been influenced to improve their own monitoring and reporting systems.

More impacts can be expected to be created with the project gaining added momentum towards achieving its objectives during the final years.

#### **4.5 RELEVANCE**

*Relevance is about whether the rationale behind a project is yet congruent with the current needs and priorities of the concerned communities.*

The problems identified and analyzed in the Master Plan proposal still reflect the situation of the poor. There is no doubt that the project is relevant and for those 44% of HHs living below the poverty line or hovering around it and going in and out of poverty with the vicissitudes of the weather, the market or ill health etc. The difficulty faced by the poor to access easy credit cannot be overestimated. Providing the poor with credit alone without other business development services will only force the poor into a debt trap. Hence empowerment for obtaining their entitlements, stabilizing their income sources through minimizing vulnerabilities and exploring markets are all so crucial and relevant for the poor to escape poverty and remain stable above the poverty line as the project has planned to accomplish.

SF should consider re-examining the issue of school drop-outs as it is no longer perceived as a serious issue, while irregular attendance and the quality of education remain very much so. The non-availability of secondary schools at reasonable distance, a major issue in the east and north, is included in the issue of quality of education. This measure will align the MP better with the current context.

#### **4.6 SUSTAINABILITY**

*Sustainability refers to whether the benefits (positive impacts) of the action are likely to continue to accrue to the beneficiaries even after the project is concluded.*

For ensuring sustainability the following seven (7) aspects or factors are very important:

1. Institutional aspects
2. Financial and economic aspects
3. Social and cultural aspects
4. Gender dimension
5. Ethnic Integration and Harmony
6. Environmental Protection
7. Technological aspects

Policy measures at the national and local levels too are crucial for ensuring sustainability for if they are at cross purposes, the space for achieving sustaining will be restricted. In the case of the project, national and local policy framework with respect to poverty reduction through empowerment of the poor for livelihood development is very much supportive and hence no negative impacts on project sustainability are likely.

*Institutional aspects:* SGs and CBOs based on heightened awareness, new knowledge and practical skills acquired by the members coupled with the high relevance of these institutions will ensure their sustainability. The higher level strong networks will further strengthen the CBOs. More needs to be done to create many more effective and democratic leaders and second line leaders.

*Financial /economic aspects:* Two third of the CBOs have funds of their own<sup>14</sup> and most of them revolve those funds by disbursing loans to members. This is valuable hands on experience for them and gives them the confidence that their CBOs are owned and managed by themselves. Financial stability for taking care of administrative costs and emergency loans is adequate in most CBOs. Inflation-factor, however, should be a consideration when savings and the income earned for them through credit / investment are concerned. Micro credit needs of members are assured by SMAGL as long as the credit funds are well managed by the partner NGO.

*Social / cultural aspects:* The project supports a wide section of the poor in the selected locations and new membership is encouraged and no vulnerable social groups are excluded. Also cultural values and norms are recognized and given their due place. Consequently no adverse social or cultural repercussions are likely to affect the project and its sustainability. On the contrary, local societies can be expected to be supportive of the project.

*Gender dimension:* Master Plan explicitly addresses the issue to ensure that women, men and children are treated equally based on a sound understanding of their respective roles in society. Already men are found to be supporting women at home as partners and in the CBOs as emerging community managers. Children and youth are also benefited by the project to play their roles in positive ways. Hence, the future sustainability of the project is not likely to be negatively affected in this regard.

*Ethnic Integration and Harmony:* This issue is of national concern and should be at local and domestic levels as well. The MP is inclusive of all ethnic and religious groups and explicitly fosters integration and harmony. With the ownership of the CBOs and resultant benefits by all diverse groups, the likelihood of the MP being perceived as an exclusive project hardly exists, and hence its sustainability from the ethnic perspective is ensured.

*Environmental Protection:* The environment is so critical for the lives of all in present and future generations and all people have an obligation to protect it in actions they undertake. MP is expressly concerned about the issue and partner NGOs and target groups are taking practical steps for protecting the environment. As such, project's sustainability will not be jeopardized.

*Technological aspects:* In production activities, no major technological involvements are visible also due to the scale and diversity of operations. No new technologies are being adopted and those currently being used are well known and tested by the stakeholders and they are mostly likely to continue being used without causing any disruption to production.

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<sup>14</sup> Of 15 CBOs, 5 CBOs do not have a fund. 10 CBOs have a fund, and 8 of them issue loans. Maximum: Varies from 5000 to 3 lakhs.

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*Thus from the sustainability perspective the MP has all the relevant factors in its favour and there are no serious concerns about it as long the institutions are strengthened and continue to function efficiently and effectively, and the risk factors are well managed.*

#### **4.7 OVERALL CONCLUSION ON MP**

The three pronged strategy<sup>15</sup> pursued by the project based on the situation / context analysis is sound and relevant. The implementation strategy of engaging seven tested NGOs experienced in working with the poor is also sound and effective and their implementation is satisfactory.

Project management, steering and guiding it, tracking performance and documenting are carried out effectively. More however, could be done in the areas of ethnic integration and harmony and gender with specific inputs from SF.

On achieving the project objectives, implementing partner NGOs have their own experience, methodologies, approaches, tool kits, and also specific geographic areas with their populations though all of them work with the poor on micro credit. This diversity is reflected in the different levels of achievement of the project objectives, which is to be expected. All partner NGOs have been successful in achieving satisfactory levels of the objectives of the project.

It is imperative that during the remaining life of the project, monitoring be intensified to ensure that by the conclusion of the project the planned objectives would be satisfactorily realized.

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<sup>15</sup> 1. Community empowerment for democratization  
2. Provision of holistic, pro-poor financial and non-financial services  
3. Strengthening basic education, formal and non-formal,

## CHAPTER 5 - LESSONS LEARNED AND RECOMMENDATIONS

### 5.1 LESSONS LEARNED

The MP has afforded several lessons for the benefit of similar projects; for the remaining implementation period of the project and for replication of the project.

#### 5.1.1. Affiliation of a CBO to a NGO / INGO:

Affiliation of a CBO to an existing micro credit organization, on the one hand is likely to curtail to some degree the creativity of the CBO as it has to conform to given policies and practices. On the other hand such affiliation will provide the CBO with backstopping and oversight that will ensure accountability and transparency and eventually sustainability. Ensuring the optimum balance is a challenge that requires study

#### 5.1.2. Need for new knowledge and values for effecting the change:

In order to facilitate desired change in behavior, attitudes have to be influenced and for this, new knowledge as well as new values /norms are essential. Hence desired behavioral changes with regard to ethnic integration/harmony and gender could be facilitated through both new knowledge and values for influencing attitudes, and knowledge or awareness alone is inadequate.

#### 5.1.3. Dependency syndrome being challenged:

The dependency syndrome of most communities since the tsunami relief work has been challenged by some MP partner NGOs who persisted with emphasizing the high value of knowledge and skills, and eventually communities came round to accepting it and adopting self- reliance.

#### 5.1.4. Valuing the own efforts for development by the poor themselves:

The poor are capable of appreciating and valuing their own efforts for their development though it is a slow process as long as they can access capital or productive assets and see the light at the end of the tunnel.

#### 5.1.5. Empowering the CBOs:

When empowered CBOs effectively negotiate their entitlements with government service providers, in turn government authorities tend to change the negative perceptions they have of CBOs and NGOs.

#### 5.1.6. Vocational training and career guidance:

Vocational training is not at present, the first choice of unemployed youth or school leavers. Career guidance in schools as well as the high value given to technical education are vital preconditions in order to influence youth to take to vocational training.

#### 5.1.7. Experiencing saving through consumer activities:

Though the poor say that it is difficult to save, however, when they engage in consumer activities, they begin to open their eyes to the possibility of saving and practicing thrift for development, and thereafter engage in savings wholeheartedly.

#### 5.1.8. Influencing men by getting women engaged in IGAs:

Successful engagement of women in IGAs is one sure way, in most cases, of influencing men to consider their wives as equal partners in running the family. Consequently gender relations tend to improve.

## **5.2 RECOMMENDATIONS**

The following recommendations are made with a view to improve project's performance.

### Planning / monitoring

1. Partners use terms (from LFA) in their Logframes, but do not mean as same as in their actual definitions. Though some degree of flexibility is acceptable, use of the standard LFA terminology among all partner NGOs and SF is desirable for comparison purpose and it should be promoted. It also has the advantage that partners could apply to other donors for funding if the standard LFA terminology is used.
2. The use of Results Based Management (RBM), particularly for monitoring purposes is commendable. However, as in the use of LFA, use of the standard RBM will help comparative work.
3. Family Development Plans – The tool introduced by SF to its partners is excellent and all CBO members appreciate it very highly. However, the quality of the plans differs very much among partners. In some it is well developed with a contextual and resource analysis, while in some others, it is just a single sheet with a 12 month work-plan. All partners should consider adopting a more comprehensive Family Development Plan.

4. Partners should consider adopting purpose-designed formats for reporting on performance from the field to the partner head office, to ensure receipt of all required information and data.

5. Partner NGOs should set up a system where accurate data and information is gathered and analyzed. SF could assist partners in this exercise through a common monitoring system.

6. CBOs should be encouraged to maintain a log book or a record of the important events in its life e.g. membership numbers; issues faced by the members and their resolution etc. for monitoring and evaluation purposes as otherwise they tend to forget the valuable details.

#### Gender and Ethnic Harmony

7. Common understanding of the gender concept has been transferred to all partners who are free to interpret it and apply it to their social contexts. The diversity in interpretation and application is acceptable. It would however, be useful to adopt some minimum achievement levels e.g. zero tolerance to domestic violence etc.

8. With regard to ethnic harmony, a better grasp among partners of how to promote it needs to be facilitated. At the moment no significant intervention is made in mono ethnic communities. That both knowledge and values need to be transformed for influencing attitudes is required to be appreciated by partners. Even in mixed ethnic communities, ethnic harmony should be specifically fostered and partners should not be content with only joint celebrations etc. that occur without any planned intervention.

#### Formal/ Non-Formal Education

9. Strømme Foundation (SF) should consider focusing on quality of education besides school drop-outs. It appears that in resettled villages (in the east) school drop-outs occur due mainly to restricted access to secondary schools (quality of education). In rural areas the serious issue appears to be irregular attendance at school due to seasonal work with parents and /or their low priority for education (poverty).

10. Vocational training for youth as a career path should be acquired from service providers with required accreditation from TVEC. SF should encourage partners to conform to this practice especially when vocational training is chosen as a career path.

#### New Themes – Disaster Management and Conflict Resolution

11. Most MP locations and HHs of the target group are vulnerable to natural disasters like droughts and floods which drag them down to poverty despite the income gains they had

acquired through programs such as this. SF should consider the feasibility of including disaster management as a project element. The communities could be linked to the district and divisional Disaster Management Committees (DDMC) for accessing services.

12. SF should consider including training in conflict resolution through non-violent means. This could be included in the leadership training module, if feasible. Conflict resolution will contribute to CBO sustainability and social harmony.

#### Staff and Staff Training

13. A strong request was made by all partners for more training for their staff in project planning, management, monitoring and reporting, and more staff. Enhanced knowledge and skills and manpower will contribute to better quality of project cycle management. SF should consider the request.

14. Factors such as the number of CBOs and CBO members covered, number of interventions planned and the distance to CBO from partner NGO affect the partner-staff time available per CBO member. Considering the challenge in achieving objectives, SF and partner NGO should discuss this and work out a formula for staffing and extend support accordingly.

#### Income augmentation

15. Marketing is found to be the single-most major constraint in all locations depriving producers of possible higher incomes. SF should support in exploring feasible market strategies.

16. Networks of particular IGAs, e.g. poultry, garments, curios etc., as some partners have found, are very useful for bulk purchase of inputs, quality control and also marketing. SF should consider promoting this strategy among other partners too.

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## **ANNEXES**

Annex 1: Strømme Foundation (SF) – Logframe

Annex 2: Terms of Reference (ToR) for the Midterm Evaluation

Annex 3: Status of Project Outputs (as appeared in the SF Database)

Annex 4: List of Persons who took part in the Mid-term Evaluation

Annex 5: Findings of the Evaluation on Partner NGOs

Annex 6: Story of the school girl 'Saumya'



## STROMME FOUNDATION - LOG FRAME

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
<p><b>Goal:</b></p> <p>By end of 2013, 39,000 families will enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies</p>	<ul style="list-style-type: none"> <li>• 60% of the targeted households achieve a monthly income per person above the National poverty line</li> <li>• More than 70% of the households report improved economic security by end of the program</li> <li>• No of households (HHs) perceive reduction in violence at household and community level</li> <li>• 20% reduction of unemployment in the target areas against baseline</li> </ul>	<ul style="list-style-type: none"> <li>• Household surveys</li> <li>• Impact monitoring reports</li> <li>• Assessment reports</li> <li>• Mid-term and final evaluation reports</li> </ul>	<p>Stability in macro economic, political and natural environment</p> <p>The targeted households are not displaced due to conflict or natural disaster</p>

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
	<ul style="list-style-type: none"> <li>• School dropout rate reduced by 20%</li> <li>• No of strengthened community organizations addressing the needs and basic rights of the poor people</li> <li>• No of HHs expressed improved family status through accessing government services such as civic documents, basic infrastructure, health and education</li> </ul>		
<p><b>Objective 1:</b></p> <p>By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and</p>	<ul style="list-style-type: none"> <li>• 60% of the member's major issues affecting their life addressed by the CBOs.</li> <li>• CBOs\NGOs collaborating with Govt. on integrated</li> </ul>	<ul style="list-style-type: none"> <li>• Partner records</li> <li>• meeting minute</li> <li>• Case studies</li> <li>• Perception survey</li> <li>• Progress</li> </ul>	<p>Rebuilding of civil society structures is not hampered by any political / economical situation</p>

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
environmental issues	<p>development programs at different levels</p> <ul style="list-style-type: none"> <li>• No and types of issues identified and addressed by the CBOs (community projects)</li> <li>• No of youth and women perceive that their views are considered at the CBOs for decision making (participation of youth and women)</li> <li>• No of CBOs \members demonstrate improved relationship and attitudes towards persons of other ethnicities</li> <li>• No of HHs and civil societies implement “green practices” to address</li> </ul>	<p>reports</p> <ul style="list-style-type: none"> <li>• Mid term evaluation</li> <li>• CBO network reports</li> </ul>	<p>Consensus among members regarding the objective of the network</p>

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
	environmental issues		
<p><b>Objective 2:</b></p> <p>By end of 2013, 39,000 poor people in SF target areas will have improved access to financial and non financial services through strong economic and monetary practices of the community institutions</p>	<ul style="list-style-type: none"> <li>• No of families engaged and their income established through productive activities</li> <li>• 80% of people reporting that they have improved access to financial, BDS and consulting services from CBOs (disaggregated by men, women, youth, etc.)</li> <li>• At least 70% of the members per capita saving is increased by 10%</li> <li>• HH income is increased by 30% against the baseline</li> <li>• Indebtedness reduced by 40% against the baseline</li> <li>• 60% of the</li> </ul>	<ul style="list-style-type: none"> <li>• Savings account ledger</li> <li>• Annual audit report of the partner</li> <li>• Quarterly MF update</li> <li>• Loan disbursement ledger.</li> <li>• Perception surveys</li> <li>• Case studies</li> </ul>	<p>General economic situation remain stable</p>

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
	community have direct access to market their products through community based market centers/outlets		
<p><b>Objective 3:</b></p> <p>By end of 2013, 15,000 Children's and youth will practice life skills and involve in saving and thrift, and peace and harmony through increased access to formal and non formal education</p>	<ul style="list-style-type: none"> <li>• 60% of the target Children's and youth are acting as peer mediators to discuss and solve their problems</li> <li>• Improved savings and thrifts habits among Children's and youths</li> <li>• 75% of youth members have engaged in economic activities</li> <li>• No of Children's demonstrate appreciation of the value of Sri Lanka's diversity</li> <li>• Level of</li> </ul>	<ul style="list-style-type: none"> <li>• Progress reports</li> <li>• Mid term evaluation report</li> <li>• FGDs</li> <li>• Perception surveys</li> </ul>	<p>Authorities and service providers continue to favour the project</p>

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
	participation of education authorities in school development activities increased		
<b>Outputs:</b>			
1.1 300 CBOs are established /strengthened	<ul style="list-style-type: none"> <li>• No of CBOs/mechanisms formed/ strengthened</li> <li>• No of CBOs with legal registration</li> <li>• Financial management systems introduced to CBOs</li> <li>• No/ type of savings/ loan schemes introduced</li> <li>• No of CBOs trained on different financial and non financial services</li> <li>• No. of Linkages &amp; Network mechanism with other MF services providers</li> </ul>	<ul style="list-style-type: none"> <li>• Certificate of registration</li> <li>• CBO documents</li> <li>• Monitoring formats</li> <li>• Training report</li> <li>• Ledger</li> <li>• Pass book</li> </ul>	

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
	established		
1.2 70% CBOs have finalized policies and regulations on financial services, gender, peace and environment.	<ul style="list-style-type: none"> <li>• 70% of the CBOs develop policies and regulations on financial services, gender peace and environment</li> <li>• Type of Core-groups formed within the CBOs</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• CBO records</li> <li>• Policies related to environment, peace and gender</li> </ul>	
1.3 10 CBO coalitions/ networks established and strengthened	<ul style="list-style-type: none"> <li>• No and type of networks comprising of all stakeholders at the community, district and national level established</li> <li>• No and types of training conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Coalition minutes</li> <li>• Case studies</li> <li>• Training reports</li> </ul>	
1.4 Knowledge on gender sensitivity\ environment issues	<ul style="list-style-type: none"> <li>• Members\Children's\youth trained on gender sensitivity, environmental</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring formats</li> <li>• Training reports</li> <li>• Visit reports</li> </ul>	

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
improved among 80% of members\Children's\ youths	issues and peace <ul style="list-style-type: none"> <li>• No of exposure visits to different locations/ ethnic communities</li> </ul>		
1.5 10 Partner's institutional capacities and governance improved	<ul style="list-style-type: none"> <li>• No of partners trained on ID/OS</li> <li>• No of exposure visits</li> </ul>	<ul style="list-style-type: none"> <li>• Training reports</li> <li>• Monitoring formats</li> </ul>	
2.1 Community based financial mechanisms established	<ul style="list-style-type: none"> <li>• No and type of savings and loan products introduced</li> <li>• No of savings accounts open</li> <li>• No of loanees identified and loans disbursed</li> </ul>	<ul style="list-style-type: none"> <li>• Pass book</li> <li>• Ledger</li> <li>• CBO records</li> </ul>	
2.2 15,000 New livelihood units established and capacitated	<ul style="list-style-type: none"> <li>• No trained on IGA and productive activities</li> <li>• No of livelihood units/ enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• CBO records</li> <li>• Case studies</li> </ul>	



Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
	established		
2.3 Capacity of entrepreneurship/ business/ consultation services and marketing improved	<ul style="list-style-type: none"> <li>• No/ type of business/ consulting services introduced</li> <li>• No trained on entrepreneurship</li> <li>• Linkages established with market outlets</li> </ul>	<ul style="list-style-type: none"> <li>• CBO records</li> <li>• Meeting minutes</li> </ul>	
2.4 Marketing network and channels established and strengthened	<ul style="list-style-type: none"> <li>• No and type of homogenous groups formed</li> <li>• No and type of outlets established</li> <li>• No and type of networks</li> </ul>	<ul style="list-style-type: none"> <li>• CBO records</li> <li>• Meeting minutes</li> <li>• Trade agreements</li> </ul>	

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
2.5 Capacity of 10 partners improved to develop systems and tools	<ul style="list-style-type: none"> <li>• No of partners trained on financial, accounting and human resource systems</li> <li>• No of exposure visits</li> </ul>	<ul style="list-style-type: none"> <li>• Training records</li> <li>• Monitoring formats</li> <li>• Management matrix</li> </ul>	
3.1 180 Children's and 80 youth forums and consortiums formed and strengthened	<ul style="list-style-type: none"> <li>• No of Children's and youth clubs</li> <li>• No and type of consortiums formed</li> <li>• No of Children's and youth trained</li> <li>• No of exposure visits</li> </ul>	<ul style="list-style-type: none"> <li>• Training records</li> <li>• Monitoring formats</li> </ul>	
3.2 Life skill development courses conducted to promote peace and harmony and to enhance gender relationships	<ul style="list-style-type: none"> <li>• No of Children's/ youths follow life skill development courses</li> <li>• No of exposure visits</li> </ul>	<ul style="list-style-type: none"> <li>• Participants lists</li> <li>• Curriculum</li> <li>• Monitoring formats</li> </ul>	

Narrative Summary	Indicators	Means of verification	Risks/ Assumptions
3.3 Peer educators are capacitated	<ul style="list-style-type: none"> <li>• 60% youth are trained on Leadership, governance and environment protection.</li> <li>• No of exposure visits conducted</li> <li>• No of core groups with peer educators formed</li> </ul>	<ul style="list-style-type: none"> <li>• Training records</li> <li>• Monitoring formats</li> <li>• Core group minutes</li> </ul>	
3.4 80% of Children's and youth trained on saving & thrift program	<ul style="list-style-type: none"> <li>• No of Children's/ youths trained</li> <li>• No and type of accounts opened with CBOs</li> <li>• No of thrift activities conducted in CCs\YCs</li> </ul>	<ul style="list-style-type: none"> <li>• Ledger and pass books</li> <li>• Training reports</li> </ul>	
3.5 Capacity of parents, SDSs and school authorities improved on C. Rights and available services	<ul style="list-style-type: none"> <li>• No and type of training conducted for parents, SDSs and authorities</li> <li>• No of campaigns conducted</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring formats</li> <li>• Training and campaign reports</li> </ul>	

## Terms of Reference (ToR) for the Midterm Evaluation

### 1. INTRODUCTION

Strømme Foundation's vision is to see people living in freedom of poverty. Hence, SF is committed to empower people to overcome root causes of poverty. SF recognizes poverty as a changeable condition of a human life cycle that could be compact with the holistic approach. SF highly believes and encourages community participation towards a sustainable self empowerment. SF has strong stand on participatory approaches to overcome challenges to eradicate poverty with full community participation. SF believes that changes have to come from individuals and communities thus people should own the development process and must be able to participate fully and drive their own development.

**Strømme Foundation utilizes two sectors to eradicate poverty. The focus of education sector is to facilitate the rural poor by mobilization in building up their institutional structures for their own development and the microfinance sector provides financial services to the poor. SF has a professional entity to promote sustainable microfinance through Strømme Micro Finance Asia Guarantee Limited (SMAGL).**

Strømme Foundation implements programmes through local partners. The main aspect of SF Asia's development approach is building the partner capacity in facilitating empowerment of poor. Through this, SF expects to establish a strong civil society mechanism to upgrade the living standards of the marginalized, vulnerable and poor people.

#### 1.1 SF's Master Plan

The MP of SF Sri Lanka's programme has been developed in consultation with local partners and based on the experience and the lessons learned in the past focusing on the following intervention lines.

1. Community empowerment for democratization
2. Provision of holistic pro-poor financial and non financial services
3. Strengthening basic education, formal and non formal

The MP is governed by an extensive Logical Framework Analysis (LFA) with several indicators to assess changes in the lives of the target people. These indicators have been further mapped into a Monitoring and Evaluation (M&E) Plan for developing a comprehensive M&E system.

SF has decided to conduct a mid term evaluation for its Master Plan for 2009-2013.

## 1.2 Overall Development Goal

By end of 2013, 39,000\*<sup>16</sup> families in nine districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies

### Objectives

By the end of 2013,

1. strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues
2. 39,000 poor people in SF target areas will have improved access to financial and non financial services through strong economic and monetary practices of the community institutions
3. 15,000 children and youth will practice life skills and involve in saving and thrift and peace and harmony through increased access to formal and non formal education

## 1.3 Target Groups

Strømme Foundation implements the programme through eight partners to reach out to the excluded communities in conflict prone, plantation and vulnerable areas in the country. SF targets 39,000 families directly including all three ethnic groups through the development programme focusing especially on children, youth and women.

## 1.4 Geographical Focus

SF focuses its interventions mostly in Eastern, Southern, North Central and Central parts of the country and it covers the Districts of Badulla, Matara, Galle, Nuwara Eliya, Matale, Hambantota, Anuradhapura, Moneragala and Batticaloa. The partners work in the following Districts and the Divisional Secretariat Divisions.

Partner	District	Divisional	No of villages	No of target
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<sup>16</sup> Originally SF ARO targeted 39,000 families and later on due many reasons especially financial crisis, the total number of target has been reduced to 21,800 families. As a result all targets in the project documents have been changed.

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organization		Secretariat Division		families
CfHD	Badulla	Welimada	12	1000
HPDF	Matara	Welipitiya	20	3800
		Weligama	20	
	Galle	Habaraduwa	35	
		Imaduwa	43	
PALM	Nuwara Eliya	Walapane Nuwara Eliya	11 villages and 24 Estate divisions	5000
Surekuma	Matale	Dambulla Naula	20	2000
PPDRO	Batticaloa	Paddipalai	4	1500
		Eravurpattu	3	
		Manmunai North	1	
WDF	Hambantota	Tissamaharama	28	3500
		Hambantota	50	
RPK	Anuradhapura	Padaviya	19	5000
		Kekirawa	21	
		Madyama	16	
		Nuwaragampalatha	33	
<b>Total</b>	<b>8 Districts</b>			<b>21,800</b>

## 2. Purpose and Evaluation Objective

The overall purpose of this evaluation is mainly **learning and improvement**. SF ARO anticipates that the outcomes of this mid-term evaluation will provide relevant information to the ongoing scope of work of the partners; explore why the interventions implemented by the programme succeeded or not; and provide guidance for subsequent implementation of the programme during the next two years. The evaluation will also assess whether or not the project plans were fulfilled and resources were used in a responsible way.

Thus, the specific objectives of the MTE will be as follows:

- i. Assessing the effectiveness and efficiency of project implementation, including assessing the organizational arrangement, partnerships, risk management, M&E and project implementation
- ii. Determining the relevance of the project in relation to the existing needs of the stakeholders and environment
- iii. Assessing the outcome and impact of the MP in relation to the indicators specified in the logframe
- iv. Providing guidance on establishment of critical benchmark at mid term level for impact assessment (especially when there is no baseline)
- v. Assessing the long term sustainability of project interventions
- vi. Assessing the programme strategy and to what extent the programme intervention are integrated and producing a synergetic results
- vii. Recording the exemplary success stories for replication elsewhere and failures for lessons learn.
- viii. Identifying lessons learned on the strategic approaches and best practices and providing possible recommendations on how to improve the management of the project until its completion and for the preparation of next Master Plan starting from 2014.

Progress towards results should be based on a comparison of indicators before and after (so far) the project intervention. Similarly, the Mid-term Evaluation will also cover the partnership strategy; their capacity and changes in programme management as per SF's partner selection criteria due to various capacity building initiatives by them as well as SF as compared to the "before" situation.

### **3. Scope of the mid-term review**

SF intends to conduct this mid term evaluation considering Master Plan as an holistic programme. Hence, the evaluator will look all partner projects as one programme which contributes to the SF's overall MP. However, SF expects the analysis to be reported both in general and partner-wise for the learning and improvement purposes.

Within this framework, specific issues and questions to be addressed will include, but not be limited to, the following:

- To what extent were the programme objectives achieved at outcome level? Are there any unintended results of the programme?
- Has the programme approach been a cost-efficient way to implement development assistance?
- **How the cross cutting issues like gender, environment and peace building have been incorporated and benefited in changing the poor people's lives?**
- To what extent is the programme strategy relevant to the need identified? Especially related to the target group and the poverty level in the given context?
- Are the benefits from the programme, especially at community level likely to continue after the finalization of the programme? Why and why not?

- How effective are the approaches and structures such as CBOs in delivering the desired results? How can they be improved?
- How have partnerships been enhanced as a result of the programme? Has the project resulted in organizations being better positioned and equipped to eradicate poverty and any challenges faced in the partnership with SF?
- Is there an effective process, built into the management structure for self-monitoring and assessment, reporting and reflection?

#### **4. Team Composition**

SF promotes stakeholder participation in its evaluations. Hence, the consultant is expected to conduct a participatory evaluation to ensure meaningful involvement of the partners, beneficiaries and other interested parties. Especially, SF would like to get SF Programme Staff and the members of Programme Quality Assurance Core Team members involved in the process in order to internalize the lessons learned and to build their capacity on evaluation methodologies as well. However, s/he is responsible for writing the final report.

#### **5. Method**

The MTE will be carried out in the locations of seven partners who have already started implementing the MP.

The study will include qualitative and quantitative approaches with a variety of primary and secondary data sources including participatory methods. The data sources could include questionnaire survey, interviews focus groups to cover all dimensions of the project's logframe and M&E Plan. The quality of data with respect to accuracy, reliability and validity is crucial to the study.

The consultant will develop the methodology and an action plan in consultation with SF and will share it before implementation. Briefly, the following methods can be used.

- Study the project documents
- Discussions with SF staff and PQACT members on facilitation, implementation and monitoring procedure of the project
- Key informant interviews and Focused Group Discussions with a range of stakeholders
- Structured direct observations
- Informal surveys or application of PRA tools
- In the case of special issues, in-depth case studies of a family can be undertaken to assess impact of the programme.

In addition to the methods specified above, the consultant can use SF's database called "Family Profile" as one of the data sources. This database establishes a benchmark for the important indicators against which achievements obtained as a result of project interventions shall be measured. The process of development of this database took beyond the time expected and



however was pre tested by the DREAM project which was phased out in May 2011. SF is in the process of collecting benchmark information on a sample basis and expects to complete it by end May 2012.

This database can be used by the consultants after field verification in order to do preliminary analysis on the nature of the household, level of access to education, existing levels of economic status, access to financial services, livelihood generating activities, community participation and health condition as well as nutritional status of each beneficiary family.

However, the consultant will have to administer a separate questionnaire survey in order to capture the changes based on the outcome level indicators specified in the logframe, which is not covered in the “family profile” database. Hence, the consultant will have to design and plan the survey methodology. This will include designing of household questionnaire and other tools such as topical outlines for focus group discussions and key informant interviews, compiling sampling frame, training enumerators and/or partner staff on data collection tools/methods, supervising and ensure that the data collection is done according to the plan, data processing, analyzing and reporting.

## **6. Specific tasks to be accomplished by the Consultant**

- Submit an Evaluation Scope of Work (SoW) with target dates to start, complete & milestones and budgets
- Design the survey methodology along with SF Staff
- Analyze the data gathered from the survey in relation to the objectives specified in the project
- Submit a draft evaluation report to SF and discuss it with relevant staff
- Submit the final report to SF after incorporating any comments made by SF

## **7. Deliverables**

The expected outputs are:

- A comprehensive MTE study design and plan outlining the execution phase with clear time-frames
- A comprehensive MTE study report which should include:
  - The data collection plan, methodologies utilized during the study; and research tools; research risks and limitations
  - An analysis of the collected data (with relevant disaggregation) and family profile in relation to the LFA and M&E plan
  - Presentation of findings both in general and partner-wise
- An accessible (electronic and hardcopy) database with all the data collected during the study
- Seminar for dissemination of the final report (This will be organized by SF)

**The Consultant will prepare the MTE report according to the prescribed format (Annex 1) in English and Sinhala that describes the evaluation and puts forward the findings, recommendations and lessons learned. The findings should include general findings and partner specific information as separate sections.**

#### 8. Evaluator Qualifications

**The evaluation will be carried out by a consultant who meets the following criteria:**

- Relevant educational qualifications
- Development expertise and experience
- Relevant quantitative and qualitative research skills
- Proven expertise on subject matters of MF and education
- Proven evaluation skills such as sampling, participatory evaluation methodology, appreciative enquiry methods, focus group interviews, etc.
- Proven team leader and report writing skills
- A history of performing similar evaluation/s
- High standard of professionalism

#### 9. Period of Contract

SF is expecting the assignment to be completed by July 2012. The assignment should be completed within two month after the contract with SF has been signed.

#### 10. Method of Proposal

The consultant is expected to submit a proposal (SoW) mentioning how to achieve the expected objectives mentioned above and the budget.

#### 11. Other Conditions

SF will procure the services of training agency/consultant for this assignment. All terms and conditions will be included in the consultancy agreement.

## **Annex 1: Indicative outline of the Evaluation Report**

### **1. Executive summary**

- Brief description of project
- Context and purpose of the evaluation
- Main conclusions, recommendations and lessons learned

### **2. Introduction**

- Purpose of the evaluation
- Key issues addressed
- Methodology of the evaluation

### **3. The project and its development context**

- Project start and its duration
- Problems that the project seek to address
- Immediate and development objectives of the project
- Main stakeholders
- Results expected

### **4. Findings and Conclusions**

- General and partner specific\*

### **5. Recommendations**

- General and partner specific\*

### **6. Lessons learned**

### **7. Evaluation report Annexes**

- Evaluation TORs
- Itinerary
- List of persons interviewed
- List of documents reviewed
- Questionnaire used etc.

\* Consultant may propose his/her own format for reporting general and partner specific findings. A separate section – partner wise - for partner specific findings would be fine.

MID-TERM EVALUATION REPORT OF THE MASTER PLAN PROGRAM<sup>17</sup> OF STRØMMME FOUNDATION

## STATUS OF PROJECT OUTPUTS AT THE TIME OF THE EVALUATION

(As appeared in the SF database, as of June 2012)

'Outputs' mentioned in the table below have been obtained from the project's logframe. The information provided in the 'Status' column are the findings from the SF's data base, covering the total of 7 partner NGOs (and all their CBOs), which was perused by the Evaluation team after its return from the field visits.

Kindly note that only the major pieces of information (found in the SF's data base) are included here.

OUTPUT			STATUS
1.1		297 CBOs are established and strengthened,	325 CBOs have been established; 106 community issues identified (of which plans were developed for 72 issues). Of these, 58 issues were addressed by CBOs while another 35 issues were partially addressed.
1.2		70% (207) CBOs have finalized policies and regulations on financial services, gender, peace and environment,	1) 76% (247) CBOs are having financial management systems; 2) 209 CBOs were involved in a total of 68 peace-building activities; 3) 8320 HHs in CBOs practicing environmental protection measures.
1.3		15 CBO coalitions / networks established and strengthened,	105 CBO coalitions have been established;
1.4		Knowledge on gender sensitivity / environmental issues improved among 80% of members / children / youth,	37% of CCs (66 CCs of the total 178 CCs) conducted 15 environmental protection activities
1.5		10 Partners' institutional capacities and governance improves,	A total of over 30 types of training programs were conducted for CBOs, CC members, Youth and Partner NGO staff.
2.1		Community-based financial mechanism established,	1) Savings are in 222 (of the target 243) CBOs; 2) RLF is

<sup>17</sup> hereafter also stated as 'Project'

OUTPUT			STATUS
			present in 100 (of the target 201) CBOs;
2.2		15,000 New livelihood units established and capacitated,	1793 New livelihood units were established.
2.3		Capacity of entrepreneurship / business / consultation services and marketing improved,	A total of over 15 types of training programs (both managerial and technical) were conducted for CBOs.
2.4		Marketing network and channels established and strengthened,	1) 10 market outlets (Target: To set up 118 outlets) set up; 2) 13 CBOs were (Target: 161 CBOs) linked to markets; 3) 10 CBOs promoting (and 438 HHs practicing) collective marketing
3.1		180 Children's Clubs and 80 Youth / Child forums and consortiums formed and strengthened,	178 CCs and 2 Consortiums of CCs (Target: 5 consortiums) have been formed;
3.2		Life skills development activities conducted to promote peace and harmony and to enhance gender relationships,	1) 70CCs in 18 peace activities, 2) 66 CCs in 15 environmental activities and, 3) 107 CCs in 33 cultural events, got involved.
3.3		Youth and children trained on vocational skills,	A total of 14 vocational training programs (in 7 vocations) were conducted. A total of 575 youth (120 male & 455 female) enrolled for these trainings.
3.4		80% of children and youth trained on saving and thrift program,	61% of CCs (108 CCs of the total 178 CCs) are involved in savings & thrift activities. Since target no. of CCs is 126 CCs, coverage is now: 86%
3.5		Capacity of parents, SDSs and school authorities improved on children's rights and available services	12 SDS (of the target 17 SDS) were strengthened.

Project's achievement against the indicators stated in the Database is as follows.

INFORMATION	NUMBER PLANNED	NUMBER ACHIEVED	PERCENTAGE ACHIEVED	OBSERVATIONS
1. No. of major issues addressed by CBOs	NA	58	NR	Data to evaluators by partner NGOs indicate the average no. of issues addressed as 21.

INFORMATION	NUMBER PLANNED	NUMBER ACHIEVED	PERCENTAGE ACHIEVED	OBSERVATIONS
1. No. of CBOs	324	325	100%	(No observation)
2. No. of Small Groups in CBOs	2615	2074	126%	(No observation)
3. No. of members in CBOs	NA	41682	NR	As per SF database, average membership is 128 per CBO. Of 15 CBOs evaluated, the figure was 71 persons on average.
- Youth Male	NA	(7115)	17%	Of 15 CBOs evaluated, average percentage of youth was 21%, against 44% in SF database.
- Youth Female	NA	(11307)	27%	
- Adult Male	NA	(8703)	21%	(No observation)
- Adult Female	NA	(14557)	35%	(No observation)
4. No. of women in CBOs	NA	(25864)	62%	Of 15 CBOs evaluated, average percentage of women was 83%, against 62% in SF database.
5. No. of CBOs with mixed ethnic groups	64	97	NR	(No observation)
6. Of all CBOs, no. of CBOs registered	321	165	51%	Most of these registrations are at relevant NGO (and not with the Government), hence they need to be registered with the Govt to receive legal acceptance.
7. No. of CBO members in Steering Committee . Of this youth are 2002 (51%)	NA	3910	NR	(No observation)
8. No. of CBO coalitions	106	105	100%	(No observation)
9. No. of CBOs involved in coalitions	293	67	23%	(no observation)
10.HHs that engage in labour sharing (In data base, termed 'labor exchange')	41682	1060	3%	Of 15 CBOs evaluated, average percentage of HHs involved in labor sharing is: 45%

\* = Not relevant; + = Not available

**Project's achievement as a percentage against the target of key activities, as reflected in SF' database, is as follows.**

ACTIVITY INFORMATION	Target for the programme (2009-2013)	Cumulative Progress for Programme	Percentage of Achiev.t
No of CBOs formed	324	325	100%
No of small groups formed	2615	2074	79%
No of entrepreneurial groups formed	198	43	22%
No of CBOs with mixed ethnic groups	64	97	152%
No of CBOs with Constitution	321	303	94%
No of Registered CBOs	321	165	51%
No of CBOs with financial management system	279	247	89%
No of market outlets established	118	10	8%
No of CBOs with linkages with market outlets	161	13	8%
No of CBOs with linkages with other MF service providers	20	38	190%
No of CBOs implementing activities with government	246	87	35%
No of CBO involved in savings	243	222	91%
No. of CBOs involved in RLF	201	100	50%
No of children Clubs formed	151	178	118%

ACTIVITY INFORMATION	Target for the	Cumulative Progress	Percentage of
No of children Clubs with mixed ethnic groups	26	30	115%
No of clubs involve in savings/ thrift	126	108	86%
No of consortiums established	5	2	40%
No of children clubs involved	55	26	47%
Target no of schools	25	21	84%
No of SDS/ PTAs strengthened	17	12	71%
No. Livelihood Unit established	2500	1793	72%

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## List of Persons who took part in the Mid-term Evaluation

PARTNER	CBO	Meeting	NAME	Position
<b>Date: 28 May 2012</b>				
SOCRD	Staff	SOCRD Staff	Sampath Rasika Bandara	
			Nishantha, GP	
			Tilakarathna, SK	
			Wasantha, BC	
			Gamage Gunaratne	
			Karunaratne, RW	
SOCRD	Cap-Ela	Mixed Group	Anusha Harshani, HL	
			Nirosha Jayakoday, JA	
			Geetha Ranjani Ekanayake, LG	
			Champikaa Malkanthi, PJ	
			Nalani Ruwanpathirana, RP	
			Anurudhdhikaa, WS	
			Darshani Saman Kumari	
			Kaushalyaa, WAD	
			Nadeeka Lakmali, RW	
			Somawathie	
			Nishanthi Silva, WS	
			Punchimenike, BM	
			Suranganee Dimuthu Kumari, AH	
			Somawathie, MA	
			Rajakaruna, IG	
			Sudarshani, DW	
			Baala Menike, JM	Vice Chair
			Soma Manel Priyanthi, AP	Vice Chair
			Charmanie, SGLA	Asst. Sec.
			Chitraa Kumari, HMMG	
Pushpa Kumari, KHM	Treasurer			
Senadheera Dissanayake, RHG	Chair			
Sreemathie Herath, HM				
Chitraa Kumari, HG	Secretary			
PARTNER	CBO	Meeting	NAME	Position

SOCRD	Cap-Ela	IGA Group	Geetha Ranjani Ekanayake, LG	
			Chitraa Kumari, NGND	Secretary
			Nirosha Jayakoday, JA	
			Maheshikaa Pushpa Kumari, KH	Treasurer
			Sudarshani, DW	
			Champikaa Malkanthi, PJ	
			Anurudhdhikaa, WS	
			Nishanthi Silva, WS	
			Nadeeka Lakmali, RW	
			Baala Menike, JM	Vice Chair
			Rajakaruna, IG	Exco
			Punchimenike, BM	
			Senadheera Dissanayake, RHG	Chair
SOCRD	Cap-Ela	Children's Club	Sithaara Priyadarshani, DW	Secretary
			Madhushani Disanayaka, RKG	Patron
			Kaushadhi Herath, HM	
			Sahangi Nimsaraa	
			Piyumanthi Madhushika, WWM	
			Prematharanga, HM	
			Sasindi, WM	
			Thejani, RKG	
			Dinith, NA	
SOCRD	Cap-Ela	CBO Officers	Geetha Ranjani Ekanayake, LG	
			Nirosha Jayakoday, JA	
			Pushpa Kumari, KHM	Treasurer
			Nadeeka Lakmali, RW	
			Baala Menike, JM	Vice Chair
			Punchimenike, BM	
			Rajakaruna, IG	Exco
			Senadheera Dissanayake, RHG	Chair
			Iranganee, KG	Asst. Sec.
			Wije Ratnayaka, W	Treasurer
			Surenika, K	Member
			Sriyani Ramanayaka	Member

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
SOCRD	Tittawelgolla	Mixed Group	Sumana Weerasinghe, ND	Member
			Niranjala, RG	Member
			Anusha Rajapaksa	Member
			Kumuduni Kadawathage	Member
			Kamala Gamage	Member
			Inoka, HA	Member
			Deepani Sandhya, SR	Member
			Kamala, ND	Member
			Siriyalatha	Member
			Nadika Semini, AG	Member
			Nadika Kumari, MP	Member
			Rajeshwari, S	Member
			Jeewikaa Sandhyaa Kumari	Member
Hemaransi Algama, AH	Member			
SOCRD	Tittawelgolla	IGA Group	Wije Ratnayaka, W	Treasurer
			Iranganee, KG	Asst. Sec.
			Podimenika, AG	Chair
			Sriyani Ramanayaka	
			Surenika, K	
			Hemaransi Algama, AH	
			Podimenika, AG	
			Rajeshwari, S	
SOCRD	Tittawelgolla	CBO Officers	Wije Ratnayaka, W	Treasurer
			Podimenika, AG	Chair
			Iranganee, KG	Asst. Sec.
			Jeewikaa Sandhyaa Kumari	
			Jayanthi Padmini Latha, WW	
SOCRD	Tittawelgolla	Children's Club	Nimni Kosalaa Ratnayake, UWD	Treasurer
			Eranda Kumara Karunaratne, HM	
			Madhusaan Dhananjaya, EG	

PARTNER	CBO	Meeting	NAME	Position
<b>Date; 29-May-12</b>				
CfHD	Staff	CfHD Staff	Chinthaka Senadheera, H	Project Director
			Gunaratne, EW	Livelihood Dev.t Officer
			Sakunthala Dilhani, RM	Account Assistant
			Kamalawathie, BM	Field Officer
			Rukshikaa Rohini, W.	Field Officer
			Manivannan,G	Field Officer
			Sasikumar,S	Field Officer
			Senadheera, HGN	Program Coordinator
CfHD	Mawithakumbura	CBO Officers	Watsalaa Geethani, GH	Chair
			Somalatha Kumari	Secretary
			Nandaa Gunatilake, GH	Treasurer
			Neela Damayanthi	Member
			Laalani Somalatha	Member
			Chandrani Chalani	Member
			Chandrikaa Weerasinghe, WD	Member
			Hemalatha Weerakoon, W	Member
			Chathurikaa Dulanjalee, GH	Member
			Niroshaa Dilhani	Member
			Ranjani Gunatilake, GG	Asst. Sec.
			Somawathie, SV	Mobilizer
CfHD	Mawithakumbura	Mixed Group	Renukaa Sujaani	Member
			Indrani Jayalath	Member
			Nandaa Gunatilake, GH	Treasurer
			Padmaa Sriyalatha, RM	Member
			Sumithraa Sumanasena, TD	Member
			Chathurikaa Dulanjalee, GH	Member
			Chandrawathie, RD	Member
			Violet Nona	Member
			Sumanaawathie, RD	Member
			Shyamalee Padmalatha, SV	Member
			Anulaa Ratnayaka	Member
			Nandaawathie, SP	Member
			Gunawathie, SP	Member
			Chandraani Chalani, SP	Member
Laalani Somalatha	Member			

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
			Ranjani Sriyalatha	Member
			Hemalatha Weerakoon, W	Member
CfHD	Mawithakumbura	Mixed Group	Gunawathie, RD	Member
			Somalatha Kumari	Member
			Ranjani Gunatilake, GG	Asst. Sec.
			Watsalaa Geethani, GH	Chair
			Jindasa, WD	Member
			Somawathie, SV	Mobilizer
			Siriyawathie, W	Member
			Nandawathie, GG	Member
			Chandrikaa Jayanthi	Member
			Chandralatha, RD	Member
			Sriyani Perera, N	Member
			Chandrikaa Jayanthi	Member
			Chandralatha, RD	Member
CfHD	Uva Benad	Children Club	Sriyani Perera, N	Member
			Subathra, P	
			Vijaya Shanthi, T	
			Vanithaa, S	
			Vinodhini, T	
			Priyatharshan, M	
			Pushpakumaar, P	
			Sivapaalan, P	
			Priheef, G	
			RathesPriyatharshan, M	
			Sanjeevan, K	
			Sritharshan, A	
			Aksheykumar, R	
			Kanmani	
			Sujith, T	
			Thanushkumar, V	
			Sanjey, S	
			Thusahanthini, S	
			Mohanapriya, S	
			Sahana	
Pavithra				
Pramila				
Pravinaa				

PARTNER	CBO	Meeting	NAME	Position
			Salaanie	
			Dinusha	
			Thakshi,D	
			SubashJegatheswaran,T	
			Anuleykha	
			MathushaS	
			Tharshan,S	
			Elanthujan,S	
			Radhika	
			Jaminie	
			Thakshila	
			Gawri,S	
			Jaminie Umayagurupathi.S	
			Susivinthkumar,P	
			Prasanth,G	
<b>Date: 30-Jun-12</b>				
			Sahana,T	leader
			Ganeshwari,A	treasurer
			Kumbeshwari,R	leader
			PinthamilArasi,V	secraterary
			Shanthi.R.A	
			PushpaKUmari,R	
			Udayarani,R	
			Sethadevi,S	leader
			Rajeswari,S	secraterary
			Jamunarani,V	leader
			Thayawathi,J	
			Rajeswari,P	
			Radha,R	secraterary
			Pushparani,M	
			Ramayee,P	leader
			Neelameney,M	
			Deivanai,M	
			Meenadchi,S	
			Nirmala	leader
			Rajakumari	
			Manikodi	
			Vijayaladchumi	leader
			Jagajothi	secraterary

PARTNER	CBO	Meeting	NAME	Position
			Indrathevi	
			Ladchumi,J	treasurer
			Tamilchelvi	
			Palani,T	
			Buvaneshwaran	treasurer
			Saroja,V	
			Sarojini	
			Valliejjammah,V	
<b>Date: 1 Jul 2012</b>				
			Sahana,T	leader
			Ganeshwari,A	treasurer
			Kumbeshwari,R	leader
			Painthamilarasi,V	secraterly
			Ladchumi,J	treasurer
			vijyaladchumi,\	
			Jegajothi	secraterly
			Saroja,V	
			Indradevi	
			Sridevi	
			Manikodi	
			Tharshani	
			Meenadchi,S	
			Parwathi	
			Pushparani,M	
			Chandradevi	
			Saroja,V	
			Rajakumari	
			Vijeyladchumi	leader
			Valliejjammah,V	
			Udaya	
			Thayawathi,J	
<b>Date: 30-Jun-12</b>				
			Malar Mohini, S	treasurer
			Chandraram,R	
			Saraswathi,S	member
			Eilavarasi,R	leader
			Murugaperumal,V	
			Balachandren,KM	
			Risder,S	

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
			Gunavanie,S	
			Ajith	
			Gurusami	
			Selvaram,V	secraterary
			Sarowjini,V	
PALM	Maha Uva	Leaders Discussion	Chandraram,R	
			Sivarajah,G	
			Eilavarasi,R	
			Vasanthi,D	treasurer
			Chandravel,P	leader
			Selvarajah,V	secraterary
			Theeba,K	member
			Jayarani,G	leader
PALM	Maha Uva	Mix Group	Eilavarasi,R	
			Jayarani,G	
			Basker,MP	
			Periyathambi,I	
			Andrew,S	
			Easaiya,M	
			Solaiamma,S	
			Selvarajah,V	secraterary
			Thangavel	
			Ramakrishnan,R	
			Vijayakumar,V	
			Singarayar,J	
			Chandraram,R	
			Balachandren,KM	
			Chithravel,P	leader
			Kitnasamy,R	
			Ronikkameri,R	
			Karthik,R	
			Ranjankumar,M	
			Thiyagaraji,M	
			Sivaraja,G	
			Malarmohini,S	
			Thiresha,T	manager
Lalitha,S	secraterary			
Gurusami,S				
Samanth,DM				



<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
			Vasanthi,D	treasurer
PALM	Maha Uva	Children Club	Mathusha,A	President
			Kamaly,J	
			Jesmina,S	
			Thavapriya,B	
			Kishanthan,V	
			Jeyanthi,M	
			Navaneethane,G	
			Gukaniya,V	
			Vinrose,V	
			Kavitharan,J	
			Siritharan,G	
			Parimala,M	
			Krishnarajah,M	
			Kavia,A	
			Mahaladchumi,K	
			Nathusha,T	
			Nithiya,T	
			Nithurshan,M	
			Kandeeban,T	
			Vinoja.T	
			Vignesh,R	Secretary
			Shalineer,K	
			Gayathiri,T	
			Thanusha,AM	
Anusha,AM				
RukShan,N				
Anusha,R				
Durga,R				
Gastan,S				
PALM	St. Lenords	I.G.A. Group	Ramkhan,P	sub.leader
			Thangaram,V	leader
			Niranjani,V	leader
			Thanaladchumi,S	member
			Charulath,S	member
			Shanthadevi,S	member
			Pachiyaleela,K	
			Sivanthamalar,N	Secretary
Aruchana,T	member			

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
			Kalarani,V	member
			Ramanathan,M	member
			Murugavel,K	member
			Subbaiya,P	treasurer
			Kalabavanan,T	leader
			Chandramohan	member
PALM	St. Lenords	Leaders Discussion	Murugavel,K	leader
			Subbaiya,P	secraterly
			Danial,R	leader
			Thangaram,V	leader
			Sivanthamalar,N	secraterly
			Charulath,S	Secretary
			Kalaichelvi,G	
			Niranjani,V	leader
			Subathra,S	treasurer
			Ramanathan,M	member
			Muthulingam,M	leader
			Navaratnam,V	member
			Kalabahavan,T	leader
PALM	St. Lenords	Mix Group	Shandaradevi,P	
			Charulath,S	member
			Thanaladchumi,S	member
			sivarajah,R	member
			Subathra,S	secraterly
			Shandaradevi,P	secraterly
			Sivagami,R	secraterly
			Muthulingam,M	leader
			Kalaichelvi,G	leader
			Manaonmani,M	leader
			Kusumawathi,K	member
			Sivaneyge,S	member
			Aruchana,T	member
			Puvaneswari,R	member
			Sigamani,	member
			Stellamary,M	member
			Navaratnam,V	member
			Subbaiya,P	member
Sebastian,S	member			
			Vasanthan,I	member

PARTNER	CBO	Meeting	NAME	Position
			Chandramohan,P	member
			Yalini,U	member
PALM	St. Lenords	Children Club	Manivanna,M	
			Satheeskumar,R	secratery
			Umman,V	
			Kamalathasan,S	leader
			Kishanthan,S	treasurer
			Pratheeban,R	
			Daglas,G	
			Lakshana,V	
			Janeetha,S	
			Subashine,V	vice-leader
			Sathan,P	
			Ashan	
			Jasmiya	
			Nejomi	vice-secratery
Rekha,D				
<b>Date: 28-Jun-12</b>				
PALM	Galkadapathana	Mixed Group	Padmaa Kumari, RM	
			Jayanthi Sriyalatha, HM	
			Padmasiri, DA	
			Chandikaa Paranawithanage	
			Kalyanawathie, AM	
			Nandawathie, RM	
			Siriyalatha, WM	
			Rmayalatha, HH	
			Malani Buddhilatha, CPA	
			Shaanthi, DM	
			Piyaseeli Dasanayake	
			Kumudunee Nisansala, DM	
			Chamila Kumaari, HM	
			Sarath Wickramapala, WM	
			Sumith Priyankara, WM	
			Wasanthi Indikaa Udayakumari	
			Dayaangani Gamage	
			Sunethra Disanayaka, DA	
			Dhanapala, WM	
Pushpa Kumaari, DA				

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
PALM	Galkadapathana	IGA Group	Wasanthi Indikaa Udayakumari	
			Ramyalatha Wijekoon	
			Siriyalatha, WM	
			Sunethra, WM	
			Dayaangani Gamage	
			Chandradasa, PA	
			Sumith Priyankara, WM	
			Malani Buddhilatha, CPA	
			Chamila Kumaari, HM	
			Shaanthi Disanayaka	
			Sri Priya	
			Sunethra, DA	
			Padmaa Kumari, RM	
			Padmasiri Disanayaka	
			<b>Jayanthi Sriyalatha, HM</b>	
<b>Date: 3-Jul-12</b>				
PPDRO	Galkadapathana	PPDRO Staff	Premanathan, S	Field Coordinator
			Thusenthini, P	Facilitator
			Kavitha, M	Facilitator
			Keerthana, S	Facilitator
			Kasulaa Jeganathan	Field Officer
			Kalaichchei, P	Field Officer
			Nalini, K	Field Officer
			Thavamani, S	CBO
			Sutharsini, S	
			Jeevarani, T	
			Jegatheeshwary, J	Facilitator
			Tharsini, V	Field Officer
			Ducksala, M	Facilitator
			Themathi, Y	
			Rajamanthri, S	
			(Not legible, To enter)	
Lanka Kumari, Y	Field Coordinator			
Thanujan, P	Project Officer			
<b>Date: 24-Jun-12</b>				
RPK	Ehetuwewa	IGA Group	Ranjani Priyanthika, PD	Asst. Sec.
			Sriyani Mangalikka	
			Ranjith Herath, HM	

PARTNER	CBO	Meeting	NAME	Position
			Chaandani, CP	Treasurer
			Sujaatha Kumarihami, HPM	Secretary
			Neelakanthi Surangani, HV	
			Yaso Menike, SG	
			Shanthi Kumari, SM	
			Gunaratne Menike, HV	
			Dissanayaka, HM	
<b>Date: 24-Jun-12</b>				
RPK	Ehetuwewa	Children's Club	Kumudunee Dilrukshi Liyanage	
			Hashaaraa Maduwanthi Hewavitharana	
			Swarnaa Malkanthi	Secretary
			Prasaan Kumaara	
			Naamal Pushpa Kumaara	
RPK	Ehetuwewa	Mixed Group	Ranjani Priyanthika, PD	Asst. Sec.
			Sriyani Mangalika	
			Subeedaa Pushparaani Jayalath	
			Pushpa Kumaari, DA	
			Bisomenike	
			Kirimenikaa	
			Gunawardhana, HM	
			Chandraa Kumaari, HM	
			Muthumenike, RM	
			Ranjith, HM	
			Tanuja Sugsndhi, NR	
			Sugathadaasa, NR	
			Sujaatha Kumarihami, HPM	
			Dhammikaa Jayakodi	
			Gunaratne Menike, HV	
			Shaanthi Kumaari, SM	
			Yaso Menike, SG	
			Neelakanthi Surangani, HV	
			Chaandani, CP	
Surangani, S				
Wimalasena, DWD				
Dhammikaa Kumaari, RM				
RPK	Ehetuwewa	CBO Officers	Abeysingha Banda, RM	Patron

PARTNER	CBO	Meeting	NAME	Position
			Sujaatha Kumarihami, HPM	Secretary
			Chaandani, CP	Treasurer
			Priyanthikaa, PDR	Asst. Sec.
<b>Date: 26-Jun-12</b>				
RPK	Perimiyankulama	IGA Group	Shiromaala Gunathilaka	Chair
			Malkaanthi Sriyaalatha	Member
			Amithaa Nandanee	Member
			Tilakawathie	Member
			Kumudunee Wijesinghe	Secretary
			Nandanee Aariyawansa	Asst. Sec.
			Premawathie	Member
			Jameela, S	Member
			Jaanaka, DM	Member
			Kusumalathaa	Member
RPK	Perimiyankulama	Children's Club	Chaanuka Shashintha Gunarathne	Member
			Rumesh Madhusaan	Ex-co Member
			Rasika Nimhaan	Member
			Thimankaa Nishaadi Gunasinghe	Member
			Harshi Ishaaraa Dilhani	Member
			Ayeshaa Madhusaani	Ex-co Member
RPK	Perimiyankulama	CBO Officers	Naalani Kusumalathaa Lekamge	
			Shiromaala Gunathilaka	Chair
			Geethaani Hemamaala Raajapaksa	Auditor
			Kamalawathie, EM	Vice-Chair
			Nandanee Aariyawansa	Asst. Sec.
			Rohini Ellage	Member
			Kumudunee Wijesinghe	Secretary
			Sriyaaalatha, EMM	Member
			Shyamalee Vinodani, DM	Treasurer
			Premawathie, RM	Member
<b>Date: 26-Jun-12</b>				
RPK	Perimiyankulama	Mixed Group	Premawathie, RM	Member
			Jaanaka, DM	Member
			Naalani Kusumalathaa Lekamge	Member
			Shiromaala Gunathilaka	Chair

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
			Geethaani Hemamaala Raajapaksa	Auditor
			Shyamalee Vinodani, DM	Treasurer
			Kumudunee Wijesinghe	Secretary
			Malkaanthi Sriyaalatha	Member
			Kamalaa Edirisinghe	Vice-Chair
			Nandanee Aariyawansa	Asst. Sec.
			Tilakawathie	Member
			Amithaa Nandanee	Member
			Leelawathie	Member
			Jameela, S	Member
			Siriyawathie, NG	Member
			Kusumalathaa	Member
			Sumithraa Irangani	Member
<b>Date: 4-Jul-12</b>				
			Sudharmaa Priyadarshni, KG	
			Chintha Ivoni, SM	
			Piyalatha, WM	
			Leela Nanayakkara	
			Deepikaa, K	
			Nilmini, JAI	
			Srimathie Mutukumaarana	
			Mallikaa Damayanthi, AA	Project Officer
			Wimalaseeli, IKA	Project Officer
			Shanthilatha Wijenayake	Project Coordinator
			Chamilaa Samantha, DM	M & E Officer
			Dayaa, B	Admin Officer
			Aariyawathie Kodituwakku	Chair
<b>Date: 5-Jul-12</b>				
			Ummu Jameela	
			Damayanthi, SLD	
			Emalihamy, RK	
			Jeewaani Sreemali	
			Siththi Saaliyaa	
			Rimaana, S	
			Siththi Maleeha	
			Rinoshaa Shlaashaa, N	
			Siththi Nasheeraa	
			Paayadaa, LS	

<b>PARTNER</b>	<b>CBO</b>	<b>Meeting</b>	<b>NAME</b>	<b>Position</b>
			Ramziyaa, GHG	
			Gunaseeli, WL	
			Rameelaa, NS	
			Shereen, THG	
			Aabidaa Umma, SS	
<b>Date: 5-Jul-12</b>				
WDF	Sippikulama	Mixed Group	Ramila, NS	
			Aabidaa Umma, SS	
			Shereen, THG	
			Ramziyaa, GHG	
			Paayadaa, LS	
			Samzulniyaa	
			Ummu Jameela	
			Siththi Maleeha	
			Rinoshaa Shlaashaa, N	
			Saaliyaa Umma, S	
			Pauziyaa, TS	
			Siththi Marsuna	
			Faathimaa Saadiyaa	
			Panneer Selham	
Naurul Pasaana				
Emalihamy, RK				
<b>Date: 6-Jul-12</b>				
WDF	Sippikulama	CBO Officers	Gunaseeli, WL	Vice-Chair
			Emalihamy, RK	Member
			Rameelaa, NS	Member
			Siththi Maleeha	Chair



**Annex 5**

**MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY  
2012**

**FINDINGS OF THE EVALUATION ON PARTNER NGO  
HABARADUWA PARTICIPATORY DEVELOPMENT FOUNDATION (HPDF)**

## **1. Introduction**

Habaraduwa Participatory Development Foundation (HPDF) is the partner NGO implementing Strømme Foundation's program in Galle and Matara districts.

The evaluation assessed the performance of the partner NGO HPDF in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 2 CBOs was selected from HPDF – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 2 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (HPDF)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The HPDF is having 37 CBOs with a total of 1265 members. The 2 CBOs selected from HPDF for this evaluation were: 1. Midigama North and 2. Henwala East, both from the Weligama DS division.

## **2. Details**

Evaluation findings pertaining to the partner NGO HPDF are presented against the three objectives of the project and the goal. They are presented under two headings viz.

‘Findings from data provided by Partner NGO HPDF’ and ‘Findings from field verifications’. Data for the ‘Findings from project documents’ have been provided by HPDF while the ‘findings from field verifications’ are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### **Findings from Data Provided by Partner NGO HPDF (Documentation)**

	INDICATORS	HPDF	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	3	24
2	Percentage of CBOs with legal registration	(100)	39%
3	No. of CBO Coalitions / Networks registered	37	20
4	Percentage of CBOs that implemented Ethnic-related activities	NR	35%
5	Percentage of HHs practicing solid waste management / compost bins	40	31%
6	Percentage of HHs having specific environmental measures in their IGA	95	50%
7	Percentage of HHs that have home gardens	75	39%
8	Percentage of youth in CBOs	25	21%
9	Percentage of youth office-bearers in CBOs	20	20%
10	Percentage of women in CBOs	99	83%
11	Percentage of women office-bearers in CBOs	100	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### **Findings from Field Verifications**

- Small groups (SGs) and CBOs are very effective for addressing poverty - savings, sharing labour, consumer activities, home gardens, IGAs, Family Development Plans, household accounts maintenance and solidarity. Average participation at monthly CBO meetings ranges from 75% to 90%, indicating its value to the members, 98% of whom are women. More than half of the members' major issues have been resolved by the CBOs, e.g. potable water supply and bus service. Advocacy is carried out for addressing the remaining issues
- CBOs are networked at the division level and are part of the HPDF network. HPDF is of the view that an 'independent' mechanism is not feasible as supervision is essential for accountability. CBOs are registered only with HPDF and functions under its micro finance systems and procedures though free to

innovate in other areas. However, Welipitiya network is an 'independent' entity under the supervision of HPDF.

- Gender is not discussed explicitly as the partner NGO is of the view that it would be counterproductive. A degree of confusion appears to exist about feminism, women in development and gender. Gender Based Violence (GBV) is less in Midigama recent times due mainly to better policing and employment (for all) in nearby factories. About 26% of households (HH) experience GBV, in the opinion of one member of Midigama.
- Ethnic peace and harmony – no special efforts are carried out for the promotion of ethnic harmony on the grounds that all members are Sinhalese. No special training for conflict management is conducted.
- Environment protection – composting of solid waste is the common activity.
- 
- Henwela, category 'C' CBO had performed well initially prior to staff losses and lapses. It has great potential with some active women entrepreneurs that appreciate the benefits of the project, and the CBO is recovering steadily.
- Empowering the poor is a time consuming process. Work has been constrained by 17 field staff and 4 project officers leaving for government jobs. Replaced staff have not yet fully grasped the social mobilization process, according to the partner NGO.

**Conclusions/Recommendations** – SGs are very relevant and very effective. Currently, CBOs are functioning well and relevant to the people mostly as a vehicle for accessing financial and non-financial services for income improvement. The next level of organization is the Pradeshiya (of HPDF) and that too is primarily looked upon as a conduit for credit. No collaboration with government and other agencies has occurred.

More should be undertaken in the area of ethnic harmony and gender.

A strong CSO mechanism envisaged in objective 1, is still in process and for its realization CBO capacity for leadership, planning and management needs to be further increased. It will be a challenge to the CBOs to operate independently as they are affiliated and aligned to the HPDF credit network which situation might influence them to be less innovative or creative. Affiliation to HPDF network and the supervision it entails could, on the other hand contribute to effective and accountable performance, and eventual sustainability of CBOs.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### **Findings from Data Provided by Partner NGO HPDF (Documentation)**

	INDICATORS	HPDF	AVERAGE FOR MP PROGRAM
1	Percentage of HHs / CBOs that buy inputs in bulk	70	27%
2	Percentage of HHs that engage in labor sharing	35	45%
3	Percentage of HHs that accessed credit for IGAs	20	50%
4	Percentage of HHs accessed non-Fin BD services	25	37%
5	Percentage of HHs with 10% increased savings since MP	100	77%
6	Percentage of HHs with 25% increased income since MP	30	31%
7	Percentage of HHs that stopped taking informal credit	75	46%
8	Percentage of CBOs with fund for emergency loans	NR	55%
9	Percentage of HHs that sell produce to middlemen without bargaining ability	50	47%
10	Percentage of persons trained in entrepreneurship	NR	NR

\* = no response; + = not available

### **Findings from Field Verifications**

- Midigama CBO has a fund of Rs.64,000/ for loans to its 46 members. They also qualify for credit from HPDF. Vastly improved access to financial services - credit for housing, IGA, consumer activities and emergency loans.
- In IGAs, input costs have not declined as purchasing is still taking place at individual level.
- Client based business development services commenced recently and benefits are anticipated as joint input purchases and marketing are being discussed.
- Members have savings – in the form of cash, stocks, improved housing etc. also due to consumer activities. Accounts are maintained but not analyzed by all.
- Of those members engaged in IGAs, 31% reported that their income had increased by 25% due to the support of the project.
- No member now resorts to money lenders for loans.
- CBO has organized a 'pola' or fair but not all produce fetches a fair price, e.g. spinach is now abundant and distributed among villages for free. Marketing is still constrained for most products.
- A number of women before MP though engaged in IGAs had been constrained by the lack of adequate capital, business know-how and forward and backward linkages.

- Selling produce to middle men without the bargaining ability is high, because of no viable alternative, despite of producers being aware of exploitative middlemen. Bulk purchase of inputs is well facilitated by HPDF.
- Many small scale producers e.g. 100 cup yogurt/watalappan per 2 days, state that their businesses will not be viable with the regularly rising cost of production.

**Conclusions/Recommendations-** the objective is being realized to a satisfactory degree. Some IGAs appear to be viable and sustainable e.g. dairying, producing garments etc. However, some others in their current modes are liable to lose viability e.g. small scale production of yogurt/ watalappan etc.

Appropriate BD / marketing strategies will have to be utilized to ensure viability and the sustainability of income improvements. There is ample potential for it.

### Objective 3 - Findings

By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

#### **Findings from Data Provided by Partner NGO HPDF (Documentation)**

	INDICATORS	HPDF	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	NA	15%
2	Percentage of SDS where parents actively participate	NA	63%
3	Percentage of schools where important changes took place due to SDS	NA	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	NA	36%
5	Percentage of youth who received vocational training	NA	29%
6	Percentage of children who received awareness about Sri Lankan diversity	NA	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	NR	227

\* = no response; + = not available

#### **Findings from Field Verifications**

- No youth and Children's clubs have been formed.
- There are hardly any school drop-outs in Midigama due to the active and vigilant Child Protection Committee in every village.
- SDSs do function and address other issues like buildings and teachers.
- There is no youth club at Midigama.

**Conclusions/Recommendations** - School drop-outs is not a problem in this community. Most youth can secure employment in nearby factories. However, drug addiction of youth is an emerging problem.

The potential for vocational training appears to exist and needs to be explored.

### Goal – Findings

By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies

### Findings from Data Provided by Partner NGO HPDF (Documentation)

	INDICATORS	HPDF	AVERAGE FOR MP PROGRAM
1	Percentage of HHs below the poverty line of Rs 3,950.	NA	44%
2	Percentage of HHs having income security since MP	75	53%
3	Percentage of HHs having more than one person earning an income	30	28%
4	Percentage of CBOs linked to government development for a etc.	NR	33%
5	Percentage of youth unemployed before MP, now employed	NA	13%

\* = no response; + = not available

### Findings from Field Verifications

- Beneficiary incomes are increasing and income security is currently achieved through IGAs initiated with credit and BD services.
- Most HHs in the micro credit program have a minimum of two income sources.
- Women are in decision making roles in the CBOs (only women are members) and have earned respect from the community (including husbands).
- Vocational training for youth is planned e.g. in information technology.
- CBOs are in process to becoming recognized by government but more capacity improvement is required.

**Conclusions/Recommendations-** In order to increase incomes beyond the poverty line and sustain them, BD services will be warranted on a regular basis at an individual household level as the external economic and social changes often affect them negatively.

The role of the CBO needs to be enhanced through building its capacity in order to be recognized by government as capable of representing / advocating the needs of the community.

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# MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY 2012

## FINDINGS OF THE EVALUATION ON PARTNER NGO RAJARATA PRAJA KENDRAYA (RPK) IN ANURADHAPURA

### 1. Introduction

Rajarata Praja Kendraya (RPK) is the partner organization implementing Strømme Foundation's program in Anuradhapura district.

The evaluation assessed the performance of the partner NGO RPK in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 2 CBOs was selected from RPK – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 2 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (RPK)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The RPK is having 82 CBOs with a total of 3958 members. The 2 CBOs selected from RPK for this evaluation were: 1. Perimiyankulama (Swarnamali) and 2. Ehetuwewa (Sumithuru).

### 2. Details

Evaluation findings pertaining to the partner organization RPK are presented against the three objectives of the project and the goal. They are presented under two headings viz.

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'Findings from data provided by Partner NGO RPK' and 'Findings from field verifications'. Data for the 'Findings from project documents' have been provided by RPK while the 'findings from field verifications' are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### Findings from Data Provided by Partner NGO RPK (Documentation)

	INDICATORS	RPK	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	27	24
2	Percentage of CBOs with legal registration	(23)	39%
3	No. of CBO Coalitions / Networks registered	(04)	20
4	Percentage of CBOs that implemented Ethnic-related activities	05	35%
5	Percentage of HHHs practicing solid waste management / compost bins	NR	31%
6	Percentage of HHHs having specific environmental measures in their IGA	NR	50%
7	Percentage of HHHs that have home gardens	NR	39%
8	Percentage of youth in CBOs	15	21%
9	Percentage of youth office-bearers in CBOs	21	20%
10	Percentage of women in CBOs	83	83%
11	Percentage of women office-bearers in CBOs	98	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### Findings from Field Verifications

- A Network of 715 SGs and 85 CBOs is established and of this 51 micro-credit mechanisms and 31 with own funds are registered with DS and linked to other organizations. Four CBO networks at DSD level is established. CBOs are groomed for self-reliant functioning, independent of RPK through availability of funds, strong institutions and members taking pride in resolving their own problems. All CBOs have a constitution and bank account.
- SGs, CBOs and MP have contributed very much to poverty reduction through access to easy credit. Some of the major issues of members have been resolved through the CBOs, e.g. easy credit and establishment of a preschool. The elephant problem still remains unresolved. Advocacy is being undertaken. With the relevant authorities, to solve the above issue.
- CBO is planning to obtain training from the Department of Agriculture and obtain information from health authorities on kidney disease prevalent in the area. Over



75% participation of members at monthly CBO meetings is indicative of its value for the members, the vast majority of whom are women.

- Gender issues are raised and discussed and women's role is emphasized though at Perimiyankulama it was less evident.
- Ethnic peace and harmony is promoted through participation in different ethnic/religious celebrations as Singhalese, Tamils and Muslims are members of SGs and CBOs. Also common vocational training classes are conducted for all 3 ethnic groups. Attitudinal changes are not explicitly planned for. Environmental protection is promoted explicitly especially in agriculture and animal husbandry.

**Conclusions/Recommendations** - SGs are very relevant and effective. Currently, CBOs are functioning well and beneficial mostly for accessing financial and non-financial services for income improvement. The next level of organization is the DSD level network, an independent network for advocacy. CBOs and DSD level network is free to operate in responding to felt needs and use its own strategies to achieve objectives and are being deliberately encouraged to do so. As yet there is no planned work aiming to improve collaboration with government and other agencies but the services provided are utilized.

In order to represent the community with government, CBO capacity needs to be increased. More needs to be undertaken in the areas of gender and ethnic harmony. A strong CSO mechanism envisaged in objective 1 appears to be emerging in an enabling environment.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### **Findings from Data Provided by Partner NGO RPK (Documentation)**

	INDICATORS	RPK	AVERAGE FOR MP PROGRAM
1	Percentage of HHs / CBOs that buy inputs in bulk	07	27%
2	Percentage of HHs that engage in labor sharing	NR	45%
3	Percentage of HHs that accessed credit for IGAs	97	50%
4	Percentage of HHs accessed non-Fin BD services	56	37%
5	Percentage of HHs with 10% increased savings since MP	NR	77%
6	Percentage of HHs with 25% increased income since MP	NR	31%
7	Percentage of HHs that stopped taking informal credit	93	46%
8	Percentage of CBOs with fund for emergency loans	69	55%
9	Percentage of HHs that sell produce to middlemen without bargaining ability	NR	47%
10	Percentage of persons trained in entrepreneurship	NR	NR

\* = no response; + = not available

### **Findings from Field Verifications**

- Access to easy credit through CBO Swarnamali at Perimiyankulama that has a fund of Rs.186,000/ for 30 members with a maximum loan of Rs.20,000/.
- Savings have increased and most have bank accounts and deposits in SGs.
- Business development (BD) services have been beneficial. Labour sharing and group enterprises have served to reduce the cost of production and enhanced solidarity especially among women.
  
- Family Development Plans and the Business development Plans are combined.
- Per capita incomes have tended to increase. At Ehetuwewa produce is sold to Dambulla by two or three members on behalf of others.
  
- At Perimiyankulama some products are still being sold to middlemen without space for bargaining as they do not have an alternative.
- Those who prior to MP had recourse to money lenders for capital, are now liberated and access credit for housing, IGAs, education and emergencies.

**Conclusions/Recommendations** – Availability of capital, material resources and a strong human spirit are assured for income improvement. Sound business plans are required and it is a big challenge. For a start, group enterprises, as planned, seems to be the way forward as individual risks are significantly reduced along with the cost of production. There is great potential for breaking out of poverty with the optimizing of the available resources and an element of good fortune, as agriculture practiced as it is, never ceases to be a gamble.

Most IGAs are vulnerable to diverse types of risks. More BD services and special strategies need to be forged for ensuring income security.

### **Objective 3 - Findings**

*By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony*

#### **Findings from Data Provided by Partner NGO RPK (Documentation)**

	INDICATORS	RPK	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	NA	15%
2	Percentage of SDS where parents actively participate	NR	63%
3	Percentage of schools where important changes took place due to SDS	NR	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	NR	36%
5	Percentage of youth who received vocational training	NA	29%

6	Percentage of children who received awareness about Sri Lankan diversity	NA	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	NR	227

\* = no response; + = not available

### **Findings from Field Verifications**

- Children's clubs have been established in some villages prior to MP and continue to be conducted by Plan Sri Lanka.
- Youth clubs have been established and functioning. At Ehetuwewa such a club had been established a few weeks ago.
- Youth save money in tills for buying school necessities in case of a shortfall.
- Education Committees have been established to address the issues of school drop-outs and irregular attendance, and have taken some remedial action. Education levels are poor due to lack of teachers.

**Conclusions / Recommendations** – Parent invest much in children's education though the returns are poor. More concerted advocacy for improving teacher availability and other basic facilities is warranted.

Securing private sector sponsorship could also be explored. Training should be provided in vocations that are high in demand (so the trainee can easily get employed after the training and earn). Thus such vocations should be identified and vocational training should be planned for them.

### **Goal – Findings**

By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies

### **Findings from Data Provided by Partner NGO RPK (Documentation)**

	INDICATORS	RPK	AVERAGE FOR MP PROGRAM
1	Percentage of HHHs below the poverty line of Rs 3,950.	45	44%
2	Percentage of HHHs having income security since MP	70	53%
3	Percentage of HHHs having more than one person earning an income	39	28%
4	Percentage of CBOs linked to government development for a etc.	38	33%
5	Percentage of youth unemployed before MP, now employed	NA	13%

\* = no response; + = not available

### ***Findings from Field Verifications***

- Beneficiary incomes are rising and, of the 45% who are below the poverty-line the majority appear to be in process to go beyond the poverty line if the increasing trend is sustained.
- In most HHs the man and the woman carry out IGAs – but not of a permanent nature. They are vulnerable to risks and hence hedging is crucial.
- Women take decisions in their IGAs and their husbands support them.
- The quality of education is low and vocational training has not yet started.
- CBOs are in process to being recognized by government for addressing needs of the people. For example, CBOs are interacting with the SDSs. Child Protection Committees, Civil Defense Committees, Samurdhi Authority etc.

### **Conclusions/recommendations –**

Security of incomes is a major challenge and risks need to be distributed through engagement in diverse types of IGAs or some other way. Hence continued BD services at HH level is vital for realizing the goal

In order to enable CBOs to play a role in government, their capacity particularly in leadership, planning and management is required to be further developed.

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# MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY 2012

## FINDINGS OF THE EVALUATION ON PARTNER NGO CENTER FOR HUMAN DEVELOPMENT (CfHD) IN BADULLA

### 1. Introduction

Center for Human Development (CfHD) is the partner organization implementing Strømme Foundation's program in Badulla district.

The evaluation assessed the performance of the partner NGO CfHD in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 2 CBOs was selected from CfHD – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 2 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (CfHD)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The CfHD is having 13 CBOs with a total of 864 members. The 2 CBOs selected from CfHD for this evaluation were: 1 Uva-Benhead (Shakthi) and 2 Maawithikumbura (Samagi).

### 2. Details

Evaluation findings pertaining to the partner organization CfHD are presented against the three objectives of the project and the goal. They are presented under two headings viz. 'Findings from data provided by Partner NGO CfHD' and 'Findings from field

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verifications'. Data for the 'Findings from project documents' have been provided by CfHD while the 'findings from field verifications' are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### Findings from Data Provided by Partner NGO CfHD (Documentation)

	INDICATORS	CfHD	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	NR	24
2	Percentage of CBOs with legal registration	0	39%
3	No. of CBO Coalitions / Networks registered	(01)	20
4	Percentage of CBOs that implemented Ethnic-related activities	100	35%
5	Percentage of HHs practicing solid waste management / compost bins	75	31%
6	Percentage of HHs having specific environmental measures in their IGA	90	50%
7	Percentage of HHs that have home gardens	60	39%
8	Percentage of youth in CBOs	33	21%
9	Percentage of youth office-bearers in CBOs	38	20%
10	Percentage of women in CBOs	82	83%
11	Percentage of women office-bearers in CBOs	79	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### Findings from Field Verifications

- Some of the principal problems facing different groups of beneficiaries e.g. limited incomes, exploitation by middlemen are being resolved. Advocacy is also being used in solving these issues..
- All CBOs are scheduled to be registered with DSD with bank accounts and the process is a part of the exit strategy. Member participation levels are satisfactory.
- SGs decide membership subscription, loan limits, meeting times and frequency.
- No training on conflict management has been given to CBOs.
- Gender issues are being addressed. Example; Employment opportunities and incomes are increased and women are promoted for leadership positions.
- Ethnic and social harmony- there is interaction among all three ethnic groups in the work of IGA networks and in some CBOs e.g. joint celebrations etc. No special activities for attitudinal change have been planned.

- Environmental issues are looked into carefully and protection measures are promoted in agriculture.

**Conclusions/Recommendations** - SGs are vibrant and very relevant and effective. At present CBOs are functioning well and engage the people mostly for accessing financial and non-financial services for income improvement. The next level of organization is the livelihood networks, an independent network for business development. CBOs and networks are free to operate in response to felt needs and use their own strategies to achieve objectives. The livelihood networks have active participation of all ethnic groups. As yet there are only 12 CBOs and they are yet to be networked at DSD level and there is no collaboration with government and other agencies. For achieving the latter CBO leadership, planning and management capacity is required to be enhanced and a second line of leaders groomed. A strong CSO mechanism as envisaged in objective 1, appears to be emerging, in an enabling environment. More planned efforts need to be made in the area of gender and ethnic harmony.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### **Findings from Data Provided by Partner NGO CfHD (Documentation)**

	INDICATORS	CfHD	AVERAGE FOR MP PROGRAM
1	Percentage of HHHs / CBOs that buy inputs in bulk	08	27%
2	Percentage of HHHs that engage in labor sharing	100	45%
3	Percentage of HHHs that accessed credit for IGAs	33	50%
4	Percentage of HHHs accessed non-Fin BD services	44	37%
5	Percentage of HHHs with 10% increased savings since MP	78	77%
6	Percentage of HHHs with 25% increased income since MP	25	31%
7	Percentage of HHHs that stopped taking informal credit	NR	46%
8	Percentage of CBOs with fund for emergency loans	100	55%
9	Percentage of HHHs that sell produce to middlemen without bargaining ability	0	47%
10	Percentage of persons trained in entrepreneurship	NR	NR

\* = no response; + = not available

### **Findings from Field Verifications**

- MP beneficiaries have access to easy credit for IGAs, marketing, latrines and housing, and they no longer have recourse as done earlier, to the money lender.
- Prior to MP, estates did not have their own credit organizations but joined those of nearby villages. Now they have their own credit societies which they control.

- Savings have increased in the village by more than 20% while in the estate it is the first time organized savings have been undertaken. Consumer activities support savings.
- Incomes have increased mainly due to more IGAs.
- Inputs costs are reduced as farmers purchase inputs e.g. bean seeds cheaper from Gannoruwa and share among all, and also through labour sharing practices.
- People have benefitted immensely from financial and BD services e.g. networks for each type of IGA, e.g. strawberry; goats, vegetables etc. for input managing, quality control, sharing experience and marketing.
- No loans now from money lenders.
- Most produce is yet marketed through middlemen but now bargaining takes place as a group through the CBO.
- Family development planning is through 5 steps; is systematic and owned by HH.
- Goats and cattle are not insured yet.
- Partner is of the view that the credit limit is too low and more funds are required.

**Conclusions/Recommendations** – Both the village and estate residents now have access to affordable financial and non-financial services that liberate them from exploitation and give them hope. The IGA networks appear to be an ideal BD strategy with great potential and should be to be replicated also in the estates, if feasible.

Land and water appear to be the constraints in this case and hence close monitoring and management is crucial. Networks of CBOs at DSD level are required to be formed for supporting the livelihood networks. Ensuring income security is the challenge.

### Objective 3 - Findings

By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

#### **Findings from Data Provided by Partner NGO CfHD (Documentation)**

	INDICATORS	CfHD	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	26	15%
2	Percentage of SDS where parents actively participate	0	63%
3	Percentage of schools where important changes took place due to SDS	NA	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	25	36%
5	Percentage of youth who received vocational training	43	29%
6	Percentage of children who received awareness about Sri Lankan diversity	100	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	NR	227

\* = no response; + = not available



### **Findings from Field Verifications**

- CBOs had intervened and succeeded in readmitting 5 school drop-outs. No link with SDS as they are too far away.
- Organized a 'job market' with the participation of 10 companies with vacancies
- Children's club at Mavithakumbura is functioning well and children appear to be happy with what they do e.g. art, sports etc. They used to save in tills. However, now it appears that there is no budgetary provision for the second year.
- Save money – from parents.
- No constitution has been formulated yet.
- Ethnicity/diversity – receive training. No activities.

**Conclusions /Recommendations** – Discontinuance of funding for Children's Clubs is unfortunate, especially when they are functioning well. The need for such activities exists owing to the differences in the quality of education in schools and the general environment being not very stimulating for children. Long term sustainability of clubs could be tied to CBOs if the latter are prospering financially.

### **Goal – Findings**

*By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies*

### **Findings from Data Provided by Partner NGO CfHD (Documentation)**

	INDICATORS	CfHD	AVERAGE FOR MP PROGRAM
1	Percentage of HHs below the poverty line of Rs 3,950.	58	44%
2	Percentage of HHs having income security since MP	30	53%
3	Percentage of HHs having more than one person earning an income	10	28%
4	Percentage of CBOs linked to government development for a etc.	NR	33%
5	Percentage of youth unemployed before MP, now employed	NA	13%

\* = no response; + = not available

### **Findings from Field Verifications**

- Incomes of beneficiaries have registered improvements and will help many HHs in the future to overcome poverty.
- In most HHs the woman too is engaged in some IGA or in wage labour in the estates.

- In the SGs and CBOs women have all the opportunities for decision making and they take a leading role in livelihood networks.
- Education standards and attainments are low. More advocacy may be required.
- CBOs are not yet recognized for their capacity to represent their communities.

**Conclusions/Recommendations** - It will be a challenge to ensure that those HHs who overcame poverty continue to retain that new status. Risks will have to be managed by engaging in different types of IGAs.

CfHD should consider vocational training for youths as a strategy to help diversify IGAs for stabilizing HH incomes, particularly since land and water resources are limited.

CBOs will need more capacity building in leadership and management before they are recognized by government to be worthy of representing their own communities.

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# MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY 2012

## FINDINGS OF THE EVALUATION ON PARTNER NGO WOMEN'S DEVELOPMENT FOUNDATION (WDF) IN HAMBANTOTA

### 1. Introduction

Women's Development Foundation (WDF) is the partner organization implementing Strømme Foundation's program in Hambantota district.

The evaluation assessed the performance of the partner NGO WDF in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 2 CBOs was selected from WDF – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 2 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (WDF)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The WDF is having 92 CBOs with a total of 1579 members. The 2 CBOs selected from WDF for this evaluation were: 1. Sippikulama and 2. Pahe Kanuwa (5<sup>th</sup> Post).

### 2. Details

Evaluation findings pertaining to the partner organization WDF are presented against the three objectives of the project and the goal. They are presented under two headings viz. 'Findings from data provided by Partner NGO WDF' and 'Findings from field

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verifications'. Data for the 'Findings from project documents' have been provided by WDF while the 'findings from field verifications' are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### Findings from Data Provided by Partner NGO WDF (Documentation)

	INDICATORS	WDF	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	5	24
2	Percentage of CBOs with legal registration	100	39%
3	No. of CBO Coalitions / Networks registered	92	20
4	Percentage of CBOs that implemented Ethnic-related activities	NR	35%
5	Percentage of HHs practicing solid waste management / compost bins	NR	31%
6	Percentage of HHs having specific environmental measures in their IGA	11	50%
7	Percentage of HHs that have home gardens	30	39%
8	Percentage of youth in CBOs	40	21%
9	Percentage of youth office-bearers in CBOs	35	20%
10	Percentage of women in CBOs	100	83%
11	Percentage of women office-bearers in CBOs	100	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### Findings from Field Verifications

- A network of 89 CBOs, 30 Children's clubs and 25 youth clubs is established.
- CBOs are registered only with WDF.
- Youth and Children's Clubs are registered with DSD.
- A constitution (one single format) for CBOs has been reintroduced to the entire WDF after the MP.
- SGs and CBOs are affiliated to the WDF network of banks for financial services and member participation levels are high.
- Gender training was affirmed to have been conducted. Ten couples have been specially trained in gender conflict management and deployed to mediate in all locations.
- Ethnic peace and harmony – no attitudinal changes in this regard have been attempted through planned activities.
- Environmental protection training had been given, but no special measures taken.
- One field staff is responsible for 10-15 villages and may be staff is inadequate for effective social mobilization. This might explain the "poor response" from people as noted by some staff.

- Field staff appears to be need of training for differentiating key element of a project plan.
- With MP RBM is used as a management and monitoring tool for the entire WDF.

**Conclusions/Recommendations** – SGs are very relevant and effective. Currently, CBOs are functioning well mostly as a vehicle for accessing financial services for income improvement. The next level of organization is the bank society level and that too is primarily looked upon as a conduit for credit and solidarity.

As yet no collaboration with government and other agencies and in order to do so CBO capacity in leadership, planning and management requires to be built. Specific efforts need to be launched in the areas of gender and ethnic harmony.

A strong CSO mechanism envisaged in objective 1., is in process. It will challenge the CBOs as they are affiliated and aligned to the WDF Janashakti Bank network which situation might inhibit innovation and creativity. However, affiliation could also contribute towards the sustainability of the CBOs.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### **Findings from Data Provided by Partner NGO WDF (Documentation)**

	INDICATORS	WDF	AVERAGE FOR MP PROGRAM
1	Percentage of HHHs / CBOs that buy inputs in bulk	16	27%
2	Percentage of HHHs that engage in labor sharing	29	45%
3	Percentage of HHHs that accessed credit for IGAs	36	50%
4	Percentage of HHHs accessed non-Fin BD services	13	37%
5	Percentage of HHHs with 10% increased savings since MP	32	77%
6	Percentage of HHHs with 25% increased income since MP	17	31%
7	Percentage of HHHs that stopped taking informal credit	13	46%
8	Percentage of CBOs with fund for emergency loans	25	55%
9	Percentage of HHHs that sell produce to middlemen without bargaining ability	100	47%
10	Percentage of persons trained in entrepreneurship	Some	NR

\* = no response; + = not available

### **Findings from Field Verifications**

- Access to easy credit is enjoyed by all beneficiaries and is a major change.
- BD services in the form of trainings and linkages to service providers are available to beneficiaries.
- Savings at SG and CBO levels are on the rise with new IGA and expansion of existing ones with credit inputs. Consumer activities also contribute towards it.
- Resort to money lenders for credit needs has been discontinued since MP.

- Input costs have come down minimally with shared labour.
- Marketing of most products are still through middlemen.
- Family development plans are somewhat complex and apparently limits ownership by the HH.

**Conclusions/Recommendations** - incomes and savings are increasing due to availability of easy credit and basic BD services. The benefits are not maximized as marketing of most produce is still through middlemen without bargaining.

More client centered BD services especially focusing on marketing, needs to be considered by WDF and higher levels of entrepreneurship achieved by members.

### Objective 3 - Findings

By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

#### Findings from Data Provided by Partner NGO WDF (Documentation)

	INDICATORS	WDF	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	0	15%
2	Percentage of SDS where parents actively participate	100	63%
3	Percentage of schools where important changes took place due to SDS	50	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	13	36%
5	Percentage of youth who received vocational training	13	29%
6	Percentage of children who received awareness about Sri Lankan diversity	11	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	14	227

\* = no response; + = not available

#### Findings from Field Verifications

- In the Children's Clubs, besides other activities literary classes are included. A total of 45 clubs are functional.
- The Children's Club at the 5<sup>th</sup> Post community is very active and children appear to be satisfied and in control of its program. At Sippikulma one has been formed two months ago.
- Children save money regularly in tills.
- The CBO has effective links with the SDS and some drop-outs have been enrolled again with the help of a school principal who was responsive.
- No special activities on Sri Lankan diversity.

**Conclusions/Recommendations** – From the sample, one club is new and the other is of satisfactory standard and functioning well.

More participation by the children in determining the club’s program would improve the levels of satisfaction of children and make them relevant to them.

### Goal – Findings

By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies

#### Findings from Data Provided by Partner NGO WDF (Documentation)

	INDICATORS	WDF	AVERAGE FOR MP PROGRAM
1	Percentage of HHs below the poverty line of Rs 3,950.	21	44%
2	Percentage of HHs having income security since MP	21	53%
3	Percentage of HHs having more than one person earning an income	10	28%
4	Percentage of CBOs linked to government development for a etc.	NR	33%
5	Percentage of youth unemployed before MP, now employed	05	13%

\* = no response; + = not available

#### Findings from Field Verifications

- Many beneficiaries are in process to overcome poverty through IGAs and achieve some income stability through increasing the sources of incomes.
- Assuring income security is yet to be addressed.
- Women are in total control of the SGs, CBOs and Bank Societies and gender relations are better now than at the beginning of the project.
- Youth unemployment has improved but more needs to be done.
- CBOs are yet not playing collaborating roles with government agencies.

**Conclusions/Recommendations** – Movement towards the goal is discernible. However, more needs to be done to ensure the durability of the gains. In order to stabilize HH incomes above the poverty line well thought out BD strategies will be required. Vocational training for diversifying sources of incomes could be a necessary option for consideration.

WDF should re-examine the role of CBOs for making them more dynamic and increase the sense of ownership by the members and accordingly facilitate them for playing that role. Specifically planned activities for ethnic harmony are called for.

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# MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY 2012

## FINDINGS OF THE EVALUATION ON PARTNER NGO SUREKUMA ORGANIZATION FOR COMMUNITY RESOURCE DEVELOPMENT (SOCRD) IN MATALE DISTRICT

### 1. Introduction

Surekuma Organization for Community Resource Development (SOCRD) is the partner organization implementing Strømme Foundation's program in Matale district.

The evaluation assessed the performance of the partner NGO SOCRD in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 2 CBOs was selected from SOCRD – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 2 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (SOCRD)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The SOCRD is having 25 CBOs with a total of 1108 members. The 2 CBOs selected from SOCRD for this evaluation were: 1. Cap-Ela and 2. Tittawelgolla.

### 2. Details

Evaluation findings pertaining to the partner organization SOCRD are presented against the three objectives of the project and the goal. They are presented under two headings viz. 'Findings from data provided by Partner NGO SOCRD' and 'Findings from field



verifications'. Data for the 'Findings from project documents' have been provided by SOCRD while the 'findings from field verifications' are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### Findings from Data Provided by Partner NGO SOCRD (Documentation)

	INDICATORS	SOCRD	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	44	24
2	Percentage of CBOs with legal registration	0	39%
3	No. of CBO Coalitions / Networks registered	1	20
4	Percentage of CBOs that implemented Ethnic-related activities	0	35%
5	Percentage of HHs practicing solid waste management / compost bins	0	31%
6	Percentage of HHs having specific environmental measures in their IGA	NR	50%
7	Percentage of HHs that have home gardens	13	39%
8	Percentage of youth in CBOs	15	21%
9	Percentage of youth office-bearers in CBOs	13	20%
10	Percentage of women in CBOs	94	83%
11	Percentage of women office-bearers in CBOs	88	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### Findings from Field Verifications

- Under the MP, the network of CBOs with SGs functions.
- Family Development Plans have not yet been started at Cap Ela.
- CBO has a constitution and a bank account.
- Registration with DSD is in process.
- A number of issues identified have been addressed by the CBO, e.g. improved village preschool and provided training to youth.
- Participation in SGs is above 75% at meetings.
- Most members of CBOs are women and so are office bearers and hence are in decision making positions.
- Consumer activities are found to be very helpful – food is assured and less violence on women.
- No specific activities undertaken for ethnic harmony/integration.
- Composting of solid waste is practiced by most HH. Organic farming too has been introduced.

**Conclusions / Recommendations** – SGs and CBOs have more than 80% participation in meetings that are held monthly and quarterly respectively indicating that they are very

relevant. Members appear to be very interested in pursuing IGAs and are resourceful. A strong CSO mechanism is being created. The partner NGO needs to carefully monitor the indicators for such a mechanism and if necessary create more criteria. Consumer activities have had positive impacts on reducing gender violence too.

In the area of ethnic harmony specific activities for facilitating attitudinal changes among every ethnic group should be undertaken.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### Findings from Data Provided by Partner NGO SOCRD (Documentation)

	INDICATORS	SOCRD	AVERAGE FOR MP PROGRAM
1	Percentage of HHs / CBOs that buy inputs in bulk	44	27%
2	Percentage of HHs that engage in labor sharing	72	45%
3	Percentage of HHs that accessed credit for IGAs	47	50%
4	Percentage of HHs accessed non-Fin BD services	87	37%
5	Percentage of HHs with 10% increased savings since MP	75	77%
6	Percentage of HHs with 25% increased income since MP	22	31%
7	Percentage of HHs that stopped taking informal credit	32	46%
8	Percentage of CBOs with fund for emergency loans	64	55%
9	Percentage of HHs that sell produce to middlemen without bargaining ability	25	47%
10	Percentage of persons trained in entrepreneurship	NR	NR

\* = no response; + = not available

### Findings from Field Verifications

- Savings have increased as earlier no savings at all.
- Labour sharing contributes to savings.
- Consumer activities are found to be very effective for increasing savings.
- The CBO fund is Rs. 8,600/ (no loans yet) but some SGs have more funds e.g. Pragathi has a fund of Rs.13,000/
- CBO members have received trainings in many subjects and have had exposure visits to HPDF and Surekuma at Horowpothana.
- 20% of members are engaged in six types of IGAs. Six girls are engaged in sewing on a juki machine purchased on credit and earn about Rs.170/ per day.
- Money lenders are not resorted to any longer. Six members were helped with loans to redeem their loans from money lenders who charged 15% p.m. interest.
- Marketing produce is yet mostly through middlemen. This is not totally adverse as not all their middlemen are exploitative e.g. tourist hotels in the district.

- Business development services e.g.– training in mushroom cultivation, T shirt printing and lady's jacket sewing, organic farming etc., have been received and also exploring markets has been carried out.

**Conclusions/Recommendations** – the target group is seen to be very responsive to access to easy credit and savings have increased and investments in shelter and productive assets are taking place. People are effectively plugging into emerging - markets due to locational advantage and diversifying production and it will ensure security of incomes. Beneficiaries are concerned about the stability of the credit fund in the future.

The partner NGO should explore the feasibility of joint purchase of inputs and also joint marketing.

### Objective 3 - Findings

By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

#### **Findings from Data Provided by Partner NGO SOCRD (Documentation)**

	INDICATORS	SOCRD	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	NA	15%
2	Percentage of SDS where parents actively participate	100	63%
3	Percentage of schools where important changes took place due to SDS	67	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	62	36%
5	Percentage of youth who received vocational training	NA	29%
6	Percentage of children who received awareness about Sri Lankan diversity	02	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	NR	227

\* = no response; + = not available

#### **Findings from Field Verifications**

- A children's club is active with Rs.10/ p.m. membership subscription.
- It has a constitution.
- Children find activities useful for team building and developing their talents and skills.
- They save money in tills.
- Six youths have been referred to vocational training from certified institutes.
- No specific activities have been carried out on Sri Lankan diversity.

**Conclusions/Recommendations** – Child clubs appear to serve a useful purpose in involving them in competitions, sports, cultural activities etc. Children appear to be satisfied with the level of control they have over the program.  
Some meaningful activities need to be planned regarding Sri Lankan diversity.

### Goal – Findings

*By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies*

#### **Findings from Data Provided by Partner NGO SOCRD (Documentation)**

	INDICATORS	SOCRD	AVERAGE FOR MP PROGRAM
1	Percentage of HHs below the poverty line of Rs 3,950.	21	44%
2	Percentage of HHs having income security since MP	57	53%
3	Percentage of HHs having more than one person earning an income	56	28%
4	Percentage of CBOs linked to government development for a etc.	28	33%
5	Percentage of youth unemployed before MP, now employed	NA	13%

\* = no response; + = not available

#### **Findings from Field Verifications**

- The trend observed is that 21% of the households of the CBOs below poverty-line are close to reaching incomes beyond the poverty line.
- Achievement of income security is satisfactory as HHs have access to emerging markets such as tourist hotels for diverse products. Incomes are not dependent on agriculture alone.
- Gender relations have improved with new IGAs and consumer activities, with men actively supporting their wives' efforts.
- Youth have access to credit and with other BD services are making some incomes though some are underemployed.
- CBOs are not yet into collaboration with government agencies.

**Conclusions/Recommendations** - Beneficiaries are performing well on the economic front with rising and more stable incomes. Saving too are rising. Over dependence on tourism needs to be examined and remedial measures taken. Income security should be closely monitored for it can be a challenge in the future.

CBOs are in process to being registered with the DSD and more would need to be done with regard to enhancing the capacity of leaders and members for ensuring sustainability.

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# MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY 2012

## FINDINGS OF THE EVALUATION ON PARTNER NGO PARTICIPATORY ACTION AND LEARNING METHODOLOGIES FOUNDATION (PALM) IN NUWARA ELIYA DISTRICT

### 1. Introduction

Participatory Action and Learning Methodologies Foundation (PALM) is the partner organization implementing Strømme Foundation's program in Nuwara Eliya district.

The evaluation assessed the performance of the partner NGO PALM in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 3 CBOs was selected from PALM – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 3 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (PALM)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The PALM is having 31 CBOs with a total of 4438 members. The 3 CBOs selected from PALM for this evaluation were: 1. Maha Uva (Sooriyan), 2. St. Lenods Lower (Netharsanam) and, 3. Galkadapatana (Samagi).

### 2. Details

Evaluation findings pertaining to the partner organization PALM are presented against the three objectives of the project and the goal. They are presented under two headings viz. 'Findings from data provided by Partner NGO PALM' and 'Findings from field

verifications'. Data for the 'Findings from project documents' have been provided by PALM while the 'findings from field verifications' are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### Findings from Data Provided by Partner NGO PALM (Documentation)

	INDICATORS	PALM	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	13	24
2	Percentage of CBOs with legal registration	48	39%
3	No. of CBO Coalitions / Networks registered	03	20
4	Percentage of CBOs that implemented Ethnic-related activities	70	35%
5	Percentage of HHs practicing solid waste management / compost bins	36	31%
6	Percentage of HHs having specific environmental measures in their IGA	08	50%
7	Percentage of HHs that have home gardens	07	39%
8	Percentage of youth in CBOs	09	21%
9	Percentage of youth office-bearers in CBOs	07	20%
10	Percentage of women in CBOs	58	83%
11	Percentage of women office-bearers in CBOs	55	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### Findings from Field Verifications

- Palm establishes SGs and CBOs at community level and a network of CBOs is formed at the DSD level while all these bodies are federated in one apex body that is supported by Palm. CBOs have a common constitution and systems and procedures and are registered with DS. However, participation at SG and CBO level is found to be low.
- CBOs have addressed some major issues affecting the people e.g. addiction to alcohol; school drop-outs, drinking water supply, no community hall etc. Some issues are being addressed.
- Half the CBO membership is generally comprised of women and they have space in decision making.
- In the CBOs, about 55% of office bearers are women. Of these office bearers, 2% is illiterate, the NGO PALM says.
- Gender issues are treated satisfactorily and significant gains made. Violence against women is claimed to have declined.
- Evaluation team was informed that the efforts had been made to adhere to ethnic-ratio when office-bearers to CBOs were appointed. This is in line with the CBO's constitution which advocates proportional representation.

- Ethnic harmony is not explicitly planned for though participation in common functions and festivals, by both Tamil and Singhalese, takes place. Training has taken place.
- Environment protection is given consideration.
- Animation work carried out is of good standard.

**Conclusions / Recommendations** – SGs and CBOs have become relevant to the people and induced savings and better incomes. The animation process is well planned and executed. Efforts should be made to increase participation in meetings. More interventions are required in promoting ethnic harmony and gender.

A strong CSO network already exists and the newly formed CBOs need to grow towards becoming self- reliant.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### Findings from Data Provided by Partner NGO PALM (Documentation)

	INDICATORS	PALM	AVERAGE FOR MP PROGRAM
1	Percentage of HHHs / CBOs that buy inputs in bulk	20	27%
2	Percentage of HHHs that engage in labor sharing	29	45%
3	Percentage of HHHs that accessed credit for IGAs	73	50%
4	Percentage of HHHs accessed non-Fin BD services	05	37%
5	Percentage of HHHs with 10% increased savings since MP	90	77%
6	Percentage of HHHs with 25% increased income since MP	73	31%
7	Percentage of HHHs that stopped taking informal credit	60	46%
8	Percentage of CBOs with fund for emergency loans	73	55%
9	Percentage of HHHs that sell produce to middlemen without bargaining ability	100	47%
10	Percentage of persons trained in entrepreneurship	256 persons	NR

\* = no response; + = not available

### Findings from Field Verifications

#### PALM CBOs

- CBO members have accessed credit and initiated IGAs while men folk migrate for labour work, and hence incomes have increased.
- CBOs revolve their funds within it only, and take full ownership.
- Production costs have been reduced to some extent through labour sharing.
- Savings have increased with some saving in the bank too besides the SGs. Consumer activities contribute to savings.

- Money lenders have lost many of their customers (who are in CBOs) with the credit facility for CBO members was introduced under MP.
- Marketing of produce is yet through middlemen. At St. Leonards, the CBO is planning to take their produce directly to Dambulla. Plans made to establish a cooperative sales center.

**Conclusions/Recommendations** – The benefits of SGs and CBOs are experienced by the people through easy credit, new IGAs and resultant incomes and savings.

More client centered BD services will be imperative for sustaining incomes and savings and better marketing.

### Objective 3 - Findings

By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

#### **Findings from Data Provided by Partner NGO PALM (Documentation)**

	INDICATORS	PALM	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	40	15%
2	Percentage of SDS where parents actively participate	50	63%
3	Percentage of schools where important changes took place due to SDS	50	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	60	36%
5	Percentage of youth who received vocational training	05	29%
6	Percentage of children who received awareness about Sri Lankan diversity	80	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	682 parents	227

\* = no response; + = not available

#### **Findings from Field Verifications**

- Children's clubs have been formed and the sample functions satisfactorily.
- CBOs do not have links with SDS but have intervened directly with the school and helped in re-admitting a few school drop-outs.
- Most CBO members are SDS members too and are active participants.
- Children's clubs have 'Golden Rules', where the constitution is in built..
- Membership fee is Rs.5/ p.m.
- Children save in tills.



**Conclusions/Recommendations** – Children’s clubs are very relevant in the plantation situation as their community environment is not the most-conducive for advancing in education.

Clubs should be revisited to ensure that they are useful for the children and their development, especially that they decide the program.

## Goal – Findings

By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies

### Findings from Data Provided by Partner NGO PALM (Documentation)

	INDICATORS	PALM	AVERAGE FOR MP PROGRAM
1	Percentage of HHs below the poverty line of Rs 3,950.	20	44%
2	Percentage of HHs having income security since MP	73	53%
3	Percentage of HHs having more than one person earning an income	26	28%
4	Percentage of CBOs linked to government development for a etc.	65	33%
5	Percentage of youth unemployed before MP, now employed	25	13%

\* = no response; + = not available

### Findings from Field Verifications

- The trend observed is that 20% of the households of the CBOs below poverty-line are close to reaching incomes beyond the poverty line.
- Income security is vulnerable to several external factors, including markets.
- Gender and child rights are critical especially in the plantations and the achievements at the CBO level are satisfactory.
- School drop-outs issue has been addressed by the CBOs and does not appear to pose a serious problem in the sample areas.
- Youth unemployment in the plantations is an issue though being addressed through CBOs with their credit and BD services. Vocational training too has been made available to them through accredited institutes.
- CBOs have linkages with government service providers e.g. veterinary etc.

**Conclusions/Recommendations-** The CBO network is already in place and is an advantage. There is a clear process for facilitating SGs to develop up to the level of a CBO and network.

In order to stabilize incomes BD services will need to be very effective especially with regard to marketing. Gender gains at CBO level (and Kovil level) need to be replicated at the HH and workplace levels too.

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# MID-TERM EVALUATION OF THE STRØMME FOUNDATION PROGRAM – JULY 2012

## FINDINGS OF THE EVALUATION ON PARTNER NGO PORATIVUPATTU PRADESA DEVELOPMENT REHABILITATION ORGANIZATION (PPDRO) IN BATTICALOA DISTRICT

### 1. Introduction

Porativupattu Pradesa Development Rehabilitation Organisation (PPDRO) is the partner organization implementing Strømme Foundation's program in Batticaloa district.

The evaluation assessed the performance of the partner NGO PPDRO in relation to the planned results and the process itself with reference to the goal, purpose, outputs, activities and inputs as elaborated in the project plan. This was performed through Documentation Review and Field Verifications.

When selecting CBOs for the evaluation, one major consideration was the scrutinization of the relatively successful and not so successful CBOs, particularly to learn lessons and for mid-course remedial action. Thus, a stratified sample – which deemed to be the most appropriate - of 2 CBOs was selected from PPDRO – one from category 'A' (more successful) and another from 'C' (less successful).

From each of the 2 sampled CBOs the following groups of beneficiaries were engaged in focus group discussions for obtaining their specific views on the project.

1. The staff of the partner NGO (PPDRO)
2. Mixed group of beneficiaries at the CBO level
3. Those engaged in income generation activities (IGA)
4. Youth/Children's groups, and
5. CBO leaders.

The PPDRO is having 32 CBOs with a total of 825 members The 2 CBOs selected from PPDRO for this evaluation were: 1. Nellikadu, and 2. Selvapuram

### 2. Details

Evaluation findings pertaining to the partner organization PPDRO are presented against the three objectives of the project and the goal. They are presented under two headings viz. 'Findings from data provided by Partner NGO PPDRO' and 'Findings from field verifications'. Data for the 'Findings from project documents' have been provided by

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PPDRO while the ‘findings from field verifications’ are the results of the focus group discussions, interviews and observations carried out in the field by the evaluators.

## Objective 1 - Findings

By the end of 2013, strong civil society mechanisms functioning to address and advocate for poverty, gender, peace and environmental issues.

### Findings from Data Provided by Partner NGO PPDRO (Documentation)

	INDICATORS	PPDRO	AVERAGE FOR MP PROGRAM
1	No. of major issues addressed by CBOs	31	24
2	Percentage of CBOs with legal registration	0	39%
3	No. of CBO Coalitions / Networks registered	0	20
4	Percentage of CBOs that implemented Ethnic-related activities	0	35%
5	Percentage of HHHs practicing solid waste management / compost bins	06	31%
6	Percentage of HHHs having specific environmental measures in their IGA	46	50%
7	Percentage of HHHs that have home gardens	47	39%
8	Percentage of youth in CBOs	11	21%
9	Percentage of youth office-bearers in CBOs	03	20%
10	Percentage of women in CBOs	67	83%
11	Percentage of women office-bearers in CBOs	98	88%

\* = no response; + = not available

Figures within parentheses have been obtained from SF's data base, as the partner NGO had not provided a figure.

### Findings from Field Verifications

- Two CBOs have 122 and 105 members and over 60% attendance at meetings.
- SGs and CBOs are much favoured by the people and have served to address community issues e.g. no visits from the Public Health Mid Wife, credit at high interest and school drop-outs.
- CBOs – registration with DS in process; bank account and constitution in place; networks at DSD level are not yet formed.
- In one CBO 11 women office bearers. In the other 100% women members and hence have space for making decisions. Some are illiterate and hence literary classes are conducted for them.
- Gender issues are treated, but no formal training.
- Violence against women has declined.
- Ethnic harmony – no specific interventions for facilitating attitudinal changes.
- Environment protection is understood in general terms but concerted measures are not adopted.
- The process of development from SGs to CBOs and apex bodies is not clearly understood by staff.
-

**Conclusions/Recommendations** – The project intervention is very relevant for the people as they are newly resettled after the war. Access to easy credit and starting IGAs are greatly appreciated by the people. Community has CBOs for the first time.

The capacity of the CBOs in leadership, planning and management needs to be further built in order for them to facilitate development.

## Objective 2 – Findings

By end of 2013, 21,800 poor households in SF target areas have improved access to financial and non-financial services

### **Findings from Data Provided by Partner NGO PPDRO (Documentation)**

	INDICATORS	PPDRO	AVERAGE FOR MP PROGRAM
1	Percentage of HHs / CBOs that buy inputs in bulk	26	27%
2	Percentage of HHs that engage in labor sharing	03	45%
3	Percentage of HHs that accessed credit for IGAs	42	50%
4	Percentage of HHs accessed non-Fin BD services	29	37%
5	Percentage of HHs with 10% increased savings since MP	87	77%
6	Percentage of HHs with 25% increased income since MP	19	31%
7	Percentage of HHs that stopped taking informal credit	03	46%
8	Percentage of CBOs with fund for emergency loans	01	55%
9	Percentage of HHs that sell produce to middlemen without bargaining ability	08	47%
10	Percentage of persons trained in entrepreneurship	some	NR

\* = no response; + = not available

### **Findings from Field Verifications**

- New IGAs have been started and consequently incomes have increased.
- Labour sharing contributes to reduce the cost of production.
- Savings too have increased according to records. Consumer activities have helped.
- Access to financial services has been a major change.
- About 10-20% members still access the local money lender for big loans (beyond the CBO ceiling) mainly for agricultural inputs.
- Droughts and floods at times destroy crops.
- Marketing of produce is yet a major constraint as there is no alternative other than the middlemen. The roads and transport facilities are very poor and do not assist in attracting more buyers.
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## Conclusions/Recommendations-

Credit services for IGAs are working satisfactorily. However, marketing limitations affect more improvements in incomes. When production is almost at zero, it is not too difficult to raise it, but sustaining that growth will be challenging. Hence effective BD services are required for beneficiaries especially for handling marketing.

## Objective 3 - Findings

By end of 2013, 10,000 children and youth practice life skills and involve in saving and thrift, and peace and harmony

### Findings from Data Provided by Partner NGO PPDRO (Documentation)

	INDICATORS	PPDRO	AVERAGE FOR MP PROGRAM
1	Percentage of students who saved money after MP	0	15%
2	Percentage of SDS where parents actively participate	NA	63%
3	Percentage of schools where important changes took place due to SDS	50	54%
4	Percentage of students from total drop-outs & irregularly attending at inception of MP, now back in school	19	36%
5	Percentage of youth who received vocational training	56	29%
6	Percentage of children who received awareness about Sri Lankan diversity	NA	48%
7	No. of SDS (parents/teachers) members & officials trained in child rights	0	227

\* = no response; + = not available

### Findings from Field Verifications

- Children's clubs are functioning; one was started in June, 2012. No constitution yet.
- Children save with the treasurer – money from parents.
- Child savings are used for educational purposes.
- School drop-outs had been a serious issue due to war displacement. CBOs have moved early in this matter and resolved it.
- Five drop outs are due to extreme poverty.
- About 70% of parents participate in SDS actively.
- One CBO has established a pre-school so that school enrolment will be facilitated.
- One CBO has given vocational training in masonry and wiring – 2-3 month course.
- Many youths after school take up casual work or agriculture.
- Nothing specific carried out with regard to Sri Lankan diversity.,

**Conclusions/Recommendations-** Children of these CBO members have all been affected by war displacement and their education disrupted. In this context children's clubs play a very useful function.

Children should be free to determine the programs they would like to engage in so that they become useful. Peace and reconciliation needs to be incorporated into the program as the next generation will have to build on it.

## Goal – Findings

*By end of 2013, 21,800 families in 7 districts enjoy improved economic and social status in a peaceful environment through active participation in strong civil societies*

### **Findings from Data Provided by Partner NGO PPDR0 (Documentation)**

	INDICATORS	PPDR0	AVERAGE FOR MP PROGRAM
1	Percentage of HHs below the poverty line of Rs 3,950.	100	44%
2	Percentage of HHs having income security since MP	46	53%
3	Percentage of HHs having more than one person earning an income	28	28%
4	Percentage of CBOs linked to government development for a etc.	0	33%
5	Percentage of youth unemployed before MP, now employed	10	13%

\* = no response; + = not available

### **Findings from Field Verifications**

- Target HH have been greatly supported for earning incomes beyond the poverty line. Income security faces several risks, including that of marketing.
- Unemployment is also linked to self-employment risks and poor employment avenues.
- Vocational training is afforded to youth in the preferred trade at the Vocational Training Authority, Kalmunai.
- Rights of men, women and children need to be mainstreamed at CBO level as well as at the HH and community levels.
- School drop-outs had been a serious issue due to war displacement and consequences.
- The CBOs are not yet networked at a higher level. They do not yet collaborate with government though they are linked to service providers.

**Conclusions/Recommendations** – The CBO network is yet incomplete and the process of graduation from SGs to an apex body is not clearly conceived, formulated and shared.

To ensure stabilization of higher incomes, client based BD services that include also marketing is imperative.

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### SCHOOL GIRL 'SAUMYA'

Having stopped schooling and forced to work as an aide to her own mother and maternal grand mother, little girl Saumya had a tough and very unpleasant life as a child. Thanks to the intervention by Rajarata Praja Kendraya (RPK), she is schooling back. Her story:

Subhani Priyanaka was a young lass in Kahatagadigiliya area. Her mother then left for Middle East to work, leaving her only child Subhani with Subhani's father. When mother returned after some time, Subhani was pregnant.

Subhani didn't reveal who made her pregnant. Meanwhile Subhani's father committed suicide. To overcome the situation, the mother gave pregnant-Subhani into a marriage to a youth in the area.

The child thus borne to Subhani was named 'Saumya'. The treasurer of the CBO 'Araliya' in Maradankadwala says:

"Subhani became a single parent after her husband (Lakshman Kodituwakku in Kahatagasdigiliya, a not-so-good person and had quarrels at home often) left her and the daughter. Then the 3 females came to Maradankadawala and lived there. It was transpired later that Lakshman had been jailed for some offence.

Saumya was schooled when in Kahatagasdigiliya. But after all came to Maradankadawala, she was not enrolled into a school. Instead, Saumya was forced to do domestic work at home, subjected to lot of ill treatment by her grandmother and mother. Her suffering was brought to the notice of the Field Officer of Rajarata Praja Kendraya (RPK) by the Children's Club members.

Subsequently the matter was discussed at the CBO, followed by a fact-finding visit to Saumya's house. At the end, the RPK and the CBO made arrangements to send Saumya to school but her mother and the grandmother opposed it vehemently. Reason: Subhani's mother (and Subhani) believed Saumya was the cause for her husband's suicide, causing a revengeful attitude within them towards Saumya.

By now, Saumya is studying in Year 7 in Sri Rahula Maha Vidyalaya, Maradankadawala. In March 2012, her class teacher said: 'When this child came to school, she was very quite, inactive and thoughtful. When other children play, she sat somewhere and pondered. To study too she was not interested. After we paid more attention to her situation, she has improved. Now she is happy in school, interested in studies, and clever in extracurricular work.'. The



school principal too had the same views. 'Probation Department is also monitoring the situation, as they had been involved in this since the beginning'.

After talking to Saumya recently, the RPK officer and the CBO got to know she was doing well. 'I come to school happily now. My grandmother left for middle east again so my mother does not scold me anymore. She cooks for me and sew this frock for me. Father (i.e. Subhani's new husband) is also good.

We visited Saumya's house and talked to Subhani and her new husband. Subhani said that she was trying her best to provide necessities to Saumya. 'If Saumya can be sent to supplement classes also is better but we have no money for that. Anyhow I will provide education to her', she said.

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