

評価調査結果要約表（英文）

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

<p>(3) Outputs</p> <p>Output 1 : Community-based Organizations (CBO) are strengthened</p> <p>Output 2 : Rural Infrastructures are improved through the Community Managed Rehabilitation</p> <p>Output 3 : Technologies for Agriculture and livestock are enhanced.</p> <p>Output 4 : Technologies for income generation other than agriculture and livestock are enhanced</p> <p>Output 5 : Frontline government services on agriculture and rural development are strengthened.</p> <p>(4) Inputs</p> <p>Japanese Side :</p> <p>Experts 15 0M/M Provision of Equipment Rs. 23,668,000</p> <p>Local Cost Rs. 171,336,000</p> <p>Trainees received 6 persons</p> <p>Sri Lankan Side :</p> <p>Counterparts 58 from different levels</p> <p>Land and Facilities: Office Local Cost: Rs. 23,572,000</p>	
2. Evaluation Team	
Members of Evaluation Team	<p>(Japanese side)</p> <p>1. Mr. Akira Shumura Chief Representative, JICA Sri Lanka Office</p> <p>2. Mr. Shiro Akamatsu Senior Advisor (Rural Development), JICA</p> <p>3. Ms. Eri Komukai Senior Advisor (Peacebuilding), JICA</p> <p>4. Mr. Tetsuji Iida Assis tant Director, South Asia Dept., JICA</p> <p>5. Mr. Kenichiro Yuasa Representative, JICA Sri Lanka Office</p> <p>6. Ms. Akiko Okitsu Chief Researcher, TAC International Inc.</p>
	<p>(Sri Lankan side)</p> <p>1.Mr. M.S.Jayasinghe Senior Advisor, Ministry of National Building and Estate Infrastructure Development</p> <p>2. Ms. N. Jayawathany Assistant Director Planning, Ministry of Nation Building and Estate Infrastructure Development</p> <p>3. Mr. V. Mahendrarajah Deputy Chief Secretary, Eastern Provincial Council</p> <p>4. Ms. Vetharaniyam Thilagawathy Assistant Director of Agriculutre, Trincomalee</p> <p>5. Mr. S. Shanmugasivananthan Regional Director of Irrigation, Trincomalee, Ministry of Irrigation and Water Management</p> <p>6. Ms. Rohini Singarayer Director, Centre of Information Resources Management (CIRM)</p> <p>7. Mr. U. Anuraweerarathna Project Director, District Rehabilitation Reconstruction Secretariat, Trincomalee District</p>
Period of evaluation	<p>15th June, 2009~2nd July, 2009</p> <p>Type of Evaluation : Terminal Evaluation</p>
3. Results of Evaluation	
<p>3-1 Achievement of the Project</p> <p>3-1-1 Achievement of Outputs</p> <p>It was confirmed that the Project has been implemented eventually as per the plan stipulated in the R/D M/M/ PDM and PO without notable delays, though in the first half of the Project implementation period, some delays of activities were seen due to the worsened security situation in the Project areas.</p> <p>Output 1 : “Community-based Organizations (CBO) are strengthened”</p> <p>The Project team conducted awareness meetings and baseline survey with the frontline officers followed by 8 courses of CBO capacity development trainings and some on-the-job</p>	

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

3-1-2 Achievement of the Project Purpose

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

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

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

than 10%.

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

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

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

3-1-3 Achievement Prospect of Overall Goal

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

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

3-2 Summary of Evaluation Results

(1) Relevance

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

(2) Effectiveness

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

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

(3) Efficiency

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

(4) Impact

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

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

(5) Sustainability

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

3-3 Factors that Promoted Realization of Effects

(1) Factors Concerning the Planning

Factors are not particularly seen in the planning.

(2) Factors Concerning the Implementation Process

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

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

3-4 Factors that Impeded Realization of Effects

(1) Factors Concerning the Planning

Factors are not particularly seen in the planning.

(2) Factors Concerning the Implementation Process

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

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

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

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

3-5 Recommendation

1. Expansion of TRINCAP Model

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

duplication and burden for government officers and communities.

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

*the second and third steps can be done simultaneously.

Necessary frameworks for this purpose are as follows;

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

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

Recommendations to each stakeholder are as follows;

<to TRINCAP team>

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

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

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

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

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

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

<to Ministry of Nation Building & Estate Infrastructure Development>

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

<to Ministry of Finance and Planning>

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

<to JICA>

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

2. Improvement of Reference Books/ Manuals of TRINCAP Model

<to TRINCAP team>

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

<to Provincial/ District level Coordination and Monitoring Team>

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

3. Utilization of TRINCAP sub-models

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

in each related sector.

<to TRINCAP team>

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

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

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

<to Ministry of Nation Building and Estate Infrastructure Development>

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

<to JICA>

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

3-6 Lessons Learned

1. Conflict Assessment

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

2. Community Contract

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

3. Agriculture/ Livestock activities

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

4. Definition of “Model”

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