



# Enterprise for Pro-poor Growth

Fourth project progress report

18 January to 18 July 2007

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### Acronyms

EYB	Expand Your Business
GA	Government Agent
KAB	Know About Business
LOCA	Local Competitive Advantage
MSME	Micro, Small and Medium Enterprise
NIE	National Institute of Education
SIYB	Start and Improve Your Business
VCD	Value Chain Development

## 1. Introduction

The current report provides an update of the progress of the Micro and Small Enterprise Development for Pro-poor Growth project, Enter-Growth for short. This comprises progress on each of the outputs, including follow-up to the Strategic Review conducted in January, consideration of impact-related issues, and crosscutting issues.

The Strategic Review, carried out by Rob Hitchins of the Springfield Centre, was a key event that has contributed to the adjustment and improvement of the project conceptualisation, strategy and management. As the review report is available, and the project has also produced and disseminated a document that reports on action being taken, the review itself will not be reported on here. However, Annex 1 provides the suggestions made by the consultant and a very brief update on action taken.

Annex 4 comprises the revised logical framework matrix, with some corrections in numbering compared to the one distributed after the Steering Committee Meeting of 18 May 2007.

## 2. Work done

This Chapter reports on project progress against planned outputs.

### ***District level - Immediate objective 1***

Expanded markets for services and products of micro and small enterprises of women and men in the North-West and North-Central provinces, through increased productivity and competitiveness, a stronger demand orientation, and better market linkages.

#### **Output 1.1**

The supply strengthened of business services and skills training that enable women and men in MSEs to increase their productivity, offer more market-led products and services, and develop market linkages.

#### **Progress:**

In the first half of the year the project has conducted one more **LOCA** exercise bringing the total to eleven. Two further LOCAs per district are planned for the remainder of the year. These will be contracted out to organisations with facilitators. The project will cover direct costs and provide technical assistance at critical junctures.

In Kurunegala work continued on the value chain development exercises that have been preferred by the MSE Forum there from the start. An exercise on the handloom sector was completed, while one on rice-based products will finish later in the year. A local value chain development exercise was also conducted in Polonnaruwa, on the dairy sector. This encountered some problems due to criticism that surfaced on the Government veterinary service, which resulted in veterinary surgeons not collaborating with the exercise. The project is trying to repair the relationship. The total number of value chain exercises completed is now seven.

The overall status is as in the table below.

District	Completed		Ongoing	
	LOCA	Value Chain	LOCA	Value Chain
Anuradhapura	4	1	1	
Polonnaruwa	3	2		
Puttalam	4	1		
Kurunegala		3		1

The Strategic Review suggested with regard to this work that “as a general operating principle moving forward, the project should devote the bulk of its attention to identifying and addressing related opportunities and constraints in sectors or services which are key economic drivers – i.e. significant influences on economic performance – in an area in order to achieve the most concerted impact” (suggestion 2). In this connection the suggestion was also made to scale up interventions and connect similar work across districts.

In response, the project is focussing more on **value chain development**, selecting those that have significant potential to affect the local economy and meet the pro-poor growth criteria that are also outlined in the review report – is it pro-poor, is it pro-growth, and is change feasible. It is doing so at the district level, with one more value chain exercise per district planned for the remainder of 2007. It is also bringing together district level work under four regional value chain development exercises that cut across districts. The following value chains were selected:

- Coir (Puttalam and Kurunegala)
- Dairy (all four districts)
- Cut flowers and foliage, ornamental plants (all)
- Packaging (all)

The coir exercise was started in late May. The others will start between July and November. The project is using its manual for local value chain development, with additional elements to capture the regional and national dimension. More training has been conducted to further build capacity in this area.

The project is continuing work on the **improvement or development of new business services** that was initiated last year.

Packaging training: Service providers were trained under the previous reporting period. The service is being provided (6 seminars so far).

Upgrading private sector training providers of garment making: Eighty trainers of garment producers, nearly all from the private sector, were trained in the four districts, by the Clothing Industry Training Institute. This aimed at upgrading their skills in selected areas, which should result in higher quality garments produced by those they train. Feedback from the trainers has been very positive.

E-commerce: Four more workshops were held to promote e-commerce at district level. Several organisations in Kurunegala expressed interest, but overall this strategy has not

proven successful. The project has moved this work to the national level, under a new output (see Output 4.5 in this report).

Improving business ethics: A first 25-minute episode of a possible tele-drama series was finalised. Discussions have been initiated with TV stations to interest one in broadcasting a full series. After broadcasting the series could be marketed on VCD.

Services to help MSEs communicate with larger markets: A market assessment for such services was completed. It found demand is strong and communication centres already provide some but not all relevant services. The project has followed this up by workshops with communication centres and MSEs to decide on a course of further action. An attempt was made to involve district business service providers in the market assessment, to build their capacity in this area, but they showed insufficient interest.

Private veterinary services for artificial insemination: Although there was agreement to pilot privatised artificial insemination in Polonnaruwa and Kurunegala, in the latter the authorities recruited 22 additional officers who do this work and 20 more are planned to be assigned. This should significantly improve services. In addition, land has been made available for a public/private initiative to set up a breeding farm. In Polonnaruwa there is no progress.

Productivity improvement: The project has concluded that productivity improvement services should be considered in relation to specific value chains. This is in line with the suggestions made in the Strategic Review report. Work on generic productivity improvement is therefore no longer under consideration.

Investment promotion: Presentations on regional investment promotion were given to the MSE Forums, which generated much interest. In Polonnaruwa, Anuradhapura and Puttalam this has resulted in discussions among forum members on how to set up an investment promotion unit and the forums have appointed potential investment promotion agencies. These organisations are now, with support from Enter-Growth, writing action plans and proposals, which will be presented to the Board of Investment and other organisations.

### **Output 1.2**

The demand strengthened for business services and skills training that enable MSEs to increase their productivity, offer more market-led products and services, and develop market linkages.

### **Progress**

In March 4-day **business service fairs** were conducted in each of the districts. Direct involvement of the project in their organisation was much less than in the previous year and the subsidy had been halved. In some instances involvement of the MSE Forums was strong while in others organisers who had been involved last year took charge. Three of the fairs were very successful, while in Puttalam, where a new organiser had been contracted, targets were not met. Overall, some 150,000 people visited the fairs, 30,000 more than last year.

The fairs were used not only to promote business services, but for the project's work on enterprise culture as well. There were performances by the Palama group from Polonnaruwa and an exhibition of photos showing entrepreneurs at work.

Interviews with visitors indicated appreciation for different aspects of fair, learning about business services, and appreciation for Palama. An assessment carried out among the stallholders indicates that they were satisfied with the opportunity to provide information about their services and products, and that demand has increased following the fair. However, the percentage of trade compared to business service stalls was higher than at last year's fairs, which was due to more decisions having been taken by the contracted organisers this time. Encouraging on the other hand is that three of the organisers have realised good profits so there may be scope for commercial viability of fairs that mix business services with trade stalls and entertainment. In addition, three of the event organisers have been contracted by other parties for similar fairs elsewhere.

The project's work on **provincial databases** that include information on buyers and suppliers, services, and Government regulations has become seriously delayed due to inadequate work by one of the contracted companies. A new firm is being contracted. The information on regulations collected for the database has been provided to the Government Information Service, a call centre, for inclusion into its knowledge base.

#### **Output 1.3 (revised)**

MSEs' and MSE starters' access to financial services improved through stronger linkages between representative organisations, service providers and Government on the one hand and financial institutions on the other

#### **Progress**

The Strategic Review concluded that "...experience suggests that addressing (access to finance) effectively requires considerable time and effort and in particular would mean a significant level of engagement with banks. This is not feasible for the project given its remaining time period and resources. A more promising area to explore would be value chain finance e.g. innovation in payment practices, warehouse receipts and other forms of non-bank financing arrangement between commercial actors".

The latter suggestion can be followed up in the context of the project's value chain work. However, the project has proposed not to cancel the original output referring to access to finance, but to slightly modify it to reflect what can be realistically achieved. LOCA exercises do contribute to better access to finance for some of the involved enterprises, and the work of the Forums also contributes to better relations between financial and other organisations. Stakeholders have also suggested that the project should organise meetings specifically between enterprises and financial institutions, and this is still under consideration. Although progress on this output is still limited at the moment, more is therefore foreseen for the remaining project period.

#### ***District level – Immediate objective 2***

A policy, legislative and regulatory environment in North-West and North-Central province that is conducive to the growth of micro and small enterprises by women and men, and will bring more of them into the formal economy.

### **Output 2.1**

A dialogue established and sustained between provincial, district and local authorities, MSEs, and business service providers

#### **Progress**

The **MSE Forums** meet regularly (every 6 weeks on average) and address constraints in the local business environment. In all forums the secretariat is now shared between Enter-Growth and a forum member, with that member expecting to take over full responsibility by the end of the year. These are District Chambers (2), Government agencies (2), and a semi-private agency. In one case two organisations share the secretariat duties. By the end of the year the secretariats will be taken over by the selected forum members.

The forums are increasingly becoming the driving force of the programme, initiating activities or requesting assistance in line with local needs. They have for instance started additional dialogue and coordination events, including among business service providers and with the wider group of stakeholders. One of the results is greater differences between the programmes of the districts as forums pursue local priorities.

The project is assisting the forums to develop annual plans. The earlier developed action plans have resulted in some activity (on the database of regulations and service providers for instance), but this has not been consistent. It is expected that with the now more mature forums follow-up will be more systematic.

Some of the forums are considering formalising their status. In Kurunegala this is taking the form of registering the forum as a body attached to the (semi-private) Industrial Services Bureau. The project is, however, not advocating formalisation as most international experience seems to indicate that informal forums work best.

To strengthen the forums' identity and recognition for their work, the project has facilitated the development of public relations strategies for each. This has included branding, development of brochures, and planning ways to strengthen recognition at the national level.

A number of sessions was conducted on investment promotion, which resulted in plans to set up investment promotion services. Local economic development training and experience sharing is foreseen for August. Four forum members took part in an ILO local economic development seminar in Chiang Mai, sharing their experience with other participants from the region.

All these steps are foreseen in the project's strategy for sustainability of the forums.

Institutionalising dialogue at the divisional level or Pradesha Sabha, of which the possibility was mentioned in the previous report, is not being pursued. Although there is definitely a need and scope, Enter-Growth's resources are insufficient, and district / provincial level dialogue has more potential for impact.

### **Output 2.2**

Representative organisations of female and male-owned MSEs developed and strengthened to enable them to participate effectively in a dialogue with the authorities and to facilitate their members' access to services and markets.

#### **Progress**

Although the draft **association strengthening manual** is available (in Sinhale and English), it still needs to be finalised. A new section is being developed on facilitating the establishment of associations, which many service providers are engaged in, and for which the project therefore wants to provide guidelines.

So far there has been little implementation of the action plans that were developed by trainers trained on the association strengthening methodology the project developed, although the manual is being used for counselling to associations. This is largely due to Associations not being aware of the service. The project is now working with providers to promote the service, through a number of promotional workshops that at the same time aim to improve associations' advocacy capacity. These are being run as this report is being written.

The **formation or revitalization of associations** through LOCA and VCD exercises is continuing. In addition, District Chambers have gained from the project by being involved in the MSE Forums and developing a dialogue with the authorities. This has contributed to increases in membership.

### **Output 2.3**

The capacity of provincial, district and local authorities strengthened to create and maintain an enabling policy, legislative and regulatory environment for MSE development by women and men, within the framework of national policies for poverty reduction and MSE promotion.

#### **Progress**

Significant progress was achieved in this area. On the basis of a number of project studies (see Output 2.4), registration and licensing were selected as a focus area, and the Sri Lanka Institute of Development Administration (SLIDA) was engaged to carry out a needs assessment among relevant officials. The assessment found that, generally, officials do not have clarity about what the regulations are, their skills are inadequate to apply regulations efficiently, they do not know the place of their work in the overall system of procedures and regulations, and their attitudes towards MSEs as their customers are rather negative.

The assessment resulted in an agreement with SLIDA to develop and conduct 1 and 2-day workshops that target officials at the district, Divisional, Grama Niladhari and Pradeshiya Sabha levels who are concerned with registration and licensing. The workshops will be preceded by the development of simple guidelines for registration and licensing. They will be conducted in each division, before the end of the year. In conjunction with this activity, a leaflet will be widely disseminated in the Districts that

targets non-registered enterprises and outlines the advantages of being legally established.

Enter-Growth also expects to collaborate with SLIDA on a longer-term intervention, the inclusion in SLIDA's programme of a private sector development course at certificate level and of modules related to this topic in the orientation course for entry-level officials and other relevant courses. The development of these courses will start in August. This has the potential to affect a significant number of public servants with responsibilities related to economic development and improving the business enabling environment.

#### **Output 2.4**

Concrete improvements in the policy, legislative and regulatory environment realised benefiting women and men.

#### **Progress**

Regulatory issues are being identified through LOCA and VCD exercises, and brought to the MSE Forums for action. To an increasing extent, issues are also raised directly to the forums by small business associations, district Chambers and individual entrepreneurs, independently from the project. This indicates that a mechanism has been created which is likely to be sustainable beyond the project period.

Issues that the Forums cannot address are taken to the national level Enterprise and Export Development Forum, an initiative of the Ministry of Enterprise Development and Investment Promotion. Recently, however, the MSE Forums have made less use of this mechanism. Also, fewer regulatory issues are being solved at the district level. This indicates that the period of "quick wins" is largely over, and more complex issues, such as problems in obtaining land title deeds, remain. Some of the forums have formed smaller working groups that can provide more intensive follow-up. One of the main challenges is for the project to bring the experience from the different forums together and develop joint initiatives, e.g. to address the land title deed issue across the two districts concerned rather than separately. Closer coordination will be one of the objectives of a forum experience-sharing workshop in August.

Annex 2 comprises a table that presents the progress and status on the different issues that are being addressed. Recent successes are that the Ministry of External Trade has taken the initiative to open a "Green Entrance" at the international airport, for faster security checks on perishable goods (expected to be operational from the end of September), and a simplification in the procedure for obtaining quarantine certificates for export of cut flowers.

The project has carried out a number of focus group discussions and quantitative research to identify the reasons for the lack of business registration and licensing, which had been identified as a constraint on business growth earlier. The findings are being used for the interventions mentioned under the previous Output.

An inventory of regulations and procedures that affect enterprises was concluded. The information was included in the provincial database (see Output 1.2). The inventory also includes some analysis of constraints, which informs the interventions mentioned under Output 2.3 and 2.4.

### ***District level – Immediate objective 3***

Authorities and communities in which the poor predominate regard starting and growing micro and small enterprises by women and men as a socially and economically attractive activity.

#### **Output 3.1 (revised)**

A campaign to promote enterprise culture carried out in the target Districts.

#### **Progress**

The Palama campaign was launched officially in April, in Polonnaruwa, but shows have been going on since December last year. This included performances at the business service fairs, where Palama also exhibited photographs of small business people at work and the winning drawings in a poster competition on the theme of enterprise. Some 56,000 people have seen Palama performances, of all ages, women and men, but women and youth predominating. Thousands of children participated in the poster competition. Actors are currently being trained for Anuradhapura and Puttalam, and being recruited in Kurunegala. Performances in the first two districts will start in September.

A quasi-experimental study on the effect of the shows on attitudes was conducted in June, with (unpaid) technical support from a specialist at the University of Utrecht in the Netherlands (see Chapter 4 for results).

#### **Output 3.2 (revised)**

Know About Business progressively introduced into vocational and technical training.

#### **Progress**

In July 19 more KAB trainers were trained, of the National Apprentice and Industrial Training Authority (NAITA), which signed an MOU with the SIYB Association that commits them to implement the programme. This means that the country's two main public vocational training providers, the Vocational Training Authority and NAITA, have now adopted the KAB, while the World University Service Canada is supporting it among non-governmental providers. A refresher programme is planned for the second half of the year.

In the target districts KAB training is slow to become operational, apart from the organizations that are taking on KAB nation-wide. There is insufficient management commitment and funding in other organisations.

#### **Output 3.3 (revised)**

Support provided to the introduction of entrepreneurial studies in the education system.

## **Progress**

In the first quarter of the year technical support has been provided to the development of the Entrepreneurial Studies materials for grade 11. This will be followed in September by support to training Master Teachers. The project is trying to address the fact that Business Studies and Accounting, which was meant to be replaced by Entrepreneurial Studies, has been brought back into the curriculum following protests by teachers. It has been put in the same “basket” as Entrepreneurial Studies, which means students have to choose one or the other, while in fact they are complementary. A meeting with the Minister of Education was inconclusive. Meanwhile teachers are promoting the old programme, not Entrepreneurial Studies. The project and the NIE are planning promotion through posters

### ***National level – Immediate objective 4***

Greater access countrywide to market-led, sustainable business services for micro and small enterprises owned by women and men.

#### **Output 4.1**

The SIYB Association enabled to technically fulfil all its mandated functions with regard to sustaining the national SIYB programme.

## **Progress**

A financial procedures manual for the SIYB Association was completed as planned. A leaflet for SIYB trainees on HIV/AIDS was finalised in collaboration with the ILO’s HIV/AIDS project, but still needs to be printed. The project provided inputs to simplify some of the forms of the M&E system.

The Association held promotional workshops at the business service fairs. As a result the project will subsidize an SIYB training of trainers in the four target districts. Currently the capacity to provide SIYB there is weak.

#### **Output 4.2**

The SIYB Association and Partner Organisations supported in marketing the SIYB programme in the North and East of Sri Lanka.

## **Progress**

This output has been completed under the previous reporting period. It has had the desired effect, as demonstrated by delivery of SIYB in the North and East, reported in the table below. The numbers for the most recent period will still increase as some reports had not yet been received.

Period	Programmes	Trainees
July 2004 to June 2005	10	186
July 2005 to June 2006	35	656
July 2006 to June 2007	49	821

### **Output 4.3**

A commercially, technically and institutionally sustainable EYB programme under the national SIYB programme.

### **Progress**

In spite of the SIYB's partnership with the Sri Lanka Institute of Marketing (SLIM) for the promotion and delivery of Expand Your Business (EYB) no significant progress was made towards establishing this programme in the market. A number of promotional presentations was organised for different groups of entrepreneurs, but none resulted in sufficient registrations to run an EYB course. A large and well-promoted event, with high calibre speakers, had to be cancelled due to lack of interest. The project, the Association and EYB trainers are currently (again) analysing why it has not been possible to attract growth oriented entrepreneurs to the programme against commercial fees, and what can be done next. Reviewing the relationship with SLIM, which so far has not really taken on its role with sufficient commitment, will be part of this.

### **Output 4.4**

Commercial small business radio and/or television programmes established that provide information, offer a forum for discussion, and strengthen the demand for business services.

### **Progress**

The current status is as follows.

Television	
Channel Eye	<p>Small business segments introduced into the national television's Channel Eye morning programme in Tamil were continued.</p> <p>The station is considering plans to commence a similar segmented programme on weekends. So far this has not been possible due to the lack of staff.</p>
Vanguard (broadcasting on TNL TV)	Vanguard has not been able to continue broadcasting Sri Lanka Business News on TNL TV, which had become more oriented towards smaller enterprises under the influence of the project. Neither has it been possible to launch a new 30-minute programme dedicated to SMEs, as had been planned. This is due to a financial dispute between

	Vanguard and TNL, which is unlikely to be settled in the near future.
TNL TV	<p>The station had already introduced business segments into an existing weekly programme 'Rhythm of Life,' in Sinhala. It also broadcasts a weekly half-an-hour programme in Sinhala promoting microfinance and micro-enterprises sponsored by Ceylinco Grameen, a microfinance service provider.</p> <p>TNL was considering launch of a half-an-hour programme devoted to small business but it has been delayed due to financial constraints and understaffing.</p>
Max TV	Max TV was launched in March and was preparing to start a business programme in Sinhala which would also include coverage on small business. However, the station suffered a financial set back and many journalists including the Enter-Growth contact left the company. There is no progress on the small business programme.
Derana TV	The Sinhala language Derana TV recruited the project's contact at Max as the Manager News Programmes. He has started including small business related stories on its main news programme. The station also started a weekly half-an-hour business programme which includes significant coverage of small business.
<b>Radio</b>	
Shakthi FM	This Tamil language station discontinued its small business programme in April, due to an absence from the country of the Programme Manager, and because resource persons refused to appear on the broadcasts due to fears of abduction. The station is considering re-launch of the programme.
Max Radio	The plans of Max Radio suffered the same fate as those of Max TV.
Uva Radio (SLBC) Ruhunu Sevaya (SLBC) Asura FM	The project is developing contacts with two regional stations and a related FM station to promote coverage of small business issues.

In summary, while there has been progress at a new station, Derana, there have been setbacks at others. Reasons that have been mentioned by the stations are the lack of interest among sponsors given the situation in the country. Tamil language stations also suffer from resource persons wanting to keep a low profile. The project has put together a list of persons who are willing to appear on the programmes. It is also developing a

comprehensive media resource guide on small enterprises. This will enable journalists and programme producers to find organisations and resource persons who can provide content to their articles and programmes.

The project collaborated with the GTZ-ProMIS project to enhance the media's understanding of microfinance issues. A half-day workshop and a field trip were organised, which resulted in newspaper and TV coverage.

#### **New Output 4.5 (new)**

Access to affordable e-commerce services increased for MSEs.

#### **Progress**

Originally part of the project's work on business development services at the district level, this was moved to the national level because interest in the Districts was low and it was impossible to achieve the required economies of scale.

Over the current reporting period, Enter-Growth and Peoplink (which owns the CatGen software) assisted the National Chambers of Exporters to establish its own e-commerce site. This is a "metamarket" currently includes 13 exporters, some of which trade in products produced by small enterprises. This can therefore be expected to increase MSEs' access to markets. More exporters are joining. The Federation of Chambers of Commerce and Industries has expressed interest in establishing a metamarket as well. Given the membership of the Federation (which includes the District Chambers) this will also have a long-term effect on market linkages of MSEs.

#### **Output 4.6**

Experience gained and lessons learned on district-level integrated MSE development incorporated in the Ministry of Enterprise Development and Investment Promotion's knowledge base, shared with relevant institutions at the national level, as well as with relevant authorities, MSE representative organisations and service providers in other districts.

#### **Progress**

Experience sharing in the country has been most effective with the Federation of Chambers of Commerce and Industry, which is facilitating the establishment of district Enterprise Forums outside the project area, which are modelled on the MSE Forums. Twelve forums have been established so far. The project has provided technical assistance and made a presentation, with MSE Forum representatives, at a national conference which brought together some District Enterprise Forum members, policy makers and academics.

The project has continued to be an active member of the informal LED coordination group (with GTZ, Swisscontact and now the Asia Foundation) and has shared reports and manuals with its members.

The project website ([www.entergrowth.com](http://www.entergrowth.com)) includes an increasing number of reports and other material that can be useful to other private and local economic development projects and agencies in Sri Lanka and worldwide.

The project and four forum members presented their experience at an ILO LED seminar in Chiang Mai and Enter-Growth has been invited to present its experience in promoting enterprise culture at the international Business Services and Value Chains Seminar in Chiang Mai, in September. A video is being prepared that will also be included in the ILO's new guide on promoting enterprise culture. This guide draws heavily on Enter-Growth's experience, and its three authors include the two consultants who were responsible for the project's enterprise culture assessment and who contributed to the conceptualisation of the Palama campaign.

The project's local Value Chain Development guide is being used by an ILO project in Madagascar, and informal guidance is being provided to this activity. Interest has also been expressed from China and Ethiopia.

### **3. Impact assessment**

The project is under some pressure to demonstrate "results", especially following the Strategic Review which found that measurement is its weakest point. The project itself has always assumed that its impact on business performance, jobs, and incomes would be long-term rather than immediate, even for its relatively direct interventions in value chains. It has assumed it would be able to show that over the short period of three years it had an effect at the intermediate level of dialogue, services, skills, values and attitudes, while at the level of incomes and jobs it would be able to point to promising "signs of impact" (to quote the expression used in the impact reports of the Katalyst project in Bangladesh).

The experience with impact assessment so far confirms this. For instance, currently a case study is being done of the interventions in the anthurium value chain in Kurunegala and Puttalam. Although the project can point to some clear achievements, e.g. more people having taken up this activity, loans having been provided, skills upgraded, plans for an association that will include all growers for export, and the price of flowers having gone up from around 8 to around 15 rupees, the researcher responsible for the study remarked that "if I had done this in a year or two I would have been able to show an impact on jobs and incomes, it is too early now". This is not surprising. Investments have been made, loans taken, which take time to pay off. Some new problems have arisen in the collection of flowers, which still need to be addressed. Businesses also need time to grow to have a significant impact in situations where household pursue a range of livelihoods.

The project believes this is not an exceptional case and that promising "signs of impact" will have to be adequate demonstration of its effectiveness. It also believes that, given the wealth of economic analysis globally that demonstrates the link between a business enabling environment and private sector growth, and private sector growth and jobs and incomes, it may not be a priority to invest large sums of money in doing this once more in the project area.

This having been said, the project continues to pursue its approach to impact assessment that combines qualitative and quantitative methodologies which should be able to demonstrate signs of impact, although it will never result in statements to the effect that, for instance, “the project has created 5,000 jobs”.

The table below is a first attempt to report against indicators, based on the few assessments that have so far been conducted. The first column gives the indicators, the second what the project has done or plans to do to assess impact, and the final column gives examples of signs of impact.

<b>Indicator</b>	<b>What done or planned to assess</b>	<b>Signs of impact</b>
1.1 Two to three years after programme completion, poverty in the targeted districts has reduced more than in comparable districts not included in the programme, among women as well as men.	Assessing this indicator is beyond the scope of the project. Sida, the ILO and the Government could decide to do such an assessment after project completion.	
1.2 By the end of the project, personal incomes have increased by 15% and employment by 10% in targeted value chains at the local level, which will be selected on the basis of pro-poor, pro-growth and feasibility of change criteria.	A detailed case study is being done of the anthurium value chain work. Intervention reports have been done on LOCA results in the coir and the tourism value chain. A report on the dairy value chain is in progress. By the end of the year eight more will have been done.  The quantitative impact survey (for which there is a baseline) may show increases in income and jobs.	The anthurium study shows increases in price, from around 8 to 15 Rs., which could eventually result in more income. The number of directly affected households is around 90.  In coir some 35 local jobs have been created in one division, with wages 20% higher than usual.  In tourism no impact on employment and incomes can be expected until peace is established.  In dairy it is likely that incomes from sale of milk have increased and eventually personal incomes will increase too.
1.3 Sales figures of MSEs in targeted value chains and localities in the two provinces increased by 20 % or more, for MSEs owned by women as well as those owned by men.	See 1.2.	No information available yet.

<p>1.4 More MSEs have entered competitive value chains at the local level.</p>	<p>See under 1.2. This is also being monitored through LOCA and VCD follow-up.</p>	<p>Enter-Growth monitoring indicates that an additional 25 enterprises have started breeding tropical fish in Polonnaruwa after the value chain exercise done there, some generating employment for more than the owner. One hundred more are receiving support to start. 35 more people are growing anthurium and have entered the export value chain. This will increase by another 30. At least 30 have taken up commercial milk production.</p>
<p>1.5 Greater integration has been achieved in targeted value chains, through an increase in association or other group membership, other ways of horizontal collaboration, and greater collaboration between different levels in the value chain.</p>	<p>See under 1.2. This is also being monitored through LOCA and VCD follow-up.</p>	<p>Associations have formed among ornamental fish growers, pottery makers, seed paddy growers, poultry breeders, vegetable growers, light engineering enterprises, garment producers and brick makers. Anthurium growers are planning to join together in one association. The Tourism Association in Anuradhapura has become more functional. A cooperative is marketing vegetables from Kalpitiya. A women's cut flowers association is collaborating to expand their business. Collection points for fresh milk have been established in Kurunegala.</p>
<p>1.6 Business service providers in each district offer at least four new services or approaches that benefit men as well as women.</p>	<p>The project is monitoring delivery of services it has supported the establishment or improvement of. Services will be evaluated towards the end of the project.</p>	<p>LOCA and value chain exercises continue to be offered in all Districts, albeit generally with project technical and financial support. The skills of private sector garment making trainers were improved. Packaging training is on offer and has been delivered in 6 instances.</p>

<p>1.7 An increase of at least 20 percent in the number of MSEs who access business services, among women as well as men.</p>	<p>Follow-up interviews have been done with providers who participated in the business service fairs. An intervention report on the fairs will be done in the last quarter of 2007. Overall impact on demand will be assessed towards the end of the project, through interviews with service providers and an impact survey. Impact of the Palama campaign on demand for services is being measured through a quasi experiment.</p>	<p>Service fair participants reported a moderate effect on demand for their services, but were unable to quantify this. 25% of visitors reported they found useful business services at the fairs. This translates into 37,500 people. 15% said they would follow up on contacts made.</p>
<p>1.8 MSEs and starters in targeted value chains and localities have accessed financial services due to facilitation of better linkages.</p>	<p>This is being and will be covered through intervention reports and case studies, as well as interviews with providers towards the end of the project, and follow-up to LOCAs and VCD exercises.</p>	<p>A few enterprises in the coir sector and around 15 in anthurium (with 15 more in the near future) have accessed credit. Some 30 commercial farmers accessed credit through their cooperative. Financial services providers involved in LOCAs report that they identify good clients through LOCAs.</p>
<p>2.1 At least 10 regulatory constraints identified with MSEs have been solved.</p>	<p>This is being monitored by the project.</p>	<p>5 constraints have been solved.</p>
<p>2.2 Business registration in targeted localities in the programme's final year is up 15 percent or more compared to the first year, among MSEs owned by women as well as those owned by men.</p>	<p>This will be assessed through the impact survey as well as through business registry records, which are now being collected.</p>	<p>The intervention has only just started.</p>
<p>2.3 Officials who participated in programme events express greater confidence in their capacity to provide a conducive environment for MSE development.</p>	<p>This will be assessed through evaluation sheets completed by participants and interviews and follow-up interviews.</p>	<p>The intervention has only just started</p>

<p>2.4 Authorities independently identify and address regulatory issues in the final quarter of the project.</p>	<p>This is being monitored through MSE Forum minutes.</p>	<p>The forums are already identifying issues independently, for instance through meetings with small business associations or the work of Chambers.</p>
<p>2.5 50 % or more of MSEs in targeted value chains in the two provinces, those owned by women as well as those owned by men, agree that regulatory changes carried through are improvements for their businesses, while less than 10 % finds it a deterioration.</p>	<p>This will be assessed through the baseline and impact surveys and studies of particular value chains.</p>	<p>Enterprises in tourism agree that the extension of the validity of the tickets for the archaeological sites is beneficial. The other studies done do not concern regulatory improvements.</p>
<p>2.6 MSE representatives, including women, authorities and business services providers meet at least twice in MSE Forums or other dialogue events in the final year of the programme.</p>	<p>This is being tracked through Forum minutes.</p>	<p>The Forums have met 51 times and are likely to continue. In addition the Forums and the project have organised 8 meetings with all stakeholders, as well as other dialogue events.</p>
<p>2.7 Representative organizations participate more, and more effectively, in dialogue.</p>	<p>This will be assessed through an intervention report planned for later this year.</p>	<p>Given that there was no or hardly any dialogue between representative organisations and the provincial and district government before (as established during project formulation) and that the Forums include such organisations, it is likely that this is being achieved.</p>
<p>2.8 The number of MSEs organised in representative organizations has increased.</p>	<p>This is being assessed through the intervention reports, and will also be assessed towards the end of the project, through the impact survey</p>	<p>Studies done have not included impact on organisation, but LOCAs have resulted in associations being started in eight value chains.</p>

<p>3.1 An increase in the number of people in target communities who consider enterprise an attractive way to make a living.</p>	<p>The impact assessment has been planned for February 2008. The campaign will be evaluated in March 2008. KAB tracer studies will be done in the third quarter of 2007.</p>	<p>Informal interviews with spectators and the theatre group indicate that more people who took part in the performance consider enterprise as an option. People already in business express appreciation that the campaign brings them recognition.</p>
<p>3.2 The number of women and men, including youth and officials, who consider enterprise an attractive way to make a living increases by 20 percent among those who have participated in project initiated activities to promote enterprise culture.</p>	<p>A quasi-experimental study of the forum theatre was been conducted in June 2007. Tracer studies will be done in the beginning of 2008.</p>	<p>The experiment indicates that there is a statistically significant improvement in appreciation of enterprise in the audience compared to a control group. 26 % increased their appreciation on two measurements of appreciation, while only 17% showed no change at all.</p>
<p>3.3 More than 50,000 women and men participate directly in campaign events.</p>	<p>Records are being kept of events and estimated numbers of participants.</p>	<p>An estimated 56,000 have participated already, while the theatre groups in 3 Districts still have to start work. The participants are mostly women and youth.</p>
<p>3.4 KAB included in more than 40 vocational/technical training courses nationwide.</p>	<p>The SIYB Association and the project monitor this.</p>	<p>KAB is being run in 47 courses.</p>
<p>3.5 Entrepreneurial studies running at O-level in 5,000 secondary schools nationwide.</p>	<p>Information on this indicator needs to come from the National Institute and the Ministry of Education.</p>	<p>According to the NIE and the Ministry the courses are being run nationwide.</p>
<p>4.1 An increase in the annual provision of SIYB and related services of at least 10 percent, to women as well as men.</p>	<p>This is being monitored by the SIYB Association.</p>	<p>The Association's reports show that compared to the previous financial year there was an increase of 41% in the number of trainees, while that year compared to the year before showed no increase. On average the indicator is therefore being achieved. This is so for women and men equally.</p>

4.2 An increase in the annual provision of EYB services of at least 30 percent, to women as well as men.	This is being monitored by the SIYB Association.	This is not being achieved. There has been no EYB training over the past year.
4.3 40 percent of MSE owners, women as well as men, listen/watch regularly the MSE radio and/or television programmes.	This will be assessed towards the end of the project, through a listener survey.	Has not yet been assessed.
4.4 In the programme's final year, the SIYB Association makes no use of technical assistance from the programme.	This is being monitored by the project.	No technical assistance is being provided, apart from that in relation to EYB and participation in Executive Council Meetings.
4.5 SIYB providers run at least 10 programmes in the North and East in the programme's final year.	This is being monitored by the SIYB Association.	Given the results for the past year, 49 programmes, it is likely that this will be achieved in spite of the resumed conflict.
4.6 In the programme's final year, EYB providers run two EYB programmes without technical, management or financial assistance from the programme.	This is being monitored by the SIYB Association.	This may still be achieved.
4.7 At least 4 radio and/or television stations run MSE programmes without financial support from the programme.	This is being monitored by the project.	Two programmes are running, coverage of MSEs has increased on other stations.
4.8 At least two e-commerce metamarkets established with chambers of commerce or business service providers.	This is being monitored by the project.	One metamarket is operational.
4.9 At least two key project approaches are being adopted by projects or organisations outside the target districts.	This is being monitored by the project.	The MSE Forums are being replicated by the Federation of Chambers of Commerce and Industry. The Value Chain Development guide is being used by the ILO elsewhere. The work on enterprise culture has informed the ILO's guide on this subject.

The project's results and first signs of impact appear to indicate that the overall strategy and the approaches followed are likely to be effective in terms of the development and immediate objectives, although more evidence is required and will be collected.

More needs to be known about effectiveness in order to judge efficiency.

The relevance of the project to the local economy and private sector in the four districts may be gauged from the response of the stakeholders in the Government, private sector and NGOs, which has been very positive and receptive.

The sustainability of Enter-Growth's results has been considered in detail in the "Pathways to Sustainability" document that was produced in May 2007 and disseminated to the Steering Committee members as well as those concerned in the ILO. In this document it was concluded that the following project results are expected to be sustainable by the end of the project, and for each a number of steps were planned to achieve this:

- MSE Forums
- Implementation of LOCAs
- Implementation of Value Chain Development approach
- Strengthening Small Business Associations service
- Knowledge base on business services, regulations, buyers and suppliers
- Packaging training
- E-commerce service
- Tele dramas on business ethics
- Better garment making training
- Market communication services (if demand is demonstrated)
- SIYB
- Expand Your Business
- Business service fairs in modified form
- Mechanism for improving regulations
- Know About Business
- Entrepreneurial studies in secondary schools
- Media for MSMEs

The sustainability plans are being implemented largely as foreseen. This has been reported on under work done.

At present the MSE Forums, which are at the heart of the project's approach, seem very well placed to achieve sustainability, given the commitment by their members and the significant role they have started to play.

LOCA and Value Chain Development are much appreciated methodologies, but their funding after project completion is still uncertain. This is true too for the different services that have been developed. Since delivery largely depends on subsidies, as entrepreneurs are unwilling to pay the cost, the potential for sustainability is linked to these. Clearly improving an already existing service in the private sector, such as training on garment making, has a much greater potential for sustainability and so has the e-commerce metamediary, which is hosted by the private sector. The work foreseen in market communication will also be with the private sector.

The SIYB programme and the Association that manages it have reached full sustainability. It should be noted, though, that like most business services in the country this sustainability depends on Government, NGO and donor funds. EYB on the other hand, which was developed as a commercially viable programme, has not yet reached its target market and sustainability prospects are poor at present.

KAB has been adopted by the two main providers of vocational training in the country, and is so reaching a high level of sustainability. KAB Master Trainers ensure that the capacity to provide it can be maintained and expanded. As Entrepreneurial Studies has been included in the secondary school curriculum it is also likely to be sustainable.

The MSME media programmes depend on commercial sponsors. The programmes started so far have attracted limited support, but this should change if they reach a large audience and if the political situation in the country improves.

## **4. Crosscutting Issues**

### **4.1 Peace and conflict**

As reported at the Steering Committee Meeting of 18 May, the project has done its own informal assessment of the potential impact of the conflict's resumption on the local economy in the four districts and therefore also on the project results. At the time it was clear that a number of sub-sectors were suffering negative effects. These included tourism and export-oriented value chains such as ornamental fish or horticulture. Trade with the North and East was disrupted and prices have been rising. A number of negative social effects were also indicated. The project proposed that:

- Continue to pursue a “do no harm” approach, i.e. ensure that the project's interventions do not have a negative effect on ethnic tensions or tensions between the IDPs and the local population, and do not worsen the economic disruption cause by the conflict.
- In that context, give priority to selection of localities and value chains that are multi-ethnic, or include IDPs, if other criteria, i.e. of growth potential and expected impact are met.
- Assess the actual and expected impact of the situation on the value chains the project works with or considers, to ensure that they are not in decline or expanding because of the conflict. Supporting sub-sectors that somehow benefit from the war, or that replace supply lines from the North and East by others from the South, is likely to reduce the pressure for peace.
- Work with stakeholders to address some of the immediate issues that entrepreneurs face.

None of the value chains the project is or plans to work in is the exclusive domain of any particular ethnic group, and none is in any way linked to the war. IDPs find employment especially in the fresh vegetables value chain in Kalpitiya (Puttalam) which was the focus of a VCD exercise last year. Recently the project did a LOCA exercise in

Nuraichoilai (also Puttalam). Possible assistance to the economic centre there and to an agricultural cooperative will benefit IDPs working there.

A “Green Entrance” for perishable goods at the airport is expected to be opened the end of September. This will reduce the loss of produce quality due to long security checks.

#### **4.2 Gender**

The situation is similar to what was reported in the previous progress report. Women participate in and probably benefit from project facilitated interventions to the same extent as men. However, the low number of women on the MSE Forum is still a concern which is unlikely to be lifted before the end of the project. The Palama theatre attracts especially women and youth, but a review of the scripts indicated that gender issues were inadequately covered. This is now being addressed.

#### **4.3 HIV/AIDS**

As mentioned under output 4.1, a one-page leaflet on HIV/AIDS has been developed for SIYB trainees, in collaboration with the ILO HIV/AIDS project. This will be printed in August.

#### **4.4 Tripartism**

Neither the Employers Federation of Ceylon nor the trade unions have District-level representatives, and they are therefore not involved. The project does work closely together with District Chambers and small business associations. The latter are largely made up of self employed workers. Initiating a dialogue among District Government, Chambers and associations, and service providers, is one of the project’s main areas of impact.

### **5. The project in perspective**

Small enterprise development is one of the ILO’s and the tripartite constituents’ strategies for economic and social development and the creation of decent work, as reflected in the National Policy for Decent Work. The Government’s draft 10-year development plan also gives high priority to small enterprise development and some of the project’s specific concerns, such as promoting enterprise culture. Reducing regional disparities is another major priority. The project therefore remains highly relevant to the country’s priorities and is contributing to the achievement of the constituents’ objectives.

Enter-Growth continues its participation in the informal Local and Regional Economic Development Group, of ILO, GTZ, Swisscontact and now Asia Foundation projects. The group met once during this reporting period. It hopes to expand membership by the several enterprise-related programmes that are currently being initiated – by IFAD, IFC, USAID and JICA. On the other hand, one of the original members, the GTZ ESSP, has

been completed and GTZ's value chain development project may also not be extended beyond the end of the year.

As described under Output 4.6, the project's experience is an input into other ILO projects and tools.

The conflict in the North and East, and its repercussions in the rest of the country, remain the most important adverse condition that limits the project's impact. While the economy may be growing in Colombo and the Western Province, the current situation is not conducive to sustainable economic growth in provinces that border the conflict area.

## **6. Project management**

### **6.1 Staff**

Staff development continues to have high priority. Two District Managers undertook a study visit to the Katalyst programme in Bangladesh, with an emphasis on learning about its value chain work. Two others took part in the Local Economic Development Summer Academy organized by Mesopartner (the firm that owns the LOCA approach). The Deputy Project Manager participated in the ILO's regional Local Economic Development workshop in Chiang Mai. The associate expert is taking part in the Springfield Centre's course on private sector development.

Following the Strategic Review, team meetings on technical as well as management issues have increased in frequency, and there is more exchange of information project-wide.

The CTA is on contract until December 2007, but will be absent on leave more frequently, for personal reasons. He will continue to fulfil the key management functions. Since the Deputy Manager will be in charge more often, an assistant is being recruited to support monitoring or project progress and related tasks. The CTA's contract and role in the project for 2008 will be reviewed closer to December 2007.

The project lost one of its Assistant District Managers who left for a better paying job. Another is being selected.

### **6.2 Budget**

At the time of writing, 58% of the budget has been committed. Expenditure has been largely as planned. Part of the funds that were lost due to changes in the exchange rate were regained.

### **6.3 Extension and follow up**

On the assumption that the full amount initially budgeted will be made available, funds will probably suffice for a 3 months no-cost extension. Enter-Growth management proposes such an extension to ensure especially the adequate follow up to the four

regional value chain exercises that are being initiated in 2007. These will be completed before 1 June 2008, but are likely to have a greater impact if the project can facilitate follow up for a longer period of time. An extension would also give the project more scope to develop its programme with SLIDA and to contribute to the further development of the Entrepreneurial Studies curriculum, for grade 12, and its introduction.

Project management believes that a number of its approaches have proven their relevance and viability, as demonstrated by interest expressed by other organisations. It therefore proposes to the ILO that it should work together with Sida and if necessary other donors to support a private sector development programme that could be built around the following elements:

- Technical support to the Federation of Chambers of Commerce and Industry to achieve effectiveness and sustainability of District Enterprise Forums in all districts.
- Capacity building in Value Chain Development, both local and regional.
- Capacity building for strengthening small business associations and linking them to the forums.
- Strengthening the mechanism whereby District Enterprise Forums can achieve regulatory improvements at the national level.
- Finalisation of Entrepreneurial Studies and its introduction in schools.
- Further improvement of coverage of small business in the media, including through training on business journalism.

Alternatively (or in addition) the ILO could consider adapting the approach to local economic development in the war-affected parts of the country.

Project management proposes that discussion on a possible follow up project should be initiated in the last quarter of 2007.

## **7. Conclusion, issues, and lessons learned**

Progress has been satisfactory overall during the present reporting period. The project can be completed as planned, but a brief extension would enhance its effectiveness. The first results from evaluations and impact assessments indicate that Enter-Growth's approach is effective in relation to its development and immediate objectives. Other programmes and organisations are learning from it, and the project is also keeping abreast of developments elsewhere.

The main constraint on the project overall is the conflict in the North and East, which is affecting security in bordering divisions, and, more broadly, the economy in the target districts. Even national level activities, such as promotion of TV and radio programmes for small business are being affected. This has been pointed out in the above a number of times and is also documented in a separate paper the project has produced on this issue. This will affect the final impact.

The EYB programme remains the main area where the project is not succeeding. A final effort to establish it in the market will be made over the coming nine months. The delay in the development of the database on Government regulations, business services and

buyers and suppliers has worsened. The project now expects to finalise the database by the end of August.

The main issue that needs to be followed up over the coming months is how to make the most of the project's achievements and learnings, in terms of impact in the target districts and propagation of key elements of its approach in other parts of the country. It is in this context that project management proposes a brief no-cost extension and conceptualisation of a follow up project.

The main lessons learned over the current reporting period include:

- A mid-term strategic review such as the one carried out in January can be very useful for re-adjusting a project's concept, strategy and approaches in line with experience gained and international lessons that are being learned. For a project that is being driven by its stakeholders, a strategic review is much more appropriate than one that mechanically assesses progress against outputs and activities.
- Public-private dialogue at the provincial and district level can have an impact on the business enabling environment and service provision even in a complex and largely centralised administrative system like Sri Lanka's. It also has good potential for sustainability.
- LOCA exercises can provide a sound basis for more in-depth Value Chain Development work, which holds good potential for more systemic interventions and impact on larger numbers of people.
- Impact in terms of incomes and employment will take time to be realised in projects whose interventions are in the business enabling environment, enterprise culture and development of services. This has been demonstrated elsewhere by projects of much longer duration than Enter-Growth.
- An "integrated approach" comes naturally to a project that is process oriented and driven by local stakeholders and priorities. When stakeholders come together for small enterprise, and more broadly, private sector development, it is clear that interventions are required in different areas and at different levels of the economic system if any lasting impact is to be achieved, for the simple reason that it is a system, not a collection of unrelated elements.

**Annex 1      Action taken on suggestions made by the Strategic Review mission**

<b>Issue</b>	<b>Action taken</b>
<p>Suggestion 1: The review suggests that the team devotes time to reflecting on the big picture; understanding how the project fits together. This should include:</p> <ul style="list-style-type: none"> <li>n <i>Agreeing a strategic framework or rationale for the project.</i></li> <li>n <i>Clarifying where – in general terms – the project aims to stimulate change and its overall strategy for bringing about change.</i></li> <li>n <i>Identifying any practical implications that emerge from this thinking.</i></li> </ul>	<p>The framework suggested in the review report has become an integral part of the way the project thinks about itself and its work.</p>
<p>Suggestion 2: It is suggested that, as a general operating principle moving forward, the project should devote the bulk of its attention to identifying and addressing related opportunities and constraints in sectors or services which are key economic drivers – i.e. significant influences on economic performance – in an area in order to achieve the most concerted impact.</p>	<p>The project has started one regional value chain development exercise and has planned three more. Local value chain exercises are also being conducted.</p>
<p>Suggestion 3: It is suggested that the project review its main areas of intervention and determine how well they fit – or could fit – pro-poor growth criteria.</p>	<p>The approach proposed in the review report is being used systematically.</p>
<p>Suggestion 4: It is suggested that Enter-Growth revisits its main areas of existing intervention to ascertain whether the project and stakeholders have sufficient market understanding to justify the current course of interventions and where necessary make adjustments. Greater emphasis should be placed on securing appropriate market intelligence for all future interventions.</p>	<p>This has been done, and will be done in future exercises.</p>
<p>Suggestion 5: It is suggested that the project maps out a pathways to change for its main interventions. This will entail identifying desired outcomes, assessing the capacity and incentives of specific stakeholders, defining actions that the project will need to take ensure take up of specific roles and following up and measuring progress accordingly.</p>	<p>The pathways have been mapped out and actions are being implemented.</p>

<p>Suggestion 6: It is suggested that if the project establishes a clearer, common understanding of the overall project picture and recognises the imperative to build on or replicate individual initiatives into more coherent and concerted interventions this might help in establishing more tangible opportunities and reasons for communicating, both horizontally and vertically.</p>	<p>Specific measures to improve project-wide communication have been implemented.</p>
<p>Suggestion 7: It is suggested that:</p> <ul style="list-style-type: none"> <li>n <i>The project's logical framework is updated to better reflect the project's evolution (as already discussed in various project internal documents) and the issues raised during the review, particularly bringing together value chains, business services and enabling environment.</i></li> <li>n <i>Some re-definition of what the project means by "business services" and "enabling environment" may also be useful in this regard.</i></li> <li>n <i>Better reporting around specific interventions or groups of interventions is also required, in terms of setting out expected outcomes and measuring of progress towards these outcomes.</i></li> <li>n <i>Measurement of individual interventions or groups of interventions need to be aggregated together and related to measurement of baseline indicators. This might be done through small samples surveys and mini-case studies.</i></li> </ul>	<p>Done.</p> <p>Definitions are clear.</p> <p>Being done.</p> <p>The project doubts that aggregation is possible where it has to rely largely on case studies, and where impact is likely to be indirect and long-term. It will attempt to collect as much quantitative data as possible, though.</p>

## Annex 2 Status of specific interventions on regulatory issues

		Involved organisations/actors					
		private actors	public actors	The role of Enter-Growth	Latest progress	Next step	
High priority	Description of the issue/problem	District	private actors	public actors	The role of Enter-Growth	Latest progress	Next step
	Land registration (deeds). There are 12000 land plots in Anuradhapura but only 1500 approved deeds. To get a deed it requires contacts with 26 different public officials in different authorities. P-ruwa has similar problems.	Anuradhapura and Polonnaruwa	The entrepreneurs have to be involved to prove the problem. This is one of the main obstacles for enterprise development and growth in Anuradhapura	There are several authorities that must be involved in this.	To do initiate research, to coordinate meetings and to create a platform for discussions.	Meeting with lawyer who described the problem and gave suggestions on how to act. Also meeting with Land Commissioner and Chamber of Commerce. This is highly prioritised. GA wants EG to conduct survey on outstanding land titles first and take immediate actions.	Enter-Growth has offered to do a short term study as GA wants but also suggests to do a study suggesting long term improvements. Enter-Growth will write ToR for a study on outstanding land titles in NCP.
Not priority	Delayed issuance of long-term lease agreements to business persons. A long-term lease agreement (30 years), will help business persons to access loans and sell their land	Anuradhapura	Thambuttegama Traders' Association	EDB, Land Ministry, Mahaweli authority	Deva attended the meeting, and is responsible for follow-up and push for progress.	The issue was brought up by the association and all the involved organisations had a meeting at EDB in Colombo where the land ministry and the Mahaweli agreed to issue new deeds valid for 40 years on two conditions: The entrepreneurs have to pay the rest of their unpaid taxes and have to use the land for business purposes.	Deva will follow-up on the progress.
	Tax anomalies in Mahaweli area, which means that enterprises pay different tax levels. There are too many tax levels.	Anuradhapura	Thambuttegama Traders' Association	EDB, Land Ministry, Mahaweli authority	Deva attended the meeting, and is responsible for follow-up and push for progress.	The issue was brought up by the association and all the involved organisations had a meeting where it was agreed to solve the problem. The affected entrepreneurs proved their case to the Land Ministry on national level.	
Solved or being solved	Securing land title.	Anuradhapura. Ari will verify if Polonnaruwa also has this problem.	Thambuttegama Traders' Association	EDB, Land Ministry, Mahaweli authority	Coordinate meeting, gather evidence, follow-up, etc.	The Industrial Secretary met with the President and took the opportunity to present the problem. A letter has been sent to the President also.	Enter-Growth Colombo has to gather the Mahaweli Director, the Association, Secretary of the land ministry. Trade association should lead the meeting. Deva needs to gather evidence first. Next step is to have a meeting with the secretary of the association. Deva will send information to Elisabet and Gemunu.
	Reduction of current tax level from 6 to 4 % (on buildings and land assessing the current market level)	Anuradhapura	Thambuttegama Traders' Association	EDB, Land Ministry, Mahaweli authority, Evaluation Department	Coordinate meeting, gather evidence, follow-up, etc.	This is common to all the districts. Inland revenue dept, identify the right minister. More info but should not be priority. Unlikely to change.	

Release of performance bond at the time of completion of the contract. When government is the contractor, there is a performance and maintenance guarantee.	Anuradhapura	Constructers' Association	EDB	Coordinate meeting, gather evidence, follow-up, etc.	The association complained with the EDB which has answered but not satisfactory.	Next step is to have a meeting with the association. What does the circulars/law say, if against the law, we can bring it to EDB. But Constructers's Ass. should be more active. We will wait for Ass. to act.
Implementation of a standard contract agreement by all government institutions	Anuradhapura	Constructers' Association	EDB, National Procurement Agency	Coordinate meeting, gather evidence, follow-up, etc.	The association complained with the EDB which has answered but not satisfactory.	Next step is to have a meeting with the association. Constructers's Ass. should be more active. We will wait for Ass. to act.
One day duration of tickets to archeological sites	Anuradhapura	Local Tourist Association	EDB, Director of the cultural triangle	Coordinate meeting, gather evidence, follow-up, etc.	The issue was presented by Enter-Growth and the association at the EDB forum. It was agreed to change the number of days the ticket was valid but this did not happen immediately.	To push for an implementation
Sell leaf springs of public busses to light engineering shops not possible	Anuradhapura				Jayanta, LOCA Facilitator, works at IDB and could intervene and contact the right people at IDB to find a solution.	The product should be exported to other district
The carpenters face many problems with regulations. They can't operate within a certain distance from forests. In addition, a new Act, issued recently affects the carpenters severely.	Anuradhapura	Carpenter	Village Officer, Divisional Secretary and the Forest Officer	Initiated meetings, assist in forming association, etc.	All districts. We need more information, we should not try to change the law but to raise awareness among carpenters. If Deva forms a group it should include the Forest dept. and carpenter association. An association is just being formed.	
Many carpenters are not registered, which creates problems in their day to day business.	Anuradhapura	Carpenter		Initiated meetings, assist in forming association, etc.	All districts. We should not try to change the law but to raise awareness among carpenters. Collect information on how to follow the regulations. Where can the operate, find maps.	Deva plans to have a workshop for the carpenters to raise their awareness on business registration.
Registration issues of the carpenters at Nachchaduwa	Anuradhapura	Nachchaduwa Carpenters Association	GA, Forest Dept, GS,DS	Coordination and follow-up	Survey report about the the problems has been submitted to the GA	Discussion with villagers by the GA
Transporting furniture products outside the Galenbindunuwewa is been restricted by the police.	Anuradhapura	Galenbindunuwewa carpenters association	GA, Forest Dept, GS,DS	Coordination and follow-up	Report prepared by the association submitted to GA	Letter to the ASP (Police) & Discussion with the police at the division
Ornamental fish enterprises have problems at the customs clearance, which takes too long at the airport.	Pollonaruwa	District OF Growers Association	Customes,	To present the problem to the Forum	The Minister of International Trade has announced that a Green Entrance for perishable products will be opened soon.	
Ornamental fish enterprises have checkpoint problems during domestic transports.	Pollonaruwa	Ornamental fish association	NAQDA		NAQDA had a meeting with the police.	Enter-Growth is to have a meeting with NAQDA

Permits for cow transportation and cow registration	Pollonaruwa				Would need research.	Dairy Value Chain finished in Polonnaruwa. Enter-Growth will work with dairy on a regional level and aggregate the knowledge from each district.
Inconsistencies in timber permits, including import of equipment	Pollonaruwa				Not prioritized.	
Water for ornamental fish ponds. Water is for paddy but also ornamental fish farmers need it.	Pollonaruwa	Farmers' Association	Irrigation Department, Mahaweli Authority	Verbal agreement by Mahaweli authority and farmers to provide water.	Mr. Maithreepala Sirisena, Minister of Agriculture and the head of political situation in the district agreed to attend the problem, in front of the GA and highest level officials and minister Prof. GL Peris. It is minuted.	Ari to discuss with those concerned.
Credit cards, limit on use in e-commerce	Colombo				EG 's international consultant met with Pay-Pal to encourage them to set up in SL. They have plans to do this during 2007.	Follow-up.
Problem of artificial insemination came from LOCA Dairy. (1) It is a responsibility of Trained Lives stock Dev Instructors (LDI). There has been no recruitment of LDIs since 1990 resulting in shortage of them.(2) Privatized AI is not actively implemented.	Kurunegala	Dairy Farmers	Central and Provincial Govt Ministry & Dept of Animal Prodn & Health	Further studies and reporting of findings. Facilitation and follow up better feasible solutions.	(1)Study and reporting completed. (2) Discussions with responsible authorities about privatization.(3) New 22 LDIs has been recruited for NWP, another 22 to be recruited by the Dept	(1)Discussion at a common forum. (2) Dept and the NWP ministry have included in their annual work plans the issued identified by LOCA. Enter-Growth will work with dairy on a regional level.
Quality certificate to milk based products	Kurunegala	Producers of milk based products	Veterinary research Institute (VRI)	Facilitate to refer the issue to relevant authorities	(1)Director VRI verbally agreed to assist in issuing certificate after further studying the situation. (2) Producers have requested to form an association	(1)Facilitation of the further study (2) Prov Dept of Animal Production is willing to support association building
Ornamental fish - can't convert paddy fields into fish ponds came from Policy LOCA	Kurunegala	Ornamental fish association, Kurunegala	Related ministries of Central and Provincial Govts., Chief secretary (NWP) and District Secretary, Kurunegala	Referred to the MSE forum, Kurunegala and following up. Facilitation	Chief Secretary agreed to consider favourably case by case.	Inform ornamental fish association and other districts.
Quarantine certificates for flowers difficult to get - came from Anthurium LOCA	Kurunegala	Exporters and Growers	Dept of Quarantine, EDB	Referred to relevant authority	EDB (NWP) attending to solve the issue. New Common collecting and cool room centres will be opened in Puttalam and Kurunegala. Feasibility was completed and Funds have been allocated. In Kurunegala already inspections take place at collection points.	
Export related policy and regulatory issues of cut flower / foliage industry of NWP	Kurunegala	Exporters and Growers	EDB, Prov Agri Ministry, Ministry of Enterprise Dev	Facilitation and follow up with EDB as a co-partner of the programme	Discussed at the exporters forum and Hon Minister agreed to take up the issue with the Ministry of Ports & Aviation	To be followed by EDB. To be briefed to the new Minister

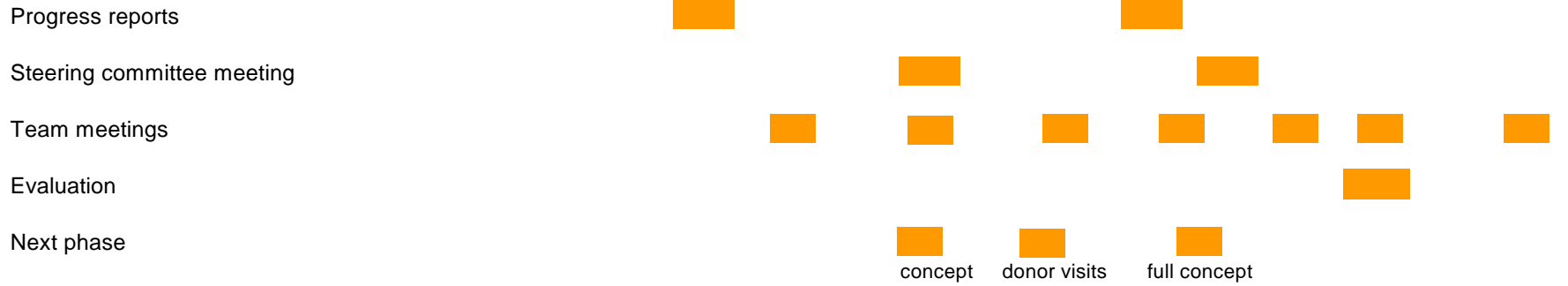
Frequent increase of Air Freight charges	Kurunegala	Exporters and Growers	EDB (NWP)	Facilitation and follow up with EDB as a co-partner of the programme	(1)Lobbied to the exporters forum (2) Minutes of the meeting have been referred to the relevant authorities	To be briefed to the new Minister
Exploring of possibility for operating a special cargo carrier for perishable goods on weekends. This issue aggravates during seasons as most of the Air lines give priority for ready made garments during seasons.	Kurunegala	Exporters and Growers	EDB (NWP)	Facilitation and follow up with EDB as a co-partner of the programme	(1)Lobbied to the exporters forum (2) Minutes of the meeting have been referred to the relevant authorities	To be briefed to the new Minister
Most of the orders are for Monday arrivals in buyers destinations, (Europe) hence a request was made to provide adequate space in such flights	Kurunegala	Exporters and Growers	EDB (NWP)	Facilitation and follow up with EDB as a co-partner of the programme	(1)Lobbied to the exporters forum (2) Minutes of the meeting have been referred to the relevant authorities	To be briefed to the new Minister
Excessive time taken for security checks and clearance at the Airport	Kurunegala	Exporters and Growers	EDB (NWP)	Presented and solved in the EDB Forum. Facilitation and follow up with EDB as a co-partner of the programme	The Minister of International Trade has announced that a Green Entrance will be opened soon.	
Issuing necessary clearances in NWP/Kurunegala such as forest Dept, Wild Life Dept.	Kurunegala	Exporters and Growers	EDB (NWP)	Facilitation and follow up with EDB as a co-partner of the programme	Under discussion stage/EDB	To be followed by EDB. To be briefed to the new Minister
Clay mining limitations for pottery makers	Puttalam	Brick makers and pottery makers	District Industry Committee, DIC	Coordinate and part of the discussions.	Letter from the brick makers to the authorities. This was discussed in the DIC. A circular was issued for the pottery makers. Potteries can now mine 2 m3 per month.	This is still a problem for the brick makers but it's Harithas view that we can't change this.
Clay miners need a type of clay that only exists in Kurunegala, yellow clay. But they are not allowed to transport it.	Puttalam/Kurunegala	Pottery makers	District Industry Committee, DIC	Coordinate and part of the discussions.	The GA in Puttalam is now trying to convince the GA in Kurunegala to issue the same circular as in Puttalam.	It will be discussed in the DIC in depth in the next meeting. GA letter from P-ruwa to K-negala GA.
Kulpitiya division wants to be declared as a special agriculture zone.	Puttalam			Enter-Growth informed the authorities.	It's now being discussed among the authorities.	Not prioritised
Fruits and vegetables exporters have problems with their transports since they are stuck in security checks at the airport. Fresh food goes off.	Puttalam/National	Exporters' Association		Enter-Growth could gather evidence and facts so this can be presented to the authorities.	The Exporters' Association has approached the President and the EDB Forum but the evidence and facts are missing. Haritha has had a meeting with the Association and asked for more facts.	National issue. We are in contact with the Fruits and vegetables exporters' Ass. We need more facts. Elisabet will coordinate. Other export goods should be included, like ornamental fish.

Interest rates of the banks. The entrepreneurs think that the banks should have small enterprise schemes.	Puttalam/National	Small enterprises	National Bank and the Financial Ministry	Enter-Growth to consider its role.	None yet.	Government has a bank where subsidized SME loans can presumably be obtained. Enter-Growth will discuss with GTZ PROMis project what more can be done.
Environmental problems. The enterprises don't follow the existing regulations and the authorities close down the site. The authority should have a better interaction with the enterprises.	Puttalam			Enter-Growth has planned awareness programmes for the coir sector on the regulations with the divisional secretariat in Mundala.	This is national but should not be prioritised. Programmes will take place next month. More info on programmes.	
Electricity problem. Transformer, three phase problem. The electricity board does not provide this to rural areas.	Puttalam	Small production sites needs three phase but can't afford it. It costs 1.6 million rupees.	Electricity Board	Enter-Growth has discussed with the Electricity Board.	Haritha has discussed this with the Electricity Board but they can't do anything about this. They can't afford to do this free of charge in all rural areas.	Nothing. Difficult to change. Not prioritised.
Problems in obtaining the standard capacity of electricity – Ceylon Electricity Board (eg. obtaining 3 phase electricity supply)	Puttalam		Ceylon Electricity Board			
Issues in paying EPF and ETF	Puttalam		Dept of Labor			
Levying of high taxes by local authorities (eg. Pradeshiya Sabha)	Puttalam		Pradeshiya Saba			
Regulations in cultivating in abandoned paddy fields	Puttalam		Department of Agrarian Service	Coordination with Dep. Of Agrarian Service		

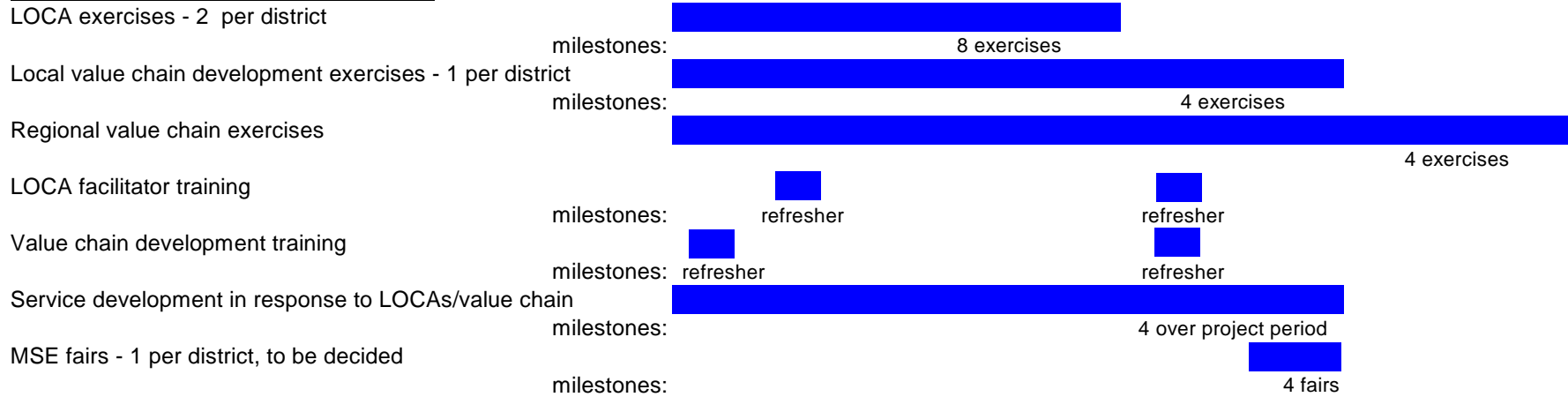
**Annex 3 - Enter-Growth, Global workplan 2007/8**

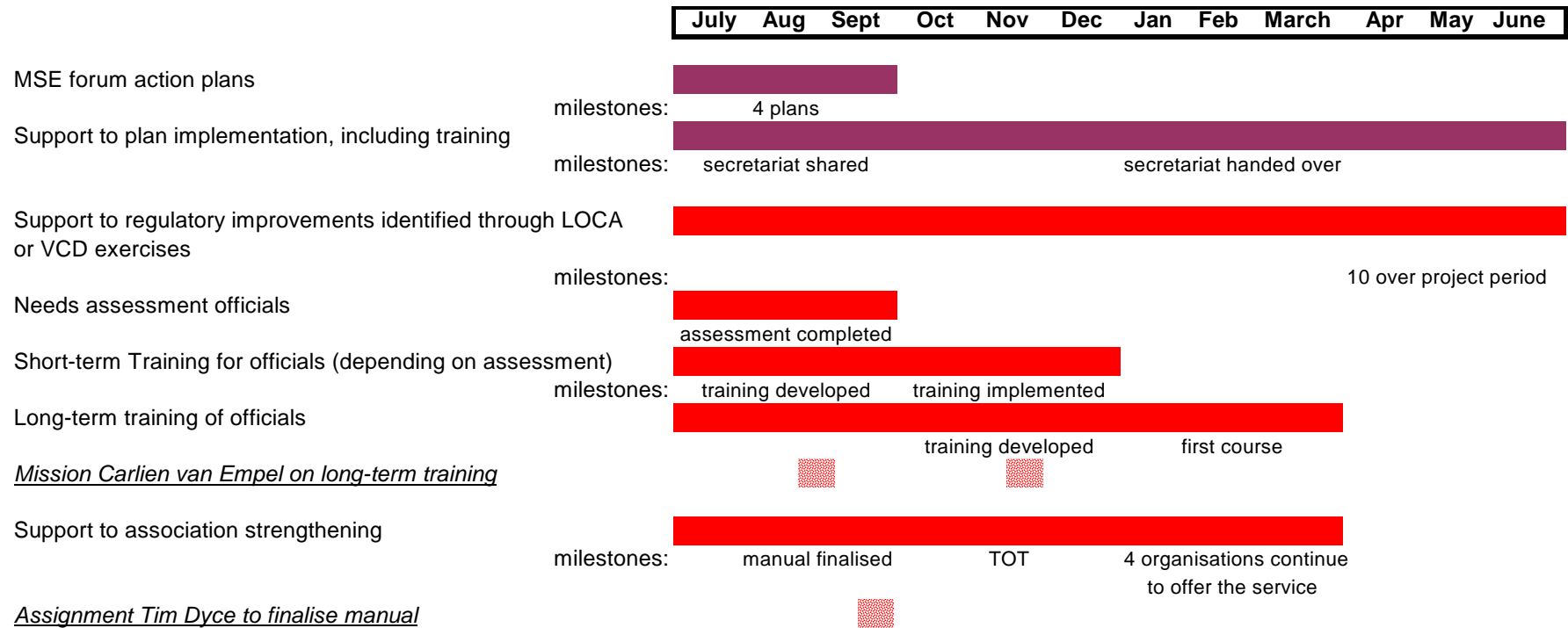
July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June
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**Management**



**Market access/policies and regulations**





**July Aug Sept Oct Nov Dec Jan Feb March Apr May June**

**Enterprise culture**

Palama in Polonnaruwa



milestones: first phase completed

Palama in Anuradhapura and Puttalam



first phase completed

Palama in Kurunegala



actors trained

first phase completed

KAB



1 TOT

5 organisations provide

Secondary schools



milestones: MTs trained

Grade 12 finished

**July Aug Sept Oct Nov Dec Jan Feb March Apr May June**

**SIYB/EYB**

Support to EYB marketing



milestones: 2 EYB programmes

1 EYB programme

**Media**

Support to media houses



milestones: 4 programmes operational

in-house training

*Mission Terry FitzPatrick for in-house training*



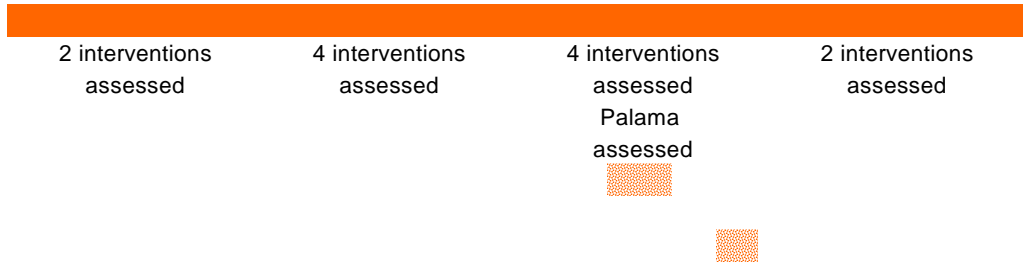
*Support mission Gavin Anderson*



July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Apr	May	June
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**Impact assessment**

Assessments of specific interventions



**Dissemination of experience**



#### Annex 4: Revised logical framework matrix: Small enterprise development for pro-poor growth in Sri Lanka (25.7.07)

**Target groups:** Owners, managers and workers, women as well as men, of micro and small enterprises, including the self-employed.

**Intermediaries:** Private sector organisations, provincial, district and local governments, small enterprise development organizations, the Ministry of Enterprise Development and Investment Promotion

Break-down of goals	Intervention logic	Indicators of achievement	Sources of verification	Important assumptions
<b>Development objective</b>	The programme will contribute to the generation of pro-poor economic growth and quality employment for women and men, through an integrated programme for the development of micro and small enterprises that focuses on the North-West and North-Central provinces. The reduction in poverty and unemployment will indirectly contribute to the sustainability of peace and reconciliation.	<p>0.1 Two to three years after programme completion, poverty in the targeted districts has reduced more than in comparable districts not included in the programme, among women as well as men.</p> <p>0.2 By the end of the project, personal incomes have increased by 15% and employment by 10% in targeted value chains at the local level, which will be selected on the basis of pro-poor, pro-growth and feasibility of change criteria.</p>	<p>Periodic household poverty surveys under the PRSP.</p> <p>Programme baseline and impact assessment enterprise survey.</p> <p>Qualitative case studies and/or mini surveys in targeted value chains and localities.</p>	There is no return to the armed conflict.
<b>Immediate objective 1</b>	Expanded markets for services and products of micro and small enterprises of women and men in the North-West and North-Central provinces, through increased productivity and competitiveness, a stronger demand orientation, and better market linkages.	<p>1.1 Sales figures of MSEs in targeted value chains and localities in the two provinces increased by 20 % or more, for MSEs owned by women as well as those owned by men.</p> <p>1.2 More MSEs have entered competitive value chains at the local level.</p> <p>1.3 Greater integration has been achieved in targeted value chains, through an increase in association or other group membership, other ways of horizontal collaboration, and greater collaboration between different levels in the value chain.</p>	<p>Programme baseline and impact assessment enterprise survey.</p> <p>Qualitative case studies and/or mini surveys in targeted localities and value chains.</p>	<p>There is no return to the armed conflict.</p> <p>Infrastructure (roads, energy, water) will not further deteriorate.</p>

Break-down of goals	Intervention logic	Indicators of achievement	Sources of verification	Important assumptions
Results/ outputs	<p>1.1 The supply strengthened of business services, skills training and locality or value chain-based approaches that enable women and men in MSEs to increase their productivity, offer more market-led products and services, and develop market linkages.</p> <p>1.2 The demand strengthened for business services, skills training and locality or value chain-based approaches that enable MSEs to increase their productivity, offer more market-led products and services, and develop market linkages.</p> <p>1.3 MSEs' and MSE starters' access to financial services improved through stronger linkages between representative organisations, service providers and Government on the one hand and financial institutions on the other</p>	<p>1.4 Business service providers in each District offer at least four new services or approaches that benefit men as well as women.</p> <p>1.5 An increase of at least 20 percent in the number of MSEs who access business services, among women as well as men.</p> <p>1.6 MSEs and starters in targeted value chains and localities have accessed financial services due to facilitation of better linkages.</p>	<p>Records of and interviews with participating providers.</p> <p>Programme baseline and impact assessment BDS and MSE surveys.</p> <p>Records of and interviews with participating providers.</p> <p>Programme baseline and impact assessment BDS and MSE surveys.</p> <p>Records of and interviews with participating providers.</p>	

Break-down of goals	Intervention logic	Indicators of achievement	Sources of verification	Important assumptions
<b>Immediate objective 2</b>	A policy, legislative and regulatory environment in North-West and North-Central province that is conducive to the growth of micro and small enterprises by women and men, and will bring more of them into the formal economy.	<p>2.1 At least 10 regulatory constraints identified with MSEs have been solved.</p> <p>2.2 Business registration in targeted localities in the programme's final year is up 15 percent or more compared to the first year, among MSEs owned by women as well as those owned by men.</p>	<p>Programme records. MSE Forum minutes.</p> <p>Programme baseline and impact assessment enterprise survey.</p> <p>Qualitative case studies and/or mini surveys in targeted localities and value chains.</p> <p>Business registry.</p>	<p>There is no return to the armed conflict.</p> <p>The national Government continues to promote a more conducive policy, legislative and regulatory environment for MSEs.</p>
<b>Results/ outputs</b>	<p>2.1 The capacity of provincial, district and local authorities strengthened to create and maintain an enabling policy, legislative and regulatory environment for MSE development by women and men, within the framework of national policies for poverty reduction and MSE promotion.</p> <p>2.2 Concrete improvements in the policy, legislative and regulatory environment realised benefiting women and men.</p>	<p>2.3 Officials who participated in programme events express greater confidence in their capacity to provide a conducive environment for MSE development.</p> <p>2.4 Authorities independently identify and address regulatory issues in the final quarter of the project.</p> <p>2.5 50 % or more of MSEs in targeted value chains in the two provinces, those owned by women as well as those owned by men, agree that regulatory changes carried through are improvements for their businesses, while less than 10 % finds it a deterioration.</p>	<p>Event evaluation sheets Interviews with officials</p> <p>MSE Forum minutes</p> <p>Programme baseline and impact assessment enterprise survey</p> <p>Qualitative case studies and/or mini surveys in targeted value chains.</p>	<p>Provincial, district and local governments make available staff for training.</p>

Break-down of goals	Intervention logic	Indicators of achievement	Sources of verification	Important assumptions
Results/ outputs	<p>2.3 A dialogue established and sustained between provincial, district and local authorities, MSEs, and business service providers</p> <p>2.4 Representative organisations of female and male-owned MSEs developed and strengthened to enable them to participate effectively in dialogue with the authorities and to facilitate their members' access to services and markets.</p>	<p>2.6 MSE representatives, including women, authorities and business services providers meet at least twice in MSE Forums or other dialogue events in the final year of the programme.</p> <p>2.7 Representative organizations participate more, and more effectively, in dialogue.</p> <p>2.8 The number of MSEs organised in representative organizations has increased.</p>	<p>Forum meeting minutes.</p> <p>Interviews, qualitative case studies, reports on dialogue events.</p> <p>Baseline and impact surveys of SBAs.</p>	

Break-down of goals	Intervention logic	Indicators of achievement	Sources of verification	Important assumptions
<b>Immediate objective 3</b>	Authorities and communities in which the poor predominate regard starting and growing micro and small enterprises by women and men as a socially and economically attractive activity.	<p>3.1 An increase in the number of people in target communities who consider enterprise an attractive way to make a living.</p> <p>3.2 The number of women and men, including youth and officials, who consider enterprise an attractive way to make a living increases by 20 percent among those who have participated in project initiated activities to promote enterprise culture.</p>	<p>Qualitative assessment of enterprise culture before and after the interventions.</p> <p>Quasi-experiment, tracer studies.</p>	<p>The education sector will increasingly address business orientation in the basic education system</p> <p>Successful MSEs will serve as role models</p>
<b>Results/ outputs</b>	<p>3.1 A campaign to promote enterprise culture carried out in the target Districts.</p> <p>3.2 Know About Business progressively introduced into vocational and technical training.</p> <p>3.3 Support provided to the introduction of entrepreneurial studies in the education system.</p>	<p>3.3 More than 50,000 women and men participate directly in campaign events.</p> <p>3.4 KAB included in more than 40 vocational/technical training courses nation-wide.</p> <p>3.5 Entrepreneurial studies running at O-level in 5,000 secondary schools nation-wide.</p>	<p>Campaign records.</p> <p>SIYB Association and project monitoring records</p> <p>National Institute of Education and Ministry of Education records.</p>	<p>The Ministry of Education does not change its policy on the introduction of Entrepreneurial Studies.</p> <p>Vocational and technical training institutes do not change their policy to promote entrepreneurship.</p> <p>Official and political support for promoting enterprise culture in the target districts is maintained.</p>

<b>Break-down of goals</b>	<b>Intervention logic</b>	<b>Indicators of achievement</b>	<b>Sources of verification</b>	<b>Important assumptions</b>
<b>Immediate objective 4</b>	Greater access country-wide to market-led, sustainable business services for micro and small enterprises owned by women and men.	<p>4.1 An increase in the annual provision of SIYB and related services of at least 10 percent, to women as well as men.</p> <p>4.2 An increase in the annual provision of EYB services of at least 30 percent, to women as well as men.</p> <p>4.3 40 percent of MSE owners, women as well as men, listen/watch regularly the MSE radio and/or television programmes.</p>	<p>SIYB association M&amp;E system.</p> <p>SIYB association M&amp;E system.</p> <p>Listener surveys</p>	<p>The Government and the donor community continue to promote more market-led business services.</p> <p>There is no return to the armed conflict</p>
<b>Results/ outputs</b>	<p>4.1 The SIYB Association enabled to technically fulfil all its mandated functions with regard to sustaining the national SIYB programme.</p> <p>4.2 The SIYB Association and Partner Organisations supported in marketing the SIYB programme in the North and East of Sri Lanka.</p>	<p>4.4 In the programme's final year, the SIYB Association makes no use of technical assistance from the programme.</p> <p>4.5 SIYB providers run at least 10 programmes in the North and East in the programme's final year.</p>	<p>Programme records.</p> <p>SIYB Association M&amp;E system.</p>	<p>The Association's Board continues to provide strong leadership for the programme.</p> <p>There is no return to the armed conflict</p>

Break-down of goals	Intervention logic	Indicators of achievement	Sources of verification	Important assumptions
	<p>4.3 A commercially, technically and institutionally sustainable EYB programme under the national SIYB programme</p> <p>4.4 Commercial small business radio and/or television programmes established that provide information, offer a forum for discussion, and strengthen the demand for business services.</p> <p>4.5 Access to affordable e-commerce services increased for MSEs.</p> <p>4.6 Experience gained and lessons learned on district-level integrated MSE development incorporated in the Ministry of Enterprise Development and Investment Promotion's knowledge base, shared with relevant institutions at the national level, as well as with relevant authorities, MSE representative organisations and service providers in other districts.</p>	<p>4.6 In the programme's final year, EYB providers run two EYB programmes without technical, management or financial assistance from the programme.</p> <p>4.7 At least 4 radio and/or television stations run MSE programmes without financial support from the programme.</p> <p>4.8 At least two e-commerce meta markets established with chambers of commerce or business service providers.</p> <p>4.9 At least two key project approaches are being adopted by projects or organisations outside the target districts.</p>	<p>SIYB Association M&amp;E system.</p> <p>Programme records Media monitoring</p> <p>The Internet</p> <p>Project records</p>	<p>Commercial distributors will serve as retailers of EYB</p>