



USAID
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REVIVE Project Status and Implementation Options

As of November 2005

November 2006

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1. Background

With a pre-authorization letter issued on January 19, 2005 and the contract executed in February 2005, REVIVE has undergone four contract modifications. The first, initiated by USAID, corrected a misinterpretation of a budget line item; the second increased funding from \$4.1 million to \$10.1 million; the third revised the budget and supplied technical interpretations requested by USAID; and the fourth extended the contract for six months and added approximately \$420,000 to the contract.

The project has completed 10 of 18 months of implementation and is scheduled to end on July 31, 2006. In this time, the number of beneficiaries has grown to near the project target level. REVIVE has made considerable progress in the past six months, since June 2005. Most funds have been subgranted, and the target of serving 29,000 households is within reach. Project managers must now decide how to direct the remaining funds and gain the greatest impact with these resources while supporting USAID goals.

With now well-established procedures for subactivity identification, due diligence and monitoring, project staff could continue with the current strategy through the end of the contract period, assisting another 12,000 to 13,000 beneficiaries beyond what was originally contracted for. Or USAID managers and REVIVE staff could re-examine the project strategy and goals, and redirect remaining funds to other purposes.

PROJECT STATUS

REVIVE has made 68 awards to 15 local NGOs, totaling \$3.917 million in subcommitments.¹ The estimated number of families reached directly is slightly less than 26,000. This gives a crude cost of \$151 per livelihood restored to date. This number will change, of course, as the complement of grants is awarded, particularly if there is a change in strategic direction as discussed later in this report.

Barring unexpected changes, all targets will be met without exhausting the funds under the existing contract (Table 1). At present, more than \$2 million is available for subgranting and subcontracting, exclusive of possible reprogramming and budget reallocation. In short, one can be confident that REVIVE will achieve its objective of restoring the livelihoods of 29,000 tsunami-affected households. So far, three main implementation modes have been used (see Figure 1):

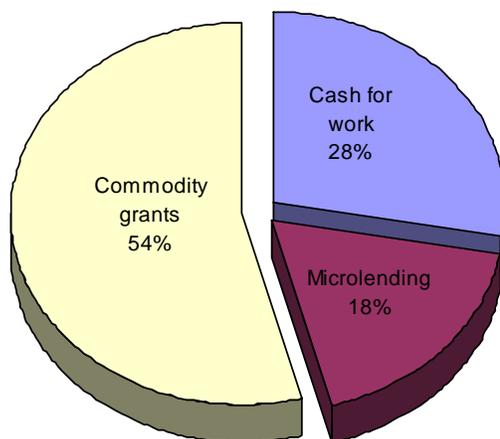
¹ Data are drawn from the quarterly report to USAID submitted on October 31, 2005

cash for work (7,210 households participating); microlending (4,664 households receiving credit); and commodity grants training and technical assistance (14,062).

Table 1
REVIVE Financial Status as of October 31, 2005

Project inception—March 2005
 Current end date—July 31, 2006
 Total LOP funding—\$10.190 million
 Program funding available—\$6 million
 Subobligated to date—\$3.917 million
 In pending proposals—\$800,000
 Beneficiary families to date—25,936
 Available for reprogramming—\$1.4 million

Figure 1
Implementation Modes



UNPROGRAMMED FUNDS

There are 12,787 households targeted to receive benefits in 16 pending proposals valued at \$2,673,531 (Figure 3). The number of households could go as high as 38,723, working with a grant portfolio of \$6,590,536. Figure 4 shows the rate of beneficiary growth. The gap between the two trendlines illustrates the implementation lag between when a grant is awarded and when assistance first reaches the beneficiary. Implementation has markedly increased in the past few months, and most REVIVE staff are now working with grantee organizations to ensure rapid implementation.

Figure 3
Number of Households Targeted by Pending Proposals

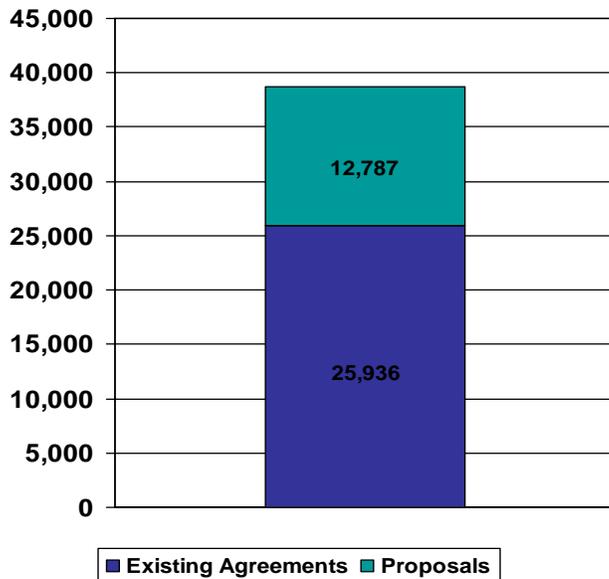
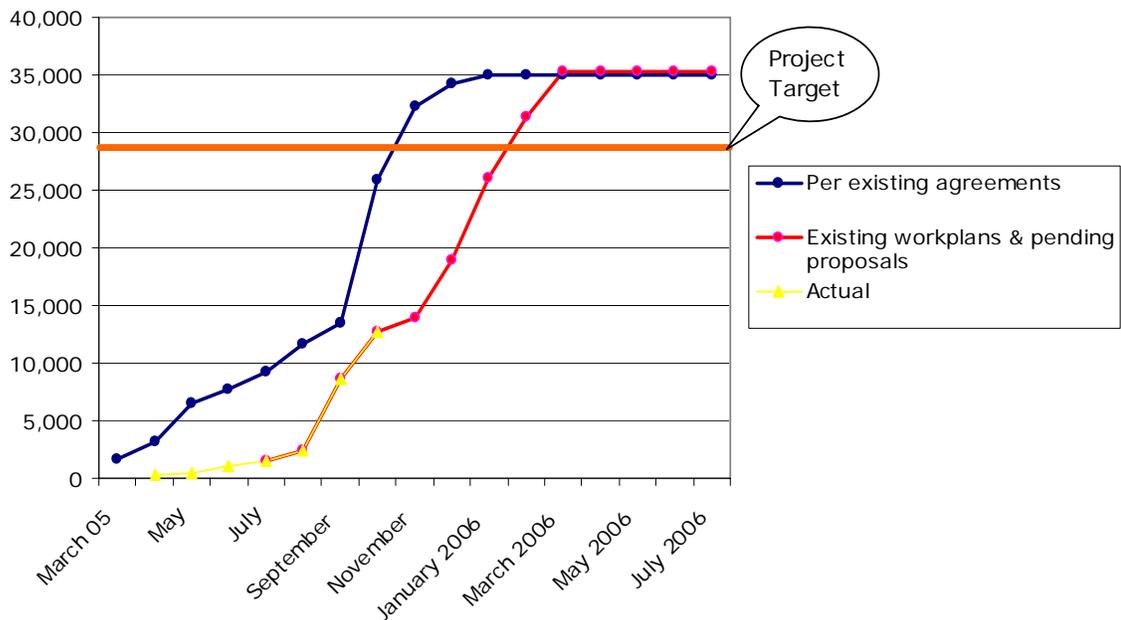


Figure 3
Rate of Beneficiary Growth



At an average cost of \$210 per capita, the project will need to identify another 7,000 beneficiaries within the coming weeks to satisfy project targets as stated in the contract. There are also major line items for studies and short-term technical assistance which, if not used for their intended purposes, could yield an additional several hundred thousand dollars. This would open several possibilities:

- One option is to leave the remaining funds unprogrammed for a time by establishing a “contingency” fund. This would provide flexibility, but it is difficult to justify not putting the funds to their best use at the time they are needed.
- Another, more unorthodox proposal, is to direct these funds to the construction of permanent housing, a use hitherto prohibited by USAID. A potential difficulty is that the remaining time in the contract does not permit construction on this scale. The experience of other NGOs and private groups in construction has shown how difficult the permanent housing sector can be. Furthermore, REVIVE staff are not equipped to manage a project of this sort and would have to rely on advice from other technical organizations whose resources are already stretched to the limit.
- Some or all of the residual funds could be used to support INGO initiatives, another use prohibited under the current contract. REVIVE staff have received several such ideas, some of which are quite promising:
 - CCF has submitted an intriguing proposal that would support their ongoing microfinance program;
 - Counterpart International is interested in a variety of environmental activities in the South, some of which have a food security focus;
 - UNOPS would support the construction industry through a program of workforce strengthening, which could complement construction and public works programs in Pottuvil and Arugam Bay; and
 - The Stromme foundation is seeking funds for commodity subgrants in the East.

Remaining funds could be redirected to further the Mission’s objectives for employment and workforce development. REVIVE staff are preparing an options paper to examine ways to provide training in construction industries. Properly designed and implemented, this initiative could support activities in the East and Arugam Bay, through helping to develop the construction industry and ancillary support services. Options for workforce support are presented in the following sections.

Any of these ideas could be combined with other ongoing activities. In the past few weeks REVIVE staff have been meeting with USAID to discuss plans for the future of the project and potential for supporting other reconstruction efforts. An October 21 briefing at USAID brought out several options to be explored over the coming weeks.

IMPROVING MONITORING AND EVALUATION

As subgrant implementation is proceeding, subgrantees are gathering information on each beneficiary for entry into a central REVIVE-managed database. The beneficiary database is fully implemented; some grantees are entering data while in the field while others rely on REVIVE staff for this purpose. Over its life the database has gone through significant changes in scope and expectation. As of this writing, about 20 percent of the expected 29,000 records have been entered. While the rate of data entry is slow, the database contains enough information to permit a statistical firm, TNS, to draw a certain sample frame and begin more detailed investigations.

Since the bulk of data forms have yet to be entered, it may be helpful to review the contents of the database at this time to ensure that all requested information is in fact useful and worthy of being collected and entered.

Although the performance measures and indicators for REVIVE are fairly straightforward, the ANE Bureau has developed some tsunami indicators and other common indicators that may result in information requests from REVIVE staff. These requests are likely to occur before the end of the calendar year, since the mission's Annual Report is due before the Christmas holiday. It would be helpful for REVIVE staff to approach the CTO as he becomes more familiar with these reporting requirements to ensure that requests can be handled in a timely manner.

The upcoming presidential election is unlikely to affect project implementation, but certain practical issues should be recognized. Some REVIVE data gathering has already been misinterpreted by overeager law enforcement personnel in Hambantota as being politically motivated. This is not a serious problem but signals the importance of communities understanding project motives.

The CH2MHill representative has stated that he does not wish to make the final selection of vocational centers to upgrade until the new leadership at the VTA has been selected. This means that no clear guidance will be given for several months about which centers REVIVE might partner with. In addition, some outcomes could cause USAID to want to realign its portfolio to support a progressive new administration, so one should be wary about overcommitting resources, to allow some flexibility in the final months.

Because USAID has indicated its interest in expanding support to workforce development, it would be wise to position REVIVE to assume the role of a resource for the new CTO, Workforce Advisor, and Vocational Technical Coordinator, so that they coordinate the use of the program to support these and other Mission workforce and training efforts.

THE EAST

Over the past several months, REVIVE has done much to redirect attention to the underserved district of Ampara, opening an office there and posting permanent staff. One measure of concentration on the East is the number and value of grants made to local organizations, and this should be monitored. In addition, the project could expand further, either alone or in cooperation with USAID and other NGOs, as follows:

- Take advantage of the ongoing DG and OTI activities funded by USAID in the East. Work with the AED community local government development activity to convoke community groups to meet and discuss development priorities. Use this activity to empower local groups
- Encourage dialogue between community groups and TCP tourism cluster personnel. This could be in addition to, or combined with, the work done by AED and Mercy Corps in Arugam Bay and lower Ampara district (although there is no reason to limit the effort to those areas).

- Train hotel workers. Industry advisors repeatedly cite the need for better English language skills, but REVIVE could be of assistance with other transferable skills.
- Train water engineers, community workers, and equipment operators for installation of water drilling and pumping equipment. Working alongside the CH2MHill water engineers in Pothuvil and Panama, help form water user groups and community councils to identify areas of collaboration and set priorities for construction projects.
- Working with other NGOs in the area and with the VTA and NAITA, develop the VTA training facility in Pothuvil.
- Expand the craft fair scheduled for December in Galle to other areas of the country, including Ampara.
- Working with TNS or a similar research organization, fund a study to determine the composition of employment and develop a workforce skills redevelopment activity (see proposed scope of work from Salma Peiris).

Plans are underway to supplement CH2MHill vocational training by working through UNOPS. It is unlikely that such training will absorb all remaining program funds, so the activities listed above could be designed to complement those efforts.

ACTIONABLE RECOMMENDATIONS FOR REVIVE MANAGEMENT

1. Obtain clear guidance from USAID about desires for unprogrammed funds. This would best be done with the outgoing and incoming CTOs present as well as a representative from the Program Office. Outputs would be indications of how much to spend in which areas and which themes to emphasize, and determination whether a contract modification would be necessary.
2. Do what is necessary to make project continuation feasible, either in its current form, as a local NGO, or other structure. Both REVIVE and the OTI program will soon end and unless certain steps are taken, USAID will lose its ability to conduct outreach when tsunami-related funding ends.
3. Continue to explore ways to support USAID construction and workforce development in the East.
4. Pursue academic and research objectives using the data in the database and reports generated. These could include pre- and post-tsunami comparisons; lessons learned with applicability to other post-disaster assistance; inter-ethnic dynamics; and a host of other topics.
5. Strengthen ties between TCP and REVIVE by examining which clusters could directly support reconstruction, such as Coir and Jewelry; and consider whether other industry groupings might be pertinent (e.g., a construction cluster).
6. OFDA personnel continue to scrutinize REVIVE as a rapid-disbursing relief project. This is unfair, but unlikely to change. REVIVE staff must plan their activities and reporting systems to satisfy both constituencies as well as the new group of engineers concerned with infrastructure and the vocational education group in the Mission.

7. Continue to emphasize the East. Many good subactivities have been identified in Ampara district, independent of and in tandem with the US Government.
8. Review grants to see what the likely yield of beneficiaries will be. USAID is interested in expanding REVIVE's mandate (within the boundaries of the coexisting contract) but REVIVE management should ensure that contract goals are met first.
9. Continue to work with the survey. Several important analytical tools should be developed. A survey is already being designed to determine pre-tsunami incomes and employment. This should be supplemented by a relationship with a think tank or similar institution to analyze the data from beneficiary forms. Some longitudinal studies of project impact should be undertaken after several months have passed, but others could be started now.

2. Workforce Development

USAID STRATEGIC PLAN

USAID is aiming to promote workforce development in Sri Lanka. Although no formal program materials identify a change in program direction, it is clear that substantial interest exists in the Mission. The strategic plan (the public version available on www.usaid.gov) mentions workforce development in two places. Details of Mission intentions are sketchy, in part because opinions on future directions differ. REVIVE's scope of work implies that it was originally conceived as a workforce development activity, although little has been done to follow up. The mission advertised for and recruited a workforce development advisor, who may begin work in the coming months. Yet, there is no move to introduce a standalone activity. This may change with the advent of a new team leader for economic growth. REVIVE staff should seek an early reading of the new team leader's interest in economic development and reconstruction.

Mission staff have expressed interest in using tsunami-related investments as the basis for a more comprehensive workforce program. Although USAID's current strategy makes no provision for workforce development, Director Becker and others are interested in using instruments in place to develop this idea. To do so in a serious way would involve a strategy amendment at a minimum, and this is unlikely to take place for more than a year. The current strategy ends in 2007 and it is unlikely that it will be amended before then, even under the new, short-term strategic planning guidance from AID/W.

Director Becker is interested in exploring options to address the needs of the "bright cohort"—those who have completed A-level examinations and are unable to enter university because of a lack of openings. These unemployed but skilled youth could make a big difference in Sri Lanka's economic growth and stability. The problem is that they expect government employment and such employment is no longer guaranteed. Many youth have unrealistic expectations about the future.

STAKEHOLDERS AND PROGRAM IMPLEMENTERS

REVIVE should formulate any eventual strategy in this area in the context of other training and education activities. Implementing partners involved include the following:

- *CH2MHill's* workforce development advisor is Ron Saunders. This consultant met with him on November 9 at makeshift quarters on Davidson Road. They will have a small subcontract with DevTech for curriculum development and related matters. They are open to cooperation, and Mr. Saunders plans to meet with REVIVE staff in the near

future. The scope of work for the CH2MHill vocational education contract, which is very ambitious, is attached as Appendix 3. .

- **NAITA and VTA** have similar mandates but NAITA specializes in apprenticeship training, which has a large on-the-job component. With financial assistance from the French, Naita recently completed a pilot program in Matatra district from which 60 construction workers graduated. They received stipends during training and toolkits at graduation. ADB has also supported the VTA. ADB recently completed Phase I of its loan and is beginning Phase II.
- **The Competitiveness Program** provides technical assistance to private associations and organizations committed to advancing competitiveness and economic development. They could provide a good reference point for understanding employers' needs, as suggested in the Section 2. TCP works with representatives from business and government who form strategic task forces or "clusters." An industry cluster consists of members from every part of the business process and as such is a proxy for the entire industry. Working together, members of the cluster come to appreciate each other's perspectives and arrive at a consensus on strategy - what must be done to drive an industry forward.
- **World University Service Canada (WUSC)**, is a Canada-based organization undertaking a vocational education project in Sri Lanka. The goal of the Project for Rehabilitation through Education and Training is to reduce the poverty that aggravates social tension resulting in conflict. The project's employment-oriented vocational training closely monitors market needs, and enhances communication among employers, training institutions, and beneficiaries. WUSC works to ensure that systematic improvements can be sustained by improving partners' management, administration and training skills. Among the results they cite are a 74% overall employment rate (male 84%, female 53%); average monthly income is increased ten-fold two years after training; and entrepreneurial skills were identified in many trainees, allowing them to go from un- or underemployment to starting their own business
- **Free The Children**, a Canadian NGO, is helping people rebuild their lives in Ampara District, rebuilding, schools and supporting education. More than 21,000 school children in Ampara were affected and 40 schools severely damaged. This situation is especially challenging for students in grades 11 and 13, who must entrance examinations for university and post-secondary acceptance. The challenges they face place them at a clear disadvantage. In Ampara District, Free the Children is already renovating, rehabilitating, and upgrading schools and training centers; training and supporting teachers; and implementing a curriculum to facilitate learning in an environment that is protective and gender-sensitive.
- **Mercy Corps** (through funding from Oprah's Angel Network) supports activities in Arugam Bay. These include the installation of street lights; tourism recovery clean-up; the rebuilding of restaurant and tea shop owners' livelihoods; support of local fishing industry; landscaping; tourism training for hotel and restaurant managers, IT support, and industry advocacy; support for small groceries and stores, mostly women-owned; and the design and launch of a website to promote tourism (www.visitarugambay.com). Mercy Corps

is also developing a Community Development Plan, which should be useful for identifying potential areas for intervention.

- ***Young Entrepreneurs of Sri Lanka***, institutionally affiliated with Junior Achievement, has been supported by USAID in past years and may be included in its future programming plans for the sector. Unlike other education and entrepreneur programs in the country, YESL targets rural students. An international program involving 6.2 million children from around the world, it was launched in 300 local schools with 100 from rural Sri Lanka, and prepares children to brave the free enterprise system. They undergo training in practical and professional business. The program encourages children to set up their own firms and companies within the school system and run a profitable business. Organizing themselves as companies, children raise capital by selling shares, select a business idea, write business plans, operate current accounts in banks, sign checks, create jobs, write resumes and job applications, determine salaries or wages, define job descriptions and do everything related to a business organization.

It is suggested that REVIVE staff visit with these and other organizations active in the sector, including the ADB, VTA, the Germans, the French, and World Vision.

WORKPLAN

1. Continue to provide trainees with small business skills training. In some cases this may be the only opportunity they have to learn rudimentary planning and accounting principles.
2. Continue to build ties with the Government of Sri Lanka, NGOs, and USAID offices. Develop a better understanding of USAID intentions and desires for workforce development. Work closely with Mr. Edwards to discern his vision for workforce development. Suggest that REVIVE could adapt field operations to support this vision.
3. Approach the new construction and engineering firm and its subcontractors. Continue to visit organizations like the construction industry group this consultant visited with Salma Peiris. Develop further connections with TCP and the clusters. Here, Nathan has a comparative advantage. TCP should organize and publicize a roundtable that brings private sector leaders together to talk about the training their industries need most urgently, with the expectation that REVIVE could coordinate training to address these needs. USAID could be closely involved in these meetings as well as the firms that will be working in tsunami reconstruction.
4. Identify support activities. As Mfr Sorensen says, "There are just as many support people on jobs as direct carpenters, bricklayers, etc. So think about how many inventory people, construction managers, construction accountants, materials suppliers, transport, maintenance, etc. could get jobs if they had training and think about doing training for people aligned towards those occupations."
5. Select a model site (e.g., Pothuvil) as a target. To develop it by December 26 to the point where an inauguration ceremony could be held, consider identifying a private sector partner to provide internet connectivity or cash to fund a training program, as the GDA has done.

6. Learning centers are being reconstructed. How about enhancing them with private sector partnerships as the GDA is doing? Bring in funding from private corporations who want to train in a given skill. Present USAID with proposals for collaborative instructional material development, for example, or donations of computers.
7. Consider what might be done to expand handicrafts skills development.
8. Obtain a better understanding of employment statistics in Ampara and other areas where USAID plans to work.
9. Continue to expand the list of interventions through which REVIVE can address community needs. Workforce development is a means to an end.

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the cost per trainee. One figure quoted is that the three-month training program costs 25 thousand rupees per trainee. Each is provided with a toolkit.

- Week of October 31- November 4 Complete scope of work, interviewed two local media firms, Smart Media and Leo Burnett, who had been recommended by colleagues in USAID. Selected a firm. A third firm is unresponsive to REVIVE's request for proposal.
- November Interviewed two statistical firms—CPA and TNS. CPA is clearly too busy with other work to be able to devote adequate attention to REVIVE. TNS promises to work with us to refine the scope of work and carry out a survey.
- Brief monitoring and evaluation consultant. Provide reference and reading materials and suggestions for further research.
- November 8 Meeting with USAID EG staff (I did not attend). David Dyer lays out options for the remaining months and Dick Edwards, the new CTO, expresses interest in our developing activities to support workforce development. I work with Dave to lay out a plan for setting forth Pothuvil as the first vocational training site to be rehabilitated. We can work with the VTA and perhaps get donations from the private sector.
- November 11 Salma and I meet with NAITA, the National Apprenticeship and Industrial Training Organization (notes by Salma) to explore potential areas of collaboration in the areas of skills development and training. USAID has a Tsunami Reconstruction Project in Ampara and therefore the need for skilled workers. Mr Basnayake stated that at present they are conducting training programs on skills development with the assistance of the French government and the GTZ. The GTZ program is almost coming to an end. Under these programs the trainees are paid a stipend and also given a toolkit worth Rs 15,000/-. These incentives has worked as the drop out rate at these program has been very low as well as the demand for this program has increased.99% of those trained has been employed. NAITA carries out tracer survey to monitor the progress of those trained by them.
- NAITA has no problem in attracting trainees for these programs. NAITA had a problem of attracting trainees for their normal program as the stipend paid was low and no toolkit was given at the completion of the program. Since NAITA has contacts with the relevant industry, it is possible for them to provide on the job training too to these trainees. NAITA has been in existence since 1971 whereas Vocational Training Authority (VTA) was formed in 1991. They said that they are not in a position to meet the demand from the construction industry for trainees to be given on the job training. NAITA conducts training for 22 industries with 163 trades. The trades that are in demand for the construction industry are mason, carpenter, bar bender.
- NAITA can set up training centers in the Ampara district if necessary. NAITA

does not have a VTC in the Ampara district, but conducts its apprenticeship courses. They have Master trainers and inspectors who could handle a large training program. The cost per trainee is around Rs 30,000/- which includes a stipend for the trainee. Since NAITA has a provincial office in the eastern province they can co-ordinate any program in the Ampara district. NAITA's certificate is accepted at the national level. NAITA identifies trades in demand through a labor market survey conducted by TVEC regularly. At present there is a demand for three-wheeler, motor bike and tractor repair courses.

- November 12 Meet with Leo Burnett representatives. They agree to provide the initial mockup early during the week of November 14 (their timeline, however, shows the mockup will not be ready before November 18).
- Meet with ImpaktAid, a local NGO founded by Canadians. They are participating in the REVIVE crafts fair in December.
- November 13-17 Report writing, meetings with USAID staff, strategy sessions for workforce development and use of remaining funds.
- November 18 Meet with CH2MHill, UNOPS, and USAID to discuss strategy for construction workforce training. UNOPS agrees to implement training to prepare workers for upcoming construction activities.
- November 19 Last day of work. Dave asks me to continue to work to complete the annual report while back in DC.
- November 20 Depart Colombo for US

Appendix 2. Pending Proposals

Organization	Mode	Description	Districts	Families	Budget
Relief International	Loans & training	Create 250 community-based microfinance groups & training	Ampara	2,000	\$200,000
HELP-O	Grants	Micro enterprise funding and training	Galle	500	\$13,023
CDC - Matara	Grants	Microenterprise funding + training	Matara	240	\$57,267
Humanitarian Brotherhood	Loans	Micro enterprise funding	Ampara	1481	\$250,000
Society of Hambantota Dev. Fund	Grants	Micro enterprise funding	Hambantota	210	\$80,000
Sheltering, Healing and Educating Women in Sri Lanka	Grants & Loans	Training workshops and loans to affected women. Branding and Marketing of the products by beneficiaries formed into an association.	Galle	150	
Business Creations	Grants & Loans	Micro enterprise funding	Galle, Matara, Hambantota	1,500	\$282,605
Aquinas South Asian Regional Institute of Management (ASARIM), FCCISL & EDI	Grants	Micro enterprise funding and training for the development of villages in the coastal regions (40 entrepreneurs per village)	Eastern Province	40	\$45,927
Foundation of Goodness	Grants	Micro enterprise training & equipment grants (shift coral miners to new sources of income)	Galle	180	\$88,972
Women & Child Care Development Foundation	Grants	Counseling workshops & equipment grants	Kalutara		\$13,330
Community-based Tourism	Grants	Training, capital for Community-based Tourism fund, and equipment	Galle, Ampara	155	\$38,855
International Service Partners (ISP)	Grants	Construction labor, architectural fees, and construction materials	Tangalle (700-1,000 families)	700	\$95,000
Consortium of Integrated Rehabilitation Organizations (CIRO)	Grants	Technical Assistance	Ampara		\$18,085

Organization	Mode	Description	Districts	Families	Budget
Association of A-Level Qualified Persons	Grant	Grants for Bank A/C Holders	Hambantota, Galle and Matara	1204	\$241,127
Sewa Lanka Foundation	Grant	Stalk Fishing	Galle	450	\$108,955
Sewa Lanka Foundation	Grant	Women's Rural Development Societies	Habaraduwa, Galle District	437	\$104,337
Sewa Lanka Foundation	Grant	Pillow Lace –Beneficiary list for 600 submitted	Matara	800	\$170,000
Sewa Lanka Foundation	Grant	Livestock – Fish, Goat, Poultry Farming and Cattle Farming	Pottuvil, Ampara	323	\$48,622
Al Quraish	Grant	Sub Grants	Ampara	548	
Mahashakthi Foundation	Grant	Being Reviewed	Trincomalee		\$68,381
ImpktAid	Grant	Handicrafts	Galle	600	\$61,200
EPF	Grants	Value added Coir Products (mats)	Matara	650	
EPF	Grants	Micro Business	Matara	200	
EPF	Grants	Livestock	Matara	200	
EPF	Grants	Batik	Matara	200	
EPF	Grants	Ornamental Fish	Matara	100	
HELP-O	Grants	Micro Business	Galle	1,200	
Craft Fair			Galle		
Total, targeted families and associated cost				14,068	\$1,985,686

Appendix 3. Excerpts from USAID RFP for Vocational Education

FACILITY DESIGN AND CONSTRUCTION

- Assess the needs of each Vocational Training Center to guide a.) Facility design and construction at each Center, and b) the vocational education program within the Ministry of Skills Development and the Vocational Training Authority. The contractor will assess: 1) community and industry needs for vocational skills, 2) pre-tsunami curriculum quality and responsiveness to needs, 3) GSL policies, administration and operations of the Centers, 4) available resources to staff the Centers, 5) student capability levels at program entrance and relevance for curriculum design, 6) facility location, design and reconstruction needs, 7) availability of “green” construction technology, materials and systems; 8) equipment and furnishing needs, 9) private sponsors for construction, operations, scholarships and job placements, 10) barriers to success, such as gender stereotyping and discrimination, access to childcare, stigma surrounding trade professions, ethnic discrimination, political issues and post-disaster trauma, and 11) opportunities and options for cost recovery/revenue generation. The contractor will provide recommendations to USAID for educational program and facility development at each site.
- Repair, rehabilitate, or reconstruct, and re-equip the facilities at up to 12 Vocational Training Centers damaged or destroyed by the tsunami. The contractor will incorporate LEEDS criteria for environmental sustainability and key design concepts and guidelines to complete repair, renovation and/or reconstruction recommendations for each site including a program of spaces, which describes the function, characteristics and size for all key spaces at each Center. The contractor will also provide opportunities for local youth and adults to work as apprentices during design and construction, will outfit the facility with necessary equipment, furnishings, educational materials, supplies and resources and will use cost effective, environmentally sustainable materials and systems.
- Design and build two new state-of-the art “green” vocational training campuses that will serve as models for vocational education facilities and environmentally sound design. The contractor will design and build two new state-of-the art “green” vocational training

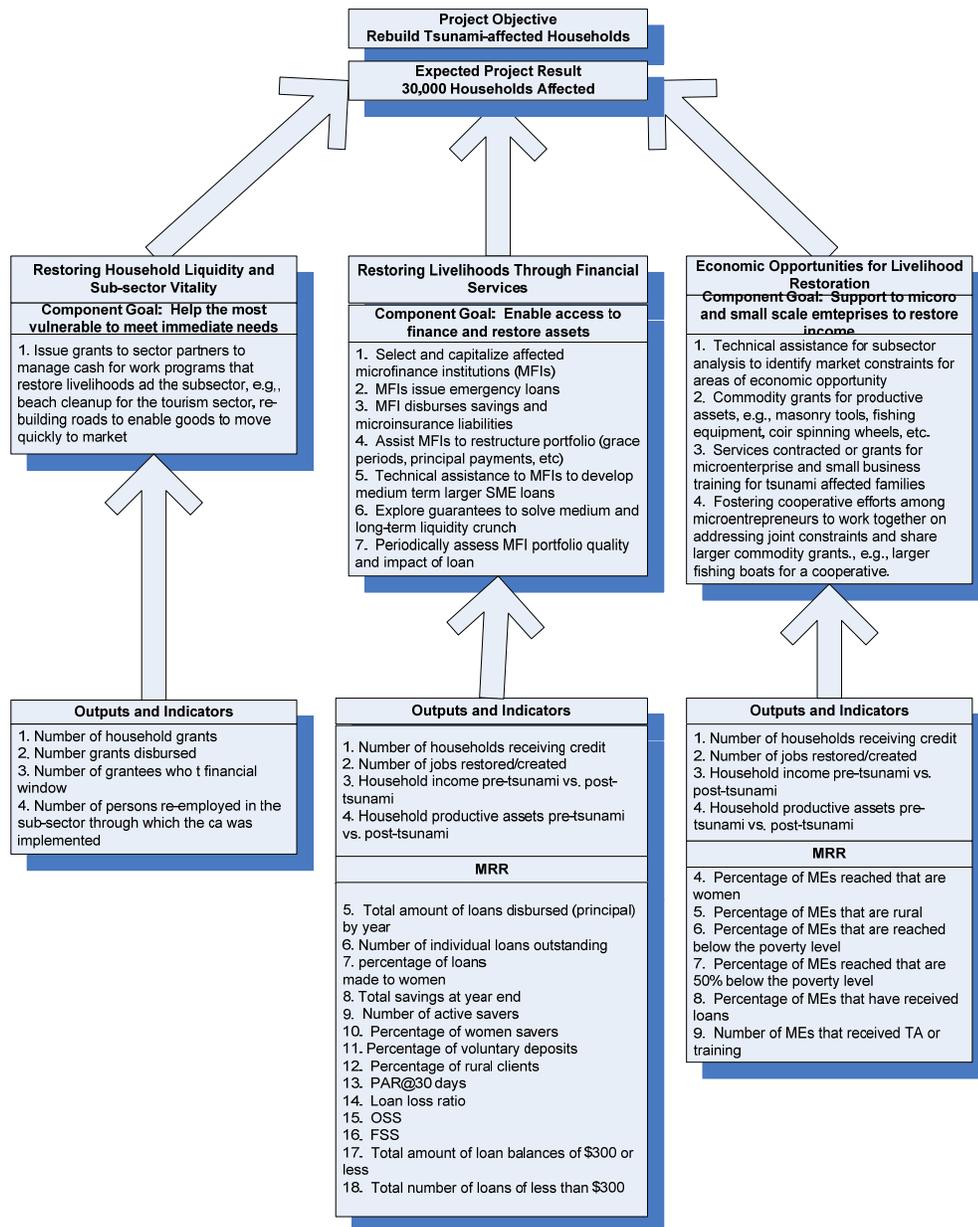
campuses that incorporate LEED criteria to a silver standard and key design concepts and guidelines, including those related to educational objectives of the centers.

- **VOCATIONAL EDUCATION CAPACITY BUILDING.** Address major workforce skill gaps that contribute to unemployment by incorporating English Language Training (ELT), Information and Communication Technology (ICT), and Microenterprise development programs at all VERC Centers. The contractor will: 1) assess English needs in targeted occupations, 2) use the assessment to guide development of communicative and vocational purposes competencies, 3) work with the VTA to review and refine ELT curriculums, identify commercial and/or produce ELT teaching materials and create an assessment tool for measuring competencies and 4) work with VTA to train teachers, and 5) establish a system for tracking impact of English skills on graduates' job placement.
- The contractor will 1) conduct a work-force assessment of ICT skill needs, 2) use this information to develop ICT training materials, set standards, and develop an ICT curriculum, 3) use ICT as a delivery mechanism for teacher training 4) identify and procure necessary equipment for efficient use of computers in classrooms, resource centers, offices, and by teachers in all Vocational Education Centers, and 4) develop a tracking system for graduates.
- The contractor will develop a program to utilize the Community Learning Centers to provide formal and informal instruction and training in micro-enterprise development.
- Incorporate cross-cutting themes in VERC vocational education centers to encourage the adoption of these principles in vocational training programs throughout Sri Lanka. The contractor will: 1) create and work with stakeholders through a VERC Advisory Council and Center Community Councils to guide the vocational education programs before, during and following this project, 2) design educational components to address gender equity and life skills, 3) ensure that the vocational educational programs are conflict-sensitive.
- Strengthen the capacity of VERC Vocational Training Centers to improve student job skills and employability and provide a rich educational experience for students that will serve as models of practice for the vocational training system. The contractor will establish public/private partnerships with industry and community representatives, faculty and administration and students to give guidance and direction to the staff at Centers; improve teaching and learning at the Centers; develop new curriculum related to new vocational areas and use "green" buildings as educational tools; develop career guidance, internships and job placement services for students; establish learning resource centers at community learning centers; direct faculty and staff development toward workforce development; develop strategies for Center revenue generation and long term sustainability; conduct study tours to expose decisions makers to 21st Century approaches to vocational education. Design a follow-up process to collect statistical and comment information from students and employers regarding job placement, internships and employer satisfaction. Stage 4: Train faculty and staff to use new curriculum concepts and techniques in daily lesson plans, and to work with career guidance centers and local employers, and to mentor students in micro-enterprise development to support

Centers. Stage5: install equipment, and produce new localized materials for career guidance, internship and job placement programs.

Appendix 4. Results Framework

REVIVE Results Framework



Appendix 5. Scope of Work

CONSULTANT'S ROLE AND RESPONSIBILITY: SPECIFIC ASSIGNMENTS

The consultant will carry out the following tasks in order to meet the above objective.

- 1) Provide a written report containing the following:
 - A) actionable recommendations for maximizing development effects of the funds not yet programmed, including recommendations for sector, geographic area and programming mode;
 - B) Initial findings and recommendations to be included in a mid-project progress report;
 - C) Approaches to improve effectiveness of reporting and monitoring systems;
 - D) a comprehensive approach to development of the activities in the east; and
 - E) Strategies for integration of REVIVE with other USAID-funded activities; e.g., OTI, OFDA, Arugam bay construction and workforce development.
- 2) Monitor and report on other NGO activities carried out in REVIVE's target presence areas.
- 3) Cooperate with and provide information to, as requested, other projects funded by USAID and provide input, as requested, to advisors working on technical assistance to various ministries of the GSL.
- 4) Assist with other functions and tasks of REVIVE that the Chief of Party may request.
- 5) Assist with preparation of a draft questionnaire and methodology describing employment and income generation in coastal areas of Sri Lanka, both pre- and post-tsunami. The consultant may be asked to participate in selection of a local contractor to undertake surveys to ascertain specific information.
- 6) The Consultant will be responsible for coordinating and assisting in production and/or realization of deliverables related to the above tasks. The Consultant will also be responsible for reporting on and preparing all documentation related to the progress and status of the consultancy.
- 7) As necessary, the consultant will meet with REVIVE partner organizations, other NGOs working on tsunami related activities, government agencies, other stakeholders or other designated counterparts that are important to restoring livelihoods of tsunami affected people in districts of the Southern and the Eastern coast where REVIVE will work.
- 8) If requested, the consultant will present findings to REVIVE program in a seminar to be scheduled during the consultant's assignment in Sri Lanka.
- 9) Debrief USAID/Colombo on findings and recommendations (if requested).

DELIVERABLES

The consultant will produce a report in written and electronic formats. The report should cite all data sources consulted and provide the sources of all key data presented, whether obtained from third parties or directly generated by original research conducted under this contract.