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***Measurement of Employment
and Income created as a result
of USAID intervention***

ECONSULT

March 1996

**MEASUREMENT OF EMPLOYMENT AND INCOME
CREATED AS A RESULT OF USAID INTERVENTION**

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EXECUTIVE SUMMARY

This report contains a set of recommendations to systematize and make consistent across USAID's portfolio the measurement of jobs and changes in income as a result of USAID intervention. In order to grasp the impact of USAID intervention on employment and income it is important to place it within the context of Sri Lanka's macroeconomic environment.. A brief overview of the issues connected with employment and income is given in Chapter 2 and sets the context in which project impact takes place.

We have reviewed six USAID projects: Technology Initiative for the Private Sector (TIPS), Mahaweli Enterprise Development (MED), Agriculture Enterprise (AgEnt), Shared Control of Natural Resources (SCOR) and Agromart to identify the methods of data collection in place, the type of employment generated by the projects and the problems associated with definitions and the collection of data. The information that we have gathered on these projects is set out in Chapters 3 to 8 and summarized below :

Summary of existing management information systems at project level

Project	Who Reports	How Often	Employment	Employment Defined & Categorized	M/F	Change in income	PACD
MED	3 MED staff at each of the 12 business centres	Monthly	Yes	Yes (two part-time counted as one full-time)	Yes	No	12-31-96
TIPS	Client companies	Annually	Yes	No (all types of employment counted as one)	Yes	No (annual sales, export & domestic sales data included)	12-31-96
PSPS	Special study by CSE & USAID	February 1995	Survey of 88 companies	Direct & indirect	No	No	7-31-96
AgEnt	Client companies & Agent staff (spl survey)	Quarterly special survey is now on	Yes	Limited (all types of employment counted as one)	Yes	No (monthly payroll for new recruits is obtained - total)	9-30-98
Agromart	Two field officers in each of the five districts	Monthly	Yes	No (all types of employment counted as one)	Yes	Yes	3-31-96
SCOR	Twenty catalysts (11 in Huruluwewa & 9 in Nilwela)	Monthly	No	No	No	No	9-30-98

Summary conclusions and recommendations of this report are :

1. Data on direct employment created by projects is being collected and segregated by gender. However, the manner in which employment is defined differs across projects. We recommend that all projects should adopt a uniform system of recognizing employment created. Management information existing at the projects is inadequate for this purpose and will have to be supplemented with additional data.

2. As concerns employment, gender-segregated baseline data is available for five of the six projects, but there has been no uniformity in the manner in which jobs are counted. No baseline data is available in relation to income and only one project measured income changes.
3. A set of definitions for "employment" has been formulated. This should be used by all projects to have a uniform definition of employment. The listing is set out below :

Definitions of employment

Self employment

An activity where the owner is the principal worker and employs no worker or less than one full-time worker.

Micro-enterprise

An enterprise which employs less than 10 full-time employees. Must have at least one full-time employee other than self.

Small-enterprise

An enterprise which employs 10 to 50 full-time employees.

Medium-enterprise

An enterprise which employs 51 to 500 full-time employees.

Large-enterprise

An enterprise which employs over 500 full-time employees.

Family

All members of the same household living under the same roof are considered as family members.

Employment Type

Self-employment

Owns and derives income from the enterprise and works at least part-time regularly in the enterprise.

Unpaid Family Labor

Family or household members who work regularly in the enterprise and receive no direct cash payment for their labor.

Paid Family Labor

Family or household members who work regularly in the enterprise either full-time or part-time and receive some direct cash payment for their labor.

Full-time Paid Employees

Paid labor working only 8 hour x 5 day week for over six months. This also includes on-site contract labor. Even if the employee works more than 8 hours a day or 5 days a week, he/she is counted as one employee. (Thus, a farmer who turns a part-time fruit drier is not counted at all as he already has a full-time job as a farmer. In other words, a person cannot have more than one full-time job.)

Part-time Employees

Paid labor working :

- (a) less than six months in one year
- (b) less than 8 hours a day or
- (c) less than 5 days a week

is counted as a part-time employee. Two part-time employees are considered as one full-time employee for the purposes of classification by size.

Outgrowers - Sub-contractors

Individuals who have direct production links with an enterprise under a verbal or written agreement where some inputs are provided and output is purchased by the enterprise. This is off-site labor.

4. Indirect employment generated by projects amounts to a significant number of jobs. This is not measured by any of the projects, but can be done in one or two ways :

- (a) Applying sectoral ratios developed by the Central Bank to the direct employment numbers as shown below :

Indirect employment created

Category	Ratio
Agriculture (commercial farms, live-stock, poultry, forestry, fishing & agricultural services)	1 : 3
Banking & Finance (financial services, business services such as legal, accounting, typing & copying)	1 : 105
Beverage, Food & Tobacco (dairy products, canning & manufacturing oils, tobacco manufacture, soft drinks & bakery products)	1 : 3
Chemicals & Pharmaceuticals (soap, plastic, toothpaste)	1 : 2.5
Construction & Engineering	1 : 10
Footwear & Textiles (leather products, manufacturing, textiles & wearing apparel, coir & rattan products)	1 : 2.5
Hotels & Travel	1 : 3
Investment & Trust	1 : 2.5
Land & Property	1 : 1.5
Manufacturing (machinery & equipment, wood products, printing and publishing)	1 : 3
Transport & Communication (road transport service, communications)	1 : 2.5
Services (educational, health, recreation & cultural, personal & household services such as electrical, laundry, barber & beauty salon.	1 : 3
Stores (storage & warehousing)	1 : 4
Trading (wholesale & retail trade & restaurants)	1 : 3

Source : Based on Central Bank of Sri Lanka Employment Survey 1993, Industrial Survey 1993 and Socio-Economic and Consumer Finance Survey 1993.

- (b) Supplementing (a) with data from special studies on selected activities undertaken by the projects in areas where the project management feels that the ratio is significantly different.

5. Income changes of beneficiaries are being measured only by one of the projects. This measurement can be done by :

- (a) using macro economic income changes to proxy the change in incomes,
- (b) project level sample surveys of representative activities which can then be extrapolated to represent the total project outcomes,
- (c) a combination of (a) and (b).

6. Macro level indicators that can be used in (a) above include :
 - per capita income (Central Bank Annual Report)
 - minimum wages prescribed by Wages Boards (Labor Department)
 - EPF contributions adjusted for increase in numbers (Central Bank Annual Report).
7. Measuring income changes accurately is difficult as beneficiaries do not usually disclose their actual incomes. Any attempt at directly measuring the project beneficiary incomes should involve assessing the % change income over a period rather than the actual level of income. This information should be collected based on broad intervals. 10% intervals are recommended. To attach a dollar value to this information, base-line data has to be established either through a survey or by using macro indicators.
8. The income effect of indirect income can be estimated by using macro level indicators.
9. Some projects have a spread effect on employment and incomes which are not usually classified as indirect employment. Contractors should report such cases to USAID so that special recognition of such instances can be made.
10. USAID intervention has contributed significantly to corporate income over the last few years. This impact has not been measured in any of the projects. We recommended that this information be included in project level indicators.
11. The projects should report the impact on employment and incomes on the format shown below. We recommend an annual reporting frequency. Form 1 to be completed and submitted along with the quarterly report sent in at the end of December each year.

These recommendations have been developed as a result of our discussions with project managers, contractors and beneficiaries and include their assessments and recommendations.

ANNUAL REPORT ON INCREASE IN EMPLOYMENT AND CHANGE IN INCOME

Project Title :

Total beneficiaries on :19.....

A. DIRECT EMPLOYMENT

	AT COMMENCEMENT OF THE YEAR				TOTAL EMPLOYEES
	SELF-EMPLOYMENT	FULL-TIME PAID EMPLOYEE	PART-TIME PAID EMPLOYEE	OUTGROWERS SUB-CONTRACTORS	
MALE					
FEMALE					
TOTAL					

	INCREASE DURING THE YEAR				TOTAL EMPLOYEES
	SELF-EMPLOYMENT	FULL-TIME PAID EMPLOYEE	PART-TIME PAID EMPLOYEE	OUTGROWERS SUB-CONTRACTORS	
MALE					
FEMALE					
TOTAL					

NOTE: Two part-time employees counted as one full-time employee.

B. INDIRECT EMPLOYMENT (BASED ON ATTACHMENT 4)

	CATEGORY (SPECIFY)	RATIO	DIRECT EMPLOYEES (NO.)	INDIRECT EMPLOYEES (EST. NO.)
1.				
2.				
3.				
4.				
5.				
TOTAL				

C. PERCENTAGE CHANGE IN INCOME (INCREASE)

			1-10%	11-20%	21-30%	31-40%	41-50%
1.	CLIENT/COMPANIES						
2.	EMPLOYEES	(A) MALES					
		(B) FEMALES					
3.	OUTGROWERS	(A) MALES					
		(B) FEMALES					

D. CHANGE IN INCOME (IN RUPEES)

		INCOME DURING PREVIOUS YEAR	INCOME DURING YEAR OF REPORT	CHANGE IN INCOME
1.				
2.				
3.				

NOTE : Cage C or D to be used according to which of the alternatives in recommendation .6 is adopted.

Chapter 1

INTRODUCTION

USAID Sri Lanka's Economic Growth objective aims at increasing private sector employment and income. The achievement of this objective depends on contributions from a variety of program activities. Guidelines accompanying USAID's strategy require that all strategic plans and country programs identify the results sought and the benchmarks to assess the progress in achieving these results. Progress on these benchmarks is used to measure the success of USAID programs and to allocate scarce budgetary resources. This study deals with the program level objective of increasing employment and income.

Employment created is being measured by most of USAID's activities as a part of their management information system. These management information systems have been set up to cater to the needs of project management and are unique to the requirements of each project. The varied activities of the projects create a variety of different forms of employment including part time, seasonal and indirect employment which may not necessarily allow them to be conveniently added together to form program level indicators. On the other hand, some types of employment and income created are counted by some projects but not recognized by other projects. The objective of this study is to recommend a method by which to systematize and make consistent across USAID/Sri Lanka's portfolio, the measurement of jobs created and changes in income across the activities under its Economic Growth Program.

The employment and income changes as a result of USAID intervention is recognized on the basis that there is some association with the activities of USAID. In the case of direct employment, there is a close relationship between USAID activities and the creation of employment and incomes. In many of these cases, the impact is a result of many factors, with USAID intervention being a critical component. Often, the relationship between the intervention and the impact is distant. In such instances it is termed indirect employment or a spread effect.

1.1 Scope of work

This document deals with one component of the SOW-Phase I, viz. :

- " (a) Conduct interviews with TIPS, MED, AgEnt, SCOR, PSPS and Agromart contractor staff personnel to identify and assess the existing methods used to measure employment created and income changes as a result of our investments and ensure that all types of employment and income are measured.
- (b) Based on the findings of the interviews and the above assessment, recommend a system to facilitate routine data collection and tracking which can be aggregated in a meaningful way to measure the total jobs created and income changes. Data collection should enable the measurement of gender specific impact."

1.2 Issues that are addressed in this study are :

- What data collection systems are in place in the six projects?
- Are all clients captured under the data base?.
- How do contractors count jobs?
- How should contractors be counting the jobs?
- How should indirect employment be estimated?
- Are there any areas of employment that were not being counted that should be counted?
- Can the systematization of employment definitions be established using existing MIS?
- Are income changes being measured by the projects and in what form?
- How should income changes be measured?
- How can employment and income changes be viewed in the context of the macro environment?

1.3 Methodology

We have met with project contractors and the project managers to discuss methods of data collection and definitions of employment and incomes in relation to the projects. We have also discussed with them issues relating to the project relevant to the study and attempted to recognize them in the formulation of the recommendations. We have designed a questionnaire that can be used in obtaining the data on employment and income from the beneficiaries and tested it out on 6 of the project clients in and around Colombo.

The recommendations that are suggested in this study show alternative methods of recognizing and systematizing data taking into consideration the limitations imposed by time, costs and the field conditions in terms of the validity of the data collected. It also recognizes the fact that each project may wish to collect data, other than employment and income, from the beneficiaries, depending on their individual management requirements. This report recommends a reporting format that should be submitted to USAID which contains the information on employment and income that will be aggregated to form into the program level indicator at the mission.

Chapter 2

EMPLOYMENT AND INCOME IN SRI LANKA A MACRO OVERVIEW

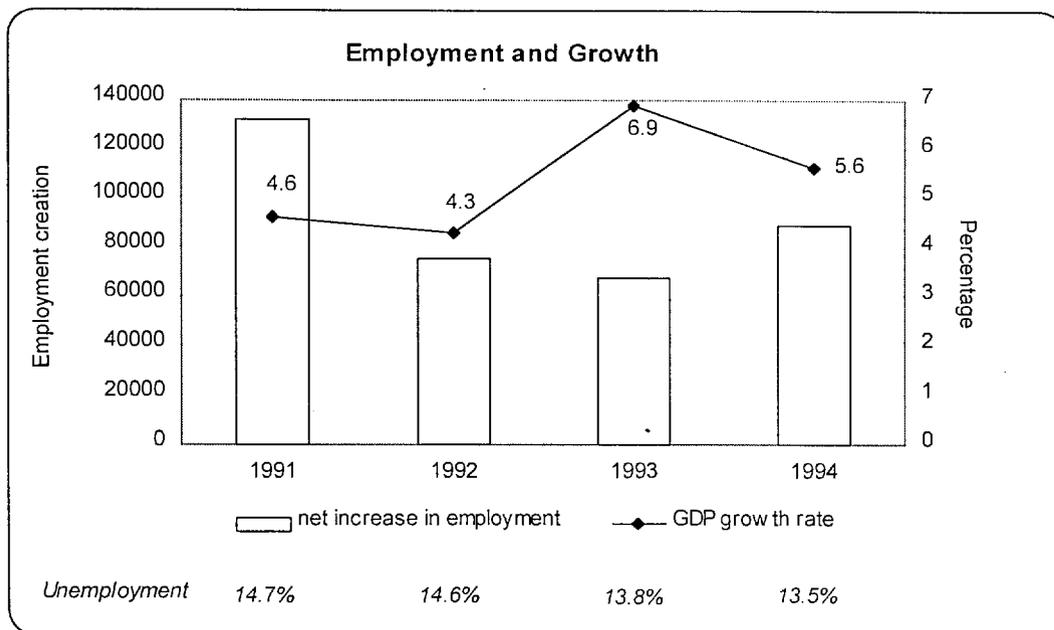
In order to grasp the impact of USAID intervention on employment and income in Sri Lanka, it is important to place it within a context of the local macro economy. Although the basic characteristics of the Structural Adjustment Policy framework remained unchanged since 1977, there have been changes in emphasis in different phases of implementation. The following is not meant to be a detailed economic study, but a brief overview of several issues connected with employment and income. More importantly, the following synopsis of recent trends in overall economic growth, price and wage movement, and unemployment must be located within the disruptions to the economy caused by the continuing ethnic conflict.

2.1 Economic Growth

Between 1990 and 1995, the Gross Domestic Product (GDP) recorded an approximate 5.3% growth rate. The real GDP growth indicated a decline from 6.9% in 1993 to 5.6% in 1994. Beginning with the violation of the cease-fire agreement in April 1995, and the renewed military operations, the growth prospects of the economy have been seriously curtailed. The provisional estimate of a 5.5% growth rate for 1995 has been down-graded to a range of 5.2% to 4.9%.

The agriculture sector, which has contributed about 22% to the annual GDP during the past five years remains a key sector in the economy, employing approximately 45% of the local labor force. Industry, mainly manufacturing activity, has contributed about 18% to the GDP during the same period. While these represent the two leading sectors, wholesale and retail trade services; banking, insurance, real estate; transport and communications; and construction contributed slightly less than 10% to the GDP.

Consequently, it is real output growth in agriculture and manufacturing that essentially drives the economy. The external trade environment, climatic conditions, and infrastructure bottlenecks continue to thwart overall growth rates. Total investment in the domestic economy although projected to increase from 26% to 27% of GDP in 1996, is still short of the expected 30% of GDP. Compared to other sectors, industry growth, specifically manufacturing, is expected to remain the most dynamic sector contributing to GDP growth.



Source : Central Bank Annual Report
Labor Force Survey, Dept. of Census.

2.2 Price and Wage movement

According to the present government policy announcement "a fundamental requisite to achieving our saving-investment objective together with the full exploitation of growth potentials in agriculture in industry and services sectors, is the maintenance of price stability or curbing inflation". While the inflation rates have been maintained at moderate levels, in an economy where a substantial amount of resources are under-utilized, erroneous anti-inflationary policies may lead to adverse results.

The rate of inflation as indicated by the Colombo Consumer Price Index (CCPI) decreased to 8.4% in 1994 from 11.7% recorded for 1993. The 1995 (November) Budget announcement project average annual inflation of about 8% for 1995. However, some analysts suggest that the inflation rate as measured by the Colombo Index is understated by 3 to 4 percentage points. According to this view objections are raised concerning the market basket of goods comprising the index (which includes administered prices), and the relative weight of key factors (such as low weights attached to housing and energy).

Consequently, the Wholesale Price Index and the GDP price deflator are used to measure the direction and the magnitude of price movements. The WPI declined from 8.8% in 1992 to 5.0% in 1994, while the implicit GNP deflator declined from 10.0% to 9.4% in 1994.

The nominal wages of central government employees increased by about 5.4% in 1995. For workers in wage boards, nominal wage increases in 1995 were to be seen in the agriculture sector by about 2.1%, in industry and commerce by about 18.6% and in services by about 12.9%. Although wages in aggregate have kept slightly in pace with inflation, mostly in recent years, this was mainly owing to non-estate agriculture and central government sector pay increases that have been positive net gains on recorded increases in price levels. The negative real wage effects in services, industry and commerce have been gradually reduced in recent years.

Table 1

Minimum Wage Rate Index Numbers, December 1978 = 100

	1990	1991	1992	1993	1994
Workers in Agriculture	517	578	664	804	822
Workers in Industry and Commerce	454	519	590	686	712
Workers in Services	268	337	366	366	434
Workers in Wages Boards and Trade	454	519	590	686	712

Source: Central Bank Annual Reports

2.3 Labor Force

The employed population in 1994 of 5.29 million (excluding the North and the East) represents 86.3% of the labor force, of which the female participation rate is 33.3%. Provisional information indicates greater employment in both organized and unorganized private sectors and decreased employment in the public sector. Despite the early retirement of a large number of civil servants through the administrative reform program, central government employment continues to remain high.

Some main features of the local labor force include :

- 42% of the employed population is engaged in agriculture.
- Participation rates for males at 67% - 69% were fairly stable for the past three decades, while there was a notable increase in female participation from 27% in 1980 to 39% in 1990.
- Net employment migration increased from 68,000 in 1991 to 72,000 in 1992. In 1994, on average 94.27% of female migrants were employed as housemaids, while 41.7% of male migrants were unskilled.
- Labor force growth rate in the 1990s of about 2% (1.9% male, 2.2% female).
- Projected annual entry into the labor force 266,000 - 289,000, annual withdrawal 119,000 - 130,000, net absorption need 147,000 -159,000.

The estimate of the unemployed for 1995 is around 13%, while 1990-1991 recorded unemployment rates of 20-21%. The unemployment rate for females is virtually double that of males (see Table 1). More importantly, a substantial number of the employed population is underemployed. Underemployment is highest in the primary sector (50%), followed by personal services and manufacturing.

Table 2

Unemployment

	Total	Rural	Urban
Male	9.9	11.4	9.4
Female	21.3	21.3	21.2
Total	13.7	14.4	13.6

Source: Labor Force Survey, 3rd Quarter 1994)

2.4 A general profile of unemployment

- 81% resident in the countryside
- 45.7% are in the 15 to 24 age group
- 50% are from the 20-29 age group
- 18% are educated up to A/Levels (secondary education) and above
- 76.2% have been unemployed for 12 months and above

In utilizing labor market information it is important to note the definitions along with statistical limitations of classifications and coverage. For example, labor force surveys of 1985-86 and after defined the employed as 'persons who had worked for one hour during the reference week' while in the 1980/81 survey the criterion was work for at least 12 hours during the reference week. In addition to insisting on the consistency of definitions and on improving lags in the availability of survey results, the improved accuracy and greater frequency, together with circumventing problems of data confidentiality, remain crucial areas for strengthening labor market information.

2.5 Women in the Labor Force

Since the early 1980s, there is no evidence of significant shifts in the gender division in the labor market. Women are mostly engaged in peasant and plantation agriculture, in traditional rural industries and modern assembly line operations in manufacturing, and in education, health and domestic services.

In an age-disaggregated view, women in the age group of 20 - 24 years in the labor force increased from 35.9 percent in 1981 to 58.5 percent in 1993. This was the age group of the highest participation rate, followed by the age group of 35 - 39 years, increasing from 31.7 percent in 1981 to 53.7 percent in 1993. Although female participation rates have increased, issues related to their empowerment need to be further resolved.

Gender segregation by occupation or the marginalization of women in the economy, particularly in factory industry and the informal sector, continue to hinder women's empowerment and the attainment of responsible decision-making positions. The social construction of gender reflected in "Masculine" and "Feminine" jobs have created barriers to women's access to skill-intensive and more remunerative areas of employment. Unemployment figures in 1994 (3rd Quarter) for those with education up to the Advanced Level (completion of secondary education) and above have been 9.1% for males compared with 23.1% for females.

While conventional definitions indicate the increased participation of women in the labor force, the unpaid household labor of women evades most labor statistics. Similarly, perceiving women as 'supplementary income earners', is contrary to the reality of joint, primary or sole income earners. Female-headed households (arising from divorce, separation, widowhood and migration) were found to be in the category of the poorest of the poor, and numbers have increased from 18.8% in 1992 to 21.4% by 1994 (3rd quarter).

2.6 Income Reconsidered

The behavior of welfare, income inequality and poverty changes during the course of Sri Lanka's socio-economic development have instigated considerable debate. Nevertheless, Sri Lanka's performance in terms of basic needs, especially until 1985, has been impressive compared to its income level.

While aggregate national income has been rising, numerous studies illustrate a gradual erosion of equitable distribution of income in Sri Lanka during the past two decades. The percentage of income received by the bottom 40 percent of the households during the years 1973, 1978/1979, 1981/1982 and 1986/1987 declined from 19.3% to 16.1%, 15.3% and 14.1% respectively (Table 2). Meanwhile, the percentage of income received by the top 10 percent of the households increased from 28% in 1973 to 39% in 1986/1987. However, the Household and Income Survey of 1990/91 indicates a marginal improvement in the lowest 50% of the households receiving 21.1% of income, compared with 20.7% in the 85/86 survey.

Table 3

Sri Lanka: Household Income Distribution Patterns

Households (Percent)	1973	1978/79	1981/82	1986/87
	Percentages of Income			
Top 10%	28.0	35.9	37.3	39.1
Mid 50%	52.7	48.0	47.4	46.8
Bottom 40%	19.3	16.1	15.3	14.1

Sources: GSL Consumer Finance Surveys.

According to the 1990/91 household survey, per capita monthly income was recorded at Rs. 708. Moreover, the per capita monthly income of persons in the lowest decile was Rs. 161, while the same figure for the highest decile was Rs. 2767. In a more functional view, the average monthly income of an income receiver per month was Rs. 1778 for the same period (Table 4). However, in analyzing income surveys the general tendency to understate income must also be taken into account.

Generally, the pattern of income growth and distribution in the 1980's indicates a significant bias toward the urban-based mercantile and service activities and the top percentages of households. A critical factor fostering an inequitable income distribution in Sri Lanka is the erosion of real wages.

Since the early 1990s, the short-coming of nominal or real income as a measure of welfare has been addressed through the use of Purchasing Power Parity Index. However, the validity and effectiveness of this index is still under considerable debate.

Table 4

Survey of Income in 1990/91 (in Rupees)

	Monthly Household Income	Avg. monthly income of income receivers	Per capita monthly income
Urban	5741	2855	1096
Rural	3057	1559	614
Estate	2429	1048	514
All Island	3549	1778	708

Source: Household and Income Survey of 1990/91

2.7 Poverty

Studies on absolute poverty in Sri Lanka in 1986/1987 (defined on the basis of a minimum level of consumption that is essential for continued survival) indicate a 24 percent total incidence of poverty nationwide. Rural poverty is estimated at around 29 percent of the total. (The Household Income Survey of 1990/91 indicates a 30.4% total incidence of poverty, while rural poverty is 34.7%). Some common attributes of poverty include: a high dependency ratio; completion of few years of school; higher illiteracy rates; and, a tendency for heads of poor households to participate in the labor force (working poor).

According to data on real income, low remuneration based on low productivity is a more important factor than unemployment in explaining poverty. Employed persons are not necessarily "not poor". Many employed are unable to meet the basic needs of their families, and the poor for the most part are the working poor. Households with main income earners falling within the category of the "unemployed and not in the labor force" include around 10 percent of the total poverty group. The poor engage themselves in activities of low marginal productivity of labor, and real earnings have been declining, bringing more of the "employed" into the ranks of the poor.

2.8 Women in poverty

Efforts to educate a great majority of women together with the success in reducing the infant mortality rate have paid-off in terms of lower population growth rates. The contraceptive prevalence rate, among married women, was estimated at 66 percent in 1993. The fertility rate per woman has improved from 4.3 in 1970 to 2.5 percent in 1991, and the World Bank estimates an average annual growth of population of 1.1 percent during 1991-2000, including emigration.

A greater burden of responsibility has fallen on women in poor households to explore avenues for the family income. Income-earning women in both rural and urban areas are concentrated in the informal sector which is characterized by irregularity of work, low-rates of remuneration and lack of adequate safety or health safeguards.

2.9 The macro context

While issues of employment and increasing overall income continue to remain significant aspects of socio-economic development, they cannot be isolated from prudent macro-economic management. Strategic anti-inflationary policies through fiscal and monetary discipline are integrated economic decisions.

With the current unemployment rate of about 13% (about 1 million) of the labor force, and with new entrants to the labor force, the creation of new job opportunities is a vital factor. The average annual addition to the labor force in the 1990s is around 120,000, while employment creation has been around 70,000. A GDP growth rate of 5% has corresponded with about 70,000 jobs, and in a crude assessment a close to 8% growth rate is required to absorb the 120,000 new entrants. However, growth alone may not adequately address unemployment and underemployment. Thus, deliberate policy measures are needed to assess and intervene in the sectoral variance of employment elasticity of output.

Chapter 3

MAHAWELI ENTERPRISE DEVELOPMENT PROJECT (MED)

3.1 Introduction

Non-farm employment is one of the main strategies to increase family income without depending solely on paddy cultivation on limited land. MED promotes investment and employment generation by the private sector in non-farm economic activities and agribusinesses based on contract outgrowers.

The main activities under this project are to :

- (a) provide skills development services to entrepreneurs,
- (b) arrange credit for micro enterprises
- (c) provide marketing services to entrepreneurs
- (d) provide technology services to entrepreneurs
- (e) create jobs and subcontract outgrowers and entrepreneurs.

3.2 Collection and Reporting of Data

These activities are carried out by 12 field business centers established in strategic areas. Each center is manned by 3 officers and is provided with a computer. In view of "the constant churning of enterprise entries, contractions, expansions, closures and re-entries" effective monitoring requires a comprehensive reporting system. This has been installed in the MED Project.

The field business centers supply monthly detailed data to the MED office in Colombo to be fed into the MIS (Annex 1A). Once every six months, MIS will report to each field center, a list of those where updates are over six months old. The field officers and consultants will then visit each of these enterprises and prepare an update sheet. (Input Form #2 - Annex 1B)

Job classification and other terms are clearly defined as given below, to ensure uniformity in reporting within the Project.

Categorization of enterprise by size

Self Employment

An enterprise (income generating activity) where the owner is the principal worker and he/she employs (pays wages or a salary to) no worker or less than one full-time worker or the equivalent in part-time workers.

Micro Enterprise

An enterprise which employs(pays wages or salary to) from 1 to 4 full-time employees or their equivalent in part-time workers.

Under this category, animal husbandry is **included** but all crop agriculture is **excluded**.

Small Enterprise

An enterprise which employs 25 or more full-time employees or the equivalent in part-time labor. All sectors of activity are **included** except traditional crop agriculture.

Sectoral Classification of Enterprises

The following sectoral categories of the International Standard Industrial Classification of all Economic Activities (ISIC) were adopted in consultation with the client in the 1992 Census and in the sample survey of 1993.

1. Agriculture, Forestry and Fishing
2. Mining and Quarrying
3. Manufacturing
4. Construction
5. Wholesale and Retail Trade
6. Transport, Storage and Communications
7. Banking and Financial Services
8. Community and Personal Services

Several sub-categories were adopted under each category in accordance with the ISIC sub-classification to ensure the comparability of the data with MED statistics and external data sources.

Employment Type

Self-Employment - Owners or part owners who derive income from the enterprise and work at least part-time regularly in the enterprise.

Unpaid Family Labor - Family or household members who work regularly in the enterprise either full-time or part-time and receive no direct cash payment for their labor.

Paid Family Labor - Family or household members who work regularly in the enterprise either full-time or part-time and receive some direct cash payment for their labor.

Full-Time Paid Employees - Paid labor working on 8 hour x 5 day week other than paid family workers. Even if the employee works more than 8 hours a day or 5 days a week he/she is counted as one employee.

Part-Time Paid Employee - Paid labor working regularly but either :

- (a) less than 8 hours a day or
- (b) less than 5 days a week or
- (c) less than 12 months a year is counted as part-time employed.

Two part-time employees are considered as one full-time employee for the purposes of classification by size.

Outgrowers - Sub-Contractors

Settlers or their offspring who have direct production links with the enterprise under a verbal or written agreement where some inputs are provided and output is purchased by the enterprise.

It will be observed that in the categorization of enterprises by size, the AID standard definition has not been used, and in defining employment type, only the period of work

has been taken into consideration whilst ignoring the income earned. A combination of period worked and income earned is necessary to estimate full employment.

A physical count is made of the number of jobs created and the database includes the name of individuals and groups that constitute MED's clients. Thus, all employment figures are real and not approximate or estimated. The farmers who had been alienated paddy lands are not assisted under this Project and are not counted as part-time or full-time workers.

No attempt has been made to measure change in income or indirect employment created.

Although the quarterly report and *Annex 1A* do not give the gender-disaggregated information, this information has been obtained on *Annex 1B* and fed into the system and a print-out could be taken without much effort. The MED office could be requested to include this information in their next report

3.3 Recommendations

It is recommended that the contractors be called upon to collect base-line data on a gender-disaggregated basis on employment and income as recommended by us in our chapter on recommendations, using the revised definitions included therein.

The PACD of this Project is December 31, 1996 and it is doubtful whether their offices will continue to function for long after that date. They hope to become self-reliant by charging fees for services.

Over 13,000 people have increased their income through full or part-time employment. The MED office may be called upon to obtain the monthly income of individual clients and the annual corporate income of the companies and also the total annual salaries of the employees of the corporate companies. These figures could be verified against other available data in the publication "Microenterprises In The Dry Zone" by James R. Finucane. The report dated July 1994 is based on a survey conducted in 1993 and contains plenty of information on the structure and dynamics of non-farm enterprises and employment in the Mahaweli areas. This includes a table on change in daily wage rates from 1989-94 and monthly net profit from the enterprises.

Chapter 4

TECHNOLOGY INITIATIVE FOR THE PRIVATE SECTOR (TIPS)

4.1 Introduction

TIPS assists small and medium size manufacturers to acquire needed technology and to tap new markets by way of partial payment for technical assistance, equipment and marketing research activities. To date TIPS has provided \$6 million in matching technology grants and provided business assistance to about 1,000 Sri Lankan private firms. The firms in turn have purchased over \$15 million in goods and services from the U.S. These investments improved quality, increased productivity and sales and expanded employment. Indirect employment was also created by grantees through micro-enterprise development by providing assistance.

4.2 Collection and Reporting of Data

Under this project, data relating to employment is collected only once a year. Thus, the Quarterly Reports do not include any information on employment.

However, Form *Annex 2A* which is used to gather information about companies that TIPS works with in order to build a profile of all its clients for purposes of evaluation, provides for employment information under Cage 12. This information is updated annually, utilizing Form *Annex 2B*, Cage 20. The companies collect this information on a financial year basis (normally ends on March 31st each year) and it is available in the annual reports on a disaggregated gender basis. However, the detailed classification of employees is not available, viz. Full-time, Part-time, Outgrowers/Sub-contractors

Different types of employment are not clearly defined. All types of employment are counted as one. Direct employment by TIPS clients increased by 4,500 during 1992-1994.

4.3 Recommendations

Detailed information is collected on changes in production, annual sales turnover, sales export market, sales domestic market etc., but **not** on change in income and indirect employment created. As the Project deals mainly with companies and employment income (total payment to employees) and corporate income of the companies could be obtained from their annual report, TIPS will have to include this information in its MIS so that they will be in a position to furnish the information to USAID as and when they need it.

Two beneficiaries in Colombo were interviewed by us. Notes of the interviews are given in *Annex 2C*. The indirect impact of the activities of these two companies appear to have a spread effect that prompts us to recommend that the contractors should be on the look-out for such clients and report them to USAID so that project managers could have special studies to measure such impact.

It is recommended that the contractors be called upon to collect base-line data on a gender-disaggregated basis on employment and income, using the revised definitions included therein as recommended by us in our chapter on recommendations.

Chapter 5

PRIVATE SECTOR POLICY SUPPORT (PSPS)

5.1 Introduction

The purpose of the private sector policy support project is to develop the capacity of the Sri Lanka capital market, to broaden public equity and debt participation in the economy and increase capital investment sources. This is to be accomplished by :

1. improving the reliability of market information,
2. increasing the availability of financial instruments and assisting in the development of financial intermediation in the capital markets by enhancing the capability of market participants.

While there definitely is a positive impact on both employment and incomes, this is difficult to measure as it is rarely identified directly with the project. For instance, the expansion of financial markets leads to an increase in the number of jobs available in this sector while the training in related areas increases the skills and ability of participants, enabling them to enhance significantly their earning capacity. One has to decide here as to what, in fact, is "direct employment" generated from the project. This issue is likely to emerge in any project that deals with policy or institutional development.

We are of the view that employment created by this project tends to be of an indirect nature. For instance, the assistance to the Stock Exchange increases investor confidence and enables companies to raise capital in the stock market. This money creates new jobs as it is invested in real assets.

5.2 Data Collection and Reporting

The project does not have a system of collecting data on employment and impact. However, a very comprehensive survey of 88 companies on employment created through new listings on the stock exchange had been conducted in 1994. No attempt has so far been made to estimate the impact of the FMP on change of income as it was not considered feasible. The study defined employment created by companies raising capital in the stock market as being direct employment, while indirect employment is calculated using the ratios developed by the Central Bank as being representative of indirect employment in the sector. The study found that companies raising new capital on the Colombo Stock Exchange, creates new employment opportunities and provides increased income (*Annex 3A*). Necessary data was collected through the annual reports of the companies and the Colombo Stock Exchange publications. Indirect employment was estimated by applying coefficients derived by the Central Bank through its employment survey 1993 and other published survey data. 14,000 direct jobs and 38,000 indirect jobs were created during 1990-93. Disaggregated gender data is not available.

5.3 Recommendations

Employment created through the issue of debt instruments can also be calculated in a manner similar to that used to collect information on companies which raise money through new issues.

We recommend that a special study similar to the employment study be undertaken to measure the change in the income of the employees, using the annual reports of the various companies.

The increase in the corporate income of the public quoted companies could also be interpreted as an increase in income.

The mission may want to consider carefully whether they wish to establish an information system to track incomes and employment created in this project as its PACD is in July 1996.

Chapter 6

AGRO-ENTERPRISE PROJECT (AGENT)

6.1 Introduction

This project assists agro-enterprises in expanding access to new technologies and markets and for expanding employment.

AgEnt categorizes its clients as follows :

Large	-	Over Rs.50 million sales per year.
Medium	-	Over Rs.10-50 million sales per year.
Small	-	Over Rs.1-10 million sales per year.
Micro	-	Below Rs.1 million sales per year.

For the first three categories AgEnt provides upto 50% assistance for specified activities and upto 60% assistance for clients who fall under the micro category. It has to be noted that these categories do not correspond to AID categories given in our chapter on Recommendations.

The Project activities are mainly to :

- conduct training programs on subjects like agri-business and marketing, cultural practices of new crops, storage and processing,
- assist over 370 companies to expand existing operations or start-up new ventures,
- work with 2,800 clients on various activities including new techniques in crop production, processing, marketing and financing,
- identify a range of U.S. agro-processing technologies which are of use to Sri Lanka.

This expansion by small agro-enterprises will mean more and better jobs for low income people in rural areas.

6.2 Data Collection and Reporting

The Project's monitoring and evaluation system is a quarterly reporting by clients of their increase in jobs, sales and investment for that particular reporting period. The Project has adopted three employment categories of permanent, casual and outgrowers. These categories are not defined. The information is gender-disaggregated. 4,700 new jobs have been generated to date. This figure does not include indirect jobs created. No attempt has been made to measure change in income. A sample of the form on which the clients send in their quarterly reports is attached. (*Annex 4A*)

There are several sector activities for which the measurement of impact on employment is not clearly defined. A consultant is to be hired in mid-March to look into the monitoring and evaluation program.

Three beneficiaries in Colombo were interviewed by us. Notes of the interviews are given in *Annex 4C*.

6.3 Recommendations

A verification survey of base information and client progress for 1994 and 1995 on each of the approved activities is in progress. (*Annex 4B*) The AgEnt office may be requested to make use of this opportunity to obtain the additional data recommended by us.

Chapter 7

PVO CO-FINANCING II - AGROMART OUTREACH FOUNDATION

7.1 Introduction

Two grants were provided to Agromart under the PVO co-financing grant, to provide practical and theoretical training to rural farm women and others in the North-Western Province and the Southern Province, and for providing small loans upto \$300 to develop their micro-enterprises. The terminal date of the two grants is March 31, 1996.

7.2 Data Collection and Reporting

All beneficiaries were counted as fully employed and the type of employment was not clearly defined and the data was gender-disaggregated.

Agromart has collected the necessary data and included them in the quarterly reports forwarded to USAID. Change in income has also been notified on a percentage basis (minimum 25% enhanced and minimum 50% enhanced). The reporting format is different to the other projects. Data supplied by two field officers in each of the five districts where Agromart is carrying out its program, is fed into the MIS system in Colombo.

Disaggregated data by gender is obtained. About 75% of the beneficiaries are females.

The total number of beneficiaries from July 1993 to December 1995 is over 21,000. All types of employment are included in this count and no distinction is made on full-time, part-time or casual jobs.

7.3 Recommendations

The PACD of this Project is 31-3-96. The final evaluation is now due and this will be a suitable occasion to review the measure of impact on employment and income.

Chapter 8

SHARED CONTROL OF NATURAL RESOURCES (SCOR.)

8.1 Introduction

SCOR is an action research project on watershed management and is the first project to focus attention on the watershed as the basic unit of planning and implementation for local use of natural resources. It operates with community participation to introduce conservation technologies for land, water and forest reserves and co-ordinates the various activities of government departments operating in the area to identify and implement policy reforms.

It operates two pilot sub-projects in the Huruluwewa Watershed and Nilwala Watershed areas. 112 user groups have been formed involving 2,500 farmer families and over 12,000 resource users have undergone training in natural resource management, group formation, micro-enterprise development and marketing. In addition to the training, user sub-grants have been provided for activities linked to anthurium, seed paddy, treacle, goat husbandry, bee honey, mushroom, tea nursery, soya bean cultivation etc. These activities, while increasing the productivity and income of the farmer, did not create very many jobs as they are not carried out on a commercial scale.

SCOR will continue to field-test new land and water tenure arrangements in the two pilot watersheds and, in 1997, will begin to extend these models to other areas.

8.2 Collection and Reporting of Data

Although SCOR does collect a lot of data related to research activities through its twenty catalysts, no data is available on employment or income. SCOR does have the capacity and the staff to collect necessary information for the database on employment and income.

8.3 Recommendations

It is recommended that the contractors be called upon to collect base-line data on employment and change in income on a gender-disaggregated basis even though the Project Indicators do not provide for it.

Chapter 9

CONCLUSIONS AND RECOMMENDATIONS

The need for hard data is stressed for monitoring impact. The reality is that "hard" data is difficult to come by and extremely costly. Hence, in our monitoring effort, we have to decide which data is truly essential and how much time, energy and money we can afford to gather data.

Out of the six projects reviewed three deal mainly with companies (PSPS, TIPS and AgEnt) while the other three deal with individuals and groups (Agromart, MED and SCOR). While employment information is generally readily available from companies and relatively easy to procure, obtaining information from individuals and groups is more time-consuming and expensive and this information is more prone to errors.

9.1 Measuring employment

Direct employment created by projects is being collected by all projects. There has been a general acceptance of the need to systematize the collection and collation of data as there appeared to be no uniformity in the classification of jobs across projects.

Table 5 summarizes the analysis of the data collection system at each project and identifies the manner in which it is generated and the extent to which the information that is relevant to this study is collected.

Table 5

Summary of existing management information systems at project level

Project	Who Reports	How Often	Employment	Employment Defined & Categorized	M/F	Change in Income	PACD
MED	3 MED staff at each of the 12 business centers	Monthly	Yes	Yes (two part-time counted as one full-time)	Yes	No	12-31-96
TIPS	Client companies	Annually	Yes	No (all types of employment counted as one)	Yes	No (annual sales, export & domestic sales data included)	12-31-96
PSPS	Special study by CSE & USAID	February 1995	Survey of 88 companies	Direct & Indirect	No	No	7-31-96
AgEnt	Client companies & AgEnt staff (spl survey)	Quarterly special survey is now on	Yes	Limited (all types of employment counted as one)	Yes	No (monthly payroll for new recruits is obtained - total)	9-30-98
Agromart	Two field officers in each of the five districts	Monthly	Yes	No (all types of employment counted as one)	Yes	Yes	3-31-96
SCOR	Twenty catalysts (11 in Huruluwewa & 9 in Nilwela)	Monthly	No	No	No	No	9-30-98

The process of collecting information which can be aggregated at the program level has to commence with the acceptance of a common definition across USAID projects as to what constitutes a "job".

To ensure uniformity in reporting, we considered it necessary to "define" some of the terms used so that all reporting agencies are on the same "wave-length". The table below contains some definitions which we have collected from several projects and which are generally used.

Table 6

Definitions of employment

Self employment

An activity where the owner is the principal worker and employs no worker or less than one full-time worker.

Micro-enterprise

An enterprise which employs less than 10 full-time employees. Must have at least one full-time employee other than self.

Small-enterprise

An enterprise which employs 10 to 50 full-time employees.

Medium-enterprise

An enterprise which employs 51 to 500 full-time employees.

Large-enterprise

An enterprise which employs over 500 full-time employees.

Family

All members of the same household living under the same roof are considered as family members.

Employment Type

Self-employment

Owns and derives income from the enterprise and works at least part-time regularly in the enterprise.

Unpaid Family Labor

Family or household members who work regularly in the enterprise and receive no direct cash payment for their labor.

Paid Family Labor

Family or household members who work regularly in the enterprise either full-time or part-time and receive some direct cash payment for their labor.

Full-time Paid Employees

Paid labor working only 8 hour x 5 day week for over six months. This also includes on-site contract labor. Even if the employee works more than 8 hours a day or 5 days a week, he/she is counted as one employee. (Thus, a farmer who turns as a part-time fruit drier is not counted at all as he is already having a full-time job as farmer. In other words, a person cannot have more than one full-time job.)

Part-time Employees

Paid labor working :

- (a) less than six months in one year
- (b) less than 8 hours a day or
- (c) less than 5 days a week

is counted as a part-time employee. Two part-time employees are considered as one full-time employee for the purposes of classification by size.

Outgrowers - Sub-contractors

Individuals who have direct production links with an enterprise under a verbal or written agreement where some are provided and output is purchased by the enterprise. This is off-site labor.

To use this set of definitions, it is necessary for the projects to obtain supplementary data from the field. AgEnt is currently conducting a survey of beneficiaries and necessary additional information can be easily incorporated into the survey. SCOR is at present in the pilot project stage, and the collection of the additional data could be incorporated into project activity. Some additional work may have to be done by TIPS and MED to conduct a survey to establish baseline data. The survey could be done on a representative sample by the project and then extrapolated to extend to all the beneficiaries. PSPS and Agromart are now approaching the end of project life (7/31/96 and 3/31/96 respectively). The mission will have to decide whether it would be useful to conduct a representative sample survey for these two projects. A sample test check of the survey population will have to be carried out on a pilot basis to test the questionnaire and identify problems that may arise in the course of the survey. Suggested samples for this purpose are set out in Table 7.

Table 7

Sample size for pilot survey

Project	No. of Beneficiaries	No. for Sample Survey
TIPS	4,500	50
PS PS	49,000	50
MED	13,000	100
AgEnt	4,700	50
SCOR	2,500	50
Agromart	21,000	50
Total	94,700	350

9.1.1 Indirect employment

Indirect employment is currently not included in the Management Information Systems of the Projects. This source of employment can be a significant source in terms of numbers. The Central Bank of Sri Lanka conducted certain studies in 1993 and established the ratio between direct employment and indirect employment in 14 sectors of the economy.

Table 8

Indirect employment created

Category	Ratio
Agriculture (commercial farms, live-stock, poultry, forestry, fishing & agricultural services)	1 : 3
Banking & Finance (financial services, business services such as legal, accounting, typing & copying)	1 : 105
Beverage, Food & Tobacco (dairy products, canning & manufacturing oils, tobacco manufacture, soft drinks & bakery products)	1 : 3
Chemicals & Pharmaceuticals (soap, plastic, toothpaste)	1 : 2.5
Construction & Engineering	1 : 10
Footwear & Textiles (leather products, manufacturing, textiles & wearing apparel, coir & rattan products)	1 : 2.5
Hotels & Travel	1 : 3
Investment & Trust	1 : 2.5
Land & Property	1 : 1.5
Manufacturing (machinery & equipment, wood products, printing and publishing)	1 : 3
Transport & Communication (road transport service, communications)	1 : 2.5
Services (educational, health, recreation & cultural, personal & household services such as electrical, laundry, barber & beauty salon).	1 : 3
Stores (storage & warehousing)	1 : 4
Trading (wholesale & retail trade & restaurants)	1 : 3

Source : Based on Central Bank of Sri Lanka Employment Survey 1993, Industrial Survey 1993 and Socio-Economic and Consumer Finance Survey 1993.

Utilizing this table, the reporting agencies can estimate the indirect employment created in the different sectors and include them in their reports. If they believe that the ratio is significantly different for a project activity, the project managers themselves can establish the ratio of direct to indirect employment that can be used in an activity through a study.

9.1.2 Spread effect of specific projects

We found several instances where USAID project activities encouraged similar activities outside the scope of the project. However, these activities were clearly a result of the project. For instance, a project encouraging and funding a successful crop encourages other farmers investing in the same crop although they are not part of the project. Similarly, we saw such instances in the corporate sector during our interviews with the companies. As these effects are not indirect employment resulting from project activities, for the purpose of this report we have decided to call it the "spread effect of

USAID intervention". We recommend that the contractors should report such cases to USAID and that the project manager should have special studies organized to measure such impact if it is considered significant and necessary.

9.2 Measuring incomes

Measurement of changes in income is often complex. Owing to this reason, many projects have not attempted to do this in the established management information system.

In 1990 the Sri Lanka Mission tentatively established 5 major Program Objectives and 10 Indicators to monitor progress towards their attainment. One of the Indicators was :

"2.1 - Estimated value of discounted (incremental) income streams attributable to USAID intervention."

Later, while preparing the 1991 Program Performance Report, a number of questions were raised pertaining to definition, validity, reliability, data source & objectivity and this indicator was discarded owing to "unreliability of measurement - the process was too esoteric, many exogenous variables, plus subjective estimates dependent on one individual's perception and a computation process which cannot be easily replicated or confirmed by others. Results present an impression of accuracy which cannot be independently verified."

Thus, it is necessary that any methodology adopted to measure change in income should avoid the above criticism. We have discussed several ways in which increase in incomes can be measured.

9.2.1 Using macro level indicators

The easiest method to use in measuring income changes is to use macro level indicators of income changes as a proxy for income changes at project level.

- (a) Per capita income - (Central Bank Annual Report). This is a measure of the economy-wide average incomes. Income created is measured by multiplying the number of persons employed by the per capita income increase.
- (b) EPF contributions - (Central Bank Annual Report) The average increase in incomes in the formal sector can be estimated by using the increase in EPF contributions as a proxy (after adjusting for increases in membership).
- (c) Minimum wage rates fixed by the various wages boards (Labor Department). This measures the minimum stipulated wage rate for specific trades. This measure would give an indication of wage rises in the formal sector trades. (Source : Central Bank Monthly Bulletin).

Income created is measured by multiplying the number of persons employed by the change in minimum wages. For this purpose three sectional minimum wage index numbers are available, expressed in 1978 rupees. Therefore, the percentage change in the index number will have to be taken to approximate the

change in income of the worker. The minimum wage category will have to be applied to the sectoral employment data as follows :

Minimum wage category	Category of employment out of 14 sectors identified for determining indirect employment.
Agriculture	Agriculture.
Industry & Commerce	Beverage, Food & Tobacco, Chemicals, Pharmaceuticals, Footwear & Textiles, Manufacturing, Trading.
Services	Banking & Finance, Construction & Engineering, Hotels & Travel, Investment & Trust, Land & Property, Services, Stores.

These indicators are perhaps most useful in setting the context of employment generation and income increases in Sri Lanka and would be mainly representative of the results seen in the area of activity of the PSPS , TIPS and AgEnt projects. The other projects deal with the informal sector of the economy where little statistical data is available except for the quarterly labor survey data which is perhaps less reliable than the other sources of income.

9.2.2 Measuring income through surveys

Using data gathered through sample surveys is an alternate and more direct way of measuring project impact. The methodology for the survey will broadly be as follows :

The different types of employment created will be grouped into one of the fourteen categories enumerated in Table 8. A random sample of activities under each of the categories will be selected and surveyed. The survey sample is indicated in Table 7. The format Annex 6 is an example of the form that can be used for the survey. This activity could be carried out by the project contractors or by using USAID contractors.

9.2.3 Measuring changes in income

Accurate data to assess change in income is very difficult to obtain. The firms are reluctant to disclose their income in case such information is used for tax purposes. Some disclosures may even affect the share prices. Individuals, on the other hand, usually understate their income to come within the entitlement of the Government Poverty Alleviation Program, Samurdhi. (More than half the population of Sri Lanka had claimed eligibility for this assistance!). Household income surveys therefore, usually estimate income on the basis of expenditure and savings of a family, validated through wealth. This manner of determining income needs the use of highly-trained enumerators to achieve a reasonably accurate estimation.

We, therefore, recommend the measure of the change in income as a percentage of the base-line data. In this case, the field officers will ask the beneficiaries the extent to which their income has increased over the last year. The answer can be validated by asking a few simple questions for instance: as to the quantity of produce grown now in relation to a year ago or the number of chickens that are sold a month compared to a year ago. For ease of aggregation it is suggested that the data should be gathered based on a broad class interval of ten percent.(i.e.: 10%, 20%, 30%, 40% etc.). One difficulty is that in the event that USAID wishes to attribute a \$ figure for the change in income, a baseline will have to be established. This baseline data will contain all the inaccuracies mentioned earlier. A possible solution is to use a macro economic indicator as a baseline and estimate \$ values of income changes based on the % increase arrived at through the project data using macro indicators as indicated in para 9.2.1 above.

9.2.4 Measuring Corporate income

The projects TIPS, PSPS and AgEnt have made significant contributions to the corporate incomes in the country over the last few years. There has been no attempt to include this income into USAID indicators. Corporate income can be defined as 'profit after tax' which is income to the shareholders. Part of this income is paid out in the form of dividend and the balance is retained in the company and constitutes the savings of the shareholders. It is recommended that this measure be considered to be part of the income measure.

The corporate incomes of public quoted companies are readily available. Although unquoted company profits may be less easy to come by, even partial information on the impact on corporate income would add significantly to the performance measure.

9.2.5 Income impact of indirect employment

A practical way to estimate the income impact of indirect employment would be to use the macro economic indicators of income changes and multiply it by the number of indirect employees.

9.3 Double counting

The problem of double counting employment and incomes created as a result of more than one project impacting on the same beneficiaries is a very real possibility. For example, a company counted under the PSPS project as having raised capital in the stock market can also be assisted by AgEnt to increase export turnover. We have observed instances where coordination between projects has eliminated the double counting. The mission should take care that double counting is avoided where practicable.

9.4 Reporting information to the mission

We have devised the attached form, Form I - "Annual Report on increase in employment and change in income" set out in Table 9 to facilitate data collection and tracking and to enable the aggregation of total employment created and income changes. This form should be filled in by the project and sent to the mission. The employment data collected by the projects will have to be disaggregated by sectors in order to facilitate the calculation of indirect employment. We have recommended 14 sectors which have been set out in Table 8.

Table 9

Form I

ANNUAL REPORT ON INCREASE IN EMPLOYMENT AND CHANGE IN INCOME

Project Title :

Total beneficiaries on :19 .

A. DIRECT EMPLOYMENT

	AT COMMENCEMENT OF THE YEAR				TOTAL EMPLOYEES
	SELF-EMPLOYMENT	FULL-TIME PAID EMPLOYEE	PART-TIME PAID EMPLOYEE	OUTGROWERS SUB CONTRACTORS	
MALE					
FEMALE					
TOTAL					

	INCREASE DURING THE YEAR				TOTAL EMPLOYEES
	SELF-EMPLOYMENT	FULL-TIME PAID EMPLOYEE	PART-TIME PAID EMPLOYEE	OUTGROWERS SUB CONTRACTORS	
MALE					
FEMALE					
TOTAL					

NOTE: Two part-time employees counted as one full-time employee.

B. INDIRECT EMPLOYMENT

SECTORS	DIRECT EMPLOYEES AT END OF PERIOD			RATIO	INDIRECT EMPLOYEES AT END OF PERIOD		
	MALE	FEMALE	TOTAL*		MALE	FEMALE	TOTAL
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
Totals							

Ratio to be determined from Central Bank statistics shown in Table 7 or project ratios

C. PERCENTAGE CHANGE IN INCOME (INCREASE)

		1-10%	11-20%	21-30%	31-40%	41-50%
1.	CLIENT/COMPANIES					
2.	EMPLOYEES (A) MALES					
	(B) FEMALES					
3.	OUTGROWERS (A) MALES					
	(B) FEMALES					

D. CHANGE IN INCOME IN RUPEES

		INCOME DURING PREVIOUS YEAR	INCOME DURING YEAR OF REPORT	CHANGE IN INCOME
1.				
2.				
3.				

NOTE : Cage C or D to be used according to which of the alternatives in recommendation .7.2.3 is adopted.

9.4.1 Frequency of reporting

The companies normally have the audited accounts ready by March 31st of each year and the reporting agencies will be spared additional work if the reports are sent in annually to reach USAID by May 15th each year. Up-to-date figures cannot be furnished quarterly by the companies. In the alternative, Form I could be completed and submitted along with the quarterly report sent in at the end of December each year.

List of Annexes

Annex 1A	EIED/MED MIS Client Report
Annex 1B	Input Form #2
Annex 2A	TIPS - Company Financial & Statistical Information
Annex 2B	TIPS - Company Annual, Financial & Statistical Information Update
Annex 2C	TIPS - Survey of beneficiaries
Annex 3A	Employment created by companies raising new capital on the CSE
Annex 4A	AgEnt - Client Progress Report
Annex 5B	AgEnt - Base information verification form
Annex 4C	AgEnt - Survey of beneficiaries
Annex 5	Letter sent to project contractors
Annex 6	Form used for Survey of beneficiaries
Annex 7	Projects surveyed for methods of reporting
Annex 8	Persons interviewed
Annex 9	Scope of Work

Business Centre - Dehiattakandiya - Period 01/01/96 to 31/01/96

Client ID	Name And Address	Project	Initial Contact Date	Project started Mon/Year	No. of Services provided	---Employment Status---				SCS Member	Loans Arranged	MED Training
						jobs created		Total Employees				
						Full	Part	Full	Part			
C/SI/005	R.M.P. Ratnayaka	Retail	06/01/92	1/92	2	0	0	5	0	Yes	No	T
C/SA/008	G.B. Ekanayaka	Bakery	29/07/91	2/90	2	0	0	6	0	Yes	No	T
C/LI/009	H.M.K.H. Dasanayaka	Retail	29/07/91	12/89	0	0	0	4	0	Yes	No	T
C/LI/023	P.G. Podimenuka	Poultry	29/07/91	8/89	1	0	0	2	0	Yes	No	N
C/NU/031	R.K.R. Chandrasiri	Bakery & Retail	02/02/92	8/91	2	0	0	5	0	No	No	N
C/SA/040	T.K. Basil	Coir Product	01/01/92	1/90	2	0	0	2	0	No	No	N
C/KA/041	A.P. Misal	Goat farming	11/03/92	1/92	0	0	0	2	0	No	No	T
C/DO/068	A.B. Malwatugoda	LIGHT ENGINEERING	17/01/92	12/82	0	0	0	8	0	No	No	N
C/SI/112	R.M. Kumarasinghe Banda	Tube bulbs & battery	25/04/92	2/92	1	0	0	2	0	Yes	No	T
C/NU/113	R.P. Kumara	Retail shop	14/04/92	2/92	1	0	0	2	1	No	No	E
C/SI/153	M.L. Mandasena	Retail & Bakery	01/10/92	3/90	1	0	0	8	0	No	No	T
C/LI/155	M.A.S. Kumarihamy	Tailoring	03/10/92	11/89	1	0	0	2	0	No	No	T
C/SI/164	D.M. Kalubanda	Rice milling	18/11/92	10/91	0	0	0	3	0	No	No	T
C/SI/185	M.A. Wilbat Perera	Cement work	25/09/92	12/91	0	0	0	2	0	No	No	N
C/NU/188	K.V. Upali Dayaratne	Light Engineering	21/09/92	4/91	2	0	0	4	0	No	No	E
C/DO/189	E.G. Nimal Ratnayake	Rice milling & retail	12/11/93	- /91	0	0	0	4	0	No	No	E
C/MA/200	L.P. Fernando	Animal Husbandry	01/01/93	9/92	0	0	0	3	0	No	No	N
C/SI/212	M.P. Baby	Hand Loom Manufactory	15/12/92	3/93	1	0	0	1	1	No	No	N
C/LI/213	P.N. Ganage	Hotel & Bakery	15/02/93	4/92	0	0	0	5	0	No	No	N
C/NU/215	K.M. Danapala	Furniture	10/01/93	9/91	1	0	0	2	1	No	No	N
C/SA/222	L.D. Gunasiri	Welding Work Shop	20/04/93	6/93	0	0	0	1	0	No	No	N
C/SI/223	P.G. Lalitha	Tailoring	31/03/94	6/93	2	0	0	2	0	No	No	N
C/SA/225	K.D.M.M. Jayaratne	Bakery	07/12/92	8/92	0	0	0	7	0	Yes	No	T
C/WE/226	W.G. Siripala	Baber saloon	09/04/93	5/91	0	0	0	1	0	No	No	N
C/SA/228	A.P.I. Kusumalatha	Goat Farming	17/06/93	6/93	0	0	0	2	0	No	No	N
C/LI/248	W.A.K. Milton	Garment	07/10/93	9/91	1	0	0	3	1	Yes	No	N
C/SA/249	W.M. Karunawathie	Tailoring	11/10/93	10/93	1	0	0	1	1	No	No	T
C/SA/266	W.A.D.V. Appuhamy	Cement items	25/02/93	11/92	0	0	0	3	0	No	No	N
C/SA/304	N.G.S.P.K. Rajapaksha	Chillie Grinding	27/11/93	1/93	1	0	0	4	0	No	No	T
C/WE/314	R.A.M. Karunanayake	Banana Cultivation	30/10/93	12/93	0	0	0	0	0	No	No	T
C/SI/371	R.D. Ariyadasa	Blacksmithy	05/09/93	11/89	1	0	0	2	0	No	No	N
C/MA/372	M.T. Saranapala	Coir Products	01/12/93	10/90	1	0	0	3	0	No	No	E
C/SI/406	G. Anulawathie	Beedi wrapping	19/01/94	12/93	1	0	0	1	2	No	No	N
C/SI/424	Nagaswewa fish breeding Societ	Ornamental fish	06/02/94	9/94	2	0	0	0	9	No	No	N
C/SA/428	Ananda Senevirathne	Agricul: Equip:selling	17/02/94	6/91	0	0	0	5	0	No	No	N
C/SA/430	K.M. Ranawenike	Herbal oil Extraction	01/04/94	12/93	1	0	0	2	0	No	No	N
C/NU/433	H.P.W.V. Rajapaksha	Light Engineering	27/05/94	4/90	1	0	0	1	7	No	No	T
C/MA/434	A.D. Sumanasekara	Retail shop	04/08/94	11/92	0	0	0	2	0	No	No	N
C/WE/435	J.M. Gunabanda	Blacksmithy	07/11/93	12/92	0	0	-1	1	0	No	No	N
C/LI/436	A. Ajantha	Cement products	25/05/94	4/93	0	0	0	0	2	No	No	T
C/WE/437	W.K.A.D. Somarathna	Rice Milling	27/07/93	5/92	0	0	0	3	0	No	No	N
C/MA/438	W.S. Piyapala	Broiler products	27/05/94	4/94	2	0	0	2	1	No	No	T
C/NU/443	W.S. Wijesiri	Goat farming	15/02/94	6/94	1	0	0	0	2	No	No	T
C/NU/450	Yakkure Hiring Farm Equ: Soc:	Hiring Farm Equipment	06/10/94	10/94	2	0	0	1	0	No	No	N
C/MA/451	P.B. Athukorala	Goat farming	08/02/94	6/94	2	0	0	2	0	No	No	T
C/MA/452	K.G. Gunasena	Goat farming	08/02/94	6/94	0	0	0	2	0	No	No	T
C/MA/453	D.M. Dingiribanda	Goat farming	11/07/94	6/94	1	0	0	2	0	No	No	T
C/SA/455	Palitha Bandara	Goat farming	08/02/94	6/94	1	0	0	2	0	No	No	T

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						jobs created		Total Employees				
						Full	Part	Full	Part			
C/SA/456	R.M. Wimalasiri	Goat farming	08/02/94	6/94	0	0	0	2	0	No	No	T
C/SA/457	V.M. Ariyaratna	Goat Farming	08/02/94	6/94	1	0	0	2	0	No	No	T
C/SA/458	R.M. Ranbanda	Goat farming	08/02/94	6/94	1	0	0	2	0	No	No	T
C/SI/461	W.M. Piyadasa	- Asp. - Asp.	10/02/94	- / -	0	0	0	0	0	No	No	N
C/KA/490	D.M.B. Punchibanda	Goat Farming	10/05/94	6/94	0	0	0	1	0	No	No	T
C/KA/491	R.A. Wilson	Goat farming	10/05/94	6/94	0	0	0	2	0	No	No	T
C/KA/498	G Kumarihamy	Goat farming	20/10/93	5/94	0	0	0	2	0	No	No	T
C/WE/504	B Piyasena	Bakery	10/01/94	6/92	1	0	0	2	0	No	No	T
C/DO/505	U. Karunaratna	Cbille Grinding	10/03/94	2/95	1	0	0	3	0	No	No	T
C/NU/507	T.M. Anura Geetha Kumara	Bicycle repair	20/07/94	2/90	2	1	0	3	0	No	No	N
C/SI/508	P.D Chandrasekara	Fertilizer & Chemical	15/03/93	6/95	1	0	0	1	0	Yes	No	N
C/DO/513	Darmadasa Weerasinghe	- Asp. - Asp.	15/03/93	- / -	0	0	0	0	0	Yes	No	N
C/MA/515	T.R. Nissanka	- Asp. - Asp.	04/03/93	- / -	0	0	0	0	0	Yes	No	T
C/MA/516	S.M. Martin	Rice processing - Asp.	04/03/93	- / -	0	0	0	0	0	Yes	No	T
C/MA/517	A.G. Sunil Abeywickrama	Farm Equipment	04/03/93	1/93	1	0	0	1	0	Yes	No	T
C/MA/518	D.M. Ananda	Paddy purchasing	04/03/93	1/93	1	0	0	1	0	Yes	No	T
C/MA/519	W. Victor	Paddy Purchasing	04/03/93	2/93	1	0	0	1	0	Yes	No	T
C/MA/521	J.P. Ariyadasa	Rice Milling & Tailor	04/03/93	3/93	2	0	0	0	1	Yes	No	T
C/MA/522	A.G. Prewadasa	Rice Mill - Asp.	04/03/93	- / -	1	0	0	0	0	Yes	No	N
C/LI/524	L.A. Aberathna	Rice mill	23/02/93	3/92	1	0	0	2	0	Yes	No	T
C/LI/525	H.M. Jayaratne	- Asp. - Asp.	23/02/93	- / -	0	0	0	0	0	Yes	No	N
C/LI/526	H.E. Ariyadasa	Retail shop	23/02/93	5/92	1	0	0	1	0	Yes	No	N
C/LI/530	L.A. Karunaratne	RETAIL	23/02/93	3/93	0	0	0	1	0	Yes	No	N
C/LI/531	A.B.M. Sumanawathie	Poultry	23/02/93	10/95	0	0	0	1	0	Yes	No	N
C/SI/532	R.P. Gunawardene	FOOD PROCESSING	20/02/94	3/94	1	0	0	10	0	No	No	N
C/SA/533	D.G. Abewenike	Goat farming	20/02/94	3/94	0	0	0	2	0	No	No	N
C/SI/534	D.G. Kusumawathie	Beedi wrapping	10/10/94	8/92	0	0	0	1	2	No	No	N
C/SI/535	P.P.G.C. Dinesh	Ready Made Garments	27/07/94	1/94	1	0	0	2	0	No	No	N
C/NU/536	Aruna Kantha Society	Tea Boxes - Asp.	12/05/94	2/95	2	0	0	0	0	No	No	T
C/SI/539	Noyel Gunaratna	Light Engineering	10/01/94	1/90	2	1	0	4	0	No	No	N
C/SI/542	K.A. Suraweera	Capentry Shop	03/10/94	- /91	0	0	0	2	0	No	No	T
C/NU/544	R.A. Podinona	Bag wiewing & Tea Boxes	04/09/94	12/94	1	0	0	1	1	No	No	T
C/WE/546	K.M. Karunaratna	RICE MILL	15/02/94	6/90	0	0	0	3	0	No	No	T
C/SI/547	A.M. Biswenike	Poultry	12/10/94	10/94	1	0	0	2	0	No	No	N
C/MA/550	K.W. Jayatilaka	Ornaental fish - Asp.	14/12/94	- / -	0	0	0	0	0	No	No	T
C/MA/551	N.K. Siriawathie	Ornaental fish - Asp.	14/12/94	- / -	0	0	0	0	0	No	No	T
C/MA/552	P.G. Premaratna	Ornaental fish - Asp.	14/12/94	- / -	0	0	0	0	0	No	No	T
C/MA/553	J.J. Dahanayaka	T.V repair	15/11/94	1/95	0	0	0	2	0	No	No	E
C/MA/554	K.B.G. Nissanka Jagath	Furniture - Asp.	15/11/94	- / -	1	0	0	0	0	No	No	N
C/DO/555	D.R.C. Nagal Bandara	- Asp. - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	N
C/SA/556	R.P. Sarath Kumara	Furniture	15/11/94	- /92	1	0	0	1	0	No	No	N
C/NU/557	Y.M. Ratnayaka	Rice processing - Asp.	30/11/94	- / -	0	0	0	0	0	No	No	T
C/LI/558	S.L. Siriwardana	Ornaental Fish - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	T
C/WE/559	K.A. Ranjith Karunatilaka	Retail shop	13/11/94	1/95	1	0	0	2	0	No	No	T
C/MA/560	M. Hektor Fernando	Bakery	14/12/94	1/93	0	0	0	0	2	No	No	N
C/MA/561	H.M. Darmasena	- Asp. - Asp.	15/11/94	- / -	1	0	0	0	0	Yes	No	T
C/SI/562	H.P. Ranjith Premalal	- Asp. - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	N
C/MA/563	Anil Lashantha Sumanasekara	Poultry farm - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	N
C/SI/564	B.G. Chandana Jagath Kumara	Light Engineering	15/11/94	4/95	0	0	0	2	1	No	No	T
C/SI/565	U.A. Samanta Wickrama Arachchi	- Asp. - Asp.	13/11/94	- / -	0	0	0	0	0	No	No	N
C/MA/566	Nanda Kumara	Grinding mill - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	T
C/SI/567	W.N. Wasanta Kumara	- Asp. - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	E

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						Full	Part	Full	Part			
C/MA/568	Rashika Shanthie	- Asp. - Asp.	15/11/95	- / -	0	0	0	0	0	No	No	T
C/SI/570	K.M. Damika Tamara Kumari	- Asp. - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	E
C/MA/571	Pushpa Kanthi Rajapaksha	Confectionery - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	N
C/DO/572	M.R. Gunapala	Spring Leaves - Asp.	15/09/94	- / -	0	0	0	0	0	Yes	No	T
C/LI/573	M.G. Tilakaratna	Grinding Mill - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	T
C/SI/574	K.M.L. Jayasinghe	REPAIR MACHINES	15/11/94	5/95	0	0	0	2	0	No	No	T
C/MA/575	R.A. Chahdrasena	- Asp. - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	T
C/SI/576	R.P. Manasingha Rajapaksha	- Asp. - Asp.	15/11/94	- / -	0	0	0	0	0	No	No	N
C/MA/577	J.M. Somathilaka	Retail shop	14/12/92	9/91	0	0	0	2	0	No	No	N
C/LI/578	Lihiniyagama Ornae: fish Socii	Bric making	17/01/95	8/95	0	0	0	0	3	No	No	N
C/MA/579	E. Karunasena	Mosqiti nets	14/01/93	2/93	0	0	0	2	0	No	No	N
C/NU/580	Sriyanie Rathnayaka	RETAIL SHOP	14/01/93	3/92	1	0	0	1	1	No	No	N
C/KA/585	P.G. Sunil Jayarathna	Goat farming	20/03/94	7/94	0	0	0	2	0	No	No	T
C/SA/588	Muwagamana Poultry Society	Poultry	12/04/95	9/95	0	0	0	5	0	No	No	N
C/MA/590	J.D.C.L. Piyadasa	Rice processing - Asp.	29/01/95	- / -	0	0	0	0	0	No	No	T
C/MA/591	K.G.R. Chandrawathie Menike	Rice processing - Asp.	29/01/95	- / -	0	0	0	0	0	No	No	T
C/MA/592	R.M.P. Ariyasena	Light engineering	03/01/95	5/93	1	0	0	3	0	No	No	N
C/NU/593	D.A.S. Kanaalawathi	Tea Boxes - Asp.	29/01/95	- / -	1	0	0	0	0	No	No	T
C/MA/594	P.B. Somarathna	Rice Processing - Asp.	29/01/94	- / -	0	0	0	0	0	No	No	T
C/LI/595	M. Sunil Jayawira	Rice processing - Asp.	29/01/95	- / -	0	0	0	0	0	No	No	T
C/NU/596	R. Sumathipala	Rice Processing	29/01/95	2/95	1	0	0	1	0	No	No	T
C/LI/599	H.K. Heenbada	Rice processing	25/01/95	7/95	2	0	0	0	1	No	No	T
C/LI/600	M.P.J. Sunatilaka	RICE PROCESSING - Asp.	29/01/95	- / -	0	0	0	0	0	No	No	T
C/MA/601	Informatic Farm	Cashew Plantation	20/10/92	- /91	0	0	0	76	0	No	No	N
C/MA/603	Krishna Mining Company	Mica Processing	10/07/94	10/94	0	0	0	24	0	No	No	N
C/SA/605	A. Sunil Perera	Aurweda medicine	20/12/94	5/90	0	0	0	2	0	No	No	N
C/LI/606	R.M. Kumarihaay	Dress making	14/09/94	9/94	0	0	0	1	0	No	No	N
C/MA/607	Renuka Perera	Tailoring - Asp.	14/09/94	- / -	0	0	0	0	0	No	No	T
C/WE/609	Sunawathie Disanayaka	Tailoring - Asp.	14/01/95	- / -	0	0	0	0	0	No	No	T
C/MA/611	P.M. Lalitha Wijetunga	Tailoring	14/09/94	9/94	0	0	0	1	0	No	No	T
C/MA/613	K.G. Elis	Tailor shop	14/09/94	10/95	1	0	0	1	0	No	No	T
C/SA/628	J.M.P.B. Jayasundara	Ice cream	21/02/95	2/94	0	0	0	1	0	No	No	N
C/NU/629	J. Jayarathna	Wood craving.	10/02/94	6/94	0	-1	0	1	0	No	No	N
C/NU/630	Taraka Kantha Ent: Society	Beedi wrapping - Asp.	10/02/95	- / -	0	0	0	0	0	No	No	N
C/SI/632	Ekanutu Enterprneur Society	Hiring Farm Equipaent	08/02/95	2/95	0	0	0	1	0	No	No	N
C/SA/634	Prawila Rodrigo	Confectionery	10/03/94	1/92	0	0	0	0	2	No	No	T
C/SI/635	R.G Pabilis Singho	Confectionery	01/02/95	3/90	0	0	0	1	1	No	No	T
C/SI/638	Suhada Entrepreneur Society	Hiring Farm Equipaent	03/02/95	2/95	0	0	0	1	0	No	No	N
C/MA/642	R.D Ajith Ranasingha	Bakery - Asp.	21/02/93	- / -	0	0	0	0	0	No	No	N
C/LI/643	M.A. Indrani Hemalatha	Confectionery	22/02/93	2/93	0	0	0	0	1	No	10000	N
C/LI/644	M.K Darwasena Weerasingha	Ice cream products -	21/02/95	- / -	0	0	0	0	0	No	No	N
C/SA/645	M Baddra Kanthie	RICE PROCESSING - Asp.	23/02/95	- / -	0	0	0	0	0	No	No	N
C/MA/646	R.M.S Rajapaksha	Rice mill - Asp.	22/02/95	- / -	1	0	0	0	0	No	No	N
C/WE/648	Meheragala Ent: Society	Tractor hiring	10/03/95	3/95	1	0	0	1	0	No	No	N
C/WE/649	K Kanthie Ranatunga	CONFECTONERY	15/02/95	2/94	0	0	0	0	2	No	No	N
C/MA/651	Kitsiri Gunarathna	Confectionery	15/03/95	2/93	0	0	0	1	0	No	No	E
C/SI/652	M.P.K Podiænike	Poultry	18/04/95	1/95	0	0	0	0	1	No	No	N
C/LI/654	B.M Punchie Banda	Goat Farming	08/03/95	4/95	1	0	0	1	0	No	No	N
C/LI/656	X.M.S Karunadasa	Goat farming	17/04/95	4/95	1	0	0	1	0	No	No	N
C/LI/657	E.M Weerakoon	Goat Farming	08/03/95	4/95	0	0	0	1	0	No	No	N
C/MA/659	R.M Kalanie Rathnayaka	Tailoring - Asp.	09/05/95	- / -	0	0	0	0	0	No	No	N
C/MA/660	H.M Indranie	Tailoring - Asp.	09/05/95	- / -	0	0	0	0	0	No	No	N

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C/MA/661 R.G Indranie	Tailoring - Asp.	09/05/95	- / -	0	0	0	0	0	No	No	N
C/NU/662 H.M Preeawathie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/663 S.A Soawathie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/664 K.A Leelawathie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/666 H.A Punched Nona	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/667 M.P Esilin	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/668 W. Wijelatha	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/669 I.P Hemalatha	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/671 H.M Sujeewa Herath	Tea boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/672 H.A Ayooa Sadaalie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/675 M.G Gnanawathie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/676 M.M Kamalawathie	Tea Boxes - Asp.	04/05/95	- / -	1	0	0	0	0	No	No	T
C/NU/679 Jeewanie Subadra	Tea boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/680 I.M Sumanawathiw	Tea boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/681 M.G. Karunawathie	Tea boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/685 Sriyanie Hettiarachie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/686 H.P Kumarahaay	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/687 Sunilawathie Kumari	Tea boxes - Asp.	04/05/95	- / -	1	0	0	0	0	No	No	T
C/NU/688 T.M Bisomenike	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/NU/689 E.M Karunawathie	Tea Boxes	04/05/95	8/95	1	0	0	0	1	No	No	T
C/MA/690 E.A Kitsiri Gunarathna	Confectionery	20/04/95	- /92	0	0	0	2	0	No	No	T
C/DO/691 G.M Dayawathie	CONFECTIONERY - Asp.	26/05/95	- / -	0	0	0	0	0	No	No	T
C/DO/692 G Leelawathie	COFECTIONERY - Asp.	26/05/95	- / -	0	0	0	0	0	No	No	T
C/DO/693 P.W Karunawathie	CONFECTIONERY - Asp.	27/05/95	- / -	0	0	0	0	0	No	No	T
C/DO/694 R.A Raayalatha	CONFECTIONERY - Asp.	27/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/695 G.K. Nandasena	Rice milling	18/05/95	1/94	0	0	0	4	0	No	No	E
C/MA/696 T.M Samini Piyarathna	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/697 R.K. Kusua Jayawangala	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/698 U.R Asoka Malanie	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/699 P.G Sriyanie Saman Kumari	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/700 Rohinie Mangalika	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/701 K.W Inoka Champa	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/702 W.B.G Amara Rthnasili	Confectionery - Asp.	19/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/703 Niroshanie Pathaa Kumari	Confectionery - Asp.	19/05/95	- / -	0	0	0	0	0	No	No	T
C/LI/704 E.H.M Heenmenike	Confectionery - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/WE/706 A.R Gnanawathie	CONFECTIONERY - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/WE/707 Daya Liyanage	CONFECTIONERY - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/WE/708 G.K Ranjanie	CONFECTIONERY - Asp.	18/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/710 Sunitha Sunawardene	Confectionery - Asp.	19/05/95	- / -	0	0	0	0	0	No	No	T
C/MA/711 W Sisira Kumara De Silva	Farm Equipment - Asp.	01/06/95	- / -	0	0	0	0	0	No	No	E
C/LI/713 P.W Swarna latha	Grinding Mill	01/06/95	- /88	1	0	0	2	0	No	No	N
C/SA/714 Nagastalawa Poultry Socity	Poultry - Asp.	12/04/95	- / -	0	0	0	0	0	No	No	N
C/SA/718 R.A. Karunarathne	Fishers - Asp.	02/07/95	- / -	0	0	0	0	0	No	No	N
C/LI/720 H.W Malanie	Tailoring	20/07/95	8/95	2	0	0	2	0	No	No	T
C/LI/721 H.M Wijerathne	Bricks making	05/07/95	8/95	0	1	0	1	0	No	No	N
C/LI/722 D.M Karunasingha	Bricks making	05/07/95	8/95	0	1	0	1	0	No	No	N
C/LI/723 A.M Mutubanda	Bricks making	05/07/95	8/95	0	1	0	1	0	No	No	N
C/LI/724 S.L Abayawardene	Brick making	05/07/95	8/95	0	1	0	1	0	No	No	N
C/LI/725 E.H.M Heenmenike	Brick making - Asp.	05/07/95	- / -	0	0	0	0	0	No	No	N
C/SI/726 R.K Lionel	New city Trade centre	17/07/95	- /93	0	0	0	1	0	No	No	N
C/NU/727 M Mimal Karunatilaka	Beedi wrapping	26/06/95	4/94	0	0	0	1	1	No	No	N
C/LI/728 Susila Gallage	Tailor shop - Asp.	02/07/95	- / -	0	0	0	0	0	No	No	N
C/SA/729 Susil Disanayaka	Micro concretetils -	14/07/95	- / -	0	0	0	0	0	No	No	N
C/SA/730 J.M.G.W.P Galahitiyawa	Repair Radio & T.V	18/07/95	9/95	1	0	0	1	0	No	No	N

Client ID	Name And Address	Project	Initial Contact Date	Project started Mon/Year	No. of Services provided	---Employment Status---				SCS Member	Loans Arranged	MED Training
						jobs created		Total Employees				
						Full	Part	Full	Part			
C/WE/731	J.P Martelis	- Asp. - Asp.	28/07/95	- / -	0	0	0	0	0	No	No	N
C/MA/732	M.P Lenin	- Asp. - Asp.	20/07/94	- / -	0	0	0	0	0	Yes	No	N
C/LI/733	H.M Mandawathie	Tailoring	24/07/95	2/95	0	0	0	1	0	No	No	T
C/LI/734	W. Ariyawathie	Tailor shop	26/07/95	12/94	0	0	0	1	0	No	No	T
C/WE/735	S Karunawathie	Tailor shop	27/07/95	8/95	0	0	0	1	0	No	No	T
C/SI/736	D.M Sunanda	Tailoring - Asp.	28/07/95	- / -	0	0	0	0	0	No	No	T
C/SA/737	Hungamalagaaa Swashakthie	Hiring Tractor Equip:	05/09/95	- / -	0	0	0	0	0	No	No	N
Ent:												
C/SI/738	Chandrika Manel	Tailoring	01/08/95	3/95	0	0	0	1	0	No	No	E
C/NU/739	Ajantha dipanie	Tailoring - Asp.	27/07/95	- / -	0	0	0	0	0	No	No	T
C/SI/740	Chandrawathie Menike	Tailoring	27/07/95	6/94	0	0	0	1	0	No	No	T
C/SI/741	Hemawathie Ediriweera	Tailoring	27/07/95	2/94	0	0	0	1	0	No	No	T
C/SI/742	Ranya Kumari Pelwatta	Tailoring	27/07/95	6/94	0	0	0	1	0	No	No	T
C/SA/743	Tilaka Gunawardene	Tailoring	27/07/95	3/94	1	0	0	0	1	No	10000	T
C/SI/744	B.G. Airanganie	Tailoring	27/07/95	2/94	0	0	0	0	1	No	No	T
C/LI/745	Sudumenike Herath	Tailoring	27/07/95	4/94	0	0	0	0	1	No	No	T
C/SI/746	Nanda Karunaratne	Tailoring	27/07/95	3/94	0	0	0	1	0	No	No	T
C/LI/747	W.S Pallegedara	Tailoring - Asp.	27/07/95	- / -	0	0	0	0	0	No	No	T
C/SI/748	S.P Anulawathie	Tailoring	27/07/95	6/94	0	0	0	0	1	No	No	T
C/SA/749	P.N Ruwan Patirana	Tailoring	02/08/95	10/94	0	0	0	1	0	No	No	E
C/SA/750	D.M.P Kumarihamy	Dress making	28/07/95	12/95	0	0	0	1	0	No	No	E
C/SA/751	Indranie Kulasingha	Tailoring - Asp.	28/07/95	- / -	0	0	0	0	0	No	No	E
C/SA/752	R.M Mafanie Rathnayaka	Tailor shop - Asp.	28/07/95	- / -	0	0	0	0	0	No	No	E
C/SA/753	Wasana Kumudunie	Tailoring - Asp.	28/07/95	- / -	0	0	0	0	0	No	No	E
C/SI/754	Saman Godagedara	Carpentry	28/07/95	5/95	0	0	0	1	0	No	No	E
C/MA/755	Sapu Mal Govi Haula	Hiring Farm Equipments	05/08/95	- / -	0	0	0	0	0	No	No	N
C/SI/756	D.M Kusumawathie	Tailoring	02/08/95	3/94	0	0	0	0	1	No	No	N
C/SI/757	D Susanawathie	Retail shop	29/07/95	1/94	0	0	0	1	0	No	No	N
C/MA/758	W.M Darmadasa	Poultry farming - Asp.	08/08/95	- / -	0	0	0	0	0	No	No	E
C/SA/759	Y.K.L.C Kosta	Poultry	02/08/95	9/95	1	0	0	1	0	No	No	T
C/SA/760	D.K Wijerathne	Poultry - Asp.	01/08/95	- / -	0	0	0	0	0	No	No	T
C/SA/761	Ebat Siriwardene	Poultry	01/08/95	8/95	1	0	0	1	0	No	No	T
C/SA/762	H.U Pinhaay	Poultry - Asp.	01/08/95	- / -	0	0	0	0	0	No	No	T
C/SA/763	T.J Mahinda	Poultry	02/08/95	9/95	1	0	0	1	0	No	No	T
C/SA/764	W.M Senarathne	Poultry - Asp.	02/08/95	- / -	0	0	0	0	0	No	No	T
C/MA/765	M.A Jayasingha	Tyre work shop	08/07/95	1/94	0	0	0	3	0	No	No	N
C/WE/766	Suhada Eksath Ent: Society	Hiring Tractor	15/08/95	11/95	0	0	0	1	0	No	No	N
C/SA/767	D.G.K Chandrapala	Poultry	02/07/95	9/95	1	0	0	1	0	No	No	N
C/SA/768	E.M.P.G Poddalgoda	Poultry	02/07/95	9/95	3	0	0	1	0	No	No	N
C/LI/769	Dayanie Abesekara	- Asp. - Asp.	10/10/95	- / -	0	0	0	0	0	No	No	N
C/LI/770	W.L Karunadasa	Goat Farming	10/08/95	9/95	0	0	0	0	1	No	No	N
C/SI/771	S.R.A Rathnayaka	Garment	26/10/95	8/95	0	0	0	1	0	No	No	N
C/SA/772	T.K Manoj Kumara	Poultry	08/10/95	1/96	2	1	0	1	0	No	No	N
Jayashantha												
C/NU/773	U.G Chandrawathie	Retail Shop	18/10/95	6/94	0	0	0	1	0	No	No	N
C/NU/774	M.D. Latha Padmini	Brasserie - Asp.	18/10/95	- / -	1	0	0	0	0	No	No	N
Edirisinha												
C/SA/775	D.M Indranie	Packeting	10/09/95	7/95	1	0	0	1	0	No	No	N
C/MA/776	R.A. Kusuma Rajapaksha	Musroom Cultivation	10/10/95	10/95	0	0	0	2	0	No	No	N
C/WE/777	I.M Tilakarathne	Rice mill - Asp.	12/10/95	- / -	0	0	0	0	0	No	No	N
C/LI/778	K.A.D.W.L Kalibowila	Kelaniweli suppliers	02/01/96	- / -	1	0	0	0	0	No	No	N
C/LI/779	H.W. Aruna Sarath Kumara	Hard ware	12/01/96	8/95	0	0	0	3	0	No	No	N
C/SA/780	W.A Jayawardene	Tailoring	19/01/96	1/95	0	0	0	2	0	No	No	N
C/MA/781	W.M Dharmadasa	Grinding - Asp.	11/01/96	- / -	0	0	0	0	0	No	No	N

Client ID Name And Address	Project	Initial Contact Date	Project started Mon/Year	No. of Services provided	---Employment Status---				SCS Member	Loans Arranged	MED Training			
					jobs created		Total Employees							
					Full	Part	Full	Part						
C/LI/782 A.M Shamali	Saraent - Asp.	08/01/96	- / -	0	0	0	0	0	No	No	N			
C/MA/783 A.S. Nandawathie	Confectionery - Asp.	15/01/96	- / -	0	0	0	0	0	No	No	N			
C/MA/784 N.N Piyatilaka	Making paper bags -	14/01/96	- / -	0	0	0	0	0	No	No	N			
Total Clients	260	Total Aspiring	90		112	6	-1	371	71	24	No.	2	EDP	17
Active Clients	260									Rs.	20000		Tech.	128

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INPUT FORM # 2 INDIVIDUAL CLIENT CARD UPDATE SHEET

BUSINESS CENTRE _____

Complete this form whenever the follow-up service visits to the client reveals a change in status regarding employment, credit or S & C society membership. Each client's record should be updated at least once every six months. The records of most clients will be updated during the normal course of follow-up service visits. Once every six months the MIS will report to each field business centre a list of the names and addresses of enterprises whose updates are over six months old. The field officers and consultants will then visit each of these enterprises and prepare an update sheet.

1. CLIENT ID # _____ / _____ / _____ Name : _____
System Block Serial No.

2. DATE OF UPDATE _____ / _____ / _____

3. IF ENTERPRISE HAS STARTED OPERATION IN MAHAWELI SINCE LAST REPORT:

Month & year of enterprise start-up _____ / 19 _____ Project Sector & Type _____ (See code sheet)

PROJECT _____

4. CURRENT VALUE OF MONTHLY SALES LEVELS

Provide your best estimate of the enterprise's volume of gross sales for the previous month. _____ Rs./Month

5. CHANGES REGARDING LAND, EMPLOYMENT, LOANS, OR CREDIT SOCIETY MEMBERSHIP _____ (Y/N)

6. IS THE CLIENT TO CONTINUE TO GET ASSISTANCE FROM BUSINESS CENTRE ? _____ (Y/N)

If 'No' Why _____

7. IF ENTERPRISE HAS CEASED OPERATION COMPLETELY, MONTH & YEAR OF CLOSING _____ / 19 _____

8 CURRENT EMPLOYMENT INCLUDING WORKING PROPRIETORS

Enter the totals at the time of the update.

	MAIN OCCUPATION		SECONDARY OCCUPATION		SEASONAL EMPLOYMENTS		YOUTHS (Age Below 30 years)	2ND & 3RD GENERATION SETTLERS
	M	F	M	F	M	F		
SELF								
UNPAID FAMILY								
PAID FAMILY								
UNPAID WORKERS								
PAID WORKERS								
OUTGROWERS								
TOTALS								

9. UPDATE ON STATUS OF ENTERPRISE ON THE BUSINESS SITE

Encroaching on Land _____	Rents the Business site _____
Has an Annual MASL Permit _____	Has a Free Hold Title _____
Has a Long Term MASL Lease _____	Homestead _____
Informal Purchase _____	Other _____

Filled By: _____ Entered by : _____

Date : _____ / _____ / _____

10. EIED/MED ASSISTED LOANS

Lender	Purpose	Amount applied	Date of EIED/MED covering letter	Amount released	Date released	1st Instalment due date	Repayment regular/not
BANKS DIRECT							
1							
2							
3							
BANKS THROUGH SAVINGS & CREDIT SOCIETIES							
1							
2							
3							
MVCC							
1							
2							
3							
OTHERS							
1							
2							

11. MED/EIED SPONSORED SAVINGS AND CREDIT SOCIETY UPDATE

Enter information pertaining to new membership in a savings and credit society.

NAME OF SAVINGS & CREDIT SOCIETY _____

DATE OF ACTIVE MEMBERSHIP -- / -- / --

AMOUNT OF MEMBERSHIP CONTRIBUTION _____ Rs.

12. BANKING RECORD UPDATE

DATE SAVINGS ACCOUNT OPENED -- / -- / --

DATE CURRENT ACCOUNT OPENED -- / -- / --

13. OTHER SPECIAL SAVINGS SCHEMES SPONSORED BY SCSs

Name of Institution	Type of account	Date of opening	Amount (Rs.)
1.			
2.			
3.			
4.			

14. UPDATE ON MED/EIED TRAINING

Date of Training -- / -- / -- to -- / -- / --

Type of training _____ EDP _____ Other

15. MED/EIED MARKET DEVELOPMENT ASSISTANCE

Has the client received Market development assistance? (Yes/No) _____

Has the client improved its marketing performance? (Yes/No) _____

If Yes, describe the improvements

16. MED/EIED TECHNOLOGY TRANSFER ACTIVITIES

Has the client received technology transfer assistance? (Yes/No) _____

Has the client improved technology? (Yes/No) _____

If Yes, describe the improvements

17. COMMENTS

Comment on the most important changes in this enterprise, as well as the most important problems it still faces.

TECHNOLOGY INITIATIVE FOR THE PRIVATE SECTOR (TIPS)

1, Spathodea Avenue, Thimbirigasyaya Road,
Colombo 5. Fax : 508860
Phone: 589400, 580002, 508860-1

COMPANY FINANCIAL AND STATISTICAL INFORMATION

This form is used to gather information about companies that TIPS works with in order to build a profile of all its clients for purposes of evaluation.

It would be greatly appreciated if you please spare time to complete this form accurately as this information will be the basis to evaluate the performance of your project.

We ensure that information provided by you will be treated in strict confidence.

Instructions to help completing this questionnaire is provided in the last page. If you need any further information or clarification please contact the Director Monitoring & Evaluation or any other TIPS officer.

Name of Company : _____

EQUITY

1. Equity capital of company : Rs _____
(Issued Share Capital for Limited Liability Companies)
2. Classification of issued capital

	Rs.	%
Local - Private		
- Government		
Foreign - Private		
- Govern.		
Total		

SALES

3. Is your company in the export trade :

Yes No

If the company is in the export trade, then

Year of commencement of export: _____

4. Annual Sales Turnover (Total Sales)

Base Year 19.... : Rs _____
 Previous Year 19.... : Rs _____

5. Sales/Domestic Market

Year	Product	Unit of measure	Quantity	Value (Rs)
Base year				
Previous year				

6. Sales/Export Market

Year	Product	Unit of measure	Quantity	Value (Rs)
Base year				
Previous year				

7. As regards of export sales, please list 5 major countries to which exports are made and percentage exports made to each country as a proportion of total exports by the company.

Country	As percentage of total exports in the year	
	Base Year (%)	Previous Year (%)

8. Production/Output

	1	2	3	1+2-3
	Sales	Finished goods inventory as of year end	Finished goods inventory as of year start	Output during the year
Quantity				
Base year				
Previous year				
Value (Rs)				
Base year				
Previous year				

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9. Materials/Consumables

Raw Material Purchases

	Base Year (Rs)	Previous Year (Rs)
Local		
Imports: (CIF values)		
From U.S		
Non U.S		
Total		

10. Electricity & Fuel Consumption

	Base Year (Rs)	Previous Year (Rs)
Factory Consumption		
- Electricity		
- Fuel		

11. Production Capacity

	Unit of measure	No. of shifts per day	Annual optimum* production capacity	Current actual production
Base Year				
Previous Year				

* Optimum production capacity referred to herein is the rated capacity and not the maximum output of the plant, process or system.

* Please report production capacity in terms of product volumes (eg.- No of Kgs, Units etc)

12. Employment

	Production	Administration		Total
		Key Mgnt	Other	
Males				
Females				
Total				

13. Net Assets

	Fixed Assets (Rs)	Current Assets (Rs)	Current Liabilities (Rs)	Investments (Rs)
As at end of base year				
As at end of previous year				

14. Human Resource Training

(a) In-house staff training

	Total
Base year Number of employees Cost of training (Rs)	
Previous year Number of employees Cost of training (Rs)	

(b) Staff training - outside

	Total
Base year Number of employees Cost of training (Rs)	
Previous year Number of employees Cost of training (Rs)	

15. Expenditure on Market Research

	Cost (Rs)
Base year	
Previous year	

16. Subscriptions to Industry/Professional Journals

	Cost (Rs)
Base year	
Previous year	

17. Company memberships in Industry/Trade Associations

	Name of Association	Cost (Rs)
Base year		
Previous Year		

18. Advertising, foreign business visits etc.:

Base Year

Local Promotion _____
 Foreign Promotion - US _____
 - Non US _____

Previous Year

Local Promotion _____
 Foreign Promotion - US _____
 - Non US _____

I declare that the above information is true.

Name of signatory : _____
 Designation of signatory : _____
 Signature : _____
 Date : _____

Signature of TIPS officer : _____
 Date : _____

INSTRUCTIONS TO COMPLETING CLIENT EVALUATION FORM

1. BASE YEAR (BASELINE INFORMATION) REFERS TO THE FINANCIAL YEAR ENDED IMMEDIATELY PRIOR TO WHEN THE TIPS GRANT LETTER WAS SIGNED.
2. PREVIOUS YEAR - IMMEDIATE FINANCIAL YEAR PRECEDING THE BASE YEAR.
3. IF APPLICATION FOR ASSISTANCE IS MADE BY AN INDIVIDUAL WHO DOES NOT HAVE A REGISTERED COMPANY AT TIME OF APPLICATION (NEW COMPANY) NO FINANCIAL INFORMATION IS REQUIRED.
4. USE IN-COMPANY RECORDS AS FAR AS POSSIBLE WHEN FILLING-IN THE FINANCIAL AND STATISTICAL DATA. FOR EG. ALL FINANCIAL DATA SHOULD BE THE SAME AS REPORTED IN THE COMPANY AUDITED ACCOUNTS IF AVAILABLE.
5. IN PROVIDING INFORMATION IN REGARD TO PRODUCTION CAPACITIES BEST JUDGEMENT SHOULD BE USED.

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TECHNOLOGY INITIATIVE FOR THE PRIVATE SECTOR (TIPS)

1, Spathodea Avenue, Thimbirigasyaya Road
Colombo 5. Fax 508860
Phone: 580002, 589400, 508860-1

COMPANY ANNUAL FINANCIAL & STATISTICAL INFORMATION UPDATE

This information is only used to monitor your company performance and TIPS assures you strict confidentiality.

If you have any difficulties in completing this form, please do not hesitate to contact the Director, Monitoring & Evaluation or in his absence any other TIPS official.

Your co-operation in returning to us the completed form at your earliest will be very much appreciated.

Financial year ended : _____
Name of company : _____

Please answer questions in "Section A" below only if there have been any changes during the year.

SECTION A

1. Business Address
- Office : _____
- Factory : _____
2. Telephone Number
- Office : _____
- Factory : _____
3. Telex Number : _____
4. Fax Number : _____

5. Legal status of company (Please tick () appropriate box)

Sole Proprietor	<input type="checkbox"/>	Partnership	<input type="checkbox"/>
Private Limited Company	<input type="checkbox"/>	Public Limited Company	<input type="checkbox"/>
		- Quoted	<input type="checkbox"/>
		- Unquoted	<input type="checkbox"/>

8. Health Care

8.a Does your company provide employees with health care insurance coverage?

Yes No

8.b If answer to 8.a is "Yes" what percentage (%) of employees are provided cover?

(i)	Less than 25%	<input type="checkbox"/>
(ii)	Between 26%-50%	<input type="checkbox"/>
(iii)	Between 51%-75%	<input type="checkbox"/>
(iv)	Between 76%-99%	<input type="checkbox"/>
(v)	100% (All)	<input type="checkbox"/>

8.c Does your company cover the factory work force under Workman Compensation insurance?

Yes No

8.c.i. If answer to 8.c is "Yes" what % of the factory work force is provided cover?

Less than 50%	<input type="checkbox"/>
Between 50%-99%	<input type="checkbox"/>
100% (All)	<input type="checkbox"/>

8.d How do you rate your company in it's compliance with recommended industrial safety standards.

Above average industrial standards	<input type="checkbox"/>
In line with average industrial standards	<input type="checkbox"/>
Below average industrial standards	<input type="checkbox"/>

9. Micro Enterprise Development

(For purposes of this questionnaire Micro enterprises are suppliers of goods or services or sub-contractors who operate on an individual, cottage or subsistence level.)

9.a What is the number of micro-enterprises that your company is presently supplied by?

9.b In your judgement what percentage of those micro-enterprises are working exclusively with your company?

9.c What is the approximate total value of business provided by your company to the various micro-enterprises? Rs.....

9.d Do you provide any training to the micro-enterprise companies working with you?

Yes No

9.d.i. If answer to 9.d is "Yes" what is the approximate value of training provided to micro-enterprises? Rs.....

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10. Environment

10.a Has your company received complaints from any following sources regarding environmental issues:

	Yes	No
1. Employees		
2. Neighbours		
3. Local authority (Municipal, Urban, Village council)		
4. Central Environmental Authority (CEA)		
5. Other (specify)		

10.b Has your company carried out an environmental impact study? Yes/No

If Yes ;

When: _____

by whom: _____

results: _____

10.c Do you know the environmental regulations applicable to your industry? Yes/No

Do you comply with them? Yes/No

10.d Do you know the international environmental standards applicable to your industry? Yes/No

10.e What are the areas you think, your company has environmental problems with: _____

Environmental Pollution can happen on any one given following 4 ways;

- Gases (eg. Carbon Dioxide from your boilers)
- Liquids (eg. Dyes from a textile plant)
- Solids (eg. Saw dust from a timber mill)
- Noise (eg. sounds of machinery)

10.f What is your company's action plan for addressing the issues relating to environmental pollution

(Please use an additional sheet if the space provided is not sufficient.)

10.g Does your company have any difficulties in implementing the above action plan? Yes/No

10.h Protection of environment is a social responsibility. Does your company have a proper system of receiving information to update this responsibility? Yes/No

If Yes, please specify. _____

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SECTION B

Company Financial and Statistical Information

EQUITY

11. Equity capital of company : Rs _____
(Issued Share Capital for Limited Liability Companies)

12. Classification of issued capital

	Rs.	%
Local - Private		
- Government		
Foreign - Private		
- Govern.		
Total		

SALES

13. Annual Sales Turnover (Total Sales) :Rs _____

14. Sales Analysis

	Product/s	Unit	Quantity	Value (Rs)
Domestic Market				
Export Market				

15. In order of export sales revenue please list 5 major countries to which exports are made and percentage exports made to each country as a proportion of total exports by the company.

Country	As percentage of total exports in the year (%)

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16. Production/Output

	1	2	3	1+2-3
	Sales	Finished goods inventory as of year end	Finished goods inventory as of year start	Output during the year
Quantity/Volume				
Unit of measure				
Quantity				
Value (Rs)				

17. Materials/Consumables
Raw Material Purchases

	For the year (Rs)
Local purchases	
Imports: (CIF value)	
From U.S	
Non U.S	
Total	

18. Electricity & Fuel Consumption

	For the year (Rs).
Factory Consumption	
- Electricity	
- Fuel	

19. Production Capacity

	Unit of measure	No. of shifts per day	Annual optimum* production capacity	Current actual production
For the Year				

* Optimum production capacity referred to herein is the rated capacity and not the maximum output of the plant, process or system.

20. Employment

	Production	Administration		Total
		Key Mgnt	Other	
Males				
Females				
Total				

21. Net Assets (as at year end)

a. Fixed Assets	_____	_____
b. Investments	_____	_____
c. Current Assets	_____	_____
d. Less - Current Liabilities	_____	_____
e. Net Current Assets ("c" less "d")	_____	_____

22. Human Resource Training

(a) In-house staff training

Number of employees	
Cost of training (Rs)	

(b) Staff training - outside

Number of employees	
Cost of training (Rs)	

23. Expenditure on Market Research : RS _____

24. Subscription to Industry/Professional Journals

Type of journal	No of copies	Cost (Rs)

25. Company membership in Industry/Trade Associations

Name of Association	Cost (Rs)

26. Advertising, foreign business visits etc. :

Local Promotion
 Foreign Promotion - US
 - Non US

SECTION C

Publicity of Technology Initiative

27. May TIPS publicize your project success?

In Sri Lanka

Yes

No

In the USA

Yes

No

Name of signatory : _____

Designation of signatory : _____

Signature : _____

Date : _____

Survey of Beneficiaries

Beneficiaries interviewed

Technology Initiative for the Private Sector (TIPS)

Bairah Farms Ltd

Mr. Yakooth Naleema

Utilization of grants:

1. feasibility study for a feedmill
2. Consultant for breeding stock

Employment creation : As a result of the feasibility study, a BOI approved joint-venture was launched and construction of the feedmill is in process. Once the feedmill is in place (increase in fixed capital formation) anticipated full-time permanent employment is 70. Production technology was enhanced with the assistance for a consultant. Technology to assess and monitor breeding stock can be viewed as a contribution to the sustainability to the production process.

Types of employment - The number of permanent employment in the processing factories, and (five) farms account for about 670 jobs. Linkages through contract farmers (outgrowers) create about 600 direct part-time and casual employment. Providing chics to independent farmers also induce employment for about 1000 farmers.

Gender - limited impact on employment of women in the poultry processing and farming. Only 10 - 15 % of total employment of 670 are women.

Income impact: The two year (from the end of 1993 to end of 1995) increase in gross sales turnover is Rs. 200 million.

Indirect impact: The independent farmers who buy young chics from the client may create further employment, however, mostly in terms of casual or part-time employment. Increases in income of the farmers is a possible outcome of expansion of client activities with independent farmers.

Once the feedmill is operational procuring necessary inputs for the production process will expand linked economic activities (such as farmers who provide maize, and other inputs used to manufacture chicken feed).

Radiant Gems International Ltd.
Mr. Sarath Munasinghe (managing director)

Utilization of grants:

- 1. trip to Israel
- 2. trade fare for markets

Employment impact : The tour to Israel enabled the client to procure machinery to enhance the value added activity of the lapidary; increasing direct permanent employment by 35 employees. With the assistance of the second grant two customers (market for 95% of sales) for the final product were located.

Types of employment: employment created are permanent full-time positions at the lapidary.

Gender : The lapidary mostly employs women, and the increase in employment of 35 positions have all been women.

Income impact: The client who was making a Rs. 3 million loss per annum in 1993 was enabled to break-even at the end of 1995. Wage rates of the employees have increase from Rs. 1200 to Rs. 4000 during the same period.

Indirect impact: The procurement of technologically enhanced machinery had lead to manufacturing 5 similar machines locally. Production of each machine has created employment for 8 labourers. The lapidary is a pioneer in new technology and spread-effect of this technology can enhance employment and income in the gem and jewelery sector.

COLOMBO STOCK EXCHANGE



EMPLOYMENT CREATED BY COMPANIES

RAISING NEW CAPITAL ON

THE COLOMBO STOCK EXCHANGE

FINAL REPORT

February 1995

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This study was conducted by the Colombo Stock Exchange and the International Science & Technology Institute, Inc. under the Financial Markets Project, Sri Lanka (USAID Contract No. 383-0100-C-00-3063-00)

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EXECUTIVE SUMMARY

The development of a nation's financial markets is critical to its long-term growth. The Colombo Stock Exchange experienced significant growth in the period 1990 through 1993, as did the Sri Lankan economy. However, no studies to date have inquired as to whether the development of the Colombo Stock Exchange has had a beneficial impact on the socioeconomy of Sri Lanka. This report endeavours to answer this question through an examination of whether the companies that raised capital through the stock exchange created new employment opportunities.

A significant positive correlation was found between the amount of capital raised and the creation of employment. It was established that the companies that had raised capital in the period 1990 through 1993 created a total (direct plus indirect) of 52,204 new jobs. Many of these companies also spent resources on the training and development of these new workers. In addition, it is noteworthy that several of the firms used the capital raised to expand factories or hotels outside Colombo, thereby bringing in new groups of workers into the economic mainstream.

SECTION 1

INTRODUCTION

Nations require efficient capital markets as a means to better allocate resources. The ability of an organized stock market to facilitate trading volumes at a low cost benefits the investing public. Encouraging the efficient allocation of economic resources through an organized stock market is vital for a nation's economic health. However, if a stock exchange is to develop over the long-term, it is imperative that it also contribute to the socioeconomic development of the country.

The Colombo Stock Exchange (CSE) experienced significant growth in the period 1990 through 1993. The number of companies listed on the CSE grew from 175 in 1990 to 201 at the end of 1993 and market capitalization grew from Rs. 36.87 billion (U.S.\$ 0.74 billion) to Rs. 123.79 billion (U.S.\$ 2.48 billion). During these years the CSE has also performed extremely well in facilitating companies to raise capital. However, the impact of the CSE on the people of Sri Lanka has not been identified to date.

This study aims to understand if the development of the CSE has had a sustainable beneficial impact on people through the creation of new employment opportunities in recent years. This study, therefore, explores the following :

- How much capital was raised through the CSE over the period 1990 to 1993 (inclusive) and by what companies ?
- How many new direct and indirect jobs were created by such companies ?
- What types of jobs were created ?

In a broader sense, the focus of this study is to identify whether the development of the Sri Lankan financial market in recent years has helped democratize the economy through providing new opportunities for workers and bringing in new groups of people into the mainstream of the growing economy.

SECTION 2

METHODOLOGY

The first step was to identify the CSE companies that raised capital through new issues (initial public offerings), subsequent issues and rights issues and the amount of capital raised. This was done for the period 1990 through 1993.

Next, contact was established with the companies that had raised capital, and a survey conducted to ascertain the number of new full-time employees they had hired in each of the years 1990 to 1993 (inclusive). This exercise provided the quantitative data on direct employment created and qualitative data on the nature of the new jobs and the previous work experience of these new workers. In addition, information was collected through the survey on the economic performance of the companies so as to ascertain the sustainability of the jobs created and the potential for future employment generation.

The survey was conducted in 1994 and was administered to each of the 88 companies that had raised capital through the CSE in the period 1990 to 1993 (inclusive). Supplementary data was collected through the Annual Reports of the companies and Colombo Stock Exchange publications.

Indirect employment was estimated through applying coefficients for each company based on its industry. The coefficients are derived from the methodology used by the Central Bank of Sri Lanka in its Employment Survey, 1993; Industrial Survey, 1993; and Socio-economic and Consumer Finance Survey, 1993. In addition, interviews were conducted with a sample drawn from the 88 companies to ascertain information of industry linkages and consequent indirect employment creation.¹

¹ The companies interviewed for additional information were chosen from each of the 13 industrial sectors.

SECTION 3

CAPITAL RAISED BY COLOMBO STOCK EXCHANGE COMPANIES

Over the period 1990 through 1993 the CSE developed significantly. Table 1 below presents summary statistics that demonstrate the growth of the CSE.

TABLE 1
SUMMARIZED TRADING STATISTICS OF THE CSE FOR 1990 - 1993

	1990	1991	1992	1993
Annual Turnover	Rs. 1,563 M	Rs. 4,301 M	Rs. 4,974 M	Rs. 18,567 M
	(US\$ 31 M)	(US\$ 86 M)	(US\$ 99 M)	(US\$ 371 M)
Shares Traded (No.)	41,692,180	79,179,569	87,809,578	351,359,750
Trades (No.)	48,332	91,544	109,646	231,837
New Listings (No.)	01	05	12	12
Companies Listed (No.)	175	178	190	201
Market Capitalization	Rs. 36.87 B	Rs. 81.84 B	Rs. 66.20 B	Rs. 123.79 B
	(US\$ 0.74 B)	(US\$ 1.64 B)	(US\$ 1.32 B)	(US\$ 2.48 B)
Prices Indices :				
All Share :	384.39	837.89	605.31	978.97
Sensitive :	68.30	1,198.65	826.57	1,442.44

Source : Colombo Stock Exchange Annual Report, 1993.

Note : Exchange rate used in converting to U.S Dollars is Rs. 50 = U.S. \$ 1.
Statistics reflect annual totals or numbers at December 31.

The Colombo Stock Exchange also developed as an important medium through which companies could raise capital. The capital raised through new issues (initial public offerings), subsequent issues and rights issues increased substantially in that period as demonstrated by Table 2 and Figure 1 below.

TABLE 2
CAPITAL RAISED BY CSE COMPANIES (1990 - 1993)

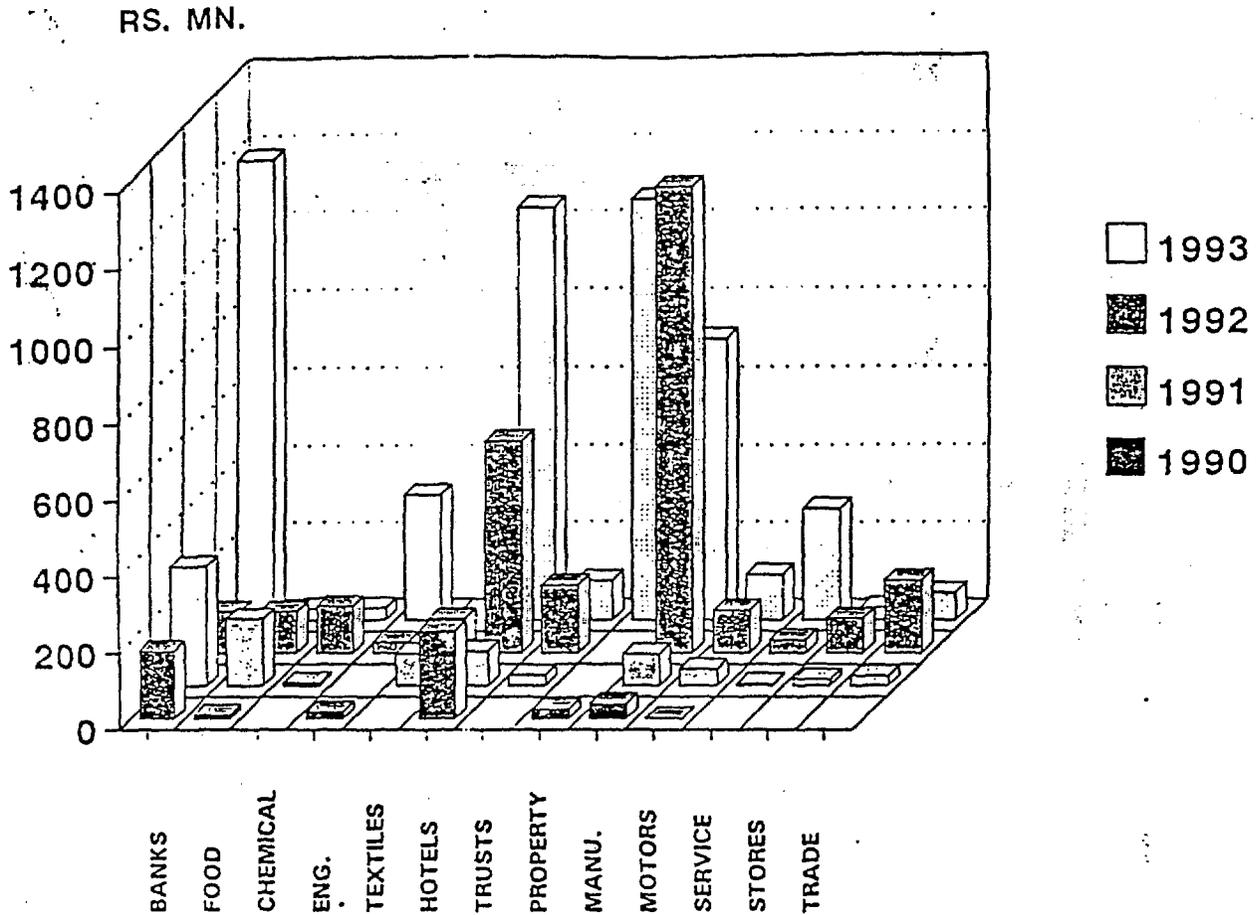
Category	No. of Companies	1990	1991	1992	1993	Total
		(Rs. Million)				
Banking & Finance	9	177.1	314.3	110.0	1,192.6	1,794.0
Beverages, Food & Tobacco	5	10.0	175.4	108.7	31.1	325.2
Chemicals & Pharmaceuticals	4	0	7.5	122.7	31.8	162.0
Construction & Engineering	3	18.7	0	27.6	327.3	373.6
Footwear & Textiles	4	0	84.6	89.1	0	173.7
Hotels & Travel	16	228.7	91.2	552.6	1,064.5	1,937.0
Investment & Trust	8	0	28.0	178.4	104.5	310.9
Land & Property	2	25.0	0	0	1,085.0	1,110.0
Manufacturing	15	39.2	83.3	1,202.6	728.0	2,053.1
Motors	6	3.2	43.6	111.9	120.2	278.9
Services	4	0	5.5	34.4	290.9	330.8
Stores	6	0	16.9	90.5	33.7	141.1
Trading	6	0	26.4	190.6	71.9	288.9
Total (Excluding - Privatization Offerings)	88	501.9	876.7	2,819.1	5,081.5	9,279.2
		\$ 10.0 M	\$ 17.5 M	\$ 56.4 M	\$101.6 M	\$185.6 M
Total (Including - Privatization Offerings)		501.9	1,094.7	3,066.6	6,819.9	11,483.1
		\$ 10.0 M	\$ 22.0 M	\$ 61.3 M	\$136.4 M	\$230.0 M

Source : International Science & Technology Institute, Inc. based on CSE data.

Note : Exchange rate used in converting to U.S. Dollars is Rs. 50 = U.S.\$ 1.

FIGURE 1

CAPITAL RAISED



As seen in Table 2, a total of 88 companies raised capital in the period 1990 through 1993. The Manufacturing sector accounted for the largest percentage share (27%) of total capital raised (excluding privatizations) in this period. Hotels and Travel (21%) and Banking and Finance (19%) also accounted for significant proportions of the capital raised. It is also noteworthy that the amount of capital raised in 1993 was significantly greater than the quantum of capital raised in any of the other years in the period 1990 through 1993.

SECTION 4

DIRECT EMPLOYMENT CREATED

The creation of jobs outside of the agricultural and plantations sector is vital for a developing country such as Sri Lanka. Over the last decade, new industries such as garments, textiles and footwear have replaced traditional cash crops such as tea, rubber and coconut as important export earners. These new export earners contributed significantly to Sri Lanka's economic progress, which included a rate of growth of GNP (in real terms) of 4.4 percent in 1992 and 7.6 percent in 1993.² In addition, the service sector has begun to play an increasingly important role in the economy, with banking and finance demonstrating strong growth.

Leading manufacturing industries such as textiles and footwear and key service sector firms are listed on the CSE. It is noteworthy that several of these companies are among those that raised capital in the period 1990 through 1993. Therefore, it is interesting to ascertain whether these companies also generated new jobs, and thereby contributed not only to economic growth but also to socioeconomic development.

Table 3 and Figure 2 presents the direct employment generated by CSE companies.

² Source : Central Bank of Sri Lanka, Annual Report 1993, issued in 1994.

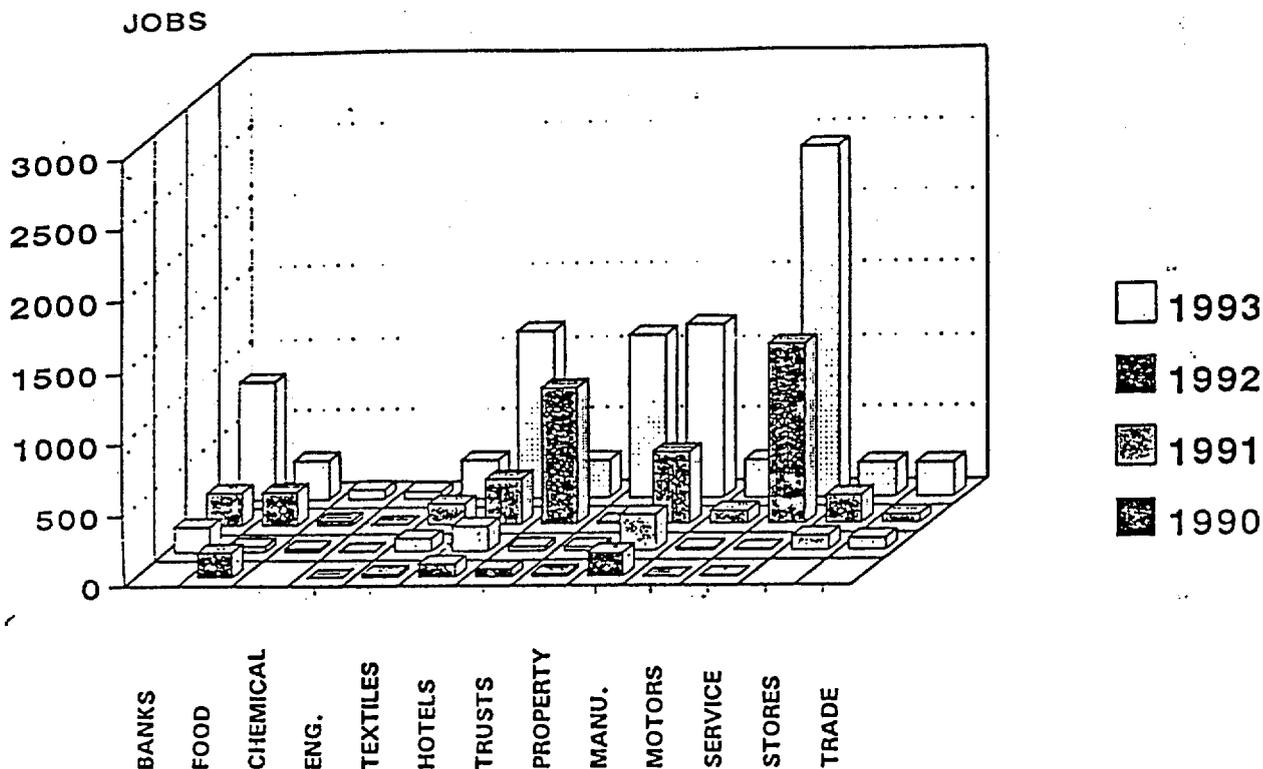
TABLE 3
DIRECT EMPLOYMENT CREATED

Category	1990	1991	1992	1993	Total
	Number of Jobs				
Banking & Finance	0	177	234	825	1,236
Beverages, Food & Tobacco	181	40	237	268	726
Chemicals & Pharmaceuticals	0	22	32	66	120
Construction & Engineering	1	2	4	50	57
Footwear & Textiles	24	90	147	265	526
Hotels & Travel	96	174	319	1,163	1,752
Investment & Trust	60	32	947	257	1,296
Land & Property	26	27	16	1,129	1,198
Manufacturing	171	249	495	1,202	2,117
Motors	3	19	92	259	373
Services	10	11	1,251	2,439	3,711
Stores	0	101	196	235	532
Trading	0	82	59	234	375
Total	572	1,026	4,029	8,392	14,019

Source: Survey of the companies that raised capital.

Note: Employment created was defined as persons who were directly recruited in the years 1990, 1991, 1992 and 1993. A newly employed person was defined as a person who did any work for a period of at least two weeks or over. Those who had a job in the company before it raised the capital in the period under study were excluded from the newly employed category. In addition, double counting was eliminated. Therefore, a job credited to one company was not also credited to an affiliate or subsidiary company. A few companies (about five percent of the 88 companies that raised capital) failed to respond to the survey. For such cases, direct employment was estimated based upon the capital raised by the company and employment generated by similar companies.

FIGURE 2
DIRECT EMPLOYMENT CREATED



As demonstrated in Table 3, 14,019 direct jobs were created by the 88 companies that raised capital in the period 1990 through 1993. In 1993 alone, 8,392 new direct jobs were created. According to the Socioeconomic and Consumer Finance Survey of 1986/87 conducted by the Central Bank of Sri Lanka, only 20 percent of those unemployed persons wanted government sector jobs. This clearly shows that job seekers in Sri Lanka now look to the private sector for employment. In this context, it is noteworthy that the CSE companies have indeed used the capital raised not just for debt payments but to expand their human resource base.

The Socioeconomic and Consumer Finance Survey of 1986/87 also identified that a large number of those unemployed wanted jobs in the service sector of the economy. Again, it is noteworthy, as is in Table 3, that the Services sector, Hotels and Travel sector and Banking and Finance sector have been leading creators of direct jobs.

SECTION 5

INDIRECT EMPLOYMENT CREATED

As demonstrated in Section 4 of this study, the firms that raised capital hired new employees. A survey of the Annual Reports of these companies demonstrated that they had significantly expanded output over the years. Such economic activity contributes to the growth of related industries. For example, packaging has emerged as an industry geared toward servicing the garment and footwear industries. Similarly, the Beverages and Food sector, tourist, transport, and handicrafts industries have emerged to service the Hotels and Travel sector. Therefore, in estimating the employment created by CSE companies that raised capital in the period 1990 through 1993, it is necessary to include indirect employment created.

Table 4 and Figure 3 detail the indirect employment generated by CSE companies.

TABLE 4
INDIRECT EMPLOYMENT CREATED

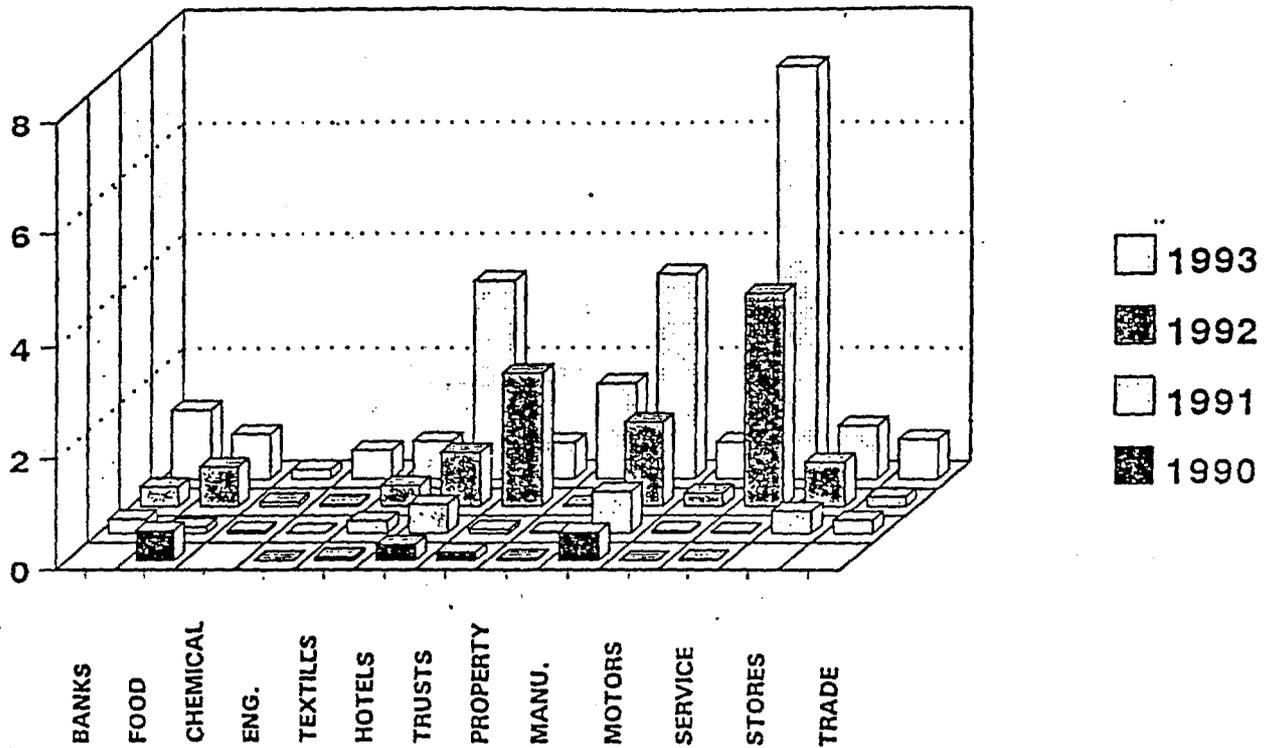
Category	Ratio	1990	1991	1992	1993	Total
Banking & Finance	1:1.5	0	266	351	1,238	1,855
Beverages, Food & Tobacco	1:3	543	120	711	804	2,178
Chemicals & Pharmaceuticals	1:2.5	0	55	80	165	300
Construction & Engineering	1:10	10	20	40	500	570
Footwear & Textiles	1:2.5	60	225	368	663	1,316
Hotels & Travel	1:3	288	522	957	3,489	5,256
Investment & Trust	1:2.5	150	80	2,368	643	3,241
Land & Property	1:1.5	39	41	24	1,694	1,798
Manufacturing	1:3	513	747	1,485	3,606	6,351
Motors	1:2.5	8	48	230	648	934
Services	1:3	30	33	3,753	7,317	11,133
Stores	1:4	0	404	784	940	2,128
Trading	1:3	0	246	177	702	1,125
Total		1,641	2,807	11,328	22,409	38,185

Note: The ratios present the number of indirect jobs created for each direct job. For example, in the Banking and Finance sector for every 1 direct job created an additional 1.5 indirect jobs were created. The ratio used in estimating indirect employment have been derived conservatively, drawing on the Central Bank of Sri Lanka Employment Survey, 1993, Industrial Survey, 1993 and Socioeconomic and Consumer Finance Survey, 1993. These reports present coefficients used in national manpower planning. Growth rates, productivity and employment generation of each sector was also taken into consideration in arriving at the ratios. Certain sectors such as the Construction and Engineering sector and the Hotel sector, have specific ratios for indirect employment creation. In such cases, these ratios were used. In addition, the managers of a selected sample of companies were interviewed to collect their view on indirect employment generation.

FIGURE 3

INDIRECT EMPLOYMENT CREATED

THOUSANDS JOBS



As is seen, a total of 38,185 indirect jobs were created by the 88 companies that raised capital. The Services sector benefited most with 11,133 jobs created in the period 1990 through 1993. The Manufacturing sector also benefited with 6,351 jobs created in that period, the Hotels and Travel sector with 5,256 jobs created, and the Investment and Trust sector with 3,241 jobs created.

SECTION 6

CONCLUSIONS

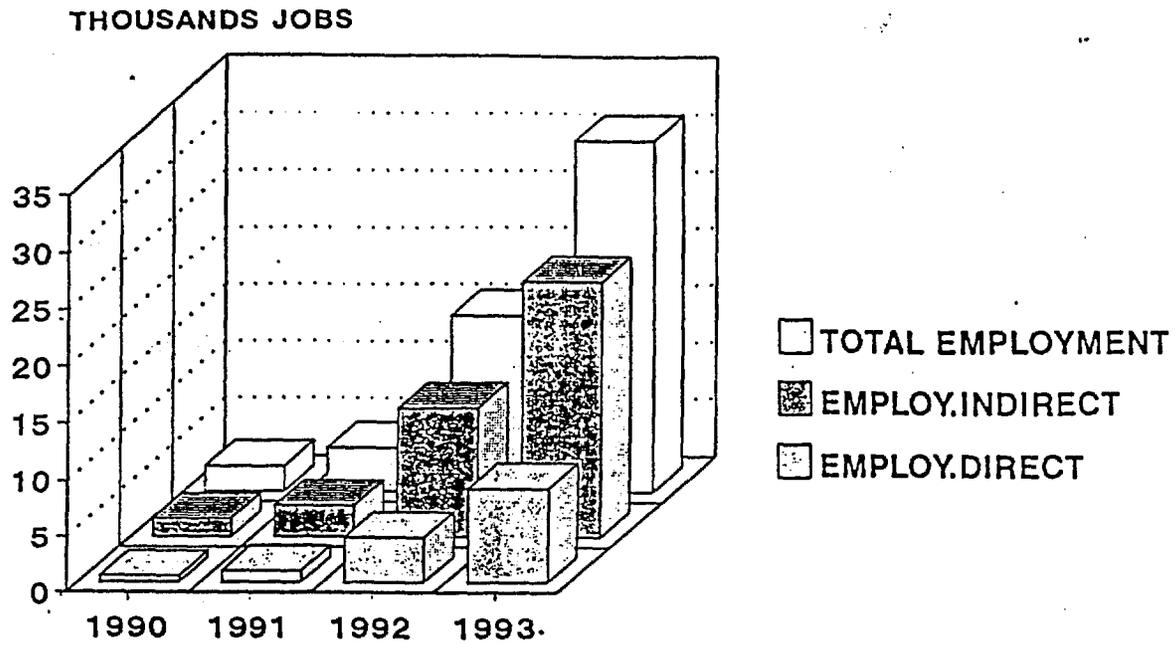
Table 5 and Figure 4 below presents total employment created over the period 1990 through 1993.

TABLE 5
TOTAL EMPLOYMENT CREATED
(BY YEAR)

	1990	1991	1992	1993	Total
Direct Employment	572	1,026	4,029	8,392	14,019
Indirect Employment	1,641	2,807	11,328	22,409	38,185
Total Employment	2,213	3,833	15,357	30,801	52,204

FIGURE 4

EMPLOYMENT CREATED (DIRECT, INDIRECT & TOTAL EMPLOYMENT)

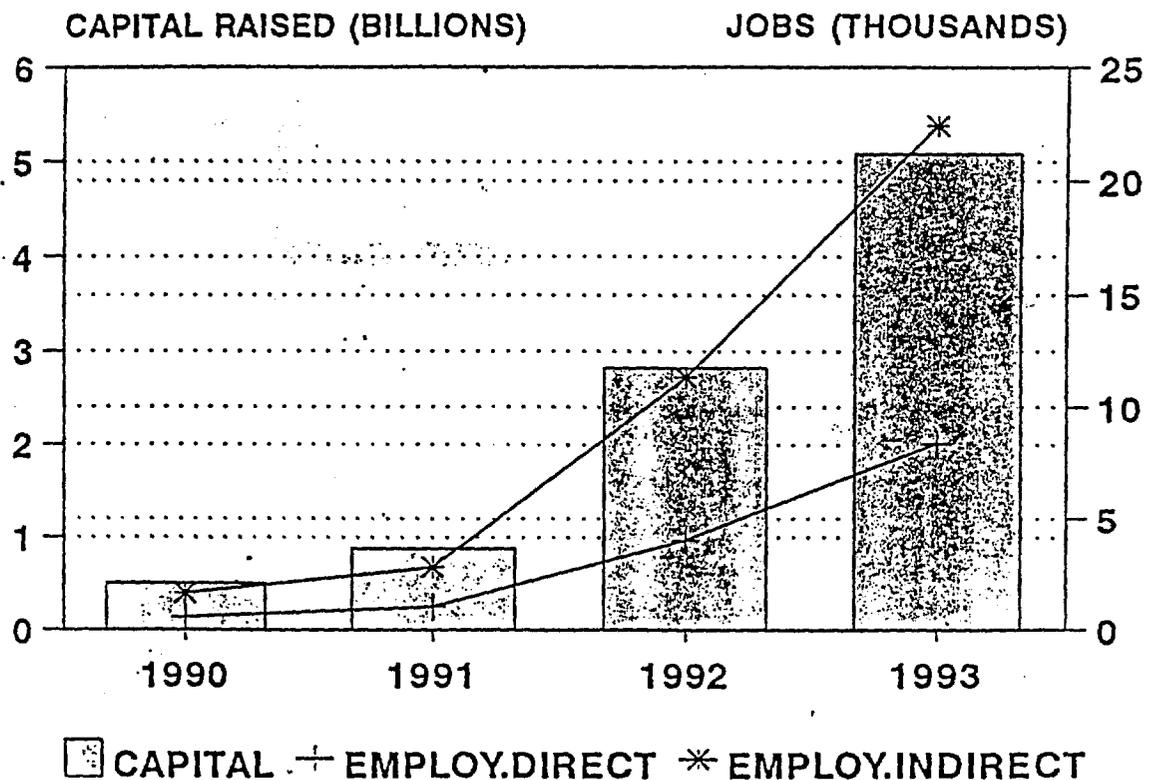


As is seen 14,019 direct jobs and 38,185 indirect jobs were created over the period 1990 through 1993. A total (direct plus indirect jobs) of 52,204 jobs were created over this period.

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Figure 5 below presents capital raised and employment created.

FIGURE 5
CAPITAL RAISED & EMPLOYMENT CREATED



As is seen, a significant positive correlation between capital raised and employment created exists. The CSE developed over the years 1990 through 1993 and the capital raised by CSE companies increased. As the capital raised grew, the number of new direct and indirect jobs created increased.

Table 6 below presents a breakdown of jobs created by sector.

TABLE 6
TOTAL EMPLOYMENT CREATED
(SECTOR BREAKDOWN FOR 1990 THROUGH 1993)

SECTOR	DIRECT EMPLOYMENT	INDIRECT EMPLOYMENT	TOTAL EMPLOYMENT
Banking & Finance	1,236	1,855	3,091
Beverages, Food & Tobacco	726	2,178	2,904
Chemicals & Pharmaceuticals	120	300	420
Construction & Engineering	57	570	627
Footwear & Textiles	526	1,316	1,842
Hotels & Travel	1,752	5,256	7,008
Investment & Trust	1,296	3,241	4,537
Land & Property	1,198	1,798	2,996
Manufacturing	2,117	6,351	8,468
Motors	373	934	1,307
Services	3,711	11,133	14,844
Stores	532	2,128	2,660
Trading	375	1,125	1,500
Total	14,019	38,185	52,204

Table 6 is noteworthy because it demonstrates that significant employment opportunities were created by the Services, Manufacturing and Hotels and Travel sectors. In fact, as is seen in Table 6, there was employment generation in each of the sectors. More importantly, through the responses to the survey that was administered and discussions with corporate representatives, it appears that these companies have invested resources in the training and development of these new employees. For example, most of the companies in the Banking and Finance sector enrolled new employees in internal training programs. Similarly, companies in the Manufacturing sector and Hotels and Travel sectors expended resources training employees for approximately two to three months. Many of these manufacturing firms and hotels are located in rural areas, where under-employment is prevalent. Therefore, the provision of jobs in such areas has served to bring previously marginal groups into the mainstream of the economy.

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For the Period 1st July 1995 to 30th September 1995

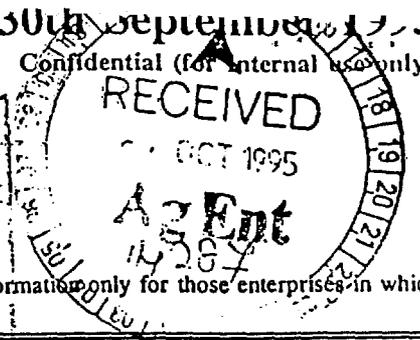
Confidential (for internal use only)

Company Name: _____

Client No: _____

Grant No's: _____

AGRI PROJECT



Note : In the case of those clients having numerous business enterprises, please report the requested information only for those enterprises in which there was AgEnt assistance for the period 1 July 1995 to 30 September 1995.

		1 July 1995 to 30 September 1995		
EMPLOYMENT				
Numbers of New Permanent Employees recruited during this period categorized into the following areas of work activities	Categories of Work Activity	Male	Female	
	Production			
	Processing			
	Marketing			
Numbers of New Casual Employees recruited during this period categorized into the following areas of work activities	Administration			
	Production			
	Processing			
	Marketing			
Monthly Payroll in Rs. for the newly recruited employees (Millions)	Permanent			
	Casual			
EXPORT SALES - for this period				
* (Indicate Unit of Measure)	Product/Crop	Volume/Qty *	Value in Rs.	
	1			
	2			
	3			
	4			
DOMESTIC SALES - for this period				
* (Indicate Unit of Measure)	Product/Crop	Volume/Qty *	Value in Rs.	
	1			
	2			
	3			
	4			
NEW OUTGROWERS for this period				
Numbers of new outgrowers that have been contracted during this period	Product/Crop	Number of New Outgrowers	Volume/Qty Produced by Outgrowers	Value in Rs. of Outgrower Production
	1			
	2			
	3			
ADDITIONAL/NEW INVESTMENT for this period				
Please report only additional or new investments made during this period in any of the following Categories	Categories of Investment	Amount of Investment in Rs.		
	Land			
	Buildings			
	Vehicles			
	Plant Equipment/ Machinery			
	Infrastructure ¹			
Others ²				

¹ include Roads, Fencing, Electricity etc.

² Others include Cash Technical Knowhow, Research & Development

VALUE ADDED PRODUCTION - for this Period

Please report the level of value added production which has been achieved during this period: the definition being used is the conversion of fresh product into any form of processed product which adds value to product	Name of Product Having Value Addition	Volume/Qty of Product Sold Having Value Addition in Kg,-----,etc.	Value in Rs. Product Having Value Addition

NEW or IMPROVED PRODUCTS / CROPS INTRODUCED - During this Period

Please list new or improved products introduced during this period (Please include both value added and non value added products)	Market Category	Name of Product / Crop	New	Impr
	Domestic	1		
		2		
	Export	1		
		2		

NEW EXPORT MARKETS OPENED - During this Period

Please list new export markets opened during this period by products and /or crops	Name of Product / Crop	Location of New Export Market
	1	
	2	

NAME NEW and/or Improved EQUIPMENT/TECHNOLOGIES INTRODUCED - During this Period

Type of New and/or Improved Equipment/Technology	Country of Origin	Cost in
(1)		
(2)		
(3)		

Name and title of person completing

Certified by Proprietor/Partner/Director

NEXT QUARTER PLANS

Components	Assistance needed (Yes/No)	Brief Description How AgEnt Could Assist
Expansion of product/crop lines		
Expansion of Export Markets		
Expansion of Domestic Markets		
New Investments Planned	Amount in Rs.	Type of Investment

Name and title of person completing

Certified by Proprietor/Partner/Director

Base Information Verification and Reporting of Client Progress at the End of 1994 and 1995

Company Name :
 Client No. :
 Grant No.(s) :
 First Grant Date : 27 Jun 1995

EMPLOYMENT	First Grant Date: 27 Jun 1995		End of 1994		End of 1995	
	Male	Female	Male	Female	Male	Female
1. How many <u>permanent employees</u> , by gender, did you have <u>on the date of the first grant?</u>						
2. How many <u>permanent employees</u> , by gender, did you have <u>at the end of 1994?</u>						
3. How many <u>permanent employees</u> , by gender, did you have <u>at the end of 1995?</u>						
4. How many <u>casual employees</u> , by gender, did you have <u>on the date of the first grant?</u>						
5. How many <u>casual employees</u> , by gender, did you have <u>at the end of 1994?</u>						

EMPLOYMENT	First Grant Date: 27 Jun 1995		End of 1994		End of 1995	
	Male	Female	Male	Female	Male	Female
6. How many <u>casual employees</u> , by gender, did you have <u>at the end of 1995</u> ?						
7. How many <u>outgrowers/contract growers</u> , by gender, did you have <u>on the date of the first grant</u> ?						
8. How many <u>outgrowers/contract growers</u> , by gender, did you have at the <u>end of 1994</u> ?						
9. How many <u>outgrowers/contract growers</u> , by gender, did you have at the <u>end of 1995</u> ?						
TOTAL EMPLOYEES FOR EACH PERIOD						

Comments

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EXPORTS

Twelve Month Period Preceding First Grant Date : 27 Jun 1995

Period 1 Jan - 31 Dec 1994

Period 1 Jan - 31 Dec 1995

1. What were your total annual gross export sales in Rupees for the twelve month period preceding the date the first grant was signed?

Amount (Rs) of Sales

No. Months of Sales

2. What were your total annual gross export sales in Rupees for the calendar year 1994 (1 Jan - 31 Dec 94)?

Amount (Rs) of Sales

No. Months of Sales

3. What were your total annual gross export sales in Rupees for the calendar year 1995 (1 Jan - 31 Dec 95)?

Amount (Rs) of Sales

No. Months of Sales

4. Of the total annual gross export sales for the twelve month period preceding the date the first grant was signed, what were the total annual export sales for value-added products?

Amount (Rs) of Sales

No. Months of Sales

(Note: The definition of a value-added product is one which is converted from a fresh form to any processed form which adds value.)

5. Of the total annual gross export sales for 1994, what were the total annual export sales for value-added products?

Amount (Rs) of Sales

No. Months of Sales

(Note: The definition of a value-added product is one which is converted from a fresh form to any processed form which adds value.)

6. Of the total annual gross export sales for 1995, what were the total annual export sales for value-added products?

Amount (Rs) of Sales

No. Months of Sales

(Note: The definition of a value-added product is one which is converted from a fresh form to any processed form which adds value.)

EXPORTS	Twelve Month Period Preceding First Grant Date : 27 Jun 1995			Period 1 Jan - 31 Dec 1994			Period 1 Jan - 31 Dec 1995		
<p>7. For the twelve month period preceding the date the first grant was signed, what were the <u>specific value-added products sold</u>?</p> <p>(Name of each product, volume/quantity of each, e.g. tonnes, cartons, kgs., etc., and value in Rupees for each.)</p>	Name of Product	Volume/Qty	Value in Rs.						
<p>8. <u>During 1994</u>, what were the <u>specific value-added products sold</u>?</p> <p>(Name of each product, volume/quantity of each, e.g. tonnes, cartons, kgs., etc., and value in Rupees for each.)</p>				Name of Product	Volume/Qty	Value in Rs.			
<p>9. <u>During 1995</u>, what were the <u>specific value-added products sold</u>?</p> <p>(Name of each product, volume/quantity of each, e.g. tonnes, cartons, kgs., etc., and value in Rupees for each.)</p>							Name of Product	Volume/Qty	Value in Rs.
<p>10. From the time of signing the first grant agreement to the end of calendar year 1994, what <u>new export markets</u> have been opened up?</p> <p>(Location of export market and the product(s) being sent into each of these new markets.)</p>	From the Time of the First Grant Date to the End of 1994								
<p>11. From the end of calendar year 1994 to the end of calendar year 1995, what <u>new export markets</u> have been opened up?</p> <p>(Location of export market and the product(s) being sent into each of these new markets.)</p>	From the End of 1994 to the End of 1995								
	Name of Product						Location of New Export Market		

Comments

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DOMESTIC SALES	Twelve Month Period Preceding First Grant Date : 27 Jun 1995		Period 1 Jan - 31 Dec 1994		Period 1 Jan - 31 Dec 1995	
	1. What were your <u>total annual gross domestic sales in Rupees</u> for the twelve month period preceding the date the first grant was signed?	Amount (Rs) of Sales	No. Months of Sales			
2. What were your <u>total annual gross domestic sales in Rupees</u> for the <u>calendar year 1994</u> (1 Jan - 31 Dec 94)?			Amount (Rs) of Sales	No. Months of Sales		
3. What were your <u>total annual gross domestic sales in Rupees</u> for the <u>calendar year 1995</u> (1 Jan - 31 Dec 95)?					Amount (Rs) of Sales	No. Months of Sales
4. Of the total annual gross domestic sales for the twelve month period preceding the date the grant was signed, what were the <u>total annual gross domestic sales for value-added products</u> ? (Note: The definition of a value-added product is one which is converted from a fresh form to any processed form which adds value.)	Amount (Rs) of Sales	No. Months of Sales				
5. Of the total annual gross domestic sales for <u>1994</u> , what were the <u>total annual gross domestic sales for value-added products</u> ? (Note: The definition of a value-added product is one which is converted from a fresh form to any processed form which adds value.)			Amount (Rs) of Sales	No. Months of Sales		
6. Of the total annual gross domestic sales for <u>1995</u> , what were the <u>total annual gross domestic sales for value-added products</u> ? (Note: The definition of a value-added product is one which is converted from a fresh form to any processed form which adds value.)					Amount (Rs) of Sales	No. Months of Sales

DOMESTIC SALES	Twelve Month Period Preceding First Grant Date : 27 Jun 1995			Period 1 Jan - 31 Dec 1994			Period 1 Jan - 31 Dec 1995		
<p>7. During the 12 months preceding the date the first grant was signed, what were the <u>specific value-added products</u> sold?</p> <p>(Name of each product, volume/quantity of each, e.g. tonnes, kgs., etc. and value in Rupees for each)</p>	Name of Product	Volume/Qty	Value in Rs.						
<p>8. During 1994, what were the <u>specific value-added products</u> sold?</p> <p>(Name of each product, volume/quantity of each, e.g. tonnes, cartons, kgs., etc., and value in Rupees for each.)</p>				Name of Product	Volume/Qty	Value in Rs.			
<p>9. During 1995, what were the <u>specific value-added products</u> sold?</p> <p>(Name of each product, volume/quantity of each, e.g. tonnes, cartons, kgs., etc., and value in Rupees for each.)</p>							Name of Product	Volume/Qty	Value in Rs.

Comments

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INVESTMENTS	Investment As of the Financial Year End Prior to the First Grant Date: 27 Jun 1995	Investments Made During the Period from the Prior Financial Year End to the First Grant Dates :27 Jun 1995	Investments Made During the Period Between The First Grant Date and the End of Calendar Year 1994	Investments Made During the Period Between the End Calendar Year 1994 and the End of Calendar Year 1995
1. What has been the <u>total investment in Rupees for each of the following capital expenditure categories for each of the four listed periods per the column headings</u>	Amount Rs.	Amount Rs.	Amount Rs.	Amount Rs.
Land				
Buildings				
Vehicles				
Plant Equipment/Machinery				
Others				

Comments .

NEW CROP(S)/PRODUCTS INTRODUCED	From the Time of First Grant Date : 27 Jun 1995 to the End of Calendar Year 1994		Between the End of Calendar Year 1994 and the End of Calendar Year 1995	
<p>1. What <u>new, fresh</u> or <u>processed crop(s)/product(s)</u> have been introduced from the time of signing the first grant agreement to the end of calendar year 1994?</p> <p>(Name of new product, whether export or domestic market.)</p>	Name of Crop(s)/Product(s) Introduced	Export or Domestic Market		
<p>2. What <u>new fresh</u> or <u>processed crop(s) product(s)</u> have been introduced between the end of calendar Year 1994 and the <u>end of calendar year 1995</u>?</p> <p>(Name of new product, whether export or domestic market.)</p>			Name of Crop(s)/Product(s) Introduced	Export or Domestic Market

Comments

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**NEW/IMPROVED
TECHNOLOGIES/PROCESSES
INTRODUCED**

From the Time of the First Grant Date : 27 Jun 1995 to the End of 1994

1. What new or improved technologies/processes have been introduced from the time of signing the first grant agreement to the end of calendar year 1994?

(Type of technology/process, e.g. dehydration, extraction, etc., source of knowledge, source of equipment, cost of equipment.)

**Type of
Technology/Process**

Source of Knowledge

Source of Equipment

**Cost of
Equipment
(in Rs.)**

2. What new or improved technologies/processes have been introduced between the end of calendar year 1994 and the end of calendar year 1995?

(Type of technology/process, e.g. dehydration, extraction; etc., source of knowledge, source of equipment, cost of equipment.)

**Type of
Technology/Process**

Source of Knowledge

Source of Equipment

**Cost of
Equipment
(in Rs.)**

Between the End of Calendar Year 1994 and the End of Calendar Year 1995

Comments

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Name of AgEnt Advisor Completing the Form

: -----

Signature of Advisor

: -----

Date of Completion

: -----

**Name of Client Representative Approving/
Verifying Information**

: -----

Signature of Client Representative

: -----

Date of Approval/ Verification

: -----

Asoka Glass Co. Lanka Pine Industries (Pvt) Ltd.
Mr. Weerasinghe

Utilization of grants:

1. Rs. 36,316.00 - pilot processing factory & Customer

Employment impact : The grant has created a new product line for the client. The pilot processing plant has created direct employment for 10 full-time (unskilled) jobs. More importantly, there are about 2000 tappers who are provided with permanent part-time employment. Collecting centers employ 6 to 7 male employees. All employment created as a outcome of the new product line.

Types of employment : Most of the tappers work from 7 a.m. to 1 p.m. which the client categorized as full-time employment. As an indirect impact casual work is also created for collectors of coconut shells, makers of cutting tools, etc.,.

Gender: Close to 80% tappers are women. Indirect employment generation in the form of casual workers can also employ more women.

Income impact: Total sales turnover for the two year period was reported as Rs. 4 million. Increase in income of the tappers range from Rs. 2000 to Rs. 4000 per month.

Indirect impact: collectors of coconut-shells and makers of cutting tools are linked with the production process of the processing plant. Increase in contractors for transportation can further increase employment and income impact.

Haleys Plantations

Managing agents: Talawakelle Plantations Ltd.
Mr. W.L.P Wijewardena

Utilization of grants:

8 grants in total from Dec. 1993 to Jul. 1995

Primarily for pyrethrum (natural insecticide), also 'exotic' vegetables (french beans, coriander, etc.,)

Employment impact : The grants were directed towards reducing the burden of (male) underemployment, and unutilized dryers in tea factories. However, according to the client, the ventures have failed to absorb any underemployment or produce any profitable results.

Types of employment: In this plantation scenario employment generation is particularly in the form of part-time or casual labour, especially for excess male labour. While the potential exists for the creation of permanent full-time employment, this has to be contextualized in an estate labour process framework.

Gender : Since women perform a significant aspect of estate labour process, employment creation through special projects (pyrethrum, french beans, coriander, etc.,) in the estate sector is directed towards absorbing excess male employment.

Income impact: The client viewed the venture as an unproductive investment which has failed to provide any form of increase in income or anticipated labour absorption.

MA's Tropical Food Processing (Pvt) Ltd

Mr. Mario DeAlwis

Utilization of grants:

1. visited trade fare - India Food Convention IFCON
2. Bar coding Equipment

3. Auger powder filler

Employment creation : all three grants have induced enhancement of the technology of the enterprise. Areas of enhancement include marketing, quality control and management information system.

Types of employment: By expanding the production process the number of permanent employees have increased from 32 to 75. Casual employment are equated with contractors employed for collection, packaging, and transport. The number of contractors/casual employment is 114.

Gender . Estimated 70 percent of permanent full-time and casual employment are women.

Income impact: Gross turnover for the two year period has increased by Rs. 8 million. According to the client estimated 20% of this increase is attributed to assistance by AGENT.

Indirect impact: The contractors who provide the assigned quality and quantity of agricultural inputs (spices) provide a market for vegetable and spice farmers. The Client had also received assistance from TIPS.

ECONSULT (Pvt) Ltd.

27th February 1996.

Dear

**MEASURE OF EMPLOYMENT CREATED AND INCOME
CHANGES AS A RESULT OF USAID INTERVENTION.**

USAID, Sri Lanka, has contracted with ECONSULT to develop a monitoring and evaluation approach which can be used to measure the impact on employment created and changes in income across the various activities under USAID's Economic Growth Program. In this connection, we have reviewed some of your quarterly reports furnished to USAID. The following additional information will assist us to identify and assess the existing methods used to measure employment created and income changes as a result of USAID intervention.

Jobs created are currently classified by the reporting organisations as :

A	-	Permanent	(a)	Full time
			(b)	Part time
B	-	Casual		
C	-	Outgrowers		

There appears to be no uniformity in classification. We shall be glad if you will advise us on the classifications used by your organisation and how you describe each of the classified groups. As an example, it has been suggested that a job involving a minimum of six hours work per day, a minimum of twenty days work per month and a minimum wage of Rs.2000/- per month, could be classified as a permanent, full time job.

Please also advise us as to how often you collect this data and whether it is gender disaggregated. Who collects the data and from whom. Any classification that may be finally arrived at will be a participatory one, based on your suggestions. Similarly, information about the additional income generated by USAID intervention is also sought. How is the change of income measured, how often, by whom and from whom, and is it gender specific.

A reply by March 6th to the following address would be appreciated.

2B, Rheinland Place,
Colombo 3.

Tel:574060

Yours truly,

N. Mahesan
Consultant

Survey of Beneficiaries

Company Name : _____

Client Name : _____

Client No. : _____

Grant Number(s) : _____

1. List USAID assistance to you and how it was utilized :

2.

	First grant date : _____		End of 1995	
	Male	Female	Male	Female
(a) No. of permanent employees				
(b) No. of casual employees				
(c) No. of outgrowers/contract growers				

3. Brief description of how you classify your employees :

Permanent full-time :

Permanent part-time :

Casual :

Outgrowers :

4. Your monthly income on the date of first grant :

5. Your income on 31.12.1995 : (receipts - payments) :

6. Change in income due to USAID grant :

7. Remarks by enumerator :
(was any other type of employment generated?)

**PROJECTS SURVEYED FOR METHODS OF REPORTING
ON EMPLOYMENT CREATED AND CHANGES IN INCOME
AS A RESULT OF USAID INTERVENTION**

	Project	LOP Funds US\$	Date of Commencement	PACD	
1.	PS PS	22,000,000	7/29/88	<u>7/31/93</u> 7/31/96	
2.	PVOCo Fi.II (Agromart)	14,000,000	8/28/87	<u>8/31/93</u> 8/31/96	(3/31/96)
3.	TIPS	12,500,000	3/28/91	12/31/96	
4.	MED	<u>15,000,000</u> 11,600,000	6/13/89	<u>3/31/95</u> 12/31/96	
5.	Ag.ENT	14,000,000	5/21/92	9/30/98	
6.	SCOR	19,000,000	6/29/90	<u>6/29/97</u> 9/30/98	

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PERSONS INTERVIEWED

- | | | | |
|-----|---------------------------|---|-------------------------------------------------------------------------|
| 1. | TIPS | - | Ms. Sarasali Fonseka
Mr. Quintus Suriaratchie |
| 2. | PSPS | - | Mr. K. Choksy
Mr. L. Wickremaratchie |
| 3. | MED | - | Mr. Mahinda Gunsekera
Mr. Jayantha Jayewardene |
| 4. | Ag.Ent | - | Mr. Lionel Jayaratne
Mr. Richard Hurelbrink
Dr. Kenneth Swanberg |
| 5. | SCOR | - | Mr. Mohan Siribadhana
Dr. C.M. Wijeratne
Dr. Gamini P. Batuwitage |
| 6. | Agromart | - | Mrs. Rani Samuel
Mrs. Beulah Munasinghe |
| 7. | Chief of Program Planning | - | Mr. Alan Reed |
| 8. | Program Officer | - | Ms. Kim Kertson |
| 9. | Program Specialist | - | Ms. Nishana Fernando |
| 10. | Financial Analyst | - | Mr. Ravi Suaris |

COMPANIES INTERVIEWED

1. Bairaha Farms Ltd.
2. Radiant Gems International Ltd,
3. Asoka Glass Co.
4. Lanka Pine Industries (Pvt) Ltd.
5. Hayleys Plantations - Talawakelle Plantations Ltd.
6. MAS Tropical Food Processing (Pvt) Ltd.

SCOPE OF WORK

1. BACKGROUND

Guidelines accompanying USAID's strategy require that all strategic plans and country programs identify the results sought and the benchmarks to assess progress in achieving these results. Progress on these benchmarks is used to assess the success of USAID programs and to allocate scarce budgetary resources. The assessment of the success of implementation will be heavily dependent on the contributions programs make toward the agency's priority areas.

USAID Sri Lanka's Economic Growth objective aims at increasing private sector employment and income. Achievement of this objective depends on contributions from a variety of program activities. The key task of this scope of work is to help develop a monitoring and evaluation approach which can be used to measure the impact on employment created and changes in incomes across the activities under USAID's Economic Growth Program. Measurement of impact is important to the Mission, as it seeks to improve its program and continue funding its activities which contribute to USAID's commitment to encourage broad-based economic growth.

2. OBJECTIVE

The main objective of this study is to systematize and make consistent across USAID's portfolio the measurement of jobs created and changes in income as a result of our investments.

3. TASKS

Phase 1 :

- (a) Conduct interviews with TIPS, MED, Ag.ENT, SCOR, PSPS and CIPART contractor staff personnel to identify and assess the existing methods used to measure employment created and income changes as a result of our investments, and ensure that all types of employment and income are measured.
- (b) Based on the findings of the interviews and the above assessment, recommend a system to facilitate routine data collection and tracking which can be aggregated in a meaningful way to measure the total jobs created and income changes. Data collection should enable measurement of gender specific impact.

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