



Evaluation Unit (EVAL)

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1. EXECUTIVE SUMMARY

The E-SIYB project was launched in July 2008 after the 8.0-magnitude earthquake in Sichuan Province with an objective of contributing to livelihoods recovery in selected townships in the most affected counties in the Province. The intervention strategy was to re-establish destroyed small businesses and set up new ones for those who lost their jobs and to see opportunities in the reconstruction phase. The project was financially sponsored by DFID with US\$ 693,069 (£ 350,000) together with US\$ 100,000 contribution from ILO/CRISIS. The project was facilitated by the Sichuan Provincial Department of Labour and Social Security (SCDOLSS), under the guidance of the Ministry of Human Resources and Social Security (MOHRSS), GoC.

There were three groups of beneficiaries targeted: small entrepreneurs who lost businesses; workers who became unemployed and farmers who have lost their productive assets. Project expected 2,400 individuals (30% women) to be received the Emergency Start Improve Your Business Training with a target of 1,700 businesses recovered/established.

The evaluation focused on six areas: Relevance and strategic fit, Validity of design, Progress and effectiveness, Efficiency of resource use, Effectiveness of management arrangements, Impact orientation and sustainability.

Overall, E-SIYB project is a very successful project which fully achieved its objectives within the project period with the financial and human resources allocated.

The E-SIYB project team and partners have maintained high level of efficiency and exceeded the targeted number of people to be assisted with SYB and IYB training and follow-up support services. Every 8 persons out of 10 who have received training has started businesses and created 5-7 jobs.

The financial results of the E-SIYB were found very high comparing to the previous SIYB China project and other SIYB project sites. On the basis of the donor contribution, the cost of the job created by the E-SIYB project was US\$ 56 which is about 4% of the annual income of the semi skilled employee recruited by a business.

While achieving its overall objective, the E-SIYB project has had many other positive effects such as creating positive attitudes and hopes for people, drawing an attention of policy makers and business regulatory authorities, micro-credit providers, and international development agencies.

In conclusion, the E-SIYB project has successfully completed its mission with the strong support of the Government of China, Donor and other partners. The results produced by the E-SIYB project have created a solid foundation for future intervention with a focus on livelihoods recovery, employment creation, poverty reduction and local economic development.

2. ACRONYMS

ADB	Asian Development Bank
BDS	Business Development Services
CCTV	China Central TV
CSR	Corporate and Social Responsibility Project
DFID	Department for International Development
DWCP	Decent Work Country Program
EESP	Emergency Employment Service Project
E-IYB	Emergency -Improve Your Business
E-SIYB	Emergency -Start and Improve Your Business
E-SYB	Emergency -Start Your Business
GBO	Green Business Opportunities
GoC	Government of China
ILO	International Labour Organization
IYB	Improve Your Business
M&E	Monitoring & Evaluation
MOF	Ministry of Finance
MoHRSS	Ministry of Human Resources and Social Security
NDRC	National Development and Reform Commission
PBC	People's Bank of China
PPWG	Provincial Project Working Group
PRC	The People's Republic of China
PWD	People with Disability
RMB	Renminbi (People's Currency – national currency of the PRC)
SIYB	Start and Improve Your Business Project
SCDOLSS	Sichuan Provincial Department of Labour and Social Security
SYB	Start Your Business
SME	Small Medium Enterprise
ToE	Training of Entrepreneurs
ToT	Training of Trainers

3. BACKGROUND AND PROJECT DESCRIPTION

The 8.0-magnitude quake centered in Sichuan's Wenchuan County left more than 69,000 people dead, 374,000 injured, 18,000 missing and millions homeless. The quake also caused about 800,000 unemployed workers, 51,000 families in which there is no member is employed and 1.15 million of farmers who lost land and livelihood sources.

After the impressive relief operation completed, the recovery of livelihoods lost came to the forefront. Following ILO consultations with the Ministry of Human Resources and Social Security (MOHRSS) immediately after the earthquake, MOHRSS requested ILO technical assistance to mobilize resources to implement projects to benefit the workforce in earthquake-hit areas.

The E-SIYB project was launched in July 2008 as livelihood recovery assistance for business start-up training to help economic recovery after the earthquake in Sichuan Province. The project was facilitated by Sichuan Provincial Department of Labour and Social Security (SCDOLSS), under the guidance of China Ministry of Human Resource and Social Security (MOHRSS), in the selected Sichuan earthquake-hit areas with the technical support from ILO and financial inputs from DFID (350,000 £) and ILO/CRISIS (100,000 USD). Specifically, the ILO provided technical assistance to provincial authorities in the delivery of the E-SIYB in the 6 selected counties of Mianyang, Deyang, and Chengdu.

The overall objective of the project was to contribute to livelihoods recovery in selected townships in the most affected counties of Sichuan Province by re-establishing destroyed small businesses and setting up new ones for those who lost their jobs and seeing opportunities in the reconstruction phase. The immediate objective of the project was to support the employment program of the Chinese Government on the reestablishment of small businesses in the earthquake affected areas in the aftermath of the Sichuan earthquake.

The project's ultimate beneficiaries included three groups: 1. entrepreneurs that used to have small enterprises before the earthquake, 2. workers who used to be employed in enterprises but unemployed due to the closing down of enterprises, and 3. farmers who have lost their livelihoods and productive assets and wished to start some micro businesses.

At the end of the project it was expected that approximately 2,400 individuals (30% women) to receive either the Emergency Improve Your Business Training or the Emergency Start Your Business Training and that approximately 1,700 businesses to be recovered/established.

4. PURPOSE OF EVALUATION

The purpose of the independent final evaluation was to review the progress, results outcomes of the project. The immediate objective was to measure progress made towards achieving impact after a year of implementation.

First of all, the evaluation objective was to examine the project design, implementation strategy and adjustments, institutional arrangements and partnership, and project set ups within the context of the recovery and exiting to sustainable reconstruction. The evaluation was supposed to yield a contextualized analysis of the response and adjustments deployed by the project, the effectiveness of their adjustments and factors affecting the effectiveness of the implementation and its adjustments. It was also required to come up with concrete recommendations on needed adjustments for improving implementation in future replication of the project in Sichuan, Gansu and Shanxi.

The evaluation is expected be a learning platform (its process and its outcomes) for ILO officials in Sichuan province, Beijing, Bangkok and Geneva. It should yield a set of knowledge to help guide future ILO's E-SIYB project in natural disaster affected countries as well as for MOHRSS and SCDOLSS officials involved in the project implementation and employment policy development.

The results of the evaluation, lessons learnt and good practice will be published in a book for knowledge sharing among ILO staff, local stakeholders, provincial authorities of Sichuan, Gansu and Shanxi. The evaluation highlights lessons and good practices on livelihoods concerns and interventions for stakeholders in the provinces of Sichuan, Gansu and Shanxi reconstruction.

The evaluation covers the six key areas mentioned in the TOR. It also focuses on the interaction of the project within the framework of the national reconstruction plans and within the broader contexts of the ILO work/mandate, local governments and the UN system. In particular the evaluation looks at how the ILO as an institution has delivered its technical expertise to livelihoods recovery (re-establishing destroyed small businesses and setting up new ones) in the most affected counties of Sichuan Province, strengthened provincial authorities in the delivery of the E-SIYB project in the counties of Chengdu, Deyang and Mianyang and influenced and supported the livelihoods work undertaken by other agencies.

5. EVALUATION METHODOLOGY

The methodology combined both quantitative and qualitative approaches. The evaluators collected hard data from desk review of documents provided by the ILO office in Beijing and Sichuan, and the Sichuan provincial and local government project implementation offices. In addition, the evaluators spent 4 days in the field for gathering primary and soft data.

Desk Review

The following documents were reviewed for data and information collection: the E-SIYB project document, final progress reports, internal mid-term and final evaluation reports, work plans, project implementation guidelines, DWCP, survey report on the market opportunity identification and the related training needs for rural group-based business activities. The national post-earthquake reconstruction plan, national five years development plan, preferential policies, subsidies and tax incentives issued by the PRC GOC, MOHRSS, Sichuan DOLSS and Deyang Municipality Employment Bureau, and other government agencies were also reviewed.

Individual interviews with ILO staff

Discussions were held with the ILO staff of national technical unit as well as with the field technical staff who were involved with the management and the implementation of the ILO Sichuan project at different stages.

At the National level discussions were held with Mr. Satoshi Sasaki, Specialist on Enterprise Development and Job Creation and Mr. Baoshan Deng, Crisis Programme Coordinator and at the field level Ms. Yao Li, National Project Coordinator and Ms. Xi Chen, Project Assistant.

Discussion with DFID

Mr. Anrian Davis, Head, DFID North & East Asia.

Ms. Gao Ping, Communications and Deputy Programme Manager.

Field interviews

Focus group discussion was held with projects teams of the Sichuan Provincial Employment Bureaus, Mianyang, Deyang and Chengdu cities and a training centre (Mianzhu Oriental Vocational Training School).

Field visits

Field visits to (Mianzhu and Anxian) the sites of activities included a meeting with a training centre (Anxian Vocational Secondary School), Trainers, two female owner businesses and two male owner businesses.

Debriefing in the field

At the provincial level, a debriefing was held in a meeting with Ms. Jian Bing Director of Training Department of the Sichuan Employment Bureau and the field technical staff of the E-SIYB project. At the National level, a meeting was held with Mr. Baoshan Deng and Mr. Satoshi Sasaki for debriefings of the key findings.

Limitations

The evaluation was carried out within a tight time frame. Field visit was limited to two counties.

6. PROJECT STATUS

Table-1

Starting Date	June 2008
Ending Date	August 2009
Geographical coverage	6 counties
Total budget and contributors	Total Budget: US\$ 793,069 (excluding the government contribution) DFID:US\$ 693,069 ILO: US\$100,000
Beneficiaries	Project target: 2400 small businesses Actual: 2418 small businesses that provided 14107 jobs for men and women
Women participation	Project target:30% Actual: 54%
Implementing partner	HoHRSS, SCDOLSS
E-SYB participants	Project target: 1000 Actual: 1018 people
E-IYB participants	Project Target:1400 Actual:1400
Business plan completion	Project target: NA Actual: 100%
Business start-up rate-E-SYB	Project target: 70% Actual: 87%
Business re-start-up rate-E-IYB	Project target: 70% Actual: 88%
Business mortality rate	NA
Job creation rate by a new business	Project target: NA Actual: 4-6
Job creation rate by a restarted businesses	Project target: NA Actual: 5-7
Number of training institutes involved	Project target: NA Actual:16
Number of E-SYB trainers trained	Project target: 16 Actual: 20
Number of E-IYB trainers trained	Project target: 16 Actual: 40

Source: E-SIYB Project Document; E-SIYB Project Final Report-August 2009
NA: Not Available

7. FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

7.1 Relevance and strategic fit

Findings

Government estimates reveal that 1.5 million people have become unemployed as a result of the earthquake. Soon after the disaster, the unemployment rate in Sichuan province has hit over 80 per cent. Subsequent to the relief activities, restoration of livelihood has become a main challenge. The ILO intervention through the E-SIYB project was very relevant in this context where re-establishing of destroyed small businesses and setting up new ones for those who lost jobs are among needed livelihood recovery assistance.

From the review of the progress reports and discussions held with stakeholders at different levels, the evaluation team found that the E-SIYB project has acknowledged the needs of the stakeholders at several stages of the project cycle. A mission team representing DFID, ILO, MOHRSS, and SCDOLSS has visited the Sichuan province to make a rapid need identification. In addition, ILO/Crisis programme from HQ undertook field visit and had discussions with various stakeholders to identify needs of post crisis situation and fed the technical inputs for designing of the E-SIYB project. The Emergency Employment Service centres established at the shelter areas have been helpful to identify livelihood needs of the people who were seeking business start-up training. Its priority was to create high productive jobs and income for the affected groups identified during the quick needs assessment.

Two additional needs assessments were conducted during the project implementation: losses and damages for the small and medium business due the earthquake and the market opportunities survey, which identified 24 schemes for the E-SIYB trainees to choose. These needs assessment also showed a high demand on construction firms, so in later stage, more trainees were trained who planed to start up or improve their business in the construction or infrastructure sector. The ILO Beijing office mentioned that a need assessment of the PWD caused by the earthquake has been conducting that shows strong needs for starting or restarting business by the disabled people.

Most of the needs identified at various levels are still relevant, for example the government is planning to expand business start-up training to other 33 severely affected counties to support livelihood restoration. However, the training institutes expressed that their training capacity in terms of number of SYB and IYB trainers are still not sufficient to meet the expanding demand.

New groups of people, such as women, people with disabilities and young college graduates also have strong needs for E-SIYB training. UNICEF sponsored project activities in Mianzhu released some women in Mianzhu from looking after children. One E-SIYB training targeting at women participants was

jointly sponsored with the Women Federation. In order to meet the needs of people with disabilities, one pilot E-SIYB training targeting at disable people was conducted jointly with the Disability Association.

The MOHRSS and its local branches in Sichuan province have demonstrated strong ownership of the project concept from the design phase. The MOHRSS and SCDOLSS have appointed senior officials to be in charge of the project implementation (please refer to the Annex-4, the E-SIYB Project Management Team Members). For instance, MOHRSS appointed Deputy Director Mr. Xiaochu Dai and Mr. Liu Yutong, Director, MOHRSS as the key focal points for this project. From the provincial to the prefecture and township project implementation, the Director Generals of the Labour Bureaus are designated as the Directors of the project offices and the Directors General of the Employment Bureaus functioned as the Deputy Director of the project offices. Mr. Pu Chen, Deputy Director General, SCDOLSS and Director General, Employment Bureau and Mr. Jie Tian, Deputy Director General, Employment Bureau were appointed to head the Sichuan Provincial Project Implementation Office. Ms. Bing Jian, Deputy Director, Employment Bureau was appointed as the overall coordinating staff.

The responses of the micro finance institutes have not been sufficient for the E-SIYB concept at the early stage. As a result, some trainees encountered the problem to access to microfinance, which is one of the reasons for the lower business start up rate than the target rate during the first half year of the project implementation. For instance, the business restart rate for E-IYB trainees was 38 percent¹ (target rate: 70 percent, and the business start rate for E-SYB trainees was 29 percent (target rate: 70 percent) respectively. In the second half of the year, with the joint efforts, especially the support of microfinance intermediary agencies, the total business start or improvement rates reached 85.91 percent far exceeded the target rate.

The evaluation team observed an active participation of regulatory business service providers, such as business registration bureau, tax bureau and training providers as non-regulatory BDS. Commerce and Industrial Bureau also expressed their willingness to support new business starters in providing more industry related information. The project had drawn considerable attention of the media. For example, TV stations such as CCTV, Sichuan TV, Deyang TV have been helpful in disseminating information to target beneficiaries. There were many News papers that supported projects among the printed media, such as Sydney Morning Herald, Sichuan Daily, Chengdu Daily and Chengdu Commercial News. However, other non-regulatory business development service providers assisting individual businesses such as marketing support providers, designers, advertising companies, input suppliers were not met during the evaluation.

¹ E-SIYB Project Final Report- August 2009

The employment creation focus of the E-SIYB project is closely aligned with the 12th Development Plan which recognizes that the employment creation is core to economic and social development in China. There are three key points that are more relevant to the E-SIYB project; *“place the employment expansion in the more conspicuous position in the economic and social development, and implement positive employment policy; continue to implement and improve the preferential policies to encourage enterprises to increase job opportunities and strengthen finance and tax and credit for employment training; actively develop the labour intensive industries and service industries with large employment capacity and the medium and small enterprises of various types of ownership”*.

In addition, the E-SIYB project is also closely linked to the Employment Promotion Law issued by the PRC and the State Council documents (Document No. 21, 2008 and Document No. 30, 2008). Before the earthquake, PRC issued Employment Promotion Law in January 2008, in which the Clause 5 and 6 focus on vocational education and training and employment aid respectively. The PRC State Council also issued a notice in 2008, which encourages small and medium enterprise and individual business development, employment promotion by providing enabling policies, subsidies, tax incentives and micro-finance.

After the earthquake, the PRC immediately issued the national plan for post Wenchuan-earthquake restoration and reconstruction, in which Section 5, Chapter 7 and Chapter 13 focus on employment and social security, and preferential policies respectively. The plan requires 19 provinces to donate 1 percent of their last year regular budget revenues to their designated 24 counterpart counties in Sichuan, Gansu and Shaanxi.

The State Council (Document No. 21, 2008) and Sichuan Government (Document No. 30, 2008) issued policies and measures for reconstruction. For each unemployed person due to earthquake, the firm will get some RMB 4800/year tax reduction; each individual firm will have RMB 8000/year tax reduction. All administrative fees related to business registration are waived in three years. Subsidies will be provided for the skill and business start up training.

MOHRSS and Ministry of Finance (MOF) issued a notice, which encourage employment creation by setting up individual businesses and require all government agencies to provide one-stop services and joint approval for business start up registration, subsidies and tax incentives. The Central Bank, MOF, MOHRSS issued a notice on micro-finance in August 2008 which expanded beneficiary coverage to include urban unemployed residents and relax the credit ceiling for individuals up to RMB 50,000 and or higher for collectively/group run businesses.

Sichuan Labour Department issued a notice identified that 690,000 affected persons are entitled to employment aid. Deyang Government issued a notice which requires local government under its jurisdiction to provide position

subsidies (RMB1200/first year, RMB1800/second year and Y2400/third year) for hiring one unemployed person due to the earthquake who has a government issued certificate for employment aid.

From 1 July 2008 to 31 August 2009, 14,107 jobs were created under this project², accounting for 5.6 percent of the 250,000 jobs to be created in two years stated in the PRC Reconstruction Plan for the Sichuan Earthquake.

The E-SIYB project is closely linked with DWCP, particularly it is responding to the challenges mentioned under the Priority area -1, 3 of the DWCP. The Priority area-1- spells out the need of small and medium size enterprise creation as an important means for employment creation and the need to continue with better support for business start up and expansion. The E-SIYB project has set its objective as “re-establishing destroyed small businesses and setting up new ones ...” . The Priority area-2 of the DWCP is addressed by the E-SIYB project by integrating “Human Resources and Productivity” module into the training curriculum to respond to the “safe and healthy working conditions”.

The efforts taken to identify and promote GBO were in line with guiding principles of the DWCP that describes “environmental friendly and safe development”. The survey on the “Market Opportunities and Training Needs” have identified more labour intensive, local resource-based industries targeting domestic demand which has close link to the DWCP. The “labour and social security” concerns are reflected in the initiatives taken to develop market oriented vocational training and collaboration made with Workers Federation to promote workers rights.

The E-SIYB project’s work is relevant to the ongoing work of other development projects. The United Nations has been focusing on assisting the most vulnerable to gain access to longer-term shelter, clean water, health care, employment and education. An estimated 1.5 million people in Sichuan province became unemployed as a result of the earthquake, with unemployment rates in the hardest-hit areas reaching over 80 per cent. Meanwhile, the Food and Agriculture Organization (FAO) was providing seeds and training to farmers in a bid to recover food production for 1,000 households. The UN Education, Scientific and Cultural Organization (UNESCO) has also organized training sessions for journalists in the region to find the best ways to cover long-term rebuilding. Red Cross will provide \$3.5 million grant to Mianzhu for livelihood recovery based on the technical platforms of the E-SYB and E-IYB training institutions, master trainer and trainers.

In addition, the E-SIYB project has built synergies with other ongoing ILO projects such as the Emergency Employment Service Project (EESP), and the CSR project. EESP has been complementary in identifying beneficiaries for E-SIYB, and a channel to disseminate the information on the E-SIYB project to

² E-SIYB Project Final Report-August,2009

people in shelter areas. The CSR project has provided technical guidance for the promotion of “Green Businesses” concepts.

Conclusion

The project is strategically relevant with the national priorities, policies and measures for employment creation, poverty reduction and local economic development, enthusiastically echoed with strong ownership of the government agencies. The E-SIYB project is very relevant in this context where re-establishing of destroyed small businesses and setting up new ones for those who lost jobs are among needed livelihoods recovery assistance. It has adequately acknowledged the needs of the stakeholders. Most of the needs are still relevant especially for new groups of people, such as women, people with disabilities and young college graduates. Follow-up assistance is also in need at beneficiaries level for consolidation of the new and restarted businesses to prevent high mortality rate of businesses started.

Synergies have been built with the Emergency Employment Service centres established at the shelter areas and the UNICEF project assisting women. The work of the E-SIYB project is also strategically fitting with other development plans. The employment creation focus of the E-SIYB project is closely aligned with the 12th Development Plan which recognizes that the employment expansion as well as with DWCP of the ILO. The MOHRSS and its local branches in Sichuan province have demonstrated strong interest in ownership of the project concept from the design phase. However, there has been less buy-in the ownership of the concept and approach by the non regulatory Business Development Service providers and financial institutes.

Recommendations

- ILO should continue to jointly explore and align E-SIYB priorities with the focus on post-Wenchuan earthquake employment promotion by the PRC national and local government agencies, and NGOs, since the restoration and reconstruction period designated by the PRC Government lasts from May 2008 to May 2011.
- The national and local government agencies should continue to identify E-SIYB niche areas where ILO and other international donor agency can form synergy and support the ILO efforts with enabling policies, measures, tax incentives and subsidizes.
- ILO and the training institutions could further tailor training contents to new local needs based on the next step needs assessments.
- Employment Bureau should explore the possibility and build a synergy with UNICEF project since it has high potential for promoting business start-up training to rural women. Training institutes need to be introduced to the UNICEF project to plan and implement the training.
- ILO technical team could assist SCDOLSS to take a leadership in identifying and mobilising non-regulatory local BDS providers (could be firms or

individual consultants) and promote the SIYB concepts and the 2418 businesses as a market opportunity for non-regulatory business support services and financial institutions. The commerce and industrial bureau need to be get involved from the early stage of identifying BDS providers.

- The survey on the market opportunities and training need identification can be extended to identify local BDS providers (both firms and individuals) at the county level. The county level research team who conducted the “Market Opportunity and Training Needs” survey could do this task and add as a supplementary to the Survey.

7.2 Validity of design

Findings

Overall, the E-SIYB project has been designed and established to promptly respond to the urgent needs of restoration of livelihoods of the people affected by the earthquake in the Sichuan province. As a baseline, the E-SIYB project has selected 6 hardly affected counties out of 39 counties severely affected in Sichuan province. A target has been set with 2400 people consisted of farmers, workers and entrepreneurs. Gender equality and equal opportunity has been at the core of the project and a target of reaching at least 30% women beneficiary has been set. Data on beneficiary has been collected through the E-SIYB registration from and used as a baseline to measure business plan completion rate, business (re)start-up rate and women participation.

The planned objective of the project was to contribute to livelihood recovery in selected locations of the Sichuan province. This objective was very relevant since loss of livelihood has led to high unemployment after the earthquake. Discussions and interviews held during the field visits showed that the small business (re) start up training through the E-SIYB project was very appropriate type of intervention that fitted with the post disaster livelihood recovery needs in Sichuan province.

Validity of the project design has been enhanced by adding two new outputs (mentioned below) which came out as a result of identifying changing needs and requirements of the project intervention strategy: 1) *Project management and implementation capacity building and coordination mechanism development among stakeholders*; and 2) *Project evaluation and results dissemination*. All the outputs are strongly linked to the expected outcomes.

According to the “*Institutional Arrangement and Management*” setting of the project, the (MOHRSS) has been playing a key role as the main facilitator. Under this facilitation role, the MOHRSS has adequately and timely directed the provincial government of Sichuan to establish effective communication and coordination with local authorities such as Industrial and Commerce Bureau and Tax Bureau. This kind of coordination has resulted in providing effective

services for new business starters to fulfil the business start-up regulatory requirements.

Selection of the SIYB training package as the business start-up training intervention to assist livelihood recovery has also been strategically important particularly because of two reasons. One: ILO has been working with the local Labour Officers over the past years on enterprise development through “SIYB”. Therefore, local government was familiar with the SIYB training programme. Two: There was a network of the SIYB trainers in the province. Hence, the project team was able mobilise and establish trainers’ network within a short period of time to implement the business start-up training under the E-SIYB project.

The E-SIYB project benefited from a strong partnership and collaborative support. The evaluation team found both vertical partnerships and horizontal collaborations. The horizontal partnership consisted of DFID, MOHRSS, SCDOLSS and training centres through which implementation was executed. There was a high “strategic fit” among the vertical partners with regard to their priorities. For example, Sichuan Government (Document No. 30, 2008) issued policies and measures for reconstruction which provide subsidies for the skill and business start up training. MOHRSS and Ministry of Finance (MOF) issued a notice, which encourage employment creation by setting up individual businesses and require all government agencies provide one-stop services for new businesses. It was also found that the influence and the commitment of the vertical partners were effective in the co-ordination of the training activities. With regard to the capacity of partners, it is important to mention that the training institutes expressed their concerns about the inadequate capacity in terms of number of trainers and training equipments to meet the existing demand of the business start-up training.

There were two assumptions made in the project document regarding the accessibility. *Assumption-1 ILO has access to the earthquake affected areas and to database of the people affected by the earthquake; Assumption-2 Microfinance facilities and skills training facilities are accessible to the people in the earthquake affected areas.* They were found to be very realistic in the post earthquake context, since the possibility to reach the geographical locations in timely manner and accessibility to data were critical factors that affected the efficiency of service delivery. The E-SIYB project team has overcome these challenges through the following actions:

- I. Providing management training to staff of the Employment Bureau on the collection of the relevant data. This has helped the project team to establish fast track access to data and information.
- II. Training of new trainers for each county. This activity has ensured the availability of training and follow-up services in close proximity to the beneficiaries.

The indicators were found to be useful, gender sensitive and realistic particularly to select and monitor participants who attended the SYB and IYB training. For example the training institutes have applied minimum requirement of 30% women participation during the selection of participants and also to monitor the progress of business start-up rate. Thus, these indicators have been mainly used by the training institutes to select SYB and IYB trainees and also to keep track on progress towards the achievement of the project targets. The SIYB registration forms have been used as the means of verification. However, indicators and means verifications were not found to measure the progress of business start-up of female and male entrepreneurs separately.

Conclusion

The validity of the project design is high. It is strongly fitted into the contextual reality and GoC priorities. The project design has taken the needs of stakeholders into consideration and articulated them into realistic and reverent goals and objectives that were well fitting into the priorities of the partners. The project design has closely linked to the DWCP. The outputs added afterwards have enhanced the validity of the design. Indicators were more output oriented. Impact indicators and related means of verifications were not found in the Log Frame.

The lessons learnt from previous SIYB China project had been considered in designing the Institutional arrangement and management component. The duration of the project appeared to be short and some follow-up assistance would not be possible without technical unit of the ILO.

Recommendations

- Ensure the Government presence in the Institutional arrangement and management of the project design if there is any extension of the project or expansion of the E-SIYB into the other geographical locations.
- When ILO is integrating the SIYB as livelihood recovery assistance even in the reconstruction phase, it is important to take the capacity building of the non-regulatory business development service providers into consideration to ensure the availability of the follow-up support for new businesses created.
- Develop impact indicators and means of verification into the project log frame to facilitate monitoring and evaluation.
- Define gender sensitive indicators to measure the female and male business starters separately.
- Training institutes should continue follow-up business counselling support at least for another 6 months to provide follow-up support especially for those who received E-SIYB training during the last quarter of the project.

7.3 Progress and effectiveness

Findings

The E-SIYB project has shown a remarkable progress and effectiveness in achieving its objectives and completing all the planned activities. As an outcome of the completion of the activities in a timely manner, the E-SIYB project has been able to provide E-SYB and E-IYB training to 2418 people in total, which was slightly over the targeted number of people (2400) to be assisted with E-SYB and E-IYB training. The business plan completion rate has been 100% in each county while the business start-up and restart-up rates have been recorded as high as 87% on an average. The businesses started have created over 14,000 jobs demonstrating an ability to create of 5-7 employments opportunities by a business.

The expected women participation in the E-SIYB training was 720 in total which is 30% of the total number of trainees where as the actual number of women who received both E-SYB and E-IYB training was 1243 which is 54% of the total number of people who received E-SIYB training. However, the business start-up rate among women was not able to be traced from the monitoring data. The following table summarises the progress in business plan completion, business start-up, re-start-up, employment creation and women participation at county levels

Table-2: Business start-up, employment creation and women participation at county level

Location	Pengzhou		Duijiangyan		Mianxihu		Shifang		Jiangyou		Anxian		Average
	SYB	IYB	SYB	IYB	SYB	IYB	SYB	IYB	SYB	IYB	SYB	IYB	
Business plan completion rate	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
Business start-up rate	84%	75%	85%	79%	81%	86%	86%	93%	92%	96%	93%	100%	87.5%
Job creation rate(jobs given by a business)	5.3	8.2	7.4	7.1	7.4	8.1	6.6	7.2	4.2	5.0	5.3	6.7	6.54
Women participation	53%	47%	50%	65%	60%	53%	49%	29%	41%	47%	66%	44%	51%

Source: E-SIYB Project Final Report, August, 2009

According to the data collected and summarised in the above table, the average new business start up rate (by the E-SYB training) was 87% while the restart up rate (by the E-IYB training) was 88%. Even though, both new business and restart rates are almost the same, it is important to note here that E-SYB trainees received the grants while IYB trainees did not. In that sense, the E-IYB training had been effective in assisting entrepreneurs who had businesses prior to the earthquake even without a grant component.

The effectiveness in terms of number of jobs created is also very satisfactory. On an average basis, a new business has created about 5 jobs while restarted

business has created about 7 jobs. This is a very high achievement compared to the effectiveness of the job creation rate of the previous SIYB China project which demonstrated a possibility of creating 2-3 jobs by a business³. The high job creation rate achieved under the E-SIYB project has been influenced by several reasons. Among them, the market oriented technical training has been a strong factor in supporting job seekers. The “Survey on Market Opportunities Training Needs” has significantly contributed to assess the skills needed on the labour market. Also, it has been easier for business starters to recruit trained persons than to provide on the job training. Entrepreneurs that were interviewed mentioned that they directly got in touch with the training centres to find suitable trainees while recruiting their staff.

The E-SIYB project has also paid special attention to women entrepreneurs. Under the activity 3.9 (facilitation of access to finance in grant for vulnerable groups) the project had identified and recommended 21 “group businesses”⁴ that had high potential for creating jobs for women. The Final Report revealed that these 21 group businesses who received grants created 888 direct employments out of which 565 were for females. This indicates that “group business” approach is more effective in rural areas and a group business could create 42 employment opportunities. This is far above the job creation rate of individual businesses.

The project had a very positive impact on the income of the people employed by new and restarted businesses as well as on the income of the entrepreneurs. During an interview, an employee of a new business said that she received a technical training in hand embroidery for 3 months and got that employment as a semi-skilled worker who works 40-48 hours a week and earns RMB 1000 for a month whose income was less than RMB 500 a month. Similarly, a male entrepreneur who was living on casual jobs with an average earning of RMB 500-1000 a month prior to the earthquake reported that the profit of his business was now around RMB 3000 a month. He has also provided fulltime jobs for 5 people in his manufacturing business.

While creating jobs, the E-SIYB project has been able to create basic consciousness of the decent work aspects of jobs that were reflected in work environments and recruitments of the small business examined in Anxian and Mianzhu counties during the field visit. The two small businesses demonstrated that some quality measures such as sufficient lights for work places, basic workplace safety, and flexible working hours could be applied in the business operations as a result of the knowledge gained from the “Human Resource and Productivity” training module.

It is also remarkable to mention that both new business starters as well as restarts have concerns over recruiting of people with disabilities who have received technical training. We found a female employee who lost a leg due to

³ SIYB China Project, Final Evaluation, June 2007

⁴ A Group Business is a business owned and run by about 5 people they are mainly in the rural areas.

the earthquake and was working in the embroidery business. She has recovered from her medical treatments and received training on embroidery. Similarly in our visit to the manufacturing of door and window frames business we found that the owner has recruited a disable male employee as a fulltime worker. However, the recruiting of disables were not direct results of the E-SIYB. The two owners of small businesses interviewed mentioned that they recruited disables since they feel it is responsibility of the society to help the people who became disable due to the earthquake if they still be productive. These examples show the willingness of small business owners to recruit disable people and potential of creating jobs for PWD with appropriate market oriented technical training. The national technical team mentioned that a separate study was being carried out to assess the training needs of the PWD and to explore the potential areas for creating employment for PWD.

Even though the E-SIYB project has not planned activities to strengthen and influence the labour standards, the Workers Federation being a collaborative partner expressed their willingness to conduct a session during the E-SIYB training to make E-SIYB trainees aware of the workers' rights and labour standards. In that sense, the E-SIYB has laid a foundation to address labour standards in future follow-up supports.

Micro finance schemes also have contributed to increase the effectiveness of the project. There were four micro credit loan schemes were available for the E-SIYB trainees: 1) Farmer Household group based mutual guarantee credit; 2). Farmer Micro Credit Programme; 3) Recovery and Reconstruction special credit scheme in rural area; 4) Micro guarantee fund for urban laid off/unemployment workers. It was found that 267 E-SIYB trainees (slightly over 10%of total E-SIYB trainees) have benefited from these schemes. However, some entrepreneurs mentioned that guarantee schemes should adopt more flexible collateral systems to increase the accessibility of the entrepreneurs to micro credit loans.

The E-SIYB project management from national unit to the local technical and co-ordination unit have been participatory as well as consultative throughout the project implementation. Even though E-SIYB project was a one year project which limited to geographical coverage of 6 counties out of 39 severely affected counties, the project has been able to convince the government about the effectiveness of the ILO's intervention strategy for livelihood recovery. As a result, the government is planning to extend the E-SIYB training as livelihood assistance in other counties. It can be seen as vibrant evidence that project has taken its utmost efforts to build a national ownership under the leadership of the MOHRSS.

Conclusion

The E-SIYB project has shown a remarkable progress and effectiveness in achieving its objectives and completing all the planned activities. It has provided E-SYB and E-IYB training to 2418 enabling 88% of them to start/restart

businesses. AS an outcome of high business start-up rate, the employment creation has been contributing to provide 5.6% of the total employment requirement of Sichuan province. Women's participation in the business start-up training was over 50% which is beyond the target. It is important to note that group businesses have demonstrated very high rate of job creation. According to the internal evaluation a group business has created 42 employments where as an individual business has created 5-7 employments. This figures shows that group businesses have been more effective as far employment creation in the rural areas. Technical skills that the trainees have gained were a strong contributing factor to the high rate of job creations and business start-up rate.

While the project has demonstrated overall success with regard to its planed objectives and outcomes, it has also paid attention to construction sector which has high potential for employment creation and a sector that needs assistance to improve the working condition and safety. It is also remarkable that both new business starters as well as restarts have concerns over recruiting of people with disabilities who have received technical training.

Recommendations

- The training institutes should encourage more group businesses in the rural areas since group businesses are effective and a viable approach in the rural areas for creation of employments and it has relatively high impact of the job creation for women.
- Counselling skills of E-SIYB trainers should be further develop to enable training institutes to provide with sound follow-up support counselling for new business starters.
- A market research to identify potential industries and business opportunities for people with disabilities need to be conducted by ILO in order to develop tailor made market oriented business start-up training and skills training.
- There is high potential among small business owners for integration of PWD into their staff. It is fully worth to incorporate an advocacy component for promotion of employment of PWD and directing them for skill training.
- The training institutes should make close collaborations with the Workers Federation and provide opportunity for them to disseminate information about workers rights and labour standards.
- ILO should conduct study on the present collateral system of micro loan providers to identify and barriers that entrepreneurs facing in accessing to micro credits and to feed the findings to policy makers in order to reform more relaxed collateral requirements for micro-credits in the affected areas. The financial institutions should relax the collateral requirement for accessing the micro-finance in the affected areas. Besides the group household collateral and salaries of the civil servants and teachers, use more forms of collaterals as the guarantee for micro-credit.

7.4 Efficiency of resource use

Findings

The E-SIYB project has delivered all the expected outputs demonstrating a high level of efficiency in using the allocated funds, human resource and expertise within its planned project period. The results produced by the project justify the cost incurred for achieving the results.

The E-SIYB project has completed all the activities as scheduled with the allocated funds by the project team. Initially the project included only 2 outputs consisted with 9 specific activities. During the project implementation, 2 new outputs have been added without any extra budgetary or human resource allocation which indicated that E-SIYB project has been implemented with a high resource efficiency rate.

To measure the financial results of the project, an estimate of the financial contribution of the government inputs must be incorporated into the total cost. However, for the purpose of the measuring efficiency of the resource use, only the project budget was considered for calculation of the financial results of the project.

Based on the calculation shown in table below, the cost involved for creating a business was US\$ 385 and the cost for creating a job was US\$ 56. This cost was justifiable compared to the cost (US\$ 62.71) incurred for creating a job by the previous SIYB China project⁵ during its phase one. This cost could also be justified comparing to the annual income (US\$1714) of semi skilled employee (interviewed) who is employed by a new business starter. The cost incurred for creation of a job is nearly 4% of the annual income of an employee who could find a job soon after the technical training. The cost of a job created was compared with skilled employee (interviewed) who had already had some skills, but lost the job after the earthquake. In her reemployment, initially, she has been able to earn RMB 3000 a month, on a piece rate. Based on this information the cost of creating a job for a skilled worker is 1% of the annual income of reemployed skilled worker.

Table-3 Cost effectiveness and results

DIFD contribution	US\$ 693,069
ILO Contribution	US\$ 100,000
Government Contribution (need to be estimated)	NA
TOTAL	US\$ 7,93,069
Results	
Number of total entrepreneurs trained	2418 persons
Number of business started	2062 businesses
Number of employment created	14107 jobs
Cost of results	
Cost of training per person	US\$ 328
Cost of creating a new business	US\$ 385
Cost of creating a job	US\$ 56

⁵ SIYB China Project-Final Evaluation, June 2007

Source: *E-SIYB Project Document; E-SIYB Project Final Report-August 2009*
NA: Not Available

Conclusion

The E-SIYB Project demonstrated very high use of resource efficiency. The project expected 1700 businesses to be restored/established out of 2400 that were targeted to provide E-SIYB training. The project has been able to reach 2418 potential and existing entrepreneurs with E-SYB and E-IYB training exceeding its target and restarting/establishing 2062 businesses recoding 85% business start rate.

The efficiency of the project resource use is reflected in the financial results. Project has yield with 5.7 employments by one business which is high job creation rate. The total cost of the project can be justified compared to the number of jobs it created. The group businesses achieved a lot: 21 businesses have produced 2237 jobs showing that a “group business” can create about 42 jobs which is far above than jobs that a sole-owner business can create.

Recommendations

- Promote group businesses among the rural areas specially in the areas where there is strong need to create employment opportunities for women
- Incorporate GET ahead training as a supplementary to the SIYB training when it is used as livelihood restoration assistance in post disaster situations.

7.5 Effectiveness of management arrangements

Findings

The management capacity of the project implementation office at provincial, prefecture and county levels was greatly improved after receiving training arranged under this project. After receiving training, the management capacity of the project implementation offices at all levels was sufficient to successfully implement the project. The management capacity of the ILO office was adequate to support the project. At the national level, the project has established the Project Steering Committee with the members from DFID, ILO Beijing and MOHRSS/SCDOLSS to supervise the management and the implementation of the project.

MOHRSS attached great importance to the cooperation with the ILO and the jointly sponsored project. There were vertical and horizontal coordination among government agencies (such as labour bureaus, industry and commerce bureaus, public finance bureaus and tax bureaus), as well as other institutions such as financial intuitions (especially microfinance institutions), quasigovernment/NGOs, as women federation, trade unions, association of people with disabilities, and industry and commerce association. The project

partners effectively implemented all the project activities and achieved expected or higher results.

SCDOLSS has set up an E-SIYB Provincial Project Working Group (PPWG) in Sichuan Provincial Employment Bureau and assigned the Project Director and the Co-ordinator to work with the ILO E-SIYB Technical Team in Chengdu. In each selected geographical area, a project working group has been set up at county and township level. The PPWG has facilitated the coordination among stakeholders to help the E-SIYB trainees accessing to local vocational skill services.

Discussion and interviews held with project managers showed that the project partners had clear understanding of their roles and responsibilities. A clear division of labour and cross-sector coordination and cooperation among them had largely contributed to the effectiveness of the management. DFID has promptly responded with financial assistance, ILO/Crisis Programme also provided both technical and financial support to the national unit. GoC (MOHRSS) played the main facilitator's role, Labour bureaus, training institutions were delivering training to beneficiaries and assisted them in the completion of their business plans and started businesses.

The project team of the ILO has maintained effective communication at all the stages of the project. Discussions held with MOHRSS showed that Mr. Deng Baoshan, Crisis Programme Co-ordinator and a senior SIYB Master Trainer, has been playing a key role in communicating with national and provincial authorities particularly with government officials. Some of the contacts he had built during previous SIYB China project have been highly influential to maintain setting up effective arrangements in the project management structure. Apart from the co-ordination and communication involvements, his technical capacity in the development of trainers and management staff has been a remarkable contribution factor. Mr. Satoshi Sasaki has been playing a leading role in communicating with national partners and well as with the ILO/Crisis Programme while providing technical guidance to the project team. Mr. Sasaki has also been informative to other development agencies (eg. International Red Cross) that were interested to implement E-SIYB in their livelihood assistance programme in Sichuan province.

Ms. Li Yao and Ms. Chen Xi were provincial level staff members of the ILO team. Ms. Li Yao being a senior SIYB Master Trainer who also had held a position in government as assistant director has played an instrumental role in mobilising SIYB trainers and maintaining high quality in all the steps of the training cycle. Ms. Chen Xi was an appropriately selected professional staff member who can handle multi-tasks. Ms. Chen Xi was not only familiar with the project management, but also translated a lot of project materials and facilitated many meeting including national and international mission teams. Both of them have timely and effectively communicated with the project partners. However, due to short life cycle of growing needs of communication among partners, staff working for the E-SIYB project was overloaded.

A monitoring and evaluation system has been established to monitor the progress. A random check carried out by the evaluation team and the interviews held with SIYB trainers proved that the M & E system has been continuously updated and used for progress monitoring at all the stages of the training cycle. The SIYB registration form, the daily evaluation of training, the end evaluation of training programmes, trainees performance cards were checked during the evaluation. The data was disaggregated by age and gender. However, data was not disaggregated by ethnic group and disability. Two progress reports have been produced by the project using the M & E data. An extensive internal evaluation had also been carried out and disseminated the results with the partners.

Potential strategic collaboration with other partners is likely to be happening as a result of the satisfactory progress that the E-SIYB project made in Sichuan province. The International Red Cross has expressed its interest in integrating E-SIYB training intervention in its livelihood recovery assistance in Sichuan province. Initially they intend to implement it in Mianzhu County with technical assistance of the ILO. The FAO has shown interest in the area of training to farmers. A project assisted by ADB on microfinance through the People's Bank of China was also identified as a possible collaboration.

Gender expertise has been sought in E-SYB training. For instance, Get-Ahead is the training programme developed especially for women business start-up training. Its full name is Gender + Entrepreneurship Together (GET) Ahead for Women in Enterprise Training Package and Resource Kit. Its training content and methods have also been integrated in the E-SYB training. Relevant gender expertise has been sought with the help of the All China Women's Federation and its branches in the pertinent villages, townships and counties in Sichuan.

Conclusion

To sum, the ILO project management team members are highly qualified and have made exhaustive efforts to efficiently and effectively implement, monitor and supervise the project, and cooperate and communicate with national partners. The Chinese Government agencies and NGOs have regarded the project as their top priority, and provided vertical and horizontal coordination and support, and enabling policies, measure, subsidies and tax incentives.

The management arrangement of the E-SIYB project proved to be very effective and all the outputs were produced. The project has received Government recognition and policy level support for the implementation. The commitment of the project teams and technical expertise of the ILO have been the relative strength of the E-SIYB project.

Recommendations

- The MOHRSS, local bureaus and employment bureaus, trade unions, women federations and disabled persons federations need to continue to

facilitate skills training for E-SIYB trainees or the employees hired by the trainees.

- The ILO and MOHRSS should jointly conduct a research on the potential micro-finance resources for E-SIYB business start ups. Incorporate the information as part of the training contents to facilitate the access to micro-credit by the trainees.
- The ILO project team should get the assistance of the SIYB trainers for project management tasks to overcome the overloaded work of the project staff.

7.6 Impact orientation and sustainability

Findings

The project strategy and project management were steering towards impact, especially on job creation, income generation, poverty reduction and local economic development. The project made a significant contribution to broader and longer-term impact on local governments' capacity to reach the more vulnerable groups, and creation of sustainable quality employment. The total registered unemployed persons for the six county level cities are 92,788. The E-SIYB helped created 14,107 jobs, accounting for 15.38 percent of the total registered unemployment. Among which, 7,961 or more than half jobs are for women (55.77 percent). As for the detailed impact on job creation by county, please refer to the attached table (Annex-5).

The evaluation team is in an opinion that the E-SIYB project intervention has resulted in creating positive attitudes of people who lost their jobs and enterprises. It clearly reflected in high business start-up ratio (87%). The SCDOLSS expressed that they had only 4 IYB trainers and before the E-SIYB project and now with the help of the E-SIYB project, the Sichuan province has 40 IYB trainers.

The project has greatly contributed to broader and longer-term development and it is very likely that SIYB become an integral part of business start-up training in the model business cities (Chengdu and Mianyang). In addition, the E-SIYB has demonstrated its potential in supporting the most vulnerable groups through creation of sustainable quality employment. However, still there is no clear evidence of the financial sustainability of the E-SIYB training, since most of the participants expect government to provide the training on a free of charge basis. Few IYB trainees mentioned they were willing to pay, if the fee was affordable. The training institutes fully depend on the government subsidiaries. Therefore, it is very unlikely to continue E-SIYB training without subsidiaries. This phenomenon could also be a threat for up scaling project and for establishing a sustainable SIYB training delivery mechanism.

The capacity of the project implementation offices and the training institutions were strengthened through capacity building activities. The affected people

were desperate and could not find their future after the earthquake. With the livelihood support by the Government and other donors, especially the with the E-SIYB, people became confident and found hope for their future.

The E-SIYB project has influenced the government policy, particularly on business enabling environment. The Mianzhu and Anxian governments issued documents to waive RMB 8000 tax per year for those laid off workers or unemployed labours to start up business or get reemployed during a three years period. The tax bureaus exempt the income tax on those who received ILO grant under this project. The project has also had many positive effects at all levels, especially in the regulatory business environment. One stop service centre is one good example. The trainees can access some essential services like tax registration and business registration together with E-SIYB training. One of the negative effects observed was that the grant component of the E-SIYB project has created an impression among some stakeholders that SIYB is business start-up training plus financial grants from the ILO.

However, due to the short life cycle of the project, it is too early to measure long term impact of the E-SIYB project on business environment, decent work conditions, safe working environment and labour standards and workers rights and other quality aspects of the jobs. It is also too early to measure the sustainability of jobs created and business started. The GoC has some plans to continue SYB training to assist vulnerable target groups.

The MOHRSS and its local branches expressed a hope for a follow up phase for the E-SIYB project. The current project could only cover 6 affected counties, while 33 of the 39 seriously affected counties are in need of livelihood recovery assistance and the E-SIYB intervention is relevant. Furthermore, after all the homes and infrastructure projects are completed, high attention will be paid to sub economic sectors and service oriented sectors in which SIYB intervention could add value.

The Government of China has also identified new target groups for start-up and improvement training, such as people who became disable because of the earthquake, ex-soldiers, young university graduates, and rural surplus labour. These groups also need to be assisted with systemic approach in starting small businesses. There is readiness from the government side for a second phase of the project. Chengdu Municipality and Mianyang City have been designated as the two of the 82 model cities for business start ups. Mianyang Government has budgeted RMB 600,000 for E-SIYB training in 2010, which they hope to co-finance with ILO second phase of the project.

Conclusion

Overall, E-SIYB China is a very successful project. It has contributed to building the capacity of the provincial level government authorities through training new SIYB trainers in order to continue business start-up and improvement training beyond the project period. It has also proved the effectiveness of the business

start-up training intervention and the potential impact of the intervention on the livelihood recovery and employment creation.

Recommendations

- ILO should launch the second phase of the project focusing on providing technical assistance, training more master trainers and trainers, tailoring the training contents to new needs due to the phase out of the construction and infrastructure sectors.
- Widen the scope of beneficiaries, especially extend to people with disabilities, who have recovered from treatment and are able to start up or improve their business.
- Widen the coverage of SIYB trainees from emerging local economic sectors after the reconstruction phases out, such as young university graduates and ex-military personnel.
- Tailor training materials to accommodate new needs due to the phase out for construction and infrastructure.
- Ensure Senior PRC Government Officials continue regard E-SIYB as top priority and be the key project implementation team members.
- Ensure the national partners continue to provide financial support such as SIYB and employment training subsidies and tax incentives.
- Ensure that the Chinese Government agencies, women federations, disability associations and trade unions continue to provide vertical and horizontal coordination and support.
- It is recommended to provide follow-up support for training institutes to identify potential markets to deliver SIYB training (particularly IYB) on a commercial basis and to develop strategies to implement SIYB training in a sustainable manner.
- Training institutes should calculate the cost of SYB and IYB training to establish a price for training and make an effort to recover part of the cost of the training.
- In future, where there is financial grant or credit component included in the SIYB project, it is advisable to select a suitable financial institute to handle that component in collaboration with training institutes.
- Experiences and lessons supplemented by good cases that could be replicated to other affected areas in Sichuan and other countries.
- ILO and the PRC Government should screen and identify model project managers, trainers and trainees, and award them with certificates (or financial reward from the government agencies if possible). For instance, Anxian Government hoped the ILO to train more E-SIYB trainers and budgeted RMB 300,000 for 2009 and 2010 respectively as the business creation fund, which will be used for promotion, support and reward for business creation. This action will enhance the long term impact, demonstration effect and replication.

8. LESSONS LEARNED AND GOOD PRACTICES

Lessons Learned

- Shared mission, goal and strategy with the PRC Government, thus the national and local project partners regard this project as a top priority in their work.
- Vertical and horizontal coordination and support by the government agencies, non-government agencies and training institutions.
- Enabling government policies, regulations, measures, subsidises, tax incentives, registration procedures for business set ups, easier access to micro-finance facilitated E-SIYB training and business start ups or improvement.
- Needs assessments were conducted before the design and during implementation of this project, and the training contents were fine tuned to accommodate the new needs, such as increasing demand in the construction or infrastructure sector.
- The E-SIYB project strengthened the project management capacity of the counterpart government agencies, the capacity of the training institutions, master trainers and trainers and some 2400 trainee. The above-mentioned capacity building under this project formed a solid technical platform for the national partners to continue cooperation with ILO, other international donor agencies or NGOs (like Red Cross).
- The E-SIYB project was the first livelihood recovery assistance project in Sichuan province. Prompt response of the ILO with secured funding from DFID has drawn very high support and attention from the government. This shows that in a post crisis situation, a rapid response is a critical factor for success, particularly for short term projects.
- In a post crisis situation, the previous work of the ILO can be strategically utilized for designing effective post crisis intervention. In the case of the E-SIYB project, ILO has selected MoHRSS and its provincial branches to implement training activities. This alliance has become a key strength of the project as well as an opportunity for the E-SIYB project to use range of facilities such as training centres, training equipments, transport facilities, accessibility to locations and also existing SIYB trainers and master trainers.
- Establishment of the local project office in Chengdu was another strong factor that contributed to effective co-ordination and communication among stakeholders. It has been considerably helpful for the local project team to monitor the quality of the training and also to provide on the job follow-up support for newly trained trainers. It is an important lesson to establish local technical team of the project geographically closer to the implementing partners (in this case training institutes) and to the intended beneficiaries.
- Some stakeholders have seen the ILO as a “technical assistance provider” plus a “financial assistance provider” due to the reason that the E-SIYB project had a grant component. Hence, this has created a perception that in future extensions, the ILO would continue to provide both technical assistance and financial assistance. Therefore, it would have been better, if the ILO had sleeked collaboration with an existing micro finance

institute/organisation to disburse the grants to qualified grant applicants even in an emergency livelihood development projects.

- The E-SIYB project has not adequately considered the need of the non-regulatory business support services specially the services that are important to the 24 feasible business opportunities identified and recommended for the rural vulnerable group based businesses⁶. For example organic pig and chicken breeding may need a good veterinary service available to rural entrepreneurs to be success in their businesses. The lesson learned with this regard is to incorporate a component to develop non regulatory business support services to provide follow-up services for individual and group businesses.

Good Practices

- The E-SIYB project has built synergies with other ongoing ILO projects such as the Emergency Employment Service Project (EESP), and the CSR project. EESP has been complementary in identifying beneficiaries for E-SIYB, and a channel to disseminate the information on the E-SIYB project to people in shelter areas. The CSR project has provided technical guidance for the promotion of “Green Business” concepts
- Validity of the project design has been enhanced by adding two new outputs which came out as a result of identifying changing needs and requirements of the project intervention strategy.
- Project partners had clear understanding of their roles and responsibilities. A clear division of labour and cross-sector coordination and cooperation among them had largely contributed to the effectiveness of the management.
- Capacity building for the project management, training institutions, master trainers and trainers were critical to successfully implement this project.
- Qualified, appropriate and supplementary the ILO professional staff for the project team.
- Mass and blanket promotion of the E-SIYB to all potential trainees, even the farmers in the remote mountainous areas; by all government agencies and NGOs via all means facilitate the implementation of the project.

⁶ E-SIYB Project, Final Report August, 2009 – page 22

ANNEXES

Annex-1 Terms of Reference of the International Consultant

Terms of Reference **Independent Final Evaluation of the E-SIYB Project in Sichuan, China**

I. Brief background on Project and context

The 8.0-magnitude quake centered in Sichuan's Wenchuan County left more than 69,000 people dead, 374,000 injured, 18,000 missing and millions homeless. The quake also caused about 800,000 unemployed workers, 51,000 families in which there is no member is employed and 1.15 million of farmers who lost land and livelihood sources.

After the impressive relief operation completed, the recovery of livelihoods lost is coming to the forefront. Following ILO consultations with the Ministry of Human Resources and Social Security (MOHRSS) immediately after the earthquake, MOHRSS requested ILO technical assistance to mobilize resources to implement projects to benefit the workforce in earthquake-hit areas. These included conducting a workshop on international experiences and practices on emergency employment services after natural disasters, support in introducing 'Mobile Employment Assistance Stations', support in restoring the information network for employment services which had been severely damaged and a proposal for business start-up training to help economic recovery after the earthquake.

In order to support livelihood recovery in selected townships in the most affected counties of Sichuan Province, the E-SIYB project was launched in July 2008. The project is facilitated by Sichuan Provincial Department of Labour and Social Security (SCDOLSS), on behalf of China Ministry of Human Resource and Social Security (MOHRSS), in the selected Sichuan earthquake-hit areas with the technical support from ILO and financial inputs from DFID (350,000 £) and ILO (100,000 USD). Specifically, the ILO provides technical assistance to provincial authorities in the delivery of the E-SIYB in the selected counties of Mianyang, Deyang, and Chengdu.

The overall project objective is to contribute to livelihoods recovery in selected townships in the most affected counties of Sichuan Province by re-establishing destroyed small businesses and setting up new ones for those who lost their jobs and see opportunities in the reconstruction phase. The immediate objective of the Project is to support the employment program of the Chinese Government on the reestablishment of small businesses in the earthquake affected areas in the aftermath of the Sichuan Earthquake.

The project ultimate beneficiaries include three groups: entrepreneurs who used to have small enterprises before the earthquake, workers who used to be employed in enterprises but unemployed due to the closing down of enterprises, and farmers who have lost their livelihoods and productive assets and wished to start some micro businesses. At the end of the project it is expected that approximately 2,400 individuals (30% women) will receive either the Emergency Improve Your Business Training or the Emergency Start Your Business Training and that approximately 1,700 businesses will be recovered/established.

ILO Beijing is responsible for executing this project and recruited Den Baoshan as the project coordinator to implement activities. He is supported by a project assistant, Eva

Chen and a driver. The project went through a mid-term evaluation to review the project activities from 1st July 2008 till 5th March 2009.

II. Rationale for the evaluation

An independent final evaluation was planned for in the project document to assess results and impact after the project implementation. The independent final evaluation is to basically look at the management and operations systems laid down by the project and assess if the project achieved the planned results and impact. This evaluation will also serve to identify lessons learnt and good practices and potential for up scaling activities in other earthquake affected areas. Based on the results of this evaluation, the ILO office in Beijing will (i) publish the lessons learnt and good practices in the upcoming book that will summarize and compile methodologies, practices, achievements, experiences and lessons learnt from one year implementation of the post earthquake project and (ii) build on the evaluation findings to develop a project proposal to extend the E-SIYB to other earthquake affected areas of the country.

The evaluation outcome is to (i) assess project impact, (ii) identify lessons learnt and good practices and (iii) strengthen the organisational and constituents learning by sharing lessons learnt and good practices that emerged from the evaluation findings by publishing a book.

The evaluation will comply with evaluation norms and standards and the ethical safeguards will be followed.

III. Purpose, scope and clients evaluation

Scope

The scope of the ILO E-SIYB project in China evaluation includes all activities carried out under the ESIYB in the counties of Mianyang, Deyang and Chengdu.

The evaluation should address issues of project design, implementation, lessons learnt, replicability and recommendations for the replication of the project in other parts of the quake-hit areas in Sichuan, Gansu and Sanxi and for skills training for business development work by the government, the UN system and NGOs under the leadership of the China Earthquake Administration.

It would also focus on the interaction of the project within the framework of the national reconstruction plans and within the broader contexts of the ILO work/mandate, local governments and the UN system. In particular the evaluation should look at how the ILO as an institution has delivered its technical expertise to livelihoods recovery (re-establishing destroyed small businesses and setting up new ones) in the most affected counties of Sichuan Province, strengthened provincial authorities in the delivery of the E-SIYB project in the counties of Mianyang, Deyang and Chengdu, and influenced and supported the livelihoods work undertaken by other agencies.

In addition, the evaluation should document good practices and lessons learnt from the implementation of the ILO project in the Sichuan province and make recommendations for project replication to other earthquake affected areas.

Purpose

The independent final evaluation is to review progress made in achieving results and delivering outcomes of the project. The immediate objectives should be looked at to measure progress made towards achieving impact after a year of implementation.

Of primary importance is for the evaluation to examine the project design, implementation strategy and adjustments, institutional arrangements and partnership, and project set ups within the context of the recovery and exiting to sustainable reconstruction. The evaluation should yield a contextualized analysis of the response and adjustments deployed by the project, the effectiveness of their adjustments, and factors affecting the effectiveness of the implementation and its adjustments. It should also spell out concrete recommendations on needed adjustments for improving implementation in future replication of the project in Sichuan, Gansu and Sanxi.

The evaluation should be a learning platform (its process and its outcomes) for ILO officials in Sichuan province, Beijing, Bangkok and Geneva. It should yield a set of knowledge to help guide future ILO's E-SIYB project in natural disaster affected countries. The results of the evaluation, lessons learnt and good practice will be published in a book for knowledge sharing among ILO staff, local stakeholders, provincial authorities of Sichuan, Gansu and Sanxi. The evaluation should also highlight lessons and good practices on livelihoods concerns and interventions for stakeholders in the provinces of Sichuan, Gansu and Sanxi reconstruction. The knowledge produced through the evaluation will be centralized in the China Earthquake Administration and shared with relevant national stakeholders through the China Earthquake Administration.

The evaluator will examine the following key issues:

1. Relevance and strategic fit

- Does the project address a relevant need and decent work deficit? Was a needs analysis carried out at the beginning of project reflecting the various needs of different stakeholders? Are these needs still relevant? Have new, more relevant needs emerged that the project should address?
- Have the stakeholders taken ownership of the project concept and approach since the design phase?
- How does the project align with and support national development plans (Plan for National Economic and Social Development), national plans of action on relevant issues (the Government of China's recovery and reconstruction plan, the Eight-year Reconstruction Plan of Sichuan (2008- 2016), the reconstruction plan of the National Development and Reform Committee (NDRC)), as well as projects and priorities of the national social partners?
- How does the project align with and support ILO's strategies (DWCP, gender mainstreaming, employment agenda, poverty reduction, youth employment, targeting people with disabilities etc.)?
- How well does the project complement and fit with other ongoing ILO projects in the region (look at synergies with Sichuan Labour Bureau-ILO Emergency Employment Services project, support to promote and apply ILO Convention 111 project, strengthening the trade union response to HIV/AIDS in the workplace, corporate social responsibility in the Chinese textile industry project, the HIV/AIDS workplace education project, Safe Migration Campaign: UNICEF-ILO campaign for child and youth protection with focus on safe migration and importance of education)?
- How well does the project complement and link to activities of other donors at local level? How well does the project fit within the broader local donor context (UN and non-UN, making reference to the UN plans for reconstruction and UNDAF)?

2. Validity of design

- What was the baseline of the project at the beginning of the project? How was it established? Was a gender analysis carried out?
- Were the planned project objectives and outcomes relevant and realistic to the post-earthquake situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) changing needs or conditions?
- Was the intervention logic coherent and realistic? Were any adjustments made during the project implementation? (refer to the project logframe)
 - Do outputs causally link to the intended outcomes (immediate objectives) that link to broader impact (development objective)? How plausible are the underlying causal hypothesis?
 - What are the main strategic components of the project? How do they contribute and logically link to the planned objectives? How well do they link to each other?
 - Who are the partners of the project? How strategic are partners in terms of mandate, influence, capacities and commitment?
 - What are the main means of action? Are they appropriate and effective to achieve the planned objectives?
 - On which risks and assumptions does the project logic build? How crucial are they for the success of the project? How realistic is it that they do or not take place? How far can the project control them?
- How appropriate and useful are the indicators described in the project document in assessing the project's progress? Are the targeted indicator values realistic and could they be tracked? If necessary, how should they be modified to be more useful? Are indicators gender-sensitive? Are the means of verification for the indicators appropriate?

3. Project progress and effectiveness

- Did the project make sufficient progress towards its planned outcomes? Did the project achieve its planned objectives upon completion?
- Had the quantity and quality of the outputs produced been satisfactory? Did the benefits accrue equally to men and women (target: 30% of women in the project document)?
- Are the project partners using the outputs? Have the outputs been transformed by project partners into expected outcomes? In particular, the consultant will analyze collected data according to the parameters given below:
 - Business plan finalization rate;
 - Business start-up rate and separately analyse;
 - Business start-up rate without business plan prepared in the training;
 - Business start-up rate with business plan prepared in the training;
 - Business mortality rate and reasons for those started;
 - Reasons for not starting the business after the training;
 - Reasons why they have obtained credit.
- How do the outputs and outcomes contribute to the ILO's mainstreamed strategies?
 - How do they contribute to gender equality?
 - How do they contribute to the strengthening of the social partners and social dialogue?
 - How do they contribute too poverty reduction?
 - How do they contribute to strengthening the influence of labour standards?

- How have stakeholders been involved in project implementation? How effective has the project been in establishing national ownership? Is the project management and the implementation participatory and is this participation contributing towards achievement of the project objectives? Has the project been appropriately responsive to political, legal, economic, institutional etc. changes in the project environment?
- Has the project produced demonstrated successes?
- In which areas (geographic, sectoral, issue) does the project have the greatest achievements? Why is this and what have been the supporting factors? How can the project build on or expand these achievements?
- In which areas does the project have the least achievements? What have been the constraining factors and why? How can they be overcome?
- What, if any, alternative strategies would have been more effective in achieving its objectives?

4. Efficiency of resource use

- Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
- Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
- Have project funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered?
- What are the financial results of the project? (Look at commitments versus disbursements and projected commitments).

5. Effectiveness of management arrangements

- Are management capacities adequate?
- Does project governance facilitate good results and efficient delivery? Is there a clear understanding of roles and responsibilities by all parties involved?
- Does the project receive adequate political, technical and administrative support from its national partners? Do implementing partners provide for effective project implementation?
- Do the project implementing partners and beneficiaries have a good grasp of the project strategy? How do they contribute to the success of the project?
- How effective is communication between the project team, the field office, the regional office, the responsible technical department at headquarters, CODEV and the donor? How effective is communication between the project team and the national implementing partners?
- Does the project receive adequate administrative, technical and - if needed - political support from the ILO office in the field, field technical specialists and the responsible technical units in headquarters?
- How effectively does the project management monitor project performance and results?
 - Is a monitoring and evaluation system in place and how effective is it?
 - Have appropriate means of verification for tracking progress, performance and achievement of indicator values been defined?
 - Is relevant information and data systematically being collected and collated? Is data disaggregated by sex (and by other relevant characteristics such as age, ethnic group etc. if relevant)?
 - Is information being regularly analysed to feed into management decisions?

- Has cooperation with project partners been efficient?
- Has relevant gender expertise been sought? Have available gender mainstreaming tools been adapted and utilized?
- Has the project made strategic use of coordination and collaboration with other ILO projects and with other donors in the country/region to increase its effectiveness and impact?
- Was the needs assessment in the E-SIYB project appropriate in its recommendations on professional staffing? (A simple work load analysis should be done to assess this).

6. Impact orientation and sustainability

- Can observed changes (in attitudes, capacities, institutions etc.) be causally linked to the project's interventions?
- In how far is the project making a significant contribution to broader and longer-term development impact (look at sustainability and local ownership of the project)? Or how likely is it that it will eventually make one? Is the project strategy and project management steering towards impact?
- What are the realistic long-term effects of the project on the poverty level and decent work conditions of the people?
- How effective and realistic is the exit strategy of the project? Is the project gradually being handed over to the national partners? Once external funding ends, are national institutions and implementing partners likely to continue the project or carry forwards its results?
- Are national partners willing and committed to continue with the project? How effectively has the project built national ownership?
- Are national partners able to continue with the project? How effectively has the project built necessary capacity of people and institutions (of national partners and implementing partners)?
- Has the project successfully built or strengthened an enabling environment (laws, policies, people's attitudes etc.)?
- Are the project results, achievements and benefits likely to be durable? Are results anchored in national institutions and can the partners maintain them financially at end of project?
- Can the project approach or results be replicated by national partners or other actors? Is this likely to happen? What would support their replication?
- Can any unintended or unexpected positive or negative effects be observed as a consequence of the project's interventions? If so, how has the project strategy been adjusted? Have positive effects been integrated into the project strategy? Has the strategy been adjusted to minimize negatives effects?
- Should there be a second phase of the project to consolidate achievements?

Clients

The clients of the evaluation are (i) the project management (ILO project office in Sichuan and ILO/Beijing) who will be able to take stock of lessons learnt and good practices to build institutional knowledge and develop proposal for the project replication to other earthquake affected areas of Sichuan, Gansu and Sanxi, (ii) the project partners, namely the MOL, the MPW, the MCC, the communities, who will actively be involved in the evaluation and contribute to the project impact and sustainability, (iii) the ILO staff involved in the project, namely ILO/Beijing, ILO/Bangkok, ILO field technical specialists and ILO technical units in Headquarters who will benefit from lessons learnt and good practices, (iv) the donor (DFID) who will

receive copy of the evaluation and be informed of the project performance in terms of effectiveness, efficiency, impact, relevance and sustainability.

IV. Composition of the mission team

The evaluation will be carried out by an international expert and a local expert. The international expert is nominated by the ILO and the local expert is nominated by MOLSS. All team members will be expected to contribute equally to fact-finding, analysis and report writing.

V. Description of tasks

The evaluator will be specifically required to:

- Hold bilateral meetings with the various relevant stakeholders like the NOHRSS, representatives of the employers' and workers' organisations;
- Discuss via email/interviews with ILO technical units, Specialists and Project staff who are involved with the management and implementation of the ILO Sishuan Project at different stages on the project status and progress made so far;
- Undertake a desk review of existing materials and existing relevant information on the E-SIYB project;
- Undertake a review of E-SIYB impact and outline the potential for up-scaling or extending the ILO Sishuan Project;
- Analyse and evaluate administrative and institutional improvements (including site visits of the various components) needed for effective project delivery (in view of the replication of the project);
- Present the findings at a stakeholders' workshop and incorporate comments into the final evaluation report;
- Submit a draft and final copy of evaluation report to the evaluation manager.

VI. Methodology to be followed⁷

The methodology will combine quantitative and qualitative approaches. The evaluator will collect hard data from desk review and verify them with soft data from field visits, interviews and workshop. During the process of data gathering the evaluator will compare, validate and cross-validate data of different sources (project staff, project partners and beneficiaries) and different methodologies (desk review, site visits and interviews).

Methodology and plan for information gathering and organizing⁸:

Desk Review

The evaluator will review the following documents before conducting any interviews or trips to the Sichuan province: project documentation, progress reports, work plans, mission reports, baseline surveys, monitoring data, workshop reports, tolls, country data etc.

Individual interviews with ILO staff

⁷ The evaluator may adapt the methodology, but any changes to the methodology should be agreed between the evaluation manager and the evaluator.

⁸ All data collected and analysed should be sex-disaggregated.

The evaluator will discuss with the ILO staff of technical units⁹ and the field technical specialists¹⁰ who are involved with the management and implementation of the ILO Sichuan project at different stages.

Field interviews

The evaluator will be deployed to Mianyang, Deyang and Chengdu for focus group discussion interview/discussion with ILO project staff, partners and key stakeholders¹¹ in accordance with the evaluator's requests and consistent with these terms of reference.

Field visits

The discussions and interviews will be complemented with field visits to the sites of activities and discussion with relevant organisations involved and/or benefiting from ILO interventions in those localities in accordance with the evaluator's requests and consistent with these terms of reference.

Debriefing in the field

Based on the above findings, the evaluator will organise a workshop to present and discuss preliminary findings and recommendations with the key national partners and the project team.

Post-trip debriefing

In addition, the evaluator will debrief the project manager, the ILO/Beijing office and the ILO backstopping unit about the course of the evaluation and the support received.

VII. Key deliverables

- An evaluation report that presents the findings including concrete recommendations for replicating the project in other parts of the quake-hit areas in Sichuan, Gansu and Sanxi;
- A compilation of lessons learnt and good practices identified for improving ILO's engagement in E-SYIB in post-disaster countries.
- Evaluation Summaries in standard ILO format

VIII. Management arrangements, work plan and time frame

- The evaluation manager is Alexia Deleligné (ILO/CRISIS), therefore the evaluator will be able to ask for support and will directly report to the evaluation manager;
- A detailed work plan stipulating each partners' contribution to the evaluation has been developed to guide the evaluator's work (See Annex 1);
- The preliminary evaluation findings will be discussed locally in a workshop. Results of the workshop will be incorporated in the draft report and sent by the evaluator to the evaluation manager who will then circulate it to ILO staff

⁹ ILO staff to be interviewed include Julius Mutio (ILO/SEED), Alfredo Lazarte (ILO/CRISIS), Antonio Cruciani (ILO/CRISIS)

¹⁰ ILO/Beijing (Constance Thomas, Satoshi Sasaki), ILO/Bangkok (?)

¹¹ Might include MoHRSS, local government agencies (human resources bureau, bureaus for SME development, for industry and commerce, for agriculture and for tourism in the case of the Sichuan province), relevant UN agencies, provincial authorities, representatives of communities, workers and employers' organisations, external collaborating organisations, and selected beneficiaries.

involved in the Sichuan project, the ILO/Beijing Director and the national project partners;

- The time frame, with deadlines for each major steps in the process are defined in the Annex 1;
- Findings of the evaluation will be circulated among ILO colleagues involved in Sichuan and stakeholders and published in a book to strengthen organisational learning and facilitate replication. Also, copy of the evaluation report will be posted on the EVAL internet-based evaluation report database.
- The international evaluator will receive an all-inclusive professional fee of **x USD for 16 working days (16 expert days@ x USD per day)**. The consultant receives an advance payment of 25% upon signing the contract. The balance is payable in two instalments, one progress payment not exceeding 50% of the total contract sum after submission of the draft report and a balance payment after successfully completing the assignment. The consultant will be reimbursed all mission costs for travel on official duty, based on the applicable ILO financial rules. The consultants and the contractor together at the outset of the assignment will determine the amount of travel on official duty jointly, and once the sample of cities covered by the research has been determined.

IX. Report

Based on the workshop results, the evaluator will draft the evaluation report following the outline below. The evaluation report should also be in line with the DAC Evaluation Quality Standards¹². Key stakeholders¹³ will be consulted throughout the evaluation process. And the evaluator will finalize the evaluation report in consultation with them.

Evaluation Report Outline:

1. Title page (1)
2. Table of Contents (1)
3. Executive Summary (1)
4. Acronyms (1)
5. Background and Project Description (1-2)
6. Purpose of Evaluation (1)
7. Evaluation Methodology (1)
8. Project Status (1)
9. Findings, Conclusions, and Recommendations (no more than 15 pages)
This section's content should be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be evaluated.

Annexes:

- Terms of Reference
- Project Work plan
- List of Meetings and Interviews
- Any other relevant documents

¹² Please visit the following site: <http://www.oecd.org/dataoecd/51/7/38686953.pdf>

¹³ Key stakeholders include: MoL, MPW, MCC, representatives of communities, MoCT, MoYS, MoG, workers and employers' organisations, and Staff of Montserrado County Superintendent's Office.

Annex 1(of the TOR): Detailed Work Plan

Task	Source of information	Time frame
Desk review of the major documents: project documents, progress reports, mission reports, work plans, baseline studies, workshop reports, and others	ILO/Beijing and ILO project office to provide reference documents to the two evaluators	2-4 September (work from home) 3 working days
Consultations with the ILO staff of technical units and the field technical specialists who are involved with the management and implementation of the ILO Sichuan Project at different stages	Consultations will be held through emails and phone calls	
The evaluators will be deployed to Sichuan for interview/discussion with MoHRSS, local government agencies (human resources bureau, bureaus for SME development, for industry and commerce, for agriculture and for tourism in the case of the Sichuan province), relevant UN agencies, provincial authorities, representatives of communities, workers and employers' organisations, external collaborating organisations, and selected beneficiaries	The evaluators will first meet with the ILO project staff and the project coordinator will recommend persons to be met among the listed partners, stakeholders and beneficiaries	7-8 September (in China) 2 working days
Visits the ILO project in Mianyang, Deyang and Chengdu	The project coordinator will accompany the two evaluators for a visit to their site and introduce him to the local partners and beneficiaries	9-11 September (in China) 3 working days
Focus consultations with ILO project office	The evaluators will meet again with the ILO project staff to cross-validate findings of the field visits	
Workshop with the key national partners and the project team to present and discuss preliminary findings and recommendations	The two evaluators together with the ILO project office will organise the workshop	12 September (in China) 1 working day
Debriefing on the preliminary	The evaluators will debrief the	

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findings of the evaluation	project coordinator, the ILO/Beijing Director and the ILO backstopping unit about the course of the evaluation and the support received	
Delivery of the first evaluation report draft	Based on the workshop results, the two evaluators will draft the evaluation report and send it to the evaluation manager who will circulate it to the project manager, main national partners, ILO/Beijing Director, HQ technical backstopping unit, field technical specialists, and the donor for comments	14-16 September (work from home) 3 working day
Circulation of the draft report for comments	The evaluation manager collects the comments and send them to the evaluators	17-23 September 5 ILO working days
Issue of the final evaluation report	The evaluators incorporates comments as he/she deems it appropriate and submits the final report to the evaluation manager	24 September 1 working days

Annex-2 Terms of Reference of the National Consultant

The national evaluator will be specifically required to:

- Prepare the ground before the arrival of the international evaluator, specifically:
 - Prepare a schedule for meetings and consultations with MoHRSS, local government agencies, relevant UN agencies, provincial authorities, representatives of communities, workers and employers' organisations, external collaborating organisations, and selected beneficiaries;
 - Organize the logistics and the schedule for the project sites visits between 7-11 September and;
 - Organize the final workshop on 12 September;
- Help hand for the international evaluator to minimize the language barrier and give him/her the insight of the local situations when:
 - Holding bilateral meetings with the various relevant stakeholders like the NOHRSS, representatives of the employers' and workers' organisations;
 - Discussing via email/interviews with ILO technical units, Specialists and Project staff who are involved with the management and implementation of the ILO Sishuan Project at different stages on the project status and progress made so far;
 - Undertaking desk review of existing materials and existing relevant information on the E-SIYB project;
 - Undertaking review of E-SIYB impact and outline the potential for up-scaling or extending the ILO Sishuan Project;
 - Analysing and evaluating administrative and institutional improvements (including site visits of the various components) needed for effective project delivery (in view of the replication of the project);
 - Presenting the findings at a stakeholders' workshop and incorporate comments into the final evaluation report;
 - Submitting the draft and final copy of evaluation report to the evaluation manager.

The national evaluator will receive an all-inclusive professional fee of US\$2500 in local currency [consisting of x USD for 16 working days (16 expert days@ x USD per day), air ticket fees, 5 day per diems and other costs]. The consultant receives an advance payment of 30% upon signing the contract. The balance is payable after successfully completing the assignment to ILO satisfaction.

Annex-3 Project Work plan

Work Plan for E-SIYB (August 2008_June 2009)					
Activities	Date and Place	Objectives	Outputs	Partners or participants	Organizer
Project preparation , launching and promotion					
Project planning workshop by ILO/MOHRSS/ Sichuan DOLSS	Aug. 2008 Chengdu, Sichuan	Discuss and work out the work plan for the project cooperation and implementation between ILO & MOHRSS/Sichuan DOLSS	Agreed the project implementation work plan	ILO specialists and project staff MOHRSS' officials Sichuan DOLSS' officials	Sichuan DOLSS Project office
Project management training workshop	Aug. 2008 Chengdu, Sichuan	To introduce the project objectives, target groups, implementation structures and requirements	The project facilitators at various level understood how to manage and implement the project	ILO specialists and project staff, MOHRSS' officials, Sichuan DOLSS' officials and the officials and project coordinators from the project cities/counties/towns	Sichuan DOLSS and the project office
E-SIYB project promotion materials preparation and publishing	Aug. Chengdu, Sichuan	To promote the project with one-page flyer	5000 copies of flyers designed and printed out	External design and printing company	Sichuan project office
Market opportunity and training needs assessment for business (re)starting					
Market opportunity and assessment	August 2008 Project towns in Sichuan	To collect and analyze the information on market opportunities and business (re)start needs in local community and towns/counties	At least four business opportunities and ideas and related training needs on SYB/IYB or skill are identified	Potential target groups and stakeholders in the project towns	Sichuan project office External consultants ESSCs staff
Pilot SYB training TOEs					

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E-SYB TOE	August 2008 Dujiangyan	To train 20 potential trainees with business planning knowledge and skill	The participants work out their feasible and bankable business plan	Potential business starters	Sichuan project office Local SIYB (master) trainers
E-SYB TOE	August 2008 Pengzhou	To train 20 potential trainees with business planning knowledge and skill	The participants work out their feasible and bankable business plan	Potential business starters	Sichuan project office Local SIYB (master) trainers
Trainers development					
E-SYB RTOT	September 2008 Mianyang	To update knowledge of existing SYB trainers in the project areas	The existing trainer could differentiate the existing SYB training to meet the needs of participants affected by earthquake	Existing trainers equipped with knowledge	Sichuan project office ILO senior master trainers and trainers
E-SYB RTOT	September 2008 Chengdu	To update knowledge of existing SYB trainers in the project areas	The existing trainer could differentiate the existing SYB training to meet the needs of participants affected by earthquake	Existing trainers equipped with knowledge	Sichuan project office ILO senior master trainers and trainers
TOT of E-IYB	Oct. 2008 Chengdu	To train and develop new IYB trainers	20 IYB trainers are developed and qualified to deliver TOEs in the field	Potential trainers from public and private business service providers	Sichuan project office ILO senior master trainers and

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					trainers
E-SYB TOT	October 2008 Chengdu	To train and develop new SYB trainers	20 SYB trainers are developed and qualified to deliver TOEs in the field	Potential trainers from public and private business service providers	Sichuan project office ILO senior master trainers and trainers
TOT of E-IYB	Dec. 2008 Chengdu	To train and develop new IYB trainers	20 IYB trainers are developed and qualified to deliver TOEs in the field	Potential trainers from public and private business service providers	Sichuan project office ILO senior master trainers and trainers
E-SIYB training materials adaptation , development and publication					
E-SYB materials adaptation and development	Sept. 2008 Beijing and Chengdu	To adapt the SYB training materials based on the training needs assessment, in particular to the situation of construction	Start Your Construction training manual will be developed	External consultant Master trainers	Sichuan project office
Getahead materials adaptation and development	Sept. 2008 Beijing and Chengdu	To adapt the Getahead training materials based on the training needs assessment, in particular on women in earthquake hit rural area	Adapted Getahead manual	External consultant Master trainers	Sichuan project office
E-IYB materials adaptation and development	Sept. 2008 Beijing and Chengdu	To adapt the IYB marketing and business planning manuals to meet the special needs of re-starter	Marketing manual and business planning manual developed	External consultant Master trainers	Sichuan project office

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E-SYCB materials printing	Nov. 2008 Beijing	To provide the training manual to trainees	500 copies of E-SYCB manual printed out	External printing company	Sichuan project office
E-SYCB materials printing	Nov. 2008 Beijing	To provide the training manual to trainees	1000 copies of E-SYB manual printed out	External printing company	Sichuan project office
E-IYB materials printing	Nov. 2008 Beijing	To provide the training manual to trainees	1500 copies of E- IYB marketing manual and business planning manual printed out respectively	External printing company	Sichuan project office
Getahead materials printing	Nov. 2008 Beijing	To provide the training manual to trainees	500 copies of Gethead manual printed out	External printing company	Sichuan project office
SYB TOEs					
6 SYB TOEs	Oct. 2008 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
6 SYB TOEs (include one Getahead training)	Nov. 2008 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
6 SYB TOEs (include one Getahead training)	Dec. 2008 In six project	To train 120 potential trainees with business planning knowledge and skill, essential	The participants work out their feasible and bankable business plan,	Potential business starters	Sichuan project office Local SIYB

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	cities/counties	vocational skill, follow up counseling service and essential financial support to vulnerable trainees	70 of them will start their business and 6 of them will get financial grant		trainers
6 SYB TOEs (include one Getahead training)	Jan.. 2009 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
3 SYB TOEs	Feb. 2009 In six project cities/counties	To train 60 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 35 of them will start their business and 3 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
6 SYB TOEs (include one Getahead training)	Mar. 2009 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
6 SYB TOEs (include one Getahead training)	Apr... 2009 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers

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6 SYB TOEs (include one Getahead training)	May. 2009 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
6 SYB TOEs (include one Getahead training)	Jun. 2009 In six project cities/counties	To train 120 potential trainees with business planning knowledge and skill, essential vocational skill, follow up counseling service and essential financial support to vulnerable trainees	The participants work out their feasible and bankable business plan, 70 of them will start their business and 6 of them will get financial grant	Potential business starters	Sichuan project office Local SIYB trainers
E-IYB TOEs					
8 IYB TOEs	Oct. 2008 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	Sep. 2008 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	Nov. 2008 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	Dec. 2008 In six project	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business	Potential business re-starters	Sichuan project office Local IYB

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	cities/counties		plan		trainers
8 IYB TOEs	Jan. 2009 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
6 IYB TOEs	Feb. 2009 In six project cities/counties	To train 120 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	Mar. 2009 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	Apr. 2009 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	May. 2009 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
8 IYB TOEs	Jun. 2009 In six project cities/counties	To train 160 potential trainees with marketing and business planning knowledge and skills	The participants work out their feasible market plan and bankable business plan	Potential business re-starters	Sichuan project office Local IYB trainers
Monitoring and evaluation					
Internal impact evaluation	Jun. 2009	To check the impact of the project implementation	Impact evaluation report	Trainers and trainees	Sichuan project office and master

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					trainers
Final project evaluation	Jun. 2009	To summarize the project achievement and lessons	Final project evaluation report	Project staff, partners, stakeholder and trainees	Independent external evaluators
Project summary					
Project achievements manual and video	Jun. 2009	To summarize the project achievements and lessons and disseminate the information among stakeholders	The project achievements and lessons delivered to the participants	Project staff, partners, stakeholder and trainees	Project staff External video maker
Project summary workshop	Jun.2009	To summarize the project achievements and lessons and disseminate the information among stakeholders	The project achievements and lessons delivered to the participants	Project staff, partners, stakeholder and trainees	Sichuan project office

Annex- 4 List of meetings and interviews

Mr. Satoshi Sasaki, Specialist on Enterprise Development and Job Creation, ILO Beijing Office
 Mr. Deng Baoshan, Crisis Programme Coordinator for China and Mongolia, ILO Beijing Office
 Mr. Adrian Davis, Head, DFID North & East Asia,
 Ms. Ping Gao, Communications and Deputy Programme Manager-DFID Beijing Office
 Mr. Jie Tian Director General, Sichuan Employment Bureau
 Ms. Bing Jian, Director Sichuan Employment Bureau
 Ms. Yao Li, E-SIYB Project Coordinator, Sichuan Office
 Ms. Xi Chen, E-SIYB Project Assistant, Sichuan Office

Participants of the discussion held on the 9 September 2009, in Chengdu

No	Name	Sex	Organization	Title
1.	Ma Wanxian	M	Deyang Employment Bureau	Director
2.	Fu Chaojun	M	Deyang Employment Bureau	Clerk
3.	Liang Jing	M	Mianyang Employment Service Administration Center	Deputy Director
4.	Luo Hengming	M	Mianyang Employment Service Administration Center	Section Chief
5.	Yang Renjun	M	Mianyang Employment Service Administration Center	Clerk
6.	Gong Hui	M	Chengdu Employment Bureau	Vice Section Chief
7.	Guo Yan	F	Chengdu Employment Bureau	Vice Head
8.	Yu Jianzhong	M	Shifang Employment Bureau	Director
9.	Zeng Xiangjin	M	Shifang Employment Bureau	Section Chief
10.	Wu Ping	M	Shifang Employment Bureau	Clerk
11.	Liu Hualin	M	Mianzhu Labor and Social Security Bureau	Secret General
12.	Yin Xiangrong	M	Mianzhu Employment Bureau	Clerk
13.	Sun Bin	M	Mianzhu Oriental Vocational Training School	Principal
14.	Ren Dejun	M	Anxian Employment Service Administration Center	Director
15.	Zhang Yongjun	F	Anxian Employment Service Administration Center	Chief
16.	Zhang Yuanhai	M	Anxian Employment Service Administration Center	Clerk
17.	Ben Di	M	Anxian Vocational Secondary School	Chief
18.	Tang Yueying	F	Jiangyou Labor and Social Security Bureau	Deputy Director
19.	Li Xin	F	Jiangyou Labor and Social Security Training Department	Chief
20.	Wang Rongkun	M	Jiangyou Zhongba Vocational Secondary School	Chief
21.	Guo Jiming	M	Jiangyou Labor and Social Security	Clerk
22.	Xie Chen	F	Pengzhou Employment Bureau	Clerk
23.	Zhao Qifu	M	Pengzhou Employment Bureau	Chief
24.	Tang	M	Pengzhou Employment Bureau	Clerk

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	Xiaoxun			
25.	Liu Song	M	Dujiangyan Employment Training Center	Director
26.	Chen Jintao	M	Dujiangyan Employment Training Center	Vice Director
27.	He Kairong	F	Dujiangyan Employment Training Center	Trainer
28.	Chen Xiaogang	M		Clerk
29.	Tian Jie	M	Sichuan Employment Bureau	Standing Deputy Director
30.	Jian Bing	F	Sichuan Employment Bureau Training Department	Section Chief
31.	Dong Gang	M	Sichuan Employment Bureau Business Department	Deputy Section Chief
32.	Li Qiang	M	Sichuan Employment Bureau Training Department	Clerk
33.	Duan Chengyong	M	Sichuan Employment Bureau Training Department	Clerk
34.	Shi Jinming	M	Sichuan Employment Bureau	Clerk
35.	Zhong Zhenyu	M	Sichuan Daily	reporter
36.	Liang Xiao	F	Sichuan Daily	reporter
37.	Jiang Weijian	M	Propaganda Office	reporter
38.	An Xiantao	F	Sichuan News Net	reporter
39.	Zhou Ye	F	Sichuan News Net	reporter

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Participant of the discussion held on 10th September, 2009 in Mianzhu

No.	Name	Sex	Affiliation	Title
1.	Jian Bing	F	Sichuan Employment Bureau Training Department	Chief
2.	Zhu Xiaogang	M	Deyang Employment Bureau	Director
3.	Li Hong	F	Deyang Employment Bureau Training Dept.	Section Chief
4.	Ma Wanxian	M	Deyang Vocational Skills Training Center	Director
5.	Liu Hualin	M	Mianzhu Labor Bureau	Deputy Party Secretary
6.	Zhang Yan	F	Mianzhu Women's Federation	President
7.	Li Chuanrui	M	Mianzhu Trade Unions	Vice President
8.	Wei Dazhi	M	Mianzhu Domestic Taxation Bureau	Section Chief
9.	Zhang Rong	M	Mianzhu Domestic Taxation Bureau	Section Chief
10.	Gao Yang	M	Mianzhou Administration Bureau of Industry and Commerce	Deputy Director
11.	Sun Bin	M	Mianzhu Oriental Vocational Training School	Principal
12.	Liu Jizheng	M	Mianzhu Oriental Vocational Training School	E-SIYB Trainer
13.	Qing Shangzhi	F	Mianzhu Oriental Vocational Training School	E-SIYB Trainer
14.	Zeng Youjun	F	Mianzhu Oriental Vocational Training School	E-SIYB Trainer
15.	Liu Ruixin	M	Excellent E-IYB trainee	
16.	Zhang Guorong	M	Excellent E-IYB trainee	
17.	Chen Fushu	M	Excellent E-IYB trainee	
18.	Zhao Cui	F	Excellent E-IYB trainee	
19.	Li Mengbo	M	Excellent E-IYB trainee	
20.	Liu Jun	M	Excellent E-IYB trainee	
21.	Wang Bo	M	Sanhe Construction Material Business Group	Grant beneficiary
22.	Wang Ping	M	Sanhe Construction Material Business Group	Grant beneficiary
23.	Chen Jianying	F	Sanhe Construction Material Business Group	Grant beneficiary
24.	Jin Lijuan	F	Tongxin Knot Making Business Group	Grant beneficiary
25.	Ye Yucheng	F	Tongxin Knot Making Business Group	Grant beneficiary
26.	Chen Pei	F	Tongxin Knot Making Business Group	Grant beneficiary
27.	Wang Xia	F	Tongxin Knot Making Business Group	Grant beneficiary
28.	Wu Guoliang	M	Fangyuan Women's Bambooware Corporative	Grant beneficiary
29.	Li Yongyu	F	Fangyuan Women's Bambooware Corporative	Grant beneficiary
30.	Zhao Chaoyan	F	Red Embroidary Business Group	Grant beneficiary
31.	Li Xingqiong	F	Red Embroidary Business Group	Grant beneficiary

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Participants of discussion held on the 11th September, 2009 in Anxian

No.	Name	Sex	Affiliation	Title
3	Jian Bing	F	Sichuan Employment Bureau Training Department	Chief
6	Chen Xiaogang	M	Sichuan Employment Bureau	driver
7	An Ying	F	Anxian Government	Vice County Magistrate
8	Rao Yong	M	Anxian Government	Clerk
9	Jin Hong	F	Anxian Political Negotiation Committee	Vice President
10	Yin Xiaodong	M	Anxian Political Negotiation Committee	Clerk
11	Liang Jing	M	Mianyang Employment Service Administration Center	Deputy Director
12	Luo Hengming	M	Mianyang Employment Service Administration Center	Section Chief
13	Yang Renjun	M	Mianyang Employment Service Administration Center	Clerk
14	He Chao	M	Anxian Government General Office	Chief
15	Zhao Mingmei	F	Anxian Government General Office	Vice Chief
16	Chen Yilong	M	Anxian Government General Office	Clerk
17	Peng Mingli	M	Anxian Labor Bureau	Director
18	Ren Dejun	M	Anxian Employment Service Administration Center	Director
19	Zhang Ning	M	Anxian Employment Service Administration Center	Vice Director
20	Zhang Yongjun	F	Anxian Employment Service Administration Center	Chief
21	Zhou Weizhen	F	Anxian Employment Service Administration Center General Office	Chief
22	Chen Jingda	M	Anxian Labor Market Administration Department	Chief
23	Zhang Yuanhai	M	Anxian Employment Service Administration Center	Clerk
24	Yang De	M	Anxian Administration Bureau of Industry and Commerce	Deputy Director
25	Zhou Shunhai	M	Anxian State Taxation Bureau	Deputy Director
26	Li Ping	F	Anxian Women's Federation	Vice President
27	Qian Cheng	M	Guarantee Institution	
28	Zhou Li	F	Anxian Party Committee Propaganda Dept. News Center	Reporter
29	Chen Guanghai		Anxian TV	Reporter
30	Zhou Ye	F	Sichuan News Net	Reporter
31	Zhao Manchun	F	Anzhou News	Reporter
32	Luo Yi'an	M	Anxian Vocational Secondary School	Principal
33	Ben Di	M	Anxian Vocational Secondary School	Chief
34	Xin Guoqiang	M	Anxian Vocational Secondary School	E-SIYB Trainer

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35	Zeng Xiaojun	F	Anxian Vocational Secondary School	E-SIYB Trainer
36	Wang Qinghua	M	Anxian Vocational Secondary School	E-SIYB Trainer
37	Zhao Xingbi	F	Anxian Vocational Secondary School	E-SIYB Trainer
38	Xiong Xiaoming	M	Daodi Xiancao Herb Planting Corporative	Grant beneficiary
39	Cao Yunhui	M	Daodi Xiancao Herb Planting Corporative	Grant beneficiary
40	Li Gang	M	Daodi Xiancao Herb Planting Corporative	Grant beneficiary
41	Jiang Qidong	M	Daodi Xiancao Herb Planting Corporative	Grant beneficiary
42	Wu Jie	M	Daodi Xiancao Herb Planting Corporative	Grant beneficiary
43	Yang Wen	M	Daodi Xiancao Herb Planting	Grant beneficiary
44	Gan Yuhui	F	Daodi Xiancao Herb Planting Corporative	Grant beneficiary
45	Zhu Jiafang	M	Fangrong Iron Craft Co.	Grant beneficiary
46	Wang Xianrong	F	Fangrong Iron Craft Co.	Grant beneficiary
47	Yan Yong	F	Yanyongheng Door and Window Making Group	Grant beneficiary
48	Liu Gang	F	Yanyongheng Door and Window Making Group	Grant beneficiary
49	Lin Jun	M	Representative of E-SIYB trainees	
50	Huang Zhigang	M	Representative of E-SIYB trainees	
51	Zhang Rong	F	Representative of E-SIYB trainees	
52	Yin Guiying	F	Representative of E-SIYB trainees	
53	Yang Wenlin	M	Representative of E-SIYB trainees	
54	Xie Hongmei	F	Representative of E-SIYB trainees	

Ms. Yao Li, E-SIYB Project Coordinator, Sichuan Office, Ms. Xi Chen, E-SIYB Project Assistant, Sichuan Office and Ms. Jian Bing , Chief of the Sichuan Employment Bureau Training Department accompanied evaluators throughout all the discussions, meetings and field visits from the 9th-11th September 2009.

Annex- 5 Project Management Team Members

Project Steering Committee		
DFID	Mr. Anrian Davis	Head, DFID North & East Asia
ILO	Ms. Constance Thomas	Director, ILO, Beijing
	Mr. Satoshi Sasaki	Specialist on Enterprise Development and Job Creation
MOHRSS	Mr. Xiaochu Dai	Deputy Director General, International Department
Project Management and Implementation Team Members		
ILO	Mr. Alfredo Lazarte	Director, ILO/CRISIS
	Mr. Baoshan Deng	Crisis Programme Coordinator
	Ms. Yao Li	National Project Coordinator
	Ms. Xi Chen	Project Assistant
DFID	Ms. Ping Gao	Communications and Deputy Programme Manager
MOHRSS	Mr. Yutong Liu	Director, International Department
	Mr. Zheng Feng	Director, Vocational Capacity Building Department
	Mr. Bing Cai	Director, China Employment Training Technical Instruction Centre
Sichuan Province	Mr. Pu Chen	Deputy Director General, PDOLSS and Director General, Employment Bureau
	Mr. Jie Tian	Deputy Director General, Employment Bureau
	Ms. Bing Jian	Deputy Director, Employment Bureau
Chengdu Municipality	Mr. Yongjie Li	Director General, Employment Bureau
	Mr. Weihua Wang	Deputy Director General, Employment Bureau
	Mr/Ms. Hong Li	Director, Employment Bureau
County level cities under Deyang		
Dujiang Yan	Ms. Lunfang Wu	Director General, BOLSS
	Mr. Bin Yang	Deputy Director General, BOLSS
	Mr. Jintao Chen	Deputy Director General, Employment Center
Pengzhou	Mr. Qifu Zhao	Director General, Employment Bureau
Deyang Municipality	Mr. Yayu An	Deputy Director General, BOLSS
	Mr. Shunxing Chen	Director General, Employment Bureau
	Mr. Xiaogang Zhu	Deputy Director General, Employment Bureau
County level cities under Deyang		
Mianzhu	Mr. Shanyong Chen	Director General, BOLSS
	Mr. Hualin Liu	Deputy Director General, BOLSS
	Mr. Yingbo Liu	Deputy Director General, Employment Bureau
	Mr. Hao Deng	???????
Shifang	Mr. Zewen Zhang	Director General, BOLSS
	Mr. Yujian Zhong	Director General, Employment Bureau
Mianyang Municipality	Mr. Jing Liang	Deputy Director General, Employment Center
	Mr. Hengming Luo	Section Chief, Employment Center
County level cities under Mianyang		
Anxian	Mr. Mingli Peng	Director General, BOLSS
	Mr. Junde Ren	Director General, Employment Center
	Mr. Ning Zhang	Deputy Director General of the Employment Center
	Ms. Yongjun Zhang	Section Chief, Employment Center
Jiangyou	Ms. Yueying Tang	Deputy Director General, BOLSS
	Ms. Li xin	Section Chief, BOLSS

Annex- 6 Employment Status Before and After the Earthquake

Before the earthquake								After the Earthquake						Employment Creation by the E-SIYB Project						
	Total population	Registered unemployed people						Total population	Registered unemployed people						Jobs by the E-SIYB			Ratio against Jobs Lost		
		Total	M	F	Total	M	F		Total	M	F	Total	M	F						
PZ	794711	2488	0.31%	1368	0.17%	1120	0.14%	793759	9088	1.14%	4998	0.63%	4090	0.52%	2961	1092	1869	32.58%	12.02%	20.57%
DJY	622100	1205	0.19%	570	0.09%	635	0.10%	624100	2837	0.45%	1135	0.18%	1702	0.27%	3463	1288	2175	122.07%	45.40%	76.67%
AX	510203	2675	0.52%	1524	0.25%	1151	0.23%	515094	47613	9.24%	28567	5.55%	19046	3.70%	2444	1264	1180	5.13%	2.65%	2.48%
JY	878600	5255	0.60%	2764	0.31%	2491	0.28%	878600	5175	0.59%	3457	0.39%	1718	0.20%	935	614	321	18.07%	11.86%	6.20%
MZ	530000	21200	4.00%	8480	1.60%	12720	2.40%	520000	21840	4.20%	12626	2.43%	9214	1.77%	3146	1154	1992	14.40%	5.28%	9.12%
SF	437700	38103	8.71%	23961	5.47%	14142	3.23%	431700	6235	1.44%	3927	0.91%	2308	0.53%	1326	902	424	21.27%	14.47%	6.80%
Total	3773314	70926	1.88%	38667	1.02%	32259	0.85%	3763253	92788	2.47%	54710	1.45%	38078	1.01%	14275	6314	7961	15.38%	6.80%	8.58%

PZ=Pengzhou; DJY=Duijiangyan; AX=Anxian; JY=Jiangyou; MZ=Mianzhu; SF=Shifang;

Data source: ILO E-SIYB Technical Assistance Office

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