

**EVALUATION STUDY
OF
FRIENDS OF LANKA ORGANIZATION**

Commissioned by:
THE DEVELOPMENT FUND OF NORWAY

Conducted by:
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F o r e w o r d

The co-operation extended by the Managing Director and the staff of the Friends of Lanka, the Programme Co-ordinators and the Field Co-ordinators of Member Organizations, in participating in the evaluation exercises is very much appreciated. We owe our grateful thanks to the communities visited for their patience in participating in the group exercises and reflection and particularly the Chairpersons of the Member Organizations.

The willingness with which the outside members of the Board of Directors of FOL responded to the telephone interviews is noted with appreciation.

The insights gained in the process of consultation contributed to the analysis and the formulation of recommendations. However, the findings/ conclusions contained in the Report are those of the consultant formulated as a result of the participatory field interactions.

The technical support for field work, provided by resource persons from the Institute for Participatory Interaction in Development (IPID) namely, Mr. C. Lekamge, Ms. Nadija Jayamane, Ms. Bhagya Wickrama and Mr. Hasitha Abeywardana is thankfully acknowledged.

The consultant appreciates the opportunity provided by the Development Fund of Norway for working on this assignment and it is hoped that the findings and the recommendations will be useful for the future directions and the strengthening of the Friends of Lanka as a development organization.

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1.0 Introduction to Friends of Lanka

1.1 Background

Friends of Lanka (FOL), was originally a group consisting of Coordinators of Apex organizations that represented the ten Divisional Secretary Divisions in the Kegalle District, with an additional Apex Organization representing the plantation sector of the District. These emerged through the development interventions of the Centre for Human Development (CfHD). The Coordinators of the Apex Organizations originally functioned as Field Coordinators of CfHD¹.

In the year 2000, FOL withdrew from the CfHD with the understanding that they will function independently. The required institutional support was provided by the Development Fund (DF) of Norway with the objective of strengthening the young organization of FOL as an independent institution capable of serving the disadvantaged communities in their areas of operation.

It was expected that FOL would develop into a formal Non-Governmental Organization (NGO) and implement the institutional development project supported by the DF. It was envisaged that over a period of three years (2001-2003) FOL would become institutionally and financially sustainable and more independent. Funding for the year 2001 had been channeled through CfHD. The direct funding support to FOL from the DF was in the year 2002, which led to the recognition of FOL as an independent organization functioning as a partner of DF.

The Apex Organizations were later termed Member Organizations (MOs) of FOL, while functioning as part of an independent umbrella organization namely FOL, and retaining their identity as individual units as well. ***FOL therefore has a dual function as an implementing agency and as a facilitating agency for its MOs. As an implementing Agency*** FOL has the responsibility for implementing staff capacity building programmes, running FOL office implementing collective decisions and promoting the sharing of information. ***As a facilitating Agency,*** FOL appears to be responsible for general fund raising, allocating funds and projects to MOs, and coordinating MOs for reporting to support/funding Organizations. It also provides the use of office facilities such as computer, photocopier etc. for the benefit of the MOs.

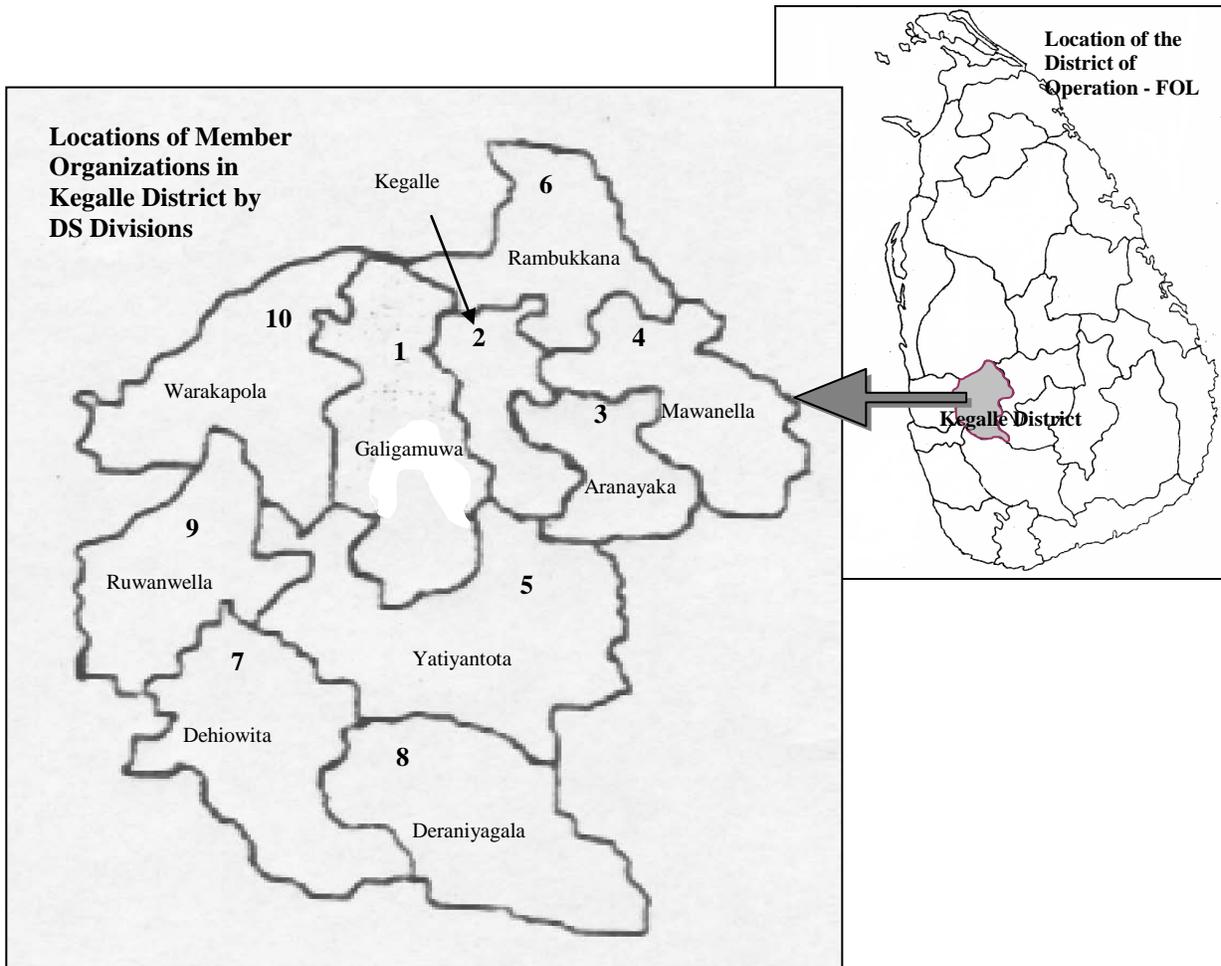
The Development Fund of Norway has supported the institutional strengthening of FOL as an independent organization in its ***first phase of operation***. A total of SLR 7,599,370.00 has been provided for the purpose over the three years from 2001 to end of 2003.

1.2 Area of Operation

¹ Reference: A Performance Review of 'Social Mobilization & Empowerment' - A Programme by the Centre for Human Development (CfHD), NORAD Project #KA0610 funded by the Development Fund of Norway (DF) by Mallika R. Samaranyake and Andrew Spezowka

All the eleven organizations implement projects related to natural resource management, savings and credit, sustainable agriculture, biodiversity conservation, as well as some infrastructure development in their areas of operation within Kegalle District.

Diagram 1



The following **Table 1** indicates the current demographic dimensions of the Kegalle District where FOL operates.

Table 1: Basic information of Kegalle District

Land area	1685 sq. km
Population	380,000 persons

It is evident that a large portion of the population falls under the poor category with 35.5% of the households. In that sense the selection of the area of FOL operation, even though resulting from a historical standpoint, justifies its continuity. However, the targeting of the poorer sector in development interventions needs to be looked into and will be discussed later in the report.

Rural population	371,000 persons
No. of Households	172,381
Size of a household	4.7 persons
Population density	463 per sq. km.
Percentage of poor households (1995/96)	35.5%
Number of villages	1677

2.0 Objectives and Methodology of the Study

The Development Fund (DF) of Norway commissioned this evaluation to “*assess the effectiveness of the institutional strengthening phase of FOL*” and to “*assist the decision making regarding the second phase support*”. In general, the overall objective focuses on the effectiveness of assistance extended. The specific objectives are as follows;

2.1 Specific Objectives of the Study

As per Terms of Reference the specific tasks of the evaluation are as follows:

- Assess the effectiveness of institutional support during the first phase of the DF support
- Trace down the long-term focus (Vision and Mission), the FOL’s profile, and the community perception
- Asses the level that FOL managed to become a mass organization and the representation of community voices and interests
- Assess the FOL organizational structure (and its 11 member organizations) and recommend improvements
- Assess the FOL’s level of financial independence and to make recommendations
- Assess FOL’s level of influence over Local, Regional and National development
- Identify the potential area for FOL to generate significant results and future direction
- Define the role of FOL in the long-term

The specific objectives have highlighted important aspects of organizational strengthening such as long-term focus, future directions, organizational structure, financial situation, and the role of the organization. Additionally, the community representation is mentioned in relation to the program implementation. In that sense this study aims at reviewing and identifying both internal and external elements of the FOL as an organization and an implementing agency.

2.2 Evaluation/ Study Methodology

This study covered the period of the initial 3 years between 2001 to mid 2003, where DF supported FOL for Institutional Strengthening. Therefore, the methodology used in this study was based on:

- **Secondary information** from documented sources available with FOL and Member Organizations.
- **Primary information** obtained from the communities of the 5 locations visited.
- **Stakeholder consultation workshops** – two workshops were held, **firstly** with Member Organization Coordinators of the FOL as an entry exercise and **secondly** with the participation of Member Organization Coordinators, Field Coordinators and Chairpersons of the MOs for sharing of findings of the Evaluation.

The **lines of inquiry** included the following:

- Organization management
- Vision, mission and long-term plans
- The development approach, targeting of beneficiaries and coverage
- The constitution
- Organizational structure
- Funding sources and financial structure
- Development programs and activities implemented
- Organizational learning

The package of participatory tools/ techniques applied during the process of evaluation consisted of the following, covering one or more aspects stated above. **Participatory methodology** including adapted versions of **PRA type of tools** was used with communities, field coordinators and program coordinators of the FOL MOs, depending on the line of inquiry. The following were among them:

- **SWOT analysis** – for identifying strengths, weaknesses, opportunities, threats and challenges in relation to factors influencing the organization internally and externally, for understanding implications for future directions and planning.
- **Venn diagramming** – to identify the perception of the communities in relation to inter institutional linkages and interpersonal relationships.
- **Changes and trends** – in assessing the impact of development interventions before and after and to understand the influence of FOL and MOs on the communities interacted with.
- **Matrix ranking** – to assess the significance of the development activities implemented by the MOs based on criteria elicited by them-selves to understand, which of them has the highest potential to achieve significant results.
- **Focus Group Discussions** – to review the impact of institutional strengthening support, to assess the long-term focus, the intention of being a mass organization and influence on local, regional and national development.
- **Key Informant Interviews** – to assess the functioning of the organization, its structure, management and the decision making process.

2.3 Selection of the Field Sample

The member organizations selected for field investigations are the ones, which have not been visited previously during the evaluation of CfHD. *The community consultations were carried out in 5 locations* related to the Member Organizations of Galigamuwa People’s Foundation - Galigamuwa DS Division, Ranweli Participatory Development Centre - Ruwanwella DS Division, Human Development Centre- Mawanella DS Division, Participatory Development Foundation – Rambukkana DS Division,, Solidarity Development Foundation - Yatiyantota DS Division. These were selected purposively to represent the geo-demographic differences present in the District and the various development interventions promoted by FOL. The Plantation sector was represented by the selection of Poonagala Estate in Yatiyantota DS Division, where the Solidarity Development Foundation is in operation.

3.0 Friends of Lanka Profile and Structure

3.1 Profile

FOL is registered under the Sabaragamuwa Province Provincial Council as a Non-Governmental Organization bearing registration number *SP/ke/45/V.O/471*. It operates from “Kankeeriya, Hettimulla in Kegalle.

The Board of Directors consists of nine members. The details appear in **Annex 1**. The apex organization, FOL comprises of 11 *Member Organizations* out of which 10 represent the DS divisions of Kagalle District and 1 represents the Plantation sector as indicated in the **Table 2** below.

Table 2 - Composition of FOL Member Organizations

Member Organization	DS division
1. Galigamuwa People’s Foundation	Galigamuwa
2. Nirmanee Development Foundation	Kegalle
3. Community Development Organization	Aranayaka
4. Centre for Human Resources	Mawanella
5. Solidarity Development Foundation	Yatiyantota
6. Participatory Development Foundation	Rambukkana
7. Peoples Development Foundation	Dehiowita
8. Human and Environmental Development Organization	Deraniyagala
9. Ranweli Solidarity Development Center	Ruwanwella
10. Collective Development Foundation	Warakapola
11. Movement for Community Solidarity	Deraniyagala, Dehiowita*

* Associated with the estates in the Kegalle District

Member Organizations aspire to retain their own identity in their areas of operation while being members of FOL as an Apex Organization, which appears to be a *dual role* in spite of the fact that DF considers FOL as a single organization. However, the Registration of FOL under the Provincial Council justifies the consideration as a single organization. The MOs in turn have their own registration with their Divisional Secretariats as NGOs operating in the division, which qualifies them to apply for projects implemented within the division. Some of the MOs operate

outside their own division but within the District with an understanding of the MOs of the particular DS division. Current thinking among the MOs within the FOL appears to be, to limit the operations to their identified DS Divisions.

The membership of MOs are determined by the number of small groups. In July 2003, the total community membership of the 11 MOs stands at 2022 (**Table 3**). The members have formed into 221 small groups of varying sizes ranging from about 5-15. Such membership is limited to the savings and credit groups. However, the total number of beneficiaries reached by other activities amounts to 9557 inclusive of small group members. This indicates a small increase in the membership pattern even though the increase is not so substantial.

Table 3 – Membership of MOs over the period 2002 to 2003

Social Mobilization	2002	2003	Increase	% increased
No of Small Groups	153	221	68	44
No of Households involved	1323	2022	699	53
Female Participation	954	1364	410	43

Source : FOL annual report 2002 and FOL Mid year statistics of 2003

FOL operates as an implementing agency for projects initiated by both Government and International NGOs operating through the MOs. The implementation mechanism is two fold. In general, MOs of FOL operate through their CBOs and small group members. In particular cases where there are needs to cover non member communities MOs, have implemented projects with a wider coverage. FOL has shown its outreach in many diverse areas, some of which are closely related to each other.

On the other hand, the **geographical coverage** and the coverage of households within the DS Divisions with the information available for 2002 appear in **Table 4**. It is evident that the future strategy of FOL and its MOs will have to focus on expanding the coverage particularly by way of group membership as well as expansion to villages within DS Divisions. During the consolidation phase, targeted expansion may be looked into particularly reaching the poorer sectors of the community.

Table 4 – Coverage of Villages and Households by DS division as per member organization

Name of MO	DS Division	Total Population	Villages covered			Participating Households		
			Total Villages by DS	Villages Covered	%	Total Number of HH by DS	HH covered by MO	%
Community Development Organization	Aranayaka	65,865	160	12	7.5	18,094	135	0.75
Centre for Human Resources	Mawanella	100,280	177	23	12.99	31,874	315	0.98
Participatory Development Foundation	Rambukkana	74,858	206	11	5.34	20,088	203	1.01
Nirmanee Development Foundation	Kegalle	86,581	145	11	7.58	23,657	164	0.7
Galigamuwa People's Foundation	Galigamuwa	68,441	187	11	5.88	18,799	1750	9.3
Collective Development Foundation	Warakapola	105,279	189	12	6.34	27,938	250	0.89
Ranweli Solidarity Development Center	Ruwanwella	58,231	132	10	7.57	15,743	152	0.96
Solidarity Development Foundation	Yatiantota	56,838	108	15	13.88	14,290	195	1.4
Peoples Development Foundation	Dehiowita	73,602	156	12	7.69	17,697	1700	9.6
Human and Environmental Development Organization	Deraniyagala	41,533	116	86	74.13	10,633	736	6.92
Movement for Community Solidarity	Deraniyagala, Dehiowita	48,186	2 estates	2 estates	-----	9,637	100	1.03
Total		779,694	1578	203	13%	208,450	5700	3%

Source: FOL Annual Report 2002

3.2 Objectives - Vision, Mission and Specific Objectives of FOL

FOL has formulated its long-term direction by defining the vision, and the mission statements as appearing in **Box 1**. The vision statement requires scaling down so that a significant contribution could be made by FOL operations. Linkages between vision, mission and specific objectives needs to be clearly defined. The mission statement appears to be loaded with a combination of strategy and activities.

In the constitution of Friends of Lanka the Vision, Purpose/Objectives are stated as appearing in **Box 2**. In July 2002 FOL prepared its strategic plan stating its objectives as appearing in **Box 3**. It is noted that there is a gap in the consistency and clarity of understanding of the long term, the medium term objectives and specific objectives of the FOL development program. These should be further clarified and specifically defined in order to build up the linkages and reflect the outcome and impact of the program strategy on the primary stakeholders/ultimate beneficiaries.

<p>Box 1</p> <p>Vision: A prosperous human society</p> <p>Mission: Our mission is to capacitate the organization to influence policy, networking with similar organizations to enable achievement of economically, socially & culturally enriched sustainable development process, through the application of appropriate technology for sustainable agriculture, consolidation of resources, dissemination of research findings, organizing & facilitating procurement of inputs, and managing biodiversity. - (translation)</p> <p>Source : FOL Documentation</p>
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<p>Box 2</p> <p>Objectives as stated in the Constitution</p> <ul style="list-style-type: none"> • Contribution to national development through alternative development processes. • Function as an umbrella organization of the organizations with similar objectives within the region. 	<p>Purposes stated in the FOL constitution</p> <ul style="list-style-type: none"> - Strengthen the capacity of member organizations - Impalement rural urban and estate development programs - Implement training programs - Implement programs for national harmony
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<ul style="list-style-type: none"> • To make the organizations utilitarian and provide a better service by coordination and amalgamating those with similar objectives 	<ul style="list-style-type: none"> – Help to build and environmental structure favourable for community life. – Implement programs for men and women. – Exchange local and international knowledge and resources.
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Sources: FOL constitution and Strategic plan

Box 3

Objectives as stated in the Strategic plan (Strategic Targets-July 2002)

- Develop plan and mechanism for securing uninterrupted funds for FOL activities.
- Develop initiatives and programmes in connection with promotion and advocacy for common issues related to Member Organizations.
- Develop organization's capabilities in the area of management.
- Develop the organization's capabilities in the area of information and marketing.
- Develop operational networking relationships with likeminded organizations.
- Quality improvement of the performance of FOL partners.
- Develop programmes for providing better opportunities for marketing their products.
- Establish own office and a training centre.

Sources: FOL constitution and Strategic plan

The Strategic Plan also requires clarification on the outputs and impact on the target community, which could be measured with the use of indicators in a well-defined monitoring system. There appears to be a mix of the impact of the institutional strengthening of FOL and its MOs and the impact of programme implementation on the ultimate beneficiaries. If the linkages could be carefully defined in strategic planning it would be helpful to get a clear understanding of the long-term objectives. The tendency to get lost in the various types of activities currently being implemented with good intentions and commitment could then logically fall into place.

3.3 The Development Approach of FOL

The development approach practiced by FOL and its MOs is based on a process of social mobilization with small group formation focusing on savings and credit activities as the entry point. The institutional strengthening support from DF has been utilized to build FOL and MO capacities in **Participatory Approaches** namely Participatory Rural Appraisal, Participatory Monitoring and Evaluation and Organizational Development to equip themselves for enhancing facilitation skills for a people centered approach.

The MOs apply the participatory methodology to varying degrees depending on the capacity of the Field Coordinators who are comparatively new and had no opportunity yet to enhance their capacities as evident from the SWOT analysis with the group of Field Coordinators (**Annex 5**).

FOL staff and MO coordinators share the understanding on the need for a Participatory Approach, which emphasizes community participation in information generation, analysis, and decision making based on their own needs/priorities. However, the implementation of such an approach leaves much to be desired at the village level. This may be due to the fact that most of

the development interventions are project associated and financed by funding organizations with their own requirements for implementation. Even though there is no conflict of interest; other extraneous factors such as time constraints and particular directions, financial procedures etc appear to limit the application of participatory processes.

3.4 Target group

Targeting is crucial for community development work because “core objectives” of the agency/organization; and the “strategy” to be developed will be determined by proper definition of the target group. The “core competencies” required by the organization depends on the strategy developed to address the needs of the target population. Hence, the performance of the organization is reflected by the degree to which the target group needs are met. It will also help to set the program priorities.

During discussions it was stated that FOL identifies “the poor” communities of the Kegalle District as their target group. The poor category comprises 35.5% of the population of the Kegalle District according to the official statistics (**Table 1**). Therefore, the district of operation of FOL justifies its presence.

The community consultations have revealed that “the poor” as defined by the communities in relative terms vary very much. The presence of this category in the small groups mobilized by the MOs appears to be limited as seen in **Table 5** and **Annex 6**. The majority of the total membership belongs to the average category within the community. This means a considerable effort needs to be taken by the MOs in the mobilization process for reaching the poorer sector of the population. However, activities related to improvement of environmental conditions, sustainable agriculture, micro hydropower projects and bio-diversity conservation projects are having an impact over a wider population and not limited to the membership of the small groups.

Table 5 – Composition of the poorer sector in the membership of small groups mobilized by the MOs

	Ranweli Participatory Development Centre		Human Development Centre		Participatory Development Centre		Galigamuwa People's Foundation	
<i>DS Division</i>	<i>Ruwanwella</i>		<i>Mawanella</i>		<i>Dehiowita</i>		<i>Galigamuwa</i>	
<i>Village</i>	<i>Udakanugala</i>		<i>Dodantale</i>		<i>Poonagala Estate</i>		<i>Kinigama –Upper area</i>	
Social Group	No.	%	No.	%	No.	%	No.	%
<i>Below Average(Poor)</i>	2	9%	20	34%	1	8%	15	27%
<i>Average</i>	20	91%	38	66%	12	92%	39	70%
<i>Above Average(Rich)</i>	0	0%	0	0%	0	0%	2	4%

<i>Total Membership</i>	22		58		13		56	
<i>No. of Groups</i>	4		5		1		6	

Source: Community consultation meetings in field locations visited - as perceived by the community

The definition of each social category depends upon the perception of the community. Therefore, the stratification criteria were relative to the specific community. Summary of characteristics of each category as identified by the community appears in **Box 4**. It is noted that FOL and its' MOs have the potential to adjust the social mobilization strategy to include the excluded in their programme. FOL strategy development should take into consideration these dimensions of poverty within Kegalle District.

Box 4 - Characteristics of social stratification as perceived by the participants	
<i>Below Average (Poor)</i>	<ul style="list-style-type: none"> ▪ No permanent houses (temporary sheds) ▪ No permanent employment/income (casual labour) ▪ Low income but high expenditure ▪ Land ownership between ¼ to ½ acres or no land ▪ Aged parents living on their own
<i>Average</i>	<ul style="list-style-type: none"> ▪ Land ownership between ½ to 1 acres ▪ Home gardening and paddy fields ▪ Casual labourers
<i>Above Average (Rich)</i>	<ul style="list-style-type: none"> ▪ Permanent houses ▪ Owns income generating lands – 1 acre to > 10 acres (rubber) ▪ Owns Paddy fields ▪ Owns vehicles (three-wheelers) ▪ Employed with the government, private sector companies or abroad ▪ Permanent monthly income ▪ Boutique owners

4.0 The Constitution and the Structure of Friends of Lanka

4.1 The Constitution

As appearing in Annex 1 FOL has been registered as an NGO operating as a single organization with 11 MOs under *a constitution formulated by FOL*. The Objectives as stated in the constitution has been referred to in Box 2 of Chapter 3 section 3.2. It is observed that the constitution needs to be reviewed in terms of its objectives and relevant amendments accommodated.

Definition and usage of terms in the constitution is not consistent. For an example the terms “Board of Directors” and the “Board of Control”, have been referred to loosely. The word “Beneficiaries” as used in the constitution requires clarity. It appears that it has been used to refer to the Coordinators. *“The Board of Control will consist of 9 members of whom 5 will be non-beneficiaries and 4 will be beneficiaries of the organization”*. It would be desirable to define the primary beneficiaries as different from the intermediaries.

As per the existing constitution and the setting up of the Board of Directors of FOL and its operations, appear to have the following lapses/gaps indicated in the **Table 6** below, as revealed during the study/evaluation.

Table 6 - Lapses/gaps identified in the operationalization of the Constitution

Existing Situation	Problems Encountered/Gaps
<ul style="list-style-type: none"> • The independent board set up in November 2001, consists of 5 outside professionals and 3 representatives of MOs (Coordinators) based on a decision taken to ensure good governance and transparency of decision making. • The Chairman is the Divisional Secretary, Warakapola and the Treasurer is also an outsider. • The Secretary is one of the representative Coordinators. The Managing Director (MD) is one of the coordinators with executive functions. • Mr. Kahandawa who had been invited as an associate member has withdrawn from the Board since 2003. 	<ul style="list-style-type: none"> • The Board was expected to meet once in three months according to the constitution. But the Board meetings had not been held regularly as expected with all the members participating. • It is observed that outside members had not been regular in attendance, even though the 3 representatives and the MD had been meeting regularly for decision making. • The Chairman has gone on transfer to Eheliyagoda, out of the District and apparently finds it difficult to be present at meetings. • <i>It is noted that there is no representation from the community members at the Board level, which breaks the link between community representation at MO level and FOL general assembly and the subsequently elected Board.</i> (The vertical and horizontal linkages appear in the organization structure - Diagram 2)

4.2 Organizational Structure and Community Representation

The **organizational structure** of FOL (**Diagram 2**) shows one apex body, 11 Member Organizations at the DS Division level and Federations of CBOs at the Grama Niladhari Divisional Level with small group representation from the village level.

The small groups form the foundation at the village level which results from social mobilization initiated through savings and credit activities. The membership of a small group varies from 5 -15. The gender composition varies from group to group. In some cases, there are only female groups.

There is a little difference between the *Community Based Organization* and the small groups. In most of the cases all the members of small groups have become members of the CBO as well at the cluster level. Such CBOs are *federated as the “Vasam Sanvidhanaya” at the GN Division Level*. The Vasam Sanvidhanaya comprises of elected office bearers and in some cases representatives of the cluster groups. They conduct their monthly meetings and the Annual General Meeting regularly.

Member Organizations comprise of representatives from the GN division Federations (Vasam Sanvidhanaya). One representative each from Vasam Sanvidhanaya office bearers is elected to the committee at the Member Organization level. The Program Coordinators represent the MO in the General Assembly of FOL. A field coordinator assists the program coordinator for implementation of the field activities.

Each MO has registered separately as a CBO/NGO at the relevant Divisional Secretariat. MOs have a substantial degree of autonomy on fund raising, and project implementation. There are instances that some MOs have implemented projects in nearby DS divisions as well. A variety of activities is implemented by the MOs. The common program components are social mobilization and savings and credit.

As depicted in **Diagram 2** the existing organizational structure lacks *community representation* beyond the MO level and ceases to be technically accountable or transparent to the community, even though the coordinators and the field coordinators appear to be closely associated with the community. However, since community participation in decision-making is very limited at the top, viewed from a distance FOL takes the form of a service provider organization far from being a community representative organization.

Diagram 2 - Organizational Structure of FOL

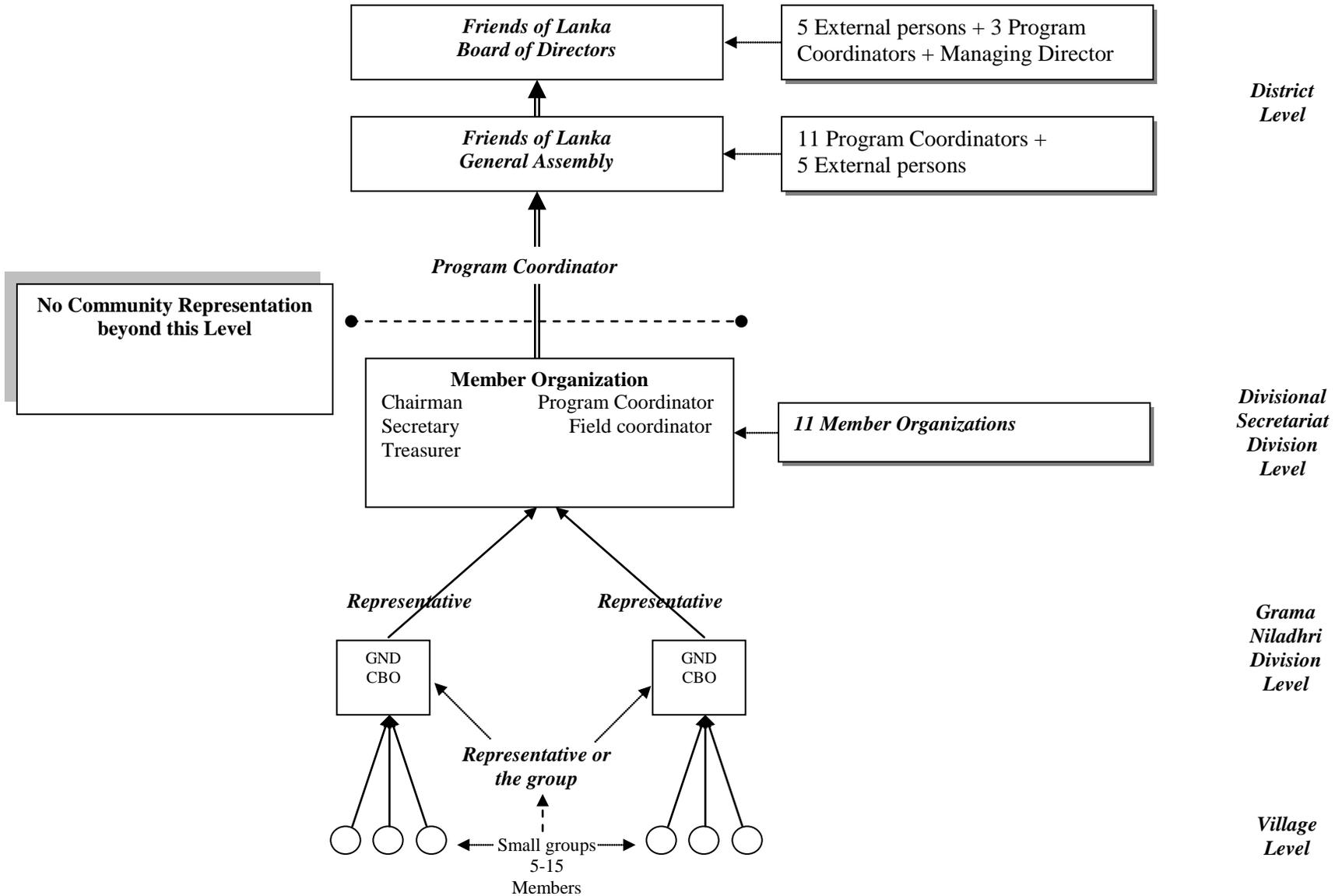
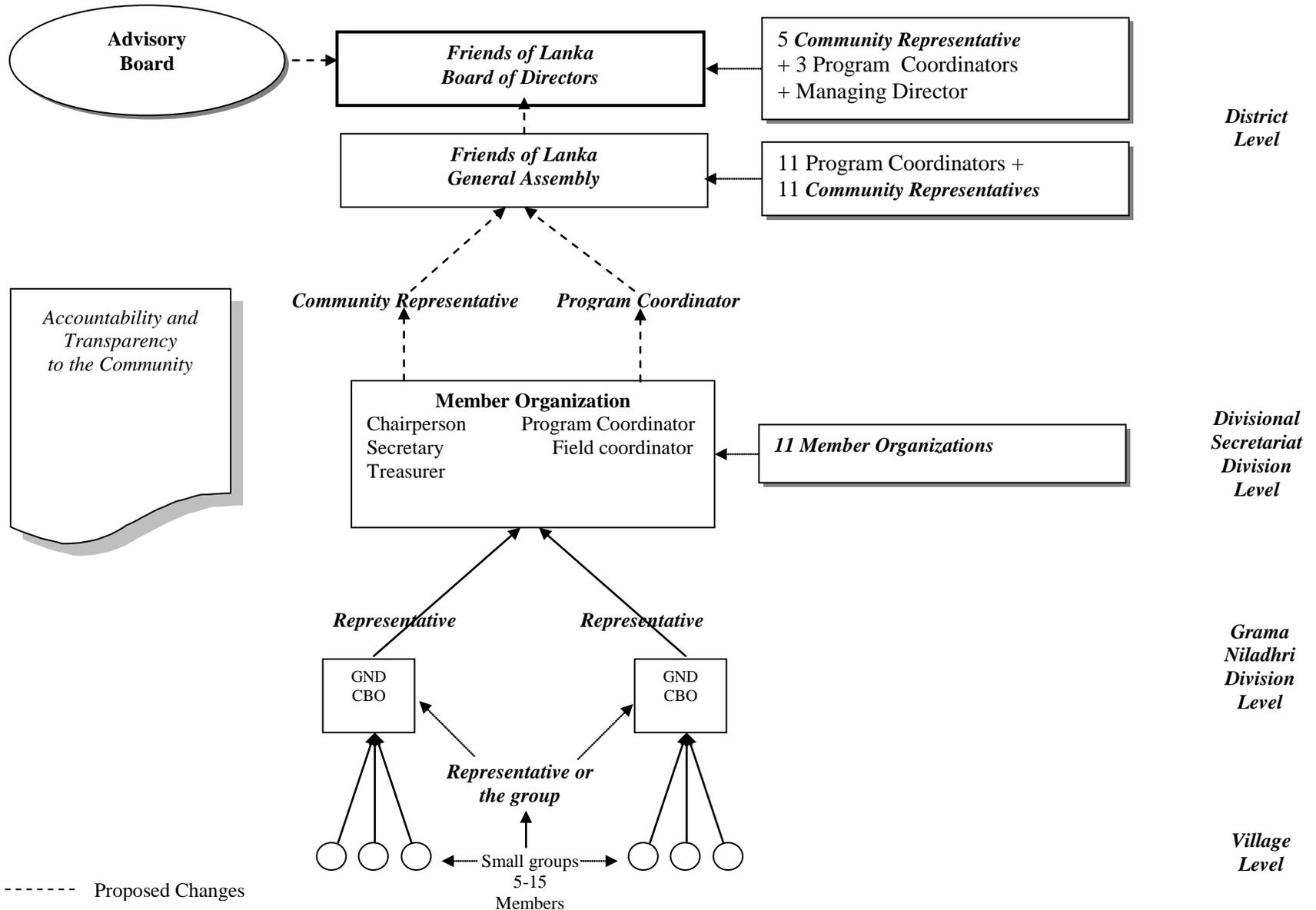


Diagram 3 - Proposed Organizational Structure for FOL



It is proposed that community representatives are accommodated at the FOL General Assembly level and the Board of Directors level so that the community voice is heard at the decision-making levels ensuring accountability and transparency to the community. The *Board of Directors* could take all management decisions with implementation responsibility assigned to the Managing Director who will be answerable to the Board of Directors. Similarly the Programme Coordinators of FOL could function as Executive Officers answerable to the Board of Directors at MO level.

Provision for professional advice could be provided by setting up of an *Advisory Board* representing identified professional expertise. The Advisory Board or a small group of it could be convened as and when necessary depending on the subject matter for which advice is sought. The proposed structure is depicted in **Diagram 3**.

5.0 Institutional Strengthening of FOL

In addition to organizational development activities discussed in Chapter 4.0 other areas of capacity building and institutional strengthening are reviewed in this Chapter.

5.1 Capacity Building

5.1.1 Skills development of FOL and Member Organizations

The capacity building provided with the DF support; particularly in enhancing skills of coordinators and field coordinators in the use of participatory approaches (E.g: PRA, PM&E, LFA, Personnel Development etc) were found to be useful based on the self assessment undertaken by the program coordinators (SWOT analysis) the results of which appear in **Annex 5**. The following observations drawn from the identified *strengths* highlight the contribution from the capacity building component of institutional strengthening.

- Organizational strength was increased with capacity to plan and access a diverse resource base
- Obtained knowledge & skills development through training programmes
- Activities of the MO's increased
- Linked with external/ international agencies
- The organization tends to work independently
- Development of the organizational management
- Salaries & maintenance expenses were covered
- The ability of conducting/ implementing proper field programmes
- The widespread publicity of FOL in the area
- An office with basic facilities (computer, photo copier, internet & e-mail etc)

5.1.2 Preparation of a strategic plan

This exercise has been completed following a SWOT analysis with the assistance of DF consultant Mr. K A J Kahandawa. It is necessary to review it in the light of current thinking and recommendations.

5.1.3 Establishment of a effective management system

Some efforts have been taken in this direction. Annual auditing of accounts have been accomplished. However documentation of minutes of Board Meetings and progress of activities of FOL as such needs to be streamlined.

5.1.4 Operation of an efficient monitoring and evaluation system

Six monthly progress reports and annual progress reports are being prepared regularly. The content of information generated should be reviewed in the context of monitoring for impact particularly in terms of the impact on the ultimate beneficiaries. The training received on Participatory Monitoring and Evaluation can be further utilized for initiating community based monitoring systems. In some cases, such monitoring formats are being used.

Eg : monitoring of re-payment of loans. A systematic reporting system based on such information may be useful in determining strategic directions.

5.1.5 Networking at local, national and international levels

Sharing of experiences have taken place particularly in the field of farming systems associated with sustainable agriculture. Eg: organic fertilizer usage, worm culture for liquid fertilizer, conservation of indigenous crops. Some coordinators have participated in national and international seminars related to sustainable agriculture and environment conservation. However, proactive networking is currently limited to local level experience sharing.

5.2 Personnel

FOL activities are handled by the Managing Director (Program Coordinator of Nirmanee MO) assisted by an Office Manager and an Office Assistant currently supported by the DF fund.

There are 11 Program Coordinators representing the MOs who have the executive responsibility for implementing programs in their own areas of operation. They are assisted by 11 field coordinators to carry out fieldwork and in some cases casual hands helping with clerical work employed for a few days of the week. FOL and the MOs have optimally utilized the allocation for salaries and the administrative costs supported by the DF. It has been used for salaries of coordinators, field coordinators, office assistants and rentals.

The small groups carry out program implementation at the field level and the office bearers at the village and GN division level are organizationally responsible. They perform voluntary services for improving their own conditions.

The effectiveness of the institutional strengthening support on staff capacities was reflected upon and captured as follows (**Table 7**) through a self-evaluation process. It depicts some degree of improvement in personal capacities as well as in organizational capacities with the support of DF.

Table 7 - Effectiveness of the Institutional Strengthening support from DF as perceived by the Program Coordinators of FOL

The situation before DF support	The change of conditions after the support
<ul style="list-style-type: none"> ● Apex organizations was a loose network (it was not clear whether they should function as a single organization) ● No organizational structure (constitution, board of directors, audit reports & progress reports etc.) ● No place to gather as an organization ● Conduct meetings with a limitation ● Negative thinking ● The MOs were not bound by responsibilities ● No training/knowledge on management techniques ● Lack of self evaluation ● Depending on the mother organization 	<ul style="list-style-type: none"> ● Proper organization (The concept of a single organization became clearer) ● Have an organization structure (board of directors, progress & audit reports and work according to the constitution) ● Freedom to express freely and openly ● Started thinking positively ● MOs work according to the constitution ● Ability to apply different management techniques ● The opportunity to obtain consultation services ● Using PRA approach in implementing projects ● Was able to conduct social mobilization programme effectively (skills acquired through training) ● Able to access communication with the outside world and work efficiently due to internet, e-mail, computers and other office equipments ● Becoming an organization that operates and works as a group and gain publicity as such ● Self evaluation ● Decreased disputes ● Tend to think logically ● Became popular internationally (through Asian Network) ● Ability to link with development networks ● Ability to use “special skills” of members in strengthening the organization ● Becoming an independent organization ● Getting the trust of the rural population ● Resource sharing among MOs improved ● Delegated management accelerated the social mobilization and membership increased ● Ability to carry out the work continuously because a reasonable salary was paid

5.3 *Infrastructure Facilities*

FOL needed to run an office to comply with a number of functions that it should fulfill as an umbrella organization. The assistance extended by DF has been used by FOL to rent premises, to equip the office with furniture, duplicating facilities and to get IT facilities with communication line. These facilities are centrally available for MOs.

FOL has been able to provide three MOs with office furniture during 2002. Three MOs operating in Warakapola, Aranayaka and Deraniyagala DS Divisions received the support.

FOL has been capable of establishing a fairly well equipped office for the use of FOL and MOs. The members appreciate the ability to access information particularly from internet and websites, which has brought them in line with the current trend in communication development. The FOL office is providing the necessary support to MOs with the two staff members they have recruited to assist the MD. The basic furniture requirements supplied to some MOs with the DF support has been useful to run their small offices.

The institutional strengthening process brought about many positive results in FOL. FOL has been able to utilize the DF funding in a satisfactory manner. Primarily the funding has supported FOL to manage the operations. Secondly, it has developed both physical and human resource capacities of FOL quantitatively and qualitatively. As a result, the outreach of FOL activities has expanded.

6.0 Functioning of FOL and its' Member Organizations

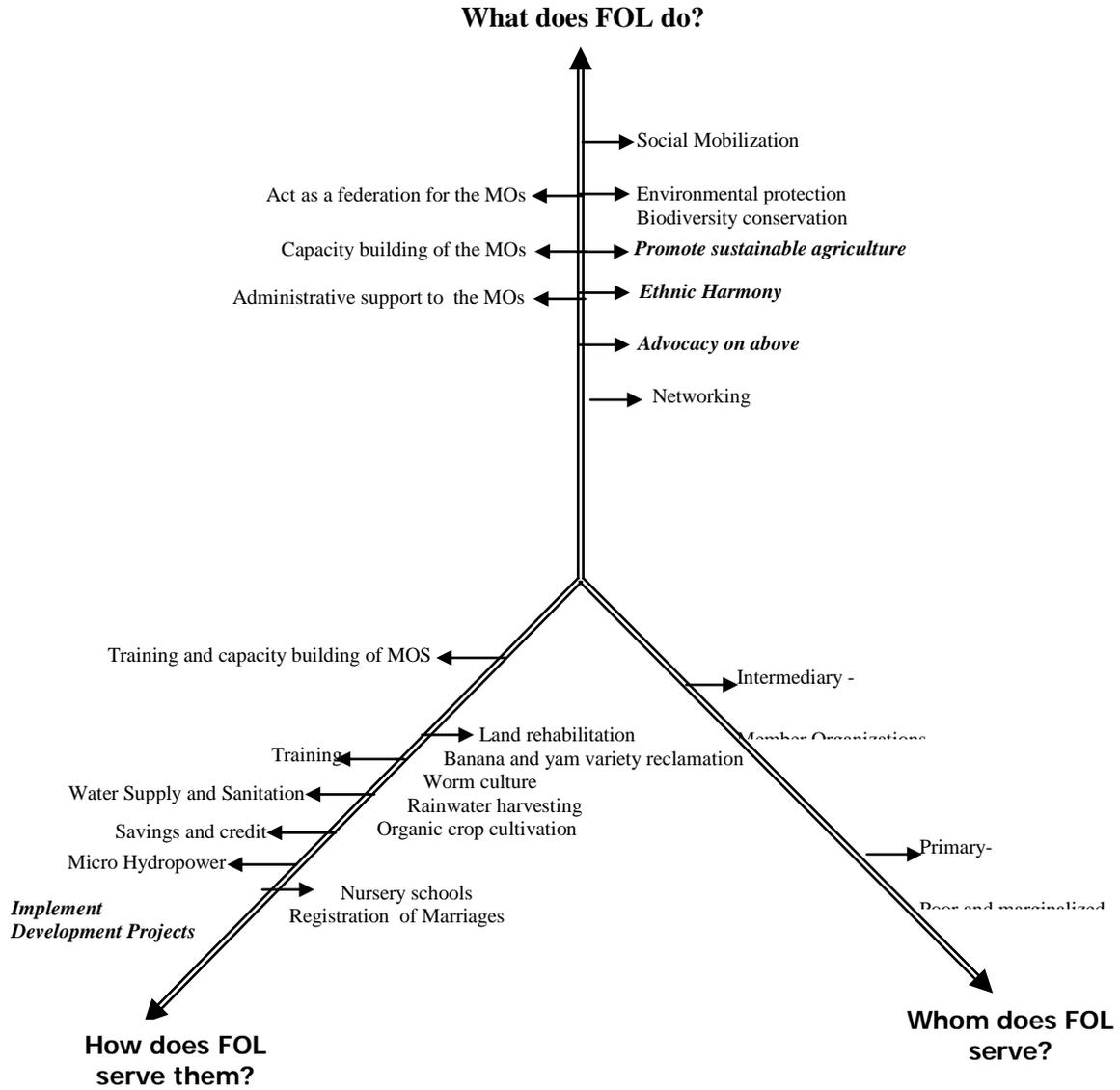
6.1 Programme Directions

The functioning of FOL can be depicted in the form of a diagram as shown below (**diagram 4**) Its' key functions are operating as a federated body for MOs, promoting capacity building of MO staff and providing administrative support to the MOs. The development programmes implemented through MOs focus on social mobilization, sustainable agriculture, environmental protection and biodiversity conservation, ethnic harmony and advocacy related to such areas and networking. How such programmes are implemented are through development projects such as land rehabilitation, worm culture, rain water harvesting, organic crop rotation, traditional reclamation of traditional varieties of crops such as banana, yam, rice related to sustainable agriculture, and facilitating nursery schools in addition to training provided to the community members in related subjects. The entry point to social mobilization is through savings and credit initiatives. Other projects include micro-hydropower and water supply and sanitation. The ultimate/ primary stakeholders are the poor communities (though the coverage is still very low) and the intermediary/ implementing stakeholders are the MOs supported by the FOL.

Diagram 4

Situation of the FOL Program - August 2003

Facilitate and support development in the Kegalle District



6.2 Main Activities/ Projects Carried Out

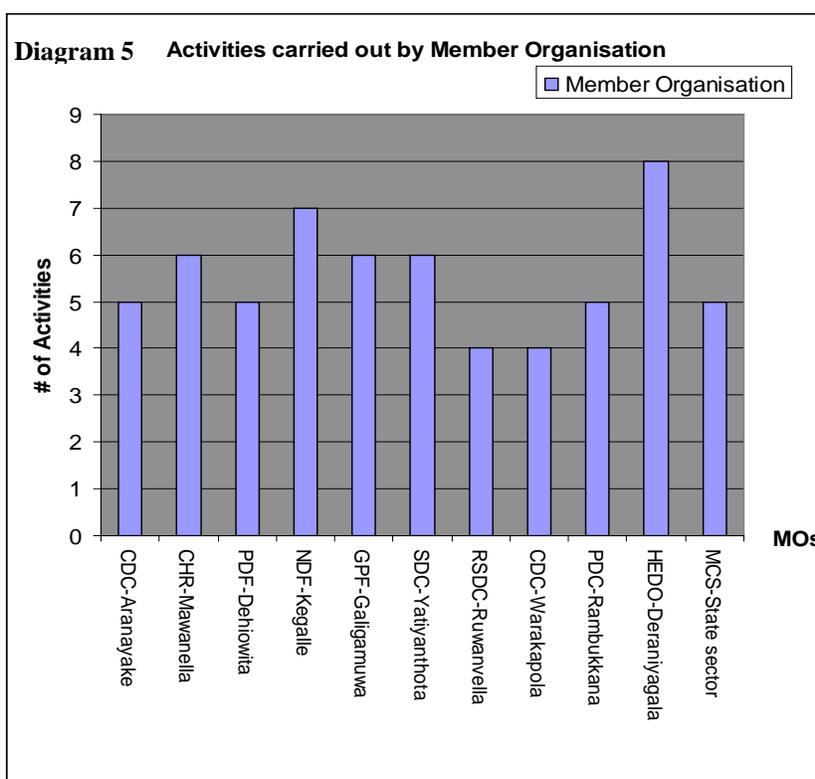
Common activities carried out by all the MOs are social mobilization with savings and credit activities as the entry point. These activities are related to members of small groups formed at the village level and federated at the GN division level as 'Vasam Sanvidhanayas'.

Small groups form the foundation on which the sustainability of FOL project interventions rest. The following **Table 8** shows the increase of small groups over the years 2002 to 2003. Even though the increase is significant, the coverage remains limited to small numbers. The potential for improvement in coverage in the years to come requires to be taken into consideration.

Table 8 - Status of group mobilization and savings and credit initiatives

Social Mobilization	2002	2003	Increase	% Increase
No of Small Groups	153	221	68	44
No of Households involved	1323	2022	699	53
No of Females participated	954	1364	410	43
Amount of Savings in small groups (Rs.)	577,780	960,409	382,629	66
Amount of credit given by SG (Rs.)	385,860	975,624	589,764	153
No of credit recipients from SG	193	314	121	63
Savings in Revolving fund (Rs.)	263,561	465,389	201,828	77
Amount of Credit given by RCF (Rs.)	890,500	971,550	81,050	9
No of credit recipients from revolving fund	52	62	10	19

Source: FOL Annual Report 2002 and FOL mid year statistics 2003



FOL has been able to carry out a number of projects funded by external agencies within the district and reached out to non-members of the MOs as well (see **Annex 2**). This shows the capacity of MOs to become independent and the advantage of being federated into an umbrella organization.

The number of project activities implemented by the MOs of FOL are depicted in the **Annex 3 - Activities of FOL Member Organizations** as indicated by the program

coordinators, a summary of which is shown in **Diagram 5**.

These activities are related to five main program areas namely Environmental Programs, Micro Hydro-power Projects, Water and Sanitation, Sustainable Agriculture and the Estate Programs. Financial support for implementing such programs (details appear in **Annex 2**) have been obtained from UNDP, World Bank, Ministry of Environment, Water Board (ADB), Aus-AID and COMPAS Holland complimentary to the institutional strengthening support received from DF-Norway.

It is observed that only five MOs have been able to mobilize funds for more than five projects from 2001 to 2003 as seen in **Diagram 5**. It raises the concern that the rest of the MOs need to consolidate their efforts individually or collectively through FOL for future sustainability.

6.3 Potential Thrust of FOL Activities

The project activities currently carried out by the MOs are indicated in **Annex 3** by the programme coordinators resulting from the use of a participatory tool. The common activities appear to be social mobilization with savings and credit as an entry point. The rest are associated with the five main programme areas described at **section 6.2**.

The results of the brainstorming and ranking exercise by the programme coordinators on the significance of project activities carried out by the Member Organizations and the relevance to the communities appear in **Annex 4**. The criteria, which formed the basis for the ranking was weighted according to the significance given by the coordinators as reflecting the impact on the community. It is observed from this exercise that the potential thrust of the activities of the FOL Member Organizations are related to sustainable agriculture through improved farming systems. Majority of the people in these remote areas is dependent on agriculture with access to ownership of land as a key asset the size of which is of varying extents. It justifies the emphasis on agriculture, particularly intensive cultivation of highland crops and paddy cultivation practicing soil conservation measures, use of organic fertilizers and conservation of traditional varieties. Environmental related activities figure as the next in significance with tree planting, analog forestry etc. Such activities do not seem to be strictly limited to the members of small groups as indicated by the numbers of beneficiaries in **Annex 2**.

6.4 Community Perceptions on Institutional Relationships

Perceptions of the communities visited, on the institutional relationships as appearing in the Venn/Network Diagrams (in **Annex 7**) indicate the significance of the small groups. In comparison to other village-based organizations, the communities seem to assess their small

groups as psychologically and functionally close to them due to the fact that the ownership of such initiatives rest with them. Other organizations having close institutional relationships are Funeral Aid Societies, Sanasa, Samurdhi and Farmer Organizations among others.

In two locations where the MOs were recognized by the name, attaching significant importance and close relationship appear to be the result of direct interventions benefiting the community and initiated by the MO. Eg: Installation of Rainwater Harvesting Tanks – Welikanda Janapadaya, and introduction of Banana varieties Reclamation – Hewadivela/ Siyambalagamuwa.

It is observed from the institutional relationship analysis from the perception of the communities that FOL as an organization is far remote from their minds so much so that it does not appear in their diagrams. It is partly due to lack of representation of the community at the level of the FOL. *The structural mechanism and the linkages of the FOL and the MOs are yet to be conceptualized and understood by the community.* It is imperative when considered from the point of view of the short period of operation of FOL, which builds up a case for the consolidation of FOL as an organization with its' MOs reaching the village level with linkages to the identified target groups.

6.5 FOL Influence in the Local, Regional and National Development

FOL and its MOs currently operate in the Kegalle District and have membership in other local and national network such as the Green Movement, Organic Farming. Five Member Organizations of FOL have gained recognition and membership in the Environment Committees at the Divisional Secretariat level. Eight Member Organizations of FOL have membership in the District Environmental Forum and the Chairman is a member of a MO.

Membership in other organizations and societies

- Participation in consultation meetings of the Samurdhi Authority
- Membership in the national Forum for water resources of the NWSDB (1 MO – Dehiowita)
- Membership in the Forum for alternative energy of Ministry of policy and Planning (1 MO – Galigamuwa)
- Membership in the National Development Trust Fund (4 memberships)
- Membership in the national forum of organic farming (3 memberships)
- Membership in the Green movement
- Membership in the Asian Network for Alternative Cooperation (ANAC)
- Membership in the COMPAS network – Holland

Past lobbying and other mass activities-Not restricted to reporting period

- Picketing campaign during 1997 against harmful ragging in Universities
- Picketing campaign against an assault of a media person

Membership in the Divisional Environmental Committee provides an opportunity to the MOs to express their ideas and views and influence the local level decision making process.

In addition to that, many local authorities have recognized MOs of FOL functioning as active organizations with special experience in the field of sustainable agriculture related activities that could be shared with Government related field officers. As a result they were invited to share the best practices and experience. E.g: Worm culture, compost making, traditional rice cultivation (Nawakekuluma).

The influence over the local communities interacted with, in improving farming practices, collective actions, and changing behaviors and attitudes was observed to varying degrees in the following areas:

- Inculcating savings habit and group solidarity has influenced savings and credit practices among the small groups building up resources for their own use in emergencies and meeting small investment needs
- The influence on farmers in promoting the use of organic fertilizer with demonstrable results
- Influence in the locality is demonstrated by the example of Aranayake DS division, where the introduction of the “compost basket” system by the MO-Community Development Centre was accepted and promoted in schools by the Local Government. In some cases Eg: in Dehiowita DS division, the community has reacted against some corrupt government officials.

7.0 Financial Stability of FOL

7.1 Projects and Donor Relations

Financial profile of MOs of FOL shows that they have a programme portfolio, which consists of funding from different development funding agencies including government. The following table shows the funding received from such sources as per respective MOs.

Table 9 – Receipt of funds from Donor Organizations as per Member Organization

Organization	2001+2002		2003	
	No. of Projects	Total value (LKR.)	No. of Projects	Total value (LKR.)
CDC - Aranayaka	1 (UNDP)	550,000.00	1	1,800,000.00
PDF- Dehiowita	2 (Min. of En., Water Board)	2,675,000.00	1	813,000.00

GPF- Galigamuwa	5 (Min. of En., World Bank)	5,903,069.00	5	5,428,343.60
HEDO- Daraniyagala	6 (UNDP, Min. of En., World Bank, Water Board)	8,565,098.00	2	2,338,080.00
NDF- Kegalle	1 (Aus-AID, Water Board)	800,000.00	1	987,000.00
CHR- Mawanella	2 (UNDP, Min. of En.)	1,701,550.00		
SDF- Yatiyantota	1 (Min. of En.)	1,128,900.00		
PDC- Rambukkana	1 (UNDP)	448,000.00		
RSDC- Ruwanwella	2 (Min. of En., Water Board)	3,577,382.00		
CDO- Warakapola	1 (Min. of En.)	706,500.00		
<i>Friends of Lanka</i>			1 (COMPAS)	697,500.00
<i>Friends of Lanka – DF funding</i>		4,257,370.00		3,342,000.00

It is evident from the above table (Table 9) that five of the Member Organizations namely, HEDO- Deraniyagala, GPF – Galigamuwa, PDF – Dehiowita, CDC-Aranayaka and NDF Kegalle have been able to secure funds during 2001-2003 for implementation of village level projects.

It also reveals that the other member organizations need to enhance their capacities in obtaining funds for specific projects, which addresses the needs of their communities. The role of FOL in supporting such member organizations therefore becomes a crucial issue.

The MOs have been implementing projects associated with international donor agencies such as the UNDP, AUSAID, COMPAS, the World Bank and the ADB funded projects implemented through the Ministry of Environment and the Water Board respectively. The experience and the reputation built through the process can be considered a strength for FOL and its' members. The possibility of FOL bidding for projects to be implemented in the whole of Kegalle District to be implemented through its' MOs by DS Division, is worthy of consideration. It also means consolidation of the capacities at FOL level, in order to ensure realization of the objectives of FOL supported by the MOs as a single Organization. Such a situation demands a high sense of responsibility, commitment and change of attitudes for a united and concerted effort on the part of the MOs to operate as a single Organization. It also raises the issue as to whether the MOs should pursue on their own as individual organizations, which may lead to the weaker organizations facing the challenge of survival.

7.2 FOL and Its' Financial Stability

At the inception, FOL needed support to cover its routine operations and staff salaries. FOL has shown promising performance by utilizing those resources extended by the DF. FOL covers its operational costs from the Institutional Strengthening Support Fund provided by the DF. The MOs use the DF support and the administrative charges from the projects that they implement. All of the eleven MOs received the same amount of administrative

support from the DF. With this initial support, five MOs have developed the capacity to cover a substantial part of the annual management cost through other projects as seen from the table (Table 10) below.

Table 10- Proportion of Operating/ Management Expenses of FOL Member Organizations covered by DF funds -2002

No.	Name of Member Organizations	Total Operating Expenditure	DF Support	DF support as a %
1	Peoples Development Foundation, Dehiowita	1,039,500.00	168,000.00	16%
2	Galigamuwa People's Foundation, Galigamuwa	750,000.00	168,000.00	22%
3	Human and Environmental Development Organization, Deraniyagela	380,155.00	168,000.00	44%
4	Nirmanee Development Foundation, Kegalle	340,085.00	168,000.00	49%
5	Ranweli Solidarity Development Center, Ruwanwella	327,619.40	168,000.00	51%
6	Participatory Development Centre, Rambukkana	216,000.00	168,000.00	78%
7	Collective Development Organization, Warakapola	206,000.00	168,000.00	82%
8	Community Development Centre, Aranayake	188,000.00	168,000.00	89%
9	Centre for Human Resources, Mawanella	184,250.00	168,000.00	91%
10	Solidarity Development Foundation, Yatiyantota	169,400.00	168,000.00	99%
11	Movement for Community Solidarity, Estate Sector	168,000.00	168,000.00	100%

Source: FOL Annual Report 2002

The above table indicates that the DF support has covered part of the management expenses of the MOs ranging from 16%-100%. There are five MOs, which have been able to support themselves satisfactorily, namely People's Development Foundation (Dehiowita) 84%, Galigamuwa People's Foundation 78%, Human and Environmental Development Organization (Deraniyagela) 56%, Nirmanee Development Foundation (Kegalle) 51%, Ranweli Solidarity Development Centre (Rambukkana) 49% from other project funding sources. This means 50% of the MOs need to develop their capacities in the time to come, while Solidarity Development Foundation (Yatiyantota) and Movement for Community Solidarity (Estate Sector) should take note of the situation and improve themselves during PhaseTwo.

7.3 Initiatives for Self Supporting

Operation of a fund raising programme – A fund at FOL level with contributions from the MOs has been initiated. Each MO contributes Rs. 3000/= per month. The purpose of this fund appears to be an effort towards building stability for providing bank guarantees when bidding for projects and to assist MOs on such occasions. It is also expected to function as a revolving fund for Member Organizations to meet seed fund requirements for projects to be later repaid to the fund at an interest rate to be established. This will provide a strategy for the stability of MOs until their claims are reimbursed by the funding organizations on implementation of projects. It is also treated as a common fund, which is expected to serve the purpose of an endowment fund to support the MOs. It opens an opportunity for FOL to solicit contributions from funding sources as matching funds in an effort to strengthen the capacity of FOL in terms of financial sustainability.

8.0 Conclusions / Recommendations

8.1 Perceptions on Strengths and Weaknesses of FOL

The following table lists out the common strengths and weaknesses of the FOL, which is a summary of SWOT analysis exercises taken up with the Program Coordinators, field coordinators and the chairpersons of MOs. The details of the SWOT analysis appear in

Annex 5.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Organizational strength was increased with capacity to plan and access a diverse resource base ● An office with basic facilities (computer, photo copier, internet & e-mail etc) ● Activities of the MO's increased ● Linked with external/ international agencies ● The organization tends to work independently ● Development of the Organizational management ● Salaries & maintenance expenses were covered by DF, which was optimally utilized to cover operational costs ● Having members with over 10 years experience in the same field and availability of trainers on different disciplines at village level (eg. Mushroom cultivation, bee keeping, bio-gas etc.) ● Obtained knowledge & skills development through training programmes ● The ability of conducting/ implementing proper field programmes ● The widespread publicity of FOL in the Kegalle area 	<ul style="list-style-type: none"> ● No permanent office building/ training centre/ lack of transport facilities ● No organizational brochure and no proper marketing programme for FOL ● Not educating the DF of the capabilities of FOL ● Totally depending on the DF for salaries coordinators, administration cost ● No proper documentation of the minutes of meetings and project progress reports ● No Sinhalese reports on FOL activities and the knowledge of the staff members is not adequate ● Not working together to obtain projects as FOL ● Insufficient dialogue/ coordination between staff and community representatives ● Inadequate presenting of project proposals to other donor agencies ● Not yet registered under the National NGO Secretariat Office ● Higher number of outsiders in the FOL's Board of Directors and the poor participation of them in meetings ● No initial investment funds for projects as MOUs with Government operates on reimbursement basis

The following conclusions / recommendations are based on the analysis (Chapters 1 to 7 of this report) of the perceptions of the Programme Coordinators, Field Coordinators, Chairpersons of MOs, the interviews with the Members of the Board of Directors, results of participatory evaluation exercises and discussions with the communities visited and the observations of the evaluation team.

8.2 *Institutional*

8.2.1 *Effectiveness of the institutional strengthening supports during the first phase.*

Many positive factors were observed with regard to Institutional Strengthening.

- The capacity building provided with the DF support, particularly in enhancing skills of coordinators and field coordinators in the use of participatory approaches E.g. PRA, PM&E, LFA, Personnel Development etc.
- FOL has been capable of establishing a fairly well equipped office for the use of FOL and MOs. The members appreciate the ability to access information particularly from internet and websites, which has brought them in line with the current trend in communication development. The FOL office is providing the necessary support to MOs with the two staff members they have recruited to assist the MD.
- The basic furniture requirement supplied to some MOs with the DF support has been useful to run their small offices.
- FOL and the MOs have optimally utilized the salaries and the administrative costs supported by the DF. It has been used for salaries of coordinators, field coordinators, office assistants and rentals.
- As a young organization initiated 2½ years back as a single organization, the DF support has created an enabling environment for building confidence and the ability to take independent decisions.
- It is noted that if not for the support received from the DF the ability for 11 MOs to stick together as a single organization may not have been that effective due to stress arising from different degrees of achievements among constituting MOs. It was found that about 5 MOs have developed their capacities to be able to obtain projects from other organizations and accomplish the tasks to their satisfaction. In fact they have earned a reputation among particularly the Government sector as organizations capable of implementing projects effectively.
- ***It is observed that a further push during the second phase in consolidating the capacities developed during phase one will go a long way towards sustaining a new and young organization with a sense of ownership and commitment. Please see further recommendations towards this objectives appearing at section 8.5 on sustainability.***

8.2.2 *The organizational structure, its' composition and the constitution*

FOL has been registered as an NGO under the Sabaragamuwa Provincial Council (SP/ke/45/V.O/471) operating as a single organization with 11 MOs under a constitution formulated by FOL. ***It is observed that the constitution needs to be reviewed in terms of its objectives and relevant amendments accommodated.***

Definition and usage of terms in the constitution is not consistent. For an example the terms “Board of Directors” and the “Board of Control”, have been referred to loosely. The word “Beneficiaries” as used in the constitution requires clarity. It appears that it has been used to refer to the Coordinators. *“The Board of Control will consist of 9 members of whom 5 will be non-beneficiaries and 4 will be beneficiaries of the organization”.*

The following lapses/gaps based on operational implications were observed, discussed and the need for amendments agreed upon as follows:

Existing Situation	Problems Encountered/Gaps	Recommendations for amendments
<ul style="list-style-type: none"> • The independent board set up in November 2001, consists of: <ul style="list-style-type: none"> • Five (5) outside professionals and • Three (3) representatives of MOs (Coordinators) • The above composition is based on a decision taken to ensure good governance and transparency of decision-making. • The Chairman is the former Divisional Secretary, Warakapola (now stationed at Ehaliyagoda) and the Treasurer is also an outsider (an NGO person residing in Colombo). The Secretary is one of the representative Coordinators. • The Managing Director (MD) is one of the coordinators with executive functions. • Mr. Kahandawa who had been invited as an associate member has withdrawn from the Board since 2003. 	<ul style="list-style-type: none"> • The Board was expected to meet once in three months according to the constitution. But the Board meetings had not been held regularly as expected with all the members participating. • It is observed that outside members had not been regular in attendance, even though the 3 representatives and the MD had been meeting regularly for decision making. • The Chairman has gone on transfer to Eheliyagoda, out of the District and apparently finds it difficult to be present at meetings. • <i>It is noted that there is no representation from the community members at the Board level, which breaks the link between community representation at MO level and FOL general assembly and the subsequently the elected Board.</i> (The vertical and horizontal linkages appear in the organization structure diagram in the Report.) 	<ul style="list-style-type: none"> • <i>For the purpose of transparency and accountability it is recommended that there should be representation from the community which is observed up to a point in the organizational structure namely MO level. A community link has to be established with MO membership in the General Assembly of FOL from which the members of the Board of Directors are elected.</i> <ul style="list-style-type: none"> • <i>The composition of the Board of Directors requires review in this light. The possible options appear in the Report.</i> • <i>The operational implications experienced during this short period should be taken into consideration in revising the composition of the Board of Directors who need to be meeting regularly for the purpose of decision making and monitoring the activities of FOL and MOs.</i> • <i>To ensure professionalism and relevant advice, it is recommended that an Advisory Board be set up to support the Board of Directors, who could be accessed when required. The members could be from specific backgrounds such as entrepreneurship development, savings & credit, participatory development, sustainable agriculture, social mobilization etc.</i> (please see diagram 3 in Chapter 4 – proposed structure)

8.3 Operational

8.3.1 The potential thrust of FOL activities

In an analysis during the evaluation, using participatory techniques based on criteria elicited by the participants (Annex 4) it was found that sustainable agriculture related activities were identified as the priority need in terms of the benefits to communities interacted with.

Further, field observations and target group analysis emphasize the importance and relevance of activities related to agriculture. It is relevant to the livelihood of the community in which they need to reduce the cost of production, increase the use of crop and household wastage and increase production. It is all the more significant to note that the key asset of the communities in the rural remote areas where these MOs are in operation is ownership of land, even though the extent varies from about ¼ to 3 acres among the poorer categories. It further justifies the emphasis on agriculture with a view to optimize utilization of the available resources and build on experience gained.

In view of the above, it is recommended that project related assistance should be focused on agriculture-based activities catering to the poorer sector of the communities concerned and environment related activities in general. It is also recommended that the communities themselves should decide the type of activities most relevant to them in relation to sustainable agriculture. Creating awareness on the availability of options should form part of the training programmes. However, to allow and enable decision making at the local level, the funding should be made flexible to address identified needs and not necessarily the pre-defined project activities.

The importance of social mobilization with small group formation and savings and credit initiation can be ***considered*** positively as an effective entry point, which could be combined with agriculture related interventions as observed during the field visits.

8.3.2 FOL's influence in the local, regional and national development

FOL and its MOs currently operate in the Kegalle District. FOL and its MOs have membership in other local, regional, national and international organizations and NGO forums, which could be seen as a sign of future recognition in national and international forums. The MOs have participated in many local forums. Some of the MOs have membership in the Divisional Environmental Committee, which provides an opportunity to express their ideas and views and influence the local level decision making process.

In addition to that, many local authorities have recognized MOs of FOL functioning as active organizations with special experience in the field of sustainable agriculture related activities that could be shared with Government related field officers. As a result they were invited to share the best practices and experience. Eg: Worm culture, compost making, traditional rice cultivation (nawakekulama).

The influence over the local communities interacted with, in improving farming practices, collective actions, and changing behaviors and attitudes was observed to varying degrees in the following areas:

- Inculcating savings habit and group solidarity has influenced savings and credit practices among the small groups building up resources for their own use in emergencies and meeting small investment needs.
- The influence on farmers in promoting the use of organic fertilizer with demonstrable results.
- Influence in the locality is demonstrated by the example of Aranayake DS division, where the introduction of the “compost basket” system by the MO-Community Development Centre was accepted and promoted

in schools by the Local Government. In some cases for example in Dehiowita DS division the community has reacted against some corrupt government officials.

Such influence however, are in varying degrees when it comes to the different MOs. The general trend initiated by FOL has the potential for improvement in future with increased participation in agriculture and environment based forums. FOL as an Apex Organization could raise funds for encouraging networking with similar organizations.

8.4 Policy

8.4.1 FOL as a mass organization representing grass root's voice and interests.

FOL has a structure, which allows community participation up to the MO level. The elected community representatives from small groups form the GN Division level organization i.e. Wasam Sanvidanaya (Federated Small Group Organizations). The key officials of each Wasam Sanvidanaya participate at the level of DS Division level organization, which is the Member Organization of the FOL. The composition of the office bearers of the MOs allows community representatives to become chairperson, secretary and the treasurer. To this extent FOL's MOs operate as representing grass root's voice and interests.

The key executive functionary however remains to be the FOL Programme Coordinator assisted by the field coordinator.

The link between the FOL Board of Directors and the MOs is the Programme Coordinator. Beyond this point, there is no evidence of representation of the community in the Apex body of the FOL. However, the Programme Coordinators and the Field Coordinators being closely associated with the community and residing in the relevant divisions has contributed towards an ability to express the interests and the voice of the community concerned. Yet, the fact remains that the voice of the community can never be replaced unless through direct representation. The Programme Coordinators during discussions accepted this fact. ***The recommendations made under 4.2 are useful to make the necessary improvements.***

8.4.2 FOL's long-term focus and vision for the future

The vision and the long-term strategy of FOL require further clarification as revealed by the discussions carried out with FOL staff and members and particularly with the community.

The village level communities treated MOs as typical NGOs implementing development activities. The expectations of material benefits are not ruled out, even though it is evident from the field level discussions that there was appreciation of the technical guidance provided by MOs of FOL.

It is essential that FOL would align its Mission in a clear direction, which would become the Vision of all the MOs. It will be useful if the Vision and the Mission could reflect the target group mainly the poor and the deprived with which, they are implementing development activities for improving livelihoods. It is also necessary to understand that the capacity building of FOL and MOs is a means to achieve the Vision and the Mission of FOL.

Currently they are driven by availability of projects and not by community driven interventions, which can not be avoided in the initial phase of an organization of this nature. In this instance, FOL has mixed opinion about their role in both long-term and short-term. Their short-term strategy appears to be to stabilize the organization, in terms of MOs and FOL as the umbrella organization in order to undertake development activities and to sustain itself financially and technically. In the long-term their direction is swaying between a service provider and the desire to become a mass organization.

In light of these observations it could be recommended that FOL should be further supported with technical inputs until FOL develops the capacity to clearly define its long-term directions and consolidate its strategy. Currently the concentration of their activities within Kegalle District has its own advantage in improving their image and recognition. At this stage by concentrating on developing their special niche in community development could form the foundation on which to build their long-term strategy.

8.5 Sustainability

8.5.1 FOL and its' financial stability to be self supporting

At the inception, FOL needed support to cover its routine operations and staff salaries. FOL has shown promising performance by utilizing those resources extended by the DF. All of the 11 MOs received the same amount of administrative support from the DF. With this initial support, Five MOs have developed the capacity to cover a substantial part of the annual management cost through other projects. (Details appear at Chapter 7.0 of this report).

However, FOL and MOs through their former experience in implementing development activities related basically to agriculture, environment conservation, and reclamation of indigenous knowledge, have built up their capacities to implement such projects involving local communities. This has helped them to gain acceptance for implementing funded projects. Government and Non Governmental agencies have identified FOL (and its MOs) as effective implementing agencies. (Chapter 7.0 table 9) Those external agencies have also requested the service of FOL as a service provider. Eg: Samurdhi Development Authority.

FOL has initiated a Group Fund with the contribution of MO Coordinators as an endowment fund to strengthen FOL and MOs to meet special requirements such as providing Bank guarantees in bidding for projects and providing seed funds for initiating projects at MO level. Even though it is a limited amount at present, it has the potential for improvement in the future. FOL envisages soliciting Donor funding to obtain matching contributions where feasible, to strengthen their capacity. (Details appear in Section 7.3 of Chapter 7.0)

It is observed that FOL and its MOs will require support to some extent ***to further consolidate their experience as an independent umbrella organization*** as their functioning was limited to a short period of approximately 2 years handling their own decision making and management processes. The learning appears to be considerable. The enthusiasm of some MOs has improved significantly. Yet the achievements appear to be in varying degrees when applied to each of the MOs. Some are average, while a few can be ranked below average.

It is recommended that the DF supporting a consolidation phase with a targeted phasing out strategy could achieve a greater impact. In view of the circumstances explained above with uneven capacities among the MOs

constituting the FOL, the second phase of the DF support could combine consolidation of the institutional strengthening as well as programme support for enhancing the capacity to reach the target group.

Programme funding proposals could be judged on the strength of the proposals in addressing the felt needs of the target groups. An expansion of activities to cover larger population is very much needed in comparison to the current outreach of small group formation and the economic activities supported by the development interventions. Availability of part funding from the DF will further strengthen FOL's capacities to negotiate and access to collaborative funding sources.

The following options may be considered during the second phase (consolidation phase) spread over a period of three years with phasing out targets. It will help conditioning all MOs to initiate steps to adopt innovative ways and means of fund raising including their own sources.

Proposals for funding

Year	Proposal 1	Proposal 2	Proposal 3
1	<i>100% of the salaries and administrative expenses (to consolidate the momentum gained in last two and half years as compared to phase 1)</i>	<i>75% of the salaries and administrative expenses (to consolidate the momentum gained in last two and half years as compared to phase 1)</i>	<i>100% of the salaries and administrative expenses (to consolidate the momentum gained in last two and half years as compared to phase 1) out of which 50% should be contributed to the FOL endowment fund)</i>
2	<i>50% - do-</i>	<i>50% - do-</i>	<i>75% (40% for admin: expenditure and 35% for FOL endowment fund)</i>
3	<i>30% - do-</i>	<i>25% -do-</i>	<i>50% (25% for admin: expenditure and 25% for FOL endowment fund)</i>
4	<i>0%</i>	<i>0%</i>	<i>0%</i>

8.5.2 The role of FOL in the long-run

The social mobilization process of FOL and its MOs has supported to build self-confidence and personality among the rural community specially the women, who play leading roles in the small group activities. It was noted in the field that there is high women participation in the formation of small groups and in the savings and credit activities, which is of significance. This could be further encouraged and developed for potential leadership at local and regional level. In addition, the leadership given by the coordinators and the field coordinators to the communities is at an appreciable level. They are recognized by the community, which provides potential development capacities for the future.

The diversity of skills developed by the 11 coordinators is an asset to the FOL, given the fact that FOL needs to access possible and relevant projects from different donor organizations. Therefore, these add value to the new project proposals, which FOL may apply in future. As an umbrella organization FOL is stronger than individual units (MOs) when bidding for new projects. The role of FOL is to access and coordinate/facilitate such activities for the member organizations.

A clearly indicated weakness in the FOL structure and operations is the lack of proper documentation. The need to improve two-way communication was also highlighted by different parties involved. Therefore, it is evident that FOL needs to establish/improve and regularize its monitoring system. FOL needs to utilize the skills training provided to them during the first phase to strengthen field operations.

Based on the various stakeholder discussions in the field and taking into consideration the above context the following aspects could be identified as key elements of the role of FOL.

- To provide guidance and technical support to the communities interacted with towards improving their livelihood pattern and income.
- Promote sustainable agricultural practices and environmental conservation measures among remote rural communities based on their past experience working in such fields.
- To use practical experience to serve as resource persons to government and NGOs on request.
- To influence proactive policies at local and regional levels addressing community needs.
- Facilitate empowerment of rural communities through social mobilization and group activities.
- To participate in local, national and regional forums to share experience and knowledge and compliment community based activities with improved knowledge.
- To promote activities supporting ethnic harmony among communities through partnerships.
- As a facilitator for the MOs constituting FOL, to promote fund raising activities for implementing community oriented projects as well as sustaining FOL as an organization.
- FOL sees the establishment of a training centre as a future possibility. In view of the various training facilities available in Kegalle itself currently this may not be an urgent need but perhaps continue to be a long term objective.

On the whole, it is reiterated that a consolidation phase be supported for FOL to further develop its' capacities as a young and forthcoming NGO with a proportionately targeted phasing out strategy. Training and capacity building should be treated as a package with opportunities for field backstopping in order to enable translation of learnings and capacities in the field situation, for enhancing community centered development activities. FOL could play that role with the communities.

Identification and targeting of the poorer sectors of the community and expansion of development activities with a horizontal spread to cover all GN Divisions in the particular DS Divisions may be the immediate future direction to consolidate the work of the MOs of FOL. The focus of fund raising for projects to be implemented could be built upon the experience of implementing project activities related to sustainable agriculture, environment conservation and energy projects based on community needs with the flexibility of adapting current donor funded projects to fulfill such needs. Some of these projects may address community needs beyond the members of small groups and 'Wasam Sanwidhanaya' at GN Division level.

It is re-iterated that the institutional strengthening provided by DF at these initial stages of the growth of the FOL has been meaningfully utilized to a great extent, even though the identified gaps structurally and institutionally needs to be met through an evolutionary learning process in the long term.

Organizational Profile of FOL

Name of the Organization: Friends of Lanka

Official Address: Kankeeriya, Hettimulla, Kegalle

Registration No: SP/ke/45/V.O/471 (Sabaraguwva Provincial Council)

Date of Registration: 24/01/2001

Area of Operations : Kegalle District

Board of Directors:

Name	Designation	Status
1. Mr. T G Kulasena	Chairman	Divisional Secretary, Eheliyagoda
2. Mr. H J H Bandara	Secretary	Coordinator GPF
3. Mr. P Sivarajah	Treasurer	Coordinator MCS
Members		
4. Ms. Damayanthi Godamulla	Member	Coordinator CRD
5. Mr. Sivanesan	Member	Principle
6. Mr. B Kasthuriarachchi	Member	Bank Manager
7. Mr. S Kodithuwakku	Member	Environmentalist
8.	Member	
9. Mr. Nimal Hewanila	Managing Director	Coordinator NDF

Member Organizations:

Member Organization	DS division	Name of Programme Coordinator
1. Galigamuwa People's Foundation	Galigamuwa	Mr. H.J.H. Bandara
2. Nirmanee Development Foundation	Kegalle	Mr. H.G.N. Hewanila
3. Community Development Organization	Aranayaka	Ms. Damayanthi Godamulla
4. Centre for Human Resources	Mawanella	Mr. B.R. Wasantha Rupasinghe
5. Solidarity Development Foundation	Yatiantota	Mr. G.M. Heenmahathmaya
6. Participatory Development Foundation	Rambukkana	Mr.G. Sirisena
7. Peoples Development Foundation	Dehiowita	Mr. K.A.R. Nishantha Kasturi
8. Human and Environmental Development Organization	Deraniyagala	Mr. G.M.A.D. Premathilaka
9. Ranweli Solidarity Development Center	Ruwanwella	Mr. Siripala Ragalkaduwa
10. Collective Development Foundation	Warakapola	Mr. M.P. Gamini Madurasinghe
11. Movement for Community Solidarity	Deraniyagala, Dehiowita - Associated with the estates in the Kegalle District	Mr. P. Sivaraja

Project Details of Friends of Lanka and Member Organizations

		Projects	Funding Agencies	Beneficiaries	
2001	1	<i>Institutional Development</i>	<i>Development Fund - Norway</i>	1300	<i>Friends of Lanka</i>
	2	Traditional Yams Protection	UNDP	135	CDC -
	*	Analog Forestry	Ministry of Environment – Sri Lanka	104	PDF-D
	*	Community Water Supply and Sanitation Project - Deraniyagala	Water Board - Sri Lanka	1048	PDF-D
	*	Rain Water Management	Ministry of Environment – Sri Lanka	88	CHR-I
	*	Organic Rice Cultivation (“Nawa Kekulama”)	UNDP	90	CHR-I
	*	Community Participatory & Conservation Management	Ministry of Environment – Sri Lanka	150	SDF-Y
	*	Environment Conservation Project	Ministry of Environment – Sri Lanka	200	GPF-C
	*	Hydro project - “Hinguralakanda East”	World Bank – Sri Lankan Government	36	GPF-C
	*	Banana varieties Reclamation	UNDP	100	PDC-F
	*	Warmy Culture for sustainable Agriculture	UNDP	213	HEDO
	*	Conservation of Genetic Resources – Indigenous Medicine	Ministry of Environment – Sri Lanka	764	HEDO
	*	Micro Hydro Project – “Hathkela”	World Bank – Sri Lankan Government	50	HEDO
	*	Micro Hydro Project – “Ranahinkanda”	World Bank – Sri Lankan Government	50	HEDO
	*	Micro Hydro Project – “Pallebage”	World Bank – Sri Lankan Government	50	HEDO
	*	Bio Diversity Management	Ministry of Environment – Sri Lanka	310	RSDC
	*	Community Water Supply and Sanitation Project	Water Board - Sri Lanka	746	RSDC
	*	Reclamation of Barren Land	Ministry of Environment – Sri Lanka	150	CDO-Y
		Revolving Credit Fund	Aus-Aid	50	NDF-I
		Total		5634	
2002	1	<i>Institutional Development</i>	<i>Development Fund - Norway</i>	1500	<i>Friends of Lanka</i>
	2	Micro Hydro Project – “Ballahela”	World Bank – Sri Lankan Government	60	GPF-C
	3	Micro Hydro Project – “Medaruppa”	World Bank – Sri Lankan Government	35	GPF-C
	4	Micro Hydro Project – “Hinguralakanda West”	World Bank – Sri Lankan Government	30	GPF-C
	5	Micro Hydro Project – “Janahithagama”	World Bank – Sri Lankan Government	37	HEDO
		Total		1662	

		Projects	Funding Agencies	Beneficiaries	Organization
2003	1	<i>Institutional Development</i>	<i>Development Fund - Norway</i>	1925	<i>Friends of Lanka</i>
	2	Micro Hydro Project – “Sooriyakanda- Poddana”	World Bank – Sri Lankan Government	40	GPF-Galigamuwa
	3	Micro Hydro Project – “Pupulaketiya”	World Bank – Sri Lankan Government	52	GPF-Galigamuwa
	4	Water Supply and Sanitation Project - Mawanela	Water Board - Sri Lanka	1900	GPF-Galigamuwa
	5	Water Supply and Sanitation Project - Dehiowita	Water Board - Sri Lanka	2000	PDF-Dehiowita
	6	Water Supply and Sanitation Project - Kegalle	Water Board - Sri Lanka	1500	NDF-Kegalle
	7	Water Supply and Sanitation Project - Deraniyagala	Water Board - Sri Lanka	1700	HEDO-Deraniyagala
	8	Micro Hydro Project – “Ella Pita Ella”	World Bank – Sri Lankan Government	50	HEDO-Deraniyagala
	9	Micro Hydro Project – “Jayathunkanda Ihala”	World Bank – Sri Lankan Government	50	GPF-Galigamuwa
	10	Micro Hydro Project – “Jayathunkanda Pahala”	World Bank – Sri Lankan Government	40	GPF-Galigamuwa
	11	Reclamation of Indeginouse Knowledge of snake bite	COMPAS Holland	50	Friends of Lanka
	12	Traditional Yams Varieties - Second Phase	UNDP	250	CDC-Aranayake
		Total		9557	

Note:- * These projects continued to the year 2002 also

Activities of FOL and Member Organizations as indicated by the program coordinators

Activity	<i>Community Development Organization</i>	<i>Centre for Human Resources</i>	<i>Participatory Development Foundation</i>	<i>Nirmanee Development Foundation</i>	<i>Galigamuwa People's Foundation</i>	<i>Solidarity Development Foundation</i>	<i>Ranveli Solidarity Development Center</i>	<i>Collective Development Foundation</i>	<i>Peoples Development Foundation</i>
Social Mobilization	3	3	3	3	3	3	3	3	3
Conservation of yam varieties	3								
Revoloving funds/Savings and credit	3	3	3	3	3	3	3	3	3
Sustainable agriculture	3	3							
Women's Development	3								
Rain water harvesting		3							
Entrepreneurship development		3	3	3		3			
Child education, associations and programs.		3		3	3			3	
Bio diversity conservation			3						
Organic farming			3	3		3			
Environmental programs				3	3	3	3	3	
Water supply and sanitation projects				3	3		3		3
Micro Hydropower projects					3				
Nutritional programs						3			
Anolog forestry									3
Alternative enrgy programs									3
Conservation of traditinal crops									
Worm culture and liquid fertilizer									
Vocational training programs									
National Identity Cards for estate workers									
Number of activities	5	6	5	7	6	6	4	4	5

Criteria based Ranking of activities as perceived by the Programme Coordinators

Criteria Activity	Increased income level of the low income families	A felt result	Benefit to more people	Long term sustainability	Environmentally friendliness	Ability to use existing appropriate technology	increased ability for decision making	Placement for women participation	Creation of ethnic harmony	
Social mobilization	06	05	07	06	06	06	04	04	03	0
Savings & credits	08	08	06	05	----	03	02	03	----	--
Environment protection	03	02	03	04	06	02	01	----	----	0
Self-employment programmes	10	06	03	02	01	02	03	02	03	--
Ethnic harmony	01	01	01	03	01	----	01	----	02	0
Child education (Pre-schools, Children's Clubs etc.)	----	02	----	----	----	----	----	03	01	--
Sustainable agriculture	07	05	08	06	07	05	02	05	02	0
Mini-hydro power projects	02	04	----	----	01	----	----	----	----	--
Preservation of Indigenous knowledge	05	03	01	03	03	04	02	----	----	0
Water & sanitation programmes	04	04	----	----	01	----	----	----	----	--
Training programmes (technical knowledge)	09	04	04	04	02	01	03	01	02	--
Points based on weighted criteria	55	44	33	33	28	23	18	18	13	

Strengths, Weaknesses, Opportunities, Threats/Limitations as perceived by different stakeholders of the FOL.

1. FOL Program Coordinators – 11-08-2003.

Strengths	Weaknesses	Opportunities	Threats/Barriers
Organizational strength was increased	No permanent office building	Breaking down of other NGO's and privatization. Therefore FOL has the opportunity to prove itself.	Funding does not come in time
An office with basic facilities (computer, photo copier, internet & e-mail etc)	No organizational brochure		No research facilities to promote new inventions
Activities of the MO's increased	Not stressing/educating the DF of the capabilities of FOL	The projects operating under government and non government organizations. (ADB, WB, etc)	No straight communication between the DF & FOL
Number of members increased due to 11 MO's	Totally depending on the DF		
The organization tends to work independently	No proper documentation of the minutes of meetings	The government's peace programme. FOL has the opportunity to think in new areas	The unsuccessfulness & ineffectiveness of NGO's in general bring an adverse
Development of the Organizational management	Lack of documentation of project progress (results)		
Salaries & maintenance expenses were covered	No Sinhala reports on FOL activities		

Having members with over 10 years experience in the same field	Lack of attention to external donor agencies	the peace programme	reputation to the FOL
Became an influential organization	Not working together to obtain projects as FOL	Inefficiency of the on-going governmental programmes. Therefore high chances of working in liaison with the government	
Getting a high number of participants to the programme	Lack of presenting project proposals to other donor agencies		
11 Trained officials to manage the organization	Not registered under the National Secretariat Office	Use of strength obtained from the DF to get government projects	
Managerial expenses for the basic organization were covered	No proper marketing programme for FOL		
Was trained for project proposal preparation	Higher number of outsiders in the FOL's Board of Directors and the poor participation of them in meetings	Attending to identified new programmes	
Obtained knowledge & skills development through training programmes	No training centre for FOL	Potential to liaise with other donor agencies	
Developed Management techniques through training programmes	No funds to use in projects primarily	Sustainable agriculture has become the current need/trend	

Strengths	Weaknesses	Opportunities	Threats/Barriers
Opening to win new projects			
Chance to liaise with the international communication network			
Becoming an influential organization in the District			
Having out side attention to the MOs			
The chance to coordinate with different organizations			
The ability of conducting proper field programmes			
The widespread publicity of FOL in the area			
Evaluation of progress of the past projects (2002)			

2. FOL field coordinators - 22 -08-2003

Strengths	Weaknesses	Opportunities	Threats/Limitations
Networking of 11 divisional organizations to a mother organization.	FOL's monitoring and evaluation of the performance of member organizations by is not adequate.	Availability of external agencies who match with needs and priorities.	Lack of self-pride and self-reliance within the communities.
Become a stage to share experiences and knowledge (for both community and the staff members).	Limitations in resources, knowledge and communication for the staff to become professional development workers.	Availability (accessible) of diverse resources.	Agencies which provide relief assistance and material benefits without assessing the community needs.
Implementation of a credit program for low income groups, simultaneously within the district.	Limitations of community representation in decision making and planning.	Emerging need to build national identity to regional resources, products and specialties.	Lack of confidence of the GO, NGO and even private sector organizations within the community.
Bring about publicity and credibility to the divisional member organizations.	Limitations in knowledge and in strategies to make the effects of interventions sustainable.	Increasing demand for organic products.	Limitation of an NGO network in Kegalle district.
Facilitated access to the resources.	Limitation of accessing the most vulnerable groups and hence limitations in targeting.	Improved capacities of the communities to identify the weaknesses of similar other programs.	Influence of cultural and social disparity.
Provide a common goal, plan and coordinate the activities within the district.	Inadequate reporting and documentation.	Demand from the community to get quality services from better organizations.	
The need to implement a long term development plan.	Lack of an appropriate , common methodology to implement programs.	Diverse programs available to match with the needs and rights of the vulnerable groups.	

The capacities and commitment of the staff and implementation of program in an organized manner.		Ample space within the district to spread the program and growth of membership.	
Strengths	Weaknesses	Opportunities	Threats/Limitations
Become an organization which could advocate on different issues including sustainable development.			
Networking with other organizations with similar objectives			
Capacity to plan and access a diverse resource base.			

3. Chairpersons of the member organizations- Friends of Lanka – 22-08-2003

Strengths	Weaknesses	Opportunities	Threats/Limitations
Act as an umbrella organization to the member/divisional organizations	Does not have a program to get higher prices for the products of members, which is essential as a rural based organization.	Appreciation and requisition for support by other organizations	Programs of other agencies which deliver material benefits counteract FoL approach at village level.
The coordination between divisional organizations and the broad experience	As an organization which operates among different ethnic groups, the knowledge of languages of the staff members is inadequate.	Support from village level government officials	Proliferation of village level organizations made it difficult the membership to pay a large amount of membership fee.
Support to the village level organizations from divisional organizations.	Lack of travel and transport facilities for the staff members.	Support from government and non-governmental officials.	Political influences made the mobilization and functioning rural organizations difficult.
Linking of divisional organizations with external/donor agencies.	Non-availability of a training centre to conduct training for the members.	Ability to join with government programs and implementation.	
The space to exchange ideas from bottom to top and top to bottom	Lack of a program to utilize the resources (rattan, bamboo) available in the villages.		
Implementation of income generation activities to improve the incomes of the communities.	Lack of a program to provide capital support to the enterprises and the trainees of entrepreneurship development program.		
Availability of a staff with experience and knowledge at divisional level.	Lack of coordination between staff to exchange expertise in different areas.		
Implementation of savings program in 11 divisions together and simultaneously.	Lack of a proper dialogue and a mechanism to bring about a dialogue between the staff members and between the staff members and the community representatives.		
Availability of resource persons required to implement within the organization.	Lack of a publicity for the FoL work within the villages.		
Implementation of a program to increase the awareness between different ethnic groups.	Lack of proper office premises.		
Link with international agencies.			

Strengths	Weaknesses	Opportunities	Threats/Limitations
Link with development programs of the government and implementation of projects with them.			
Coordination and collaboration with the officials of government and non-governmental organizations.			
Mobilization of the revolving funds of the member organizations. (group level and GN division level)			
Availability of trainers on different disciplines at village level. (eg: Mushroom cultivation, bee keeping, yam cultivation, banana cultivation, earthworm culture, bio-gas)			
Community approach and organization of communities for development.			
Emergence of GN level organizations and operationalisation of projects within the villages.			
Other organizations in the village take the credit program of FoL members as a model.			

Information elicited during Community Consultations - Galigamuawa People's Foundation

Village name – Kinigama (Upper Area) 09-08-2003

Name of SMG		Araliya	Janatha	
Membership Category, Fees, Funding etc.				
Total number of Members		08	09	
Number of females		08	09	
Number of males		-----	-----	
Membership fees (Rs.)		25 per meeting (50 per month)	15 per meeting (30 per month)	25 p
Welfare fund contribution (Rs.)		-----	5 per meeting (10 per month)	5 pe
Total fund (Rs.)		10,000/-	3,000/-	
Credit limit (Rs.)		Depends on the amount available in the Fund	Depends on the amount available in the Fund	D
Poverty Ranking of Member Families	Number of very below average (poor) families	-----	-----	
	Number of Average families	06	09	
	Number of above average (Rich) families	02	-----	
Activities to Increase the Fund		<ul style="list-style-type: none"> • Personal savings • “Beedi”¹ wrapping • Shramadhana campaigns • sale of consumer items (soaps etc) • Home gardening 	<ul style="list-style-type: none"> • “Kenda”¹ cooking on every Sunday • Shramadhana • sale of items at meetings • Home gardening 	<ul style="list-style-type: none"> • Shr deb • Per • Ho
Views of the Community on Small group forming		<ul style="list-style-type: none"> • Availability of credit at low interest rate (5%) • Introduction to saving and thereby practicing saving • Sharing of knowledge and experience 		

1. A local type of cigarette made of out tobacco and wrapped in an imported leaf from India

2. A vegetable porridge

Kinigama – 09-08-2003

Name of SMG		Praboda	Weera	
Membership Category, Fees, Funding etc.				
Name of SMG				
Total number of Members		06	16	
Number of females		06	05	
Number of males		-----	11	
Membership fees (Rs.)		5 per meeting (20 per month)	10 per meeting (20 per month)	5 per r
Welfare fund cotribution (Rs.)		-----	-----	
Total fund (Rs.)		4,000	14,000	
Credit limit (Rs.)		300/- with an interesting rate of 3%	Depends on the availability in the fund with an interesting rate of 5% for members and 10% for non-members	500/- for
Poverty Ranking of Member Families	Number of very poor families	06	06	
	Number of middle level families	-----	10	
	Number of above average families	-----	-----	
Activities to Increase the Fund		<ul style="list-style-type: none"> ▪ Sale of Consumer items ▪ Sale of Charcoal from coconut shells ▪ Home Gardening 	<ul style="list-style-type: none"> ▪ Collection of “Miti haal”³ and sale at monthly meetings ▪ Shramadana Programmes ▪ Personal savings ▪ Lease out rubber lands ▪ “Kola Keda” cooking ▪ Sale of consumer items 	<ul style="list-style-type: none"> ▪ “J ▪ C sa
Views of the Community on Small group forming		<ul style="list-style-type: none"> • Availability of credit at low interest rate (5%) • Introduction to saving and thereby practicing saving • Sharing of knowledge and experience 		

3. small portions of rice from what is used for daily consumption

Characteristics of social stratification as provided by the participants

Very Poor

- No permanent houses (temporary sheds)
- No permanent employment/income (casual labor)
- low income but high expenditure
- land ownership between ¼ to ½ acres
- aged parents living on their own

Middle level

- land ownership between ½ to 1 acres
- home gardening and paddy fields
- casual labor

Above Average

- permanent houses
- owns income generating lands (rubber)
- Paddy fields
- owns vehicles (Three-wheelers)
- employed in the government or abroad
- permanent monthly income
- owns small shops

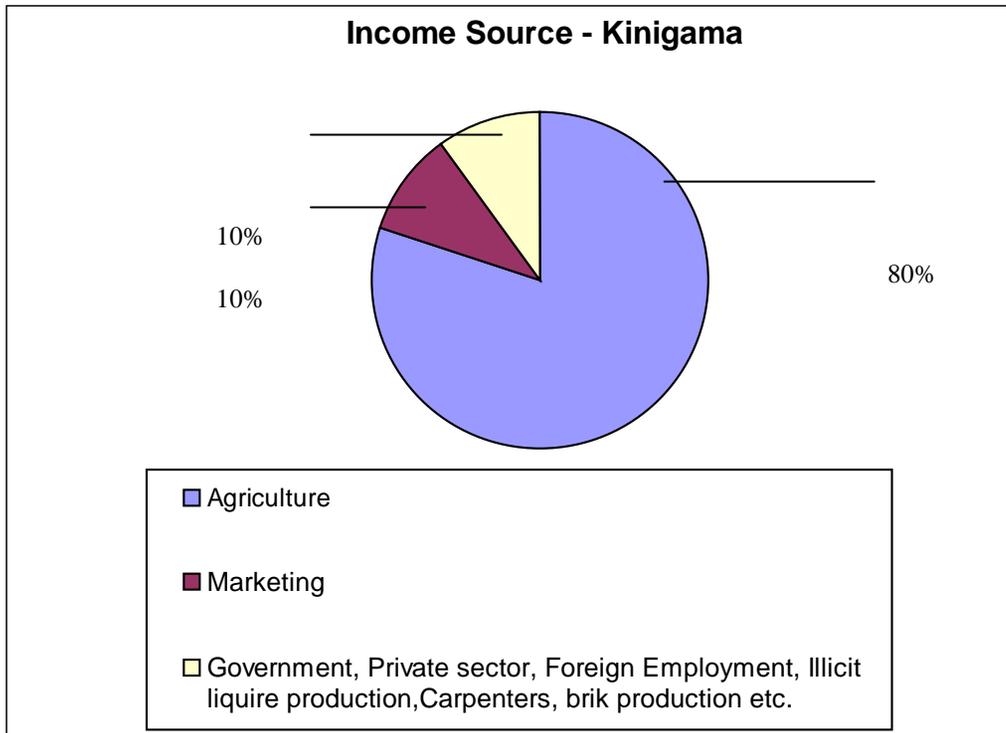
Projects Implemented in the Kinigama Area

- Community Environmental programmes
 - Introduction to organic farming through Farmer Organizations
 - Home gardening programmes, such as export crop cultivation, use of worm wash (25 tanks), compost pits (10 numbers), live fences to arrest soil erosion (Rs. 10 per meter), etc.
- Drinking water programme by ADB through SANASA – Harigala

Benefits of Forming into Small Groups as perceived by the Community

Condition Before	Condition After
A high interest rate for credit (20%)	A low interest rate for credits (5%)
Buy vegetables and spices from the market	Cultivation of vegetables and spices for family needs in the home garden
	Support at emergency
	Flexible rules and regulations
	Unity and togetherness between families
	Encouragement for home gardening
	“Feel stronger” – thereby not worried at illnesses or at difficulty
	Feeling of being supported and not alone
	Feeling happy
	Encourage to save and therefore tend to seek opportunities of other income generating methods to increase the income and save

Sources of Income Generation in the Village



Community Needs As Perceived By The Community

- **Training based on agriculture**, since more than 80% of the community involved in agriculture. Those who are employed in other occupations, still engage in agriculture by means of home gardening as a method of income generation as well as for family consumption. Therefore an agriculture-based training would be of much more benefit to almost entire community.

- **Input supply for agriculture** such as planting material, high yielding plant varieties, etc.

Information elicited during Community Consultations - Ranweli Participatory Development Centre – Ruwanwella

Udakanugala Village - 10.08.2003

Name of SMG		Samagi .August 2002	Group “X” January 2003	Group “Y” January 2003	Ekamuthu January 2003
Membership Category, Fees, Funding etc.					
Total number of Members		07	05	05	05
Number of females		06	05	05	05
Number of males		01	-----	-----	-----
Membership fees (Rs.)		100/- per month. Conduct 4 meetings per month and present 1 report	50/- per month Conduct 4 meetings per month and present 1 report	40/- per month. Conduct 4 meetings per month and present 1 report	5/- per month. Conduct 4 meetings per month and present 1 report
Welfare fund contribution (Rs.)		-----	-----	-----	-----
Total fund (Rs.)		8300/-	400/-	450/-	175/-
Credit limit (Rs.)		100-2000/- with an interest rate of 5%	200/- with an interesting rate of 3%	Depends on the availability of the fund. The interest rate has not yet decided.	Depends on the availability of the fund. The interest rate has not yet decided
Poverty Ranking of Member Families	Number of very poor families	-----	01	-----	01
	Number of middle level families	07	04	05	04
	Number of above average families	-----	-----	-----	-----
Activities to Increase the Fund		<ul style="list-style-type: none"> ▪ Shramadhana ▪ Help at Funerals ▪ Sale of consumer items ▪ Savings and credits ▪ Home gardening 	<ul style="list-style-type: none"> ▪ Shramadhana ▪ Home gardening ▪ Sale of consumer items ▪ Savings and credits 	<ul style="list-style-type: none"> ▪ Home gardening ▪ Sale of consumer items ▪ Savings and credits 	<ul style="list-style-type: none"> ▪ Shramadhana ▪ Home gardening ▪ Sale of consumer items ▪ Savings and credits
Training provided to the groups		<ul style="list-style-type: none"> ▪ Bee keeping ▪ Home gardening and ornamental plant cultivation (horticulture) ▪ Preparation of live fences and compost baskets ▪ Introduction to worm culture ▪ Introduction to soil protection techniques 			

Name of SMG Membership Category, Fees, Funding etc.	Samagi .August 2002	Group “X” January 2003	Group “Y” January 2003	Ekamuthu January 2003
Projects conducted in the area	<ul style="list-style-type: none"> ▪ Drinking water project ▪ Sanitation programme, and provided toilet facilities to those who were in need 			
Future plans	<ul style="list-style-type: none"> ▪ To lease out a paddy field for the group ▪ Carry out mushroom cultivation ▪ Ornamental fish farming 			

Characteristics of social stratification as perceived by the participants

Number of families in the federation – 200

15% Very poor –

Disabled family members, Alcoholic husbands, Widows-Female headed households, laborers, No ownership to land

75% Middle level –

Minor staff of the government and private sector,

10% above average –

Boutique Owners, Illicit alcohol producers, Landowners of 10-25 acres of land - rubber/coconut/paddy lands, Persons with permanent monthly income, Owns vehicles, Permanent houses.

Information elicited during Community Consultations - Participatory Development Center - Dehiowita

Poonagala Estate - 11.08.2003

Name of the Small Group		"Small Group X"
Membership, Category, Fees, Funding etc.		
Total number of Members		13
Number of females		03
Number of males		10
Membership fees (Rs.)		5/- per month and meetings are held once per month
Welfare fund contribution (Rs.)		-----
Total fund (Rs.)		17,000/-
Credit limit (Rs.)		Depends on the availability in the fund, with an interest of Rs.50/- per Rs. 1,000/- (i.e. 5%)
Poverty Ranking of Member Families	Number of below average (poor) families	01
	Number of average families	12
	Number of above- average (Rich) families	00
Activities to Increase the Fund		<ul style="list-style-type: none"> • Animal husbandry • Self employment (eg: making plastic vessels) • Home gardening • small shops and marketing • foreign employment
Benefits of forming into small groups		<ul style="list-style-type: none"> • Harmony between families • Stay away from bad habits and wrong doings • Credit at low interest rate
Future hopes		<ul style="list-style-type: none"> • Starting mushroom cultivation • Goat farming

ANNEX 6d

Information elicited during Community Consultations - Human Development Center - Mawanella

Welikanda Settlement Schemes (Dodanthale Federation) - 17.08.2003

Name of SMG		Gemunu 2002	Ekamuthu	Mahasen	Pethum	Saubhagya 2003
Membership, Category, Fees, Funding etc.						
Total Number of Members		07	11	12	05	05
Number of females		07	10	12	05	05
Number of males		-----	01	00	00	00
Membership fees (Rs.)		10/- per month	10/- per month	10/- per month	50/- per moth	10/- per meeting (20/- per month)
Welfare fund contribution (Rs.)		-----	-----	-----	-----	-----
Total fund (Rs.)		700/-	4000/-	2500/-	750/-	1900/-
Credit limit (Rs.)		Depends on the availability in the fund with an interesting rate of 5%	Depends on the availability in the fund with an interesting rate of 5%	Depends on the availability in the fund with an interesting rate of 5%	Depends on the availability in the fund with an interesting rate of 5%	Depends on the availability in the fund with an interesting rate of 5%
Poverty Ranking of Member Families	Number of very poor families	20				
	Number of middle level families	38				
	Well-to-do Number of families	00				
Activities to Increase the Fund		•	•	•	•	•

Wasam Sanvidanaya (Federation of Small groups) – Dodanthale

The total number of families living in the settlement scheme - 63
The number of families in the Wasam Sanvidanaya - 58
The number of small groups - 05

Families of above average income level had not joined small groups.

Membership fees (Rs.) 10/- per month and all members of small groups are members of the federation group as well.

The total fund is (Rs.) with Treasurer of the group 6,200/-
At the HDC Mawanella 30,000/-

Use of the fund:

Administrative costs of the society

Stationery

For providing tea at Shramadhana campaigns

Opened an account under the name of the federation group at the Human Development Centre – Mawanella. In addition personal saving accounts at the centre at an interest rate of 10% and children's savings at 11%.

Credit has not yet started.

Characteristics of social stratification as perceived by the participants

Very poor -

No permanent job (casual labor)

“Beedi” wrapping

Malnourished children

Low educational level

Activities

Home gardening

Medicinal plant cultivation

Live fences to arrest soil erosion

Compost baskets and pits
Mushroom cultivation (some had faces health problems from mushroom dust)
Animal husbandry (cattle, poultry, goat)
Beedi wrapping
Organic farming
“Nawakekuluma” (Traditional paddy field cultivation methods)

Benefits of forming into a Federation group

A solution for the water problem existing in the area
Trend to Home gardening and thereby develop the home garden. (arresting soil erosion, vegetable cultivation, planting of valuable timber trees.)
Cultivation in the barren lands
Planting trees in public lands (school garden, cemetery) through Shramadana campaigns
Planting of medicinal plants in the school garden
Environmental programmes
Increased enthusiasm and self satisfaction

Training obtained

For making live fences to arrest soil erosion
Training on dehydration of jack fruit and making toffee out of the seed
Introduction and use to worm wash
Introduction to Organic farming

ANNEX 6e

Information elicited during Community Consultations - Participatory Development Center – Rambukkana

Siyambalagamuwa - 17.08.2003

Name of SMG Membership, Category, Fees, Funding etc.	Jayasiri 2002	Negene Tharu January 2003
Total number of Members	15	13
Number of females	15	13
Number of males	00	00
Membership fees (Rs.)	10/- per meeting (Normally 1 meeting per month, when time permits 2 per moth)	10/ per meeting (20 per month)
Welfare fund contribution (Rs.)	8/- per month	-----
Total fund (Rs.)	15,000/-	5,200/-
Credit limit (Rs.)	Depends on the availability in the fund with an interesting rate of 5%	Depends on the availability in the fund with an interesting rate of 5%
Activities to Increase the Fund	<ul style="list-style-type: none"> • A fare at every Saturday and credit the amount to the fund • Home gardening and animal husbandry • Charcoal production from coconut shells and sale • Harvesting paddy fields in contract basis and credit the amount to personal savings • Credits for members • Compost baskets • Auction of handicrafts at meetings and credit the amount to the fund 	<ul style="list-style-type: none"> • A fare at every Saturday joined with the other group • Home gardening and animal husbandry • Credits for members • Auction at meetings • Providing a meal at a funeral • Compost baskets • Personal savings • Sale of "Miti Haal"

Name of SMG	Jayasiri 2002	Negene Tharu January 2003
Membership, Category, Fees, Funding etc.		
Advantages of forming into groups	<ul style="list-style-type: none"> • Support at emergency • Peace and harmony between families • Support for daily work • Strength to lives • Having obtained banana plants free of charge and thereby had increased the income • Getting packets of seeds for free 	
Problems faced	<ul style="list-style-type: none"> • Lack of money to buy And cages • Lack of water • Difficulty in obtaining seeds • Difficulty in protecting harvested paddy from cattle • Difficulty in protecting crops from mice 	
Community needs	<ul style="list-style-type: none"> • Training on animal husbandry and agriculture • Training on sweet production 	
Future hopes	<ul style="list-style-type: none"> • Increase the amount of savings • Friendship between each other 	

ANNE

Institutional relationship between FOL Member Organizations/Small Groups of MOs and the Communities - as perceived by the community members

Diagram i: Network Diagram of Institutional Relationships as Perceived by the Community – Keenigama Upper Area (1) (Galigamuwa MO — People's Foundation)

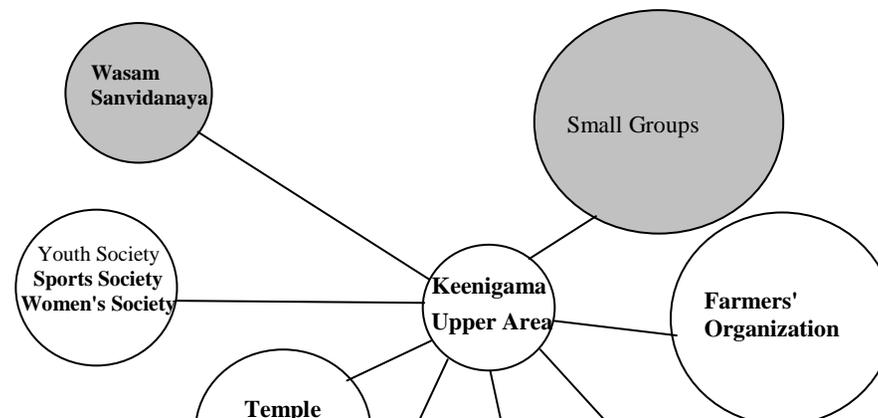
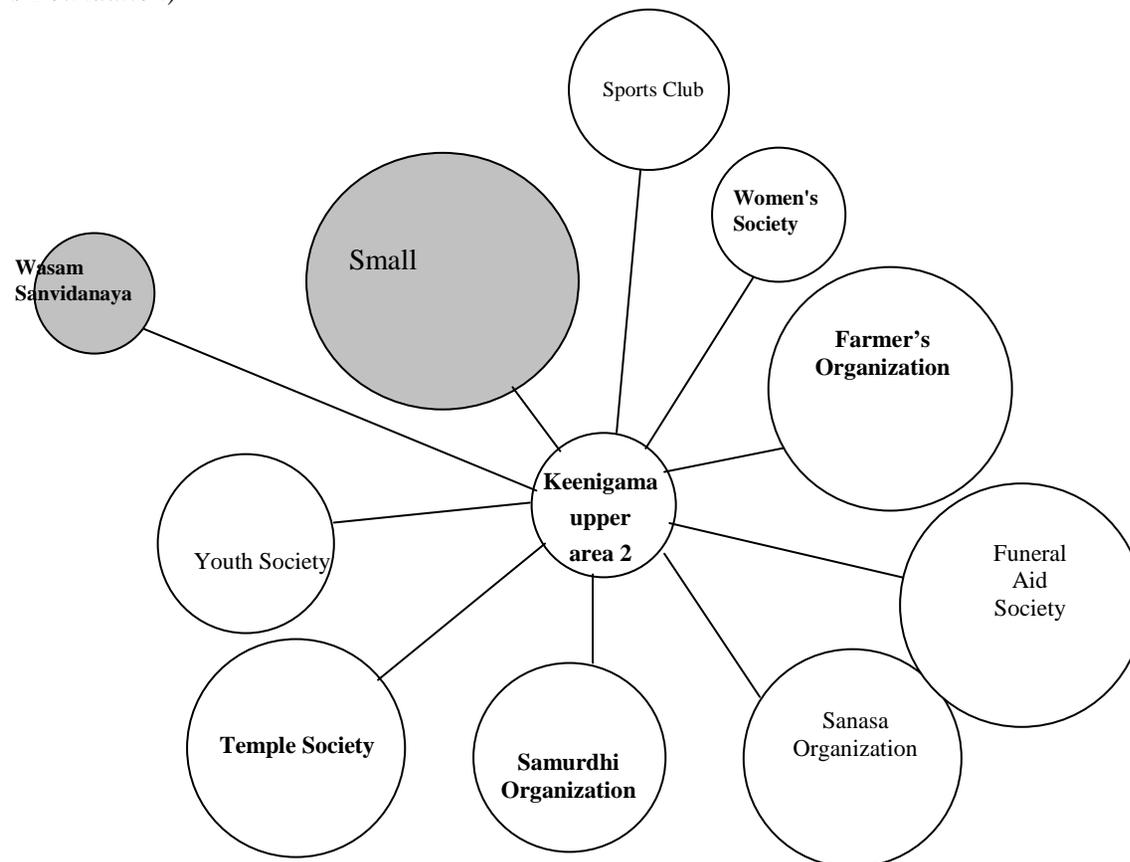
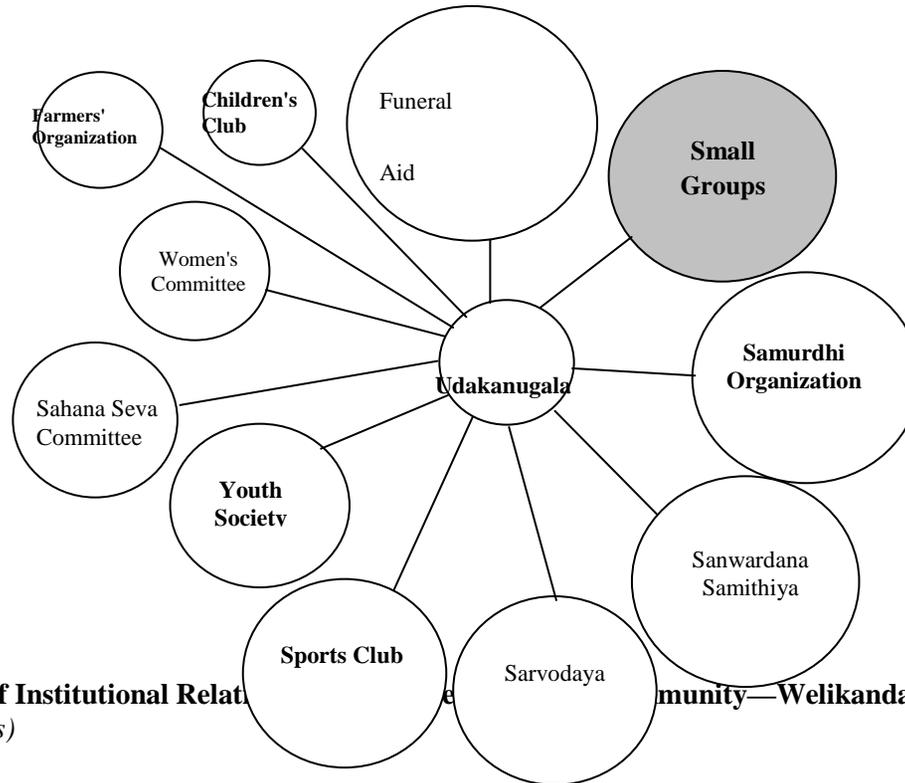


Diagram ii: Network Diagram of Institutional Relationships as Perceived by the Community— Keenigama -Upper Area (2) -
(Galigamuwa MO— People's Foundation)



**Diagram iii: Network Diagram of Institutional Relationships as Perceived by the Community— Udakanugala (Ruwanwella MO—
 Ranweli Participatory Development Centre)**



**Diagram iv: Network Diagram of Institutional Relationships as Perceived by the Community—Welikanda Janapadaya - (Mawenella
 MO—Center for Human Resources)**

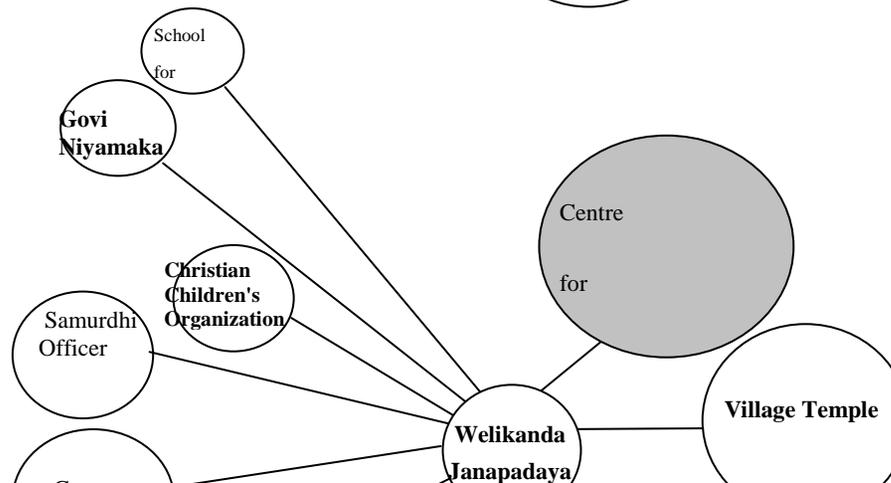
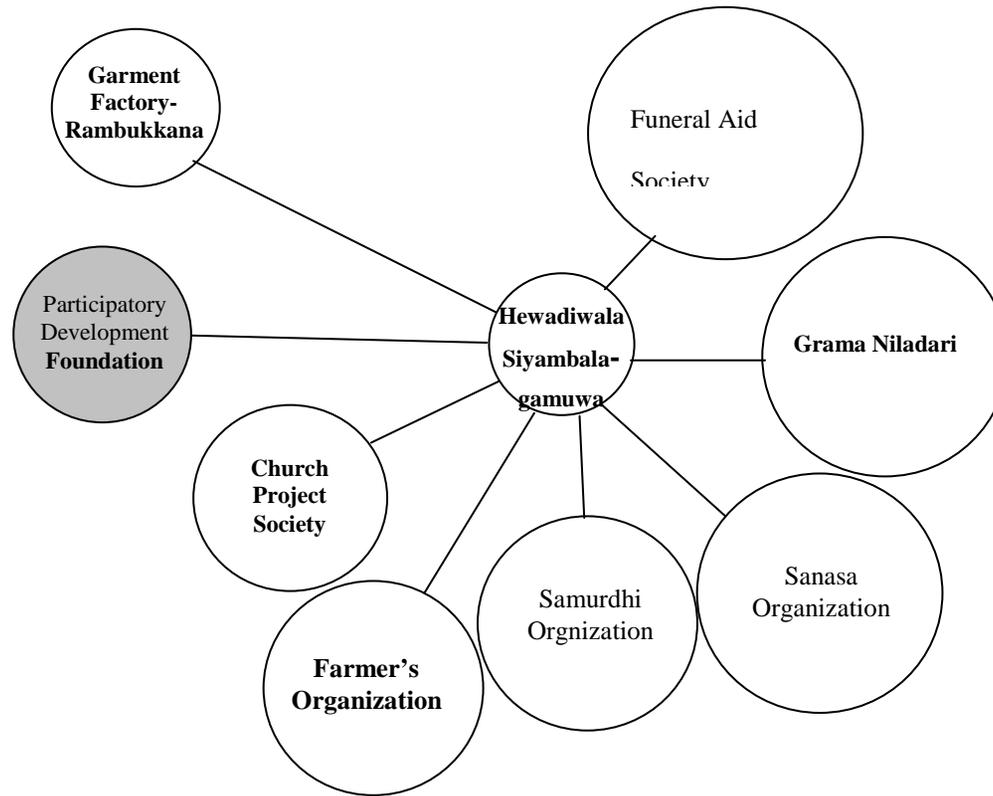


Diagram v: Network Diagram of Institutional Relationships as Perceived by the Community— Hewandiwala Siyambalagamuwa (Rambukkanna MO— Participatory Development Foundation)



ANNEX 8

List of participants for consultation workshops and the list of community consultation Meetings

1. Initial Workshop with FOL program coordinators – 03/08/2003

	Name	Male/Female	Member Organization
1	HGN Hewanila	Male	Nirmanee Development Foundation
2	MP Gamini Madurasinghe	Male	Collective Development Organization
3	KAR Nishantha Kasturi	Male	People's Development Foundation
4	HJH Bandara	Male	Galigamuwa Development Foundation
5	Siripala Ragalkaduwa	Male	Ranweli Solidarity Development Centre
6	BR Wasantha Rupasinghe	Male	Centre for Human Resources
7	Damayanthi Godamulla	Female	Community Development Centre
8	GM Heenmahathmaya	Male	Participatory Development Centre
9	G Sirisena	Male	Participatory Development Centre
10	P Sivaraja	Male	Movement for Community Solidarity
11	GMAD Premathilaka	Male	Human and Environmental Development Organisation

2. Focus Group Discussion with FOL Program Coordinators – 11/08/2003

	Name	Male/Female	Member Organization
1	HGN Hewanila	Male	Nirmanee Development Foundation
2	MP Gamini Madurasinghe	Male	Collective Development Organization
3	Siripala Ragalkaduwa	Male	Ranweli Solidarity Development Centre
4	BR Wasantha Rupasinghe	Male	Centre for Human Resources
5	Damayanthi Godamulla	Female	Community Development Centre
6	GM Heenmahathmaya	Male	Participatory Development Centre
7	G Sirisena	Male	Participatory Development Centre
8	SOP Sivaraja	Male	Movement for Community Solidarity

3. Consultation consolidation workshop with the Program Coordinators, Field Coordinators and the Chairpersons of FOL Member Organizations – 22/08/2003

(a). List of Program Coordinators

	Name	Male/Female	Member Organization
1	HGN Hewanila	Male	Nirmanee Development Foundation
2	MP Gamini Madurasinghe	Male	Collective Development Organization
3	KAR Nishantha Kasturi	Male	People's Development Foundation
4	HJH Bandara	Male	Galigamuwa Development Foundation
5	Siripala Ragalkaduwa	Male	Ranweli Solidarity Development Centre
6	BR Wasantha Rupasinghe	Male	Centre for Human Resources
7	Damayanthi Godamulla	Female	Community Development Centre
8	GM Heenmahathmaya	Male	Cooperative Development Foundation
9	G Sirisena	Male	Participatory Development Centre
10	P Sivaraja	Male	Movement for Community Solidarity
11	GMAD Premathilaka	Male	Human and Environmental Development Organization

(b). List of Field Coordinators

	Name	Male/Female	Member Organization
1	T Gamini Jayaweera	Male	Nirmanee Development Foundation

2	R Chamila Sri Chintana Ranasinghe	Male	Human and Environmental Development Organization
3	DG Malani	Female	Centre for Human Resources
4	VD Chandanie Mala Weerasinghe	Female	Community Development Centre
5	AM Samarasiri	Male	Collective Development Organization
6	KA Udeni Priyadarshani	Female	Cooperative Development Centre
7	Mahesh Rupasinghe	Male	Participatory Development Centre
8	JP Ajith Kulathunga	Male	Galigamuwa Development Foundation
9	AWWK Harischandra	Male	People's Development Foundation
10	IM Duminda Niroshan	Male	Ranweli Solidarity Development Centre
11	J Rosemary	Female	Movement for Community Solidarity

(c). List of Office Bearers

	Name	Position	Male/ Female	Member Organization
1	S Ranasinghe	Chairperson	Male	Human and Environmental Development Organization
2	HJH Bandara	Chairperson	Male	Galigamuwa Development Foundation
3	SL Keertinsena	Chairperson	Male	Participatory Development Centre
4	MR Susantha Kumari	Chairperson	Female	Community Development Centre
5	K Kumarawlu	Chairperson	Male	Movement for Community Solidarity
6	RLN Kumari	Vice-Chairperson	Female	Centre for Human Resources
7	Sebastian	-	Male	-
8	MK Sumathipala	Chairperson	Male	Galigamuwa Development Foundation
9	Peliya Muhandiram	Vice-Chairperson	Male	Collective Development Organization
10	E Siriwardana	Chairperson	Male	Ranweli Solidarity Development Centre
11	K Gamini Dharmasena	-	Male	People's Development Foundation

4. Community Consultation Meetings

DS Division	Date	Communities/Small Groups	Number Participated
Galigamuwa	04/08/2003	1	18
	04/08/2003	2	12
Ruwanwella	10/08/2003	1	11
Yatiantota –Punagala estate	11/08/2003	1	12
Mawanwlla	17/08/2003	1	40
Rambukkana	17/08/2003	1	09
	17/08/2003	2	09

5. Key Informant Interviews – 02/08/2003

- i. Nimal Hewanila - Managing Director - FOL
- ii. Renuka - Office Assistant - FOL
- iii. Palika - Computer Operator - FOL