

**Evaluation  
Of  
'Reconciliation, Peace and Development in the North  
and the East'  
(2001-2004)**

**A project implemented by  
The Centre for Human Development**

**to  
Helvetas  
The Development Fund Norway**

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## **ABBREVIATIONS**

- CBO - Community Based Organization
- CFHD - Center for Human Development
- DC – District Coordinator
- DS - Divisional Secretary
- DSD - Divisional Secretariat Division
- FC - Field Coordinator
- GA - Government Agent
- GN - Grama Niladari
- GND - Grama Niladari Division
- HC - Health Communicator
- MCC - Micro Credit Coordinator
- MCDC - Micro Credit District Coordinator
- TDF - The Development Fund (Norway)
- NGO - Non-Governmental Organization

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## Executive Summary

The evaluation of the project 'Reconciliation, Peace and Development in the North and the East' (RPDNE) was done in the space of a fortnight visiting the four project areas of Ampara, Batticaloa, Vavuniya and Trincomalee and interacting with as many stakeholders as possible. One of the objectives of the evaluation was to ascertain the potential of this project and which direction it should take in the future.

Whether the time period is sufficient is a question that comes to mind? Which can be safely answered by saying it is sufficient to fulfill the Terms of Reference<sup>1</sup>. However, it would be prudent to mention at this juncture that this is the first such evaluation of the project since its inception and inadequacies that would have been detected at an earlier evaluation and eradicated or amended to contribute positively will be done only now, which is after 4 years.

The significance of the project is manifold as it provides not only 'Human Security' but 'Food & Health Security' as well. The project nonetheless has now progressed to a stage such that it revolves around the agricultural component, where more attention is directed to its outcome and its beneficiaries participate more often in the community meetings and is now the crux of the project. Nonetheless fundamental measures to ascertain the livelihood of the farmers have not been taken into account. Most agricultural beneficiaries are destitute and unable to find ways of overcoming their inadequacies to conduct their agricultural activities throughout the year. The common problem is a lack of water, which ironically contributes to their poverty.

The 'Human Security cum Peace' component functions to some extent in all districts and in most divisions. An accurate assessment of its impact is difficult as there is no proper documentation. There is no record of the quality of activities and in some instances any record of the activity either. Most available records are quantitative and vague. The involvement of all 3 ethnic communities per district and inter- ethnic activities are worthy of the peace component, however the impact cannot be accurately analysed, as in most instances it is not presented accurately.

The 'Health and Ayurvedic' component should be reviewed separately. The Health element showed progress whereas the Ayurvedic constituent displayed sluggishness in accomplishing its objectives.

The ayurvedic doctors are an independent group and do not depend on their expertise for survival. Most nearly all ayurvedic doctors interviewed do not obtain any monetary remuneration and are compensated at times in kind. To make them continue to participate in this project actively and on a regular basis this project should provide them with their needs. Most doctors had no ingredients to concoct their medicinal formula. Some doctors purchased their requirements from middlemen who imported the ingredients from India. If the project is able to provide what the ayurvedic doctors need they are bound to display more cooperation.

The staff in each district have shown varying abilities that have not been utilised to the advantage of the project. On the other hand those with less ability have been retained to the detriment of the project. Another conspicuous factor is that most district staff are new to the project and necessitate more training. A few of them lack organisational skills and the ability to prioritise. Administration is centralised which results in insufficient supervision of the districts. Internal monitoring has commenced from 2004, but is inadequate to provide a result since the monitoring process has to be better defined.

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<sup>1</sup> See Annex 01- Terms of Reference (TOR)

CfHD as an organisation has the capacity and ability to implement the project. However, to achieve better results certain procedures in implementation have to change and systems fine-tuned.

The objectives of the project are still valid and relevant as they respond to the prevalent needs of the beneficiaries and the prevailing socio-economic context. Overall the objectives and intentions of the project are commendable and viable, however, some of the strategies may need to be reviewed.

The following **recommendations** to improve the quality of the project are listed below;

### **District Staff**

- A better documentation process to be devised especially for the district staff where they are taught how to be accountable for activities undertaken and present them in a qualitative manner as well.
- District staff have to be made more accountable for their day-to-day activities by introducing new systems.
- District Staff have to interact better among themselves and be more creative by devising programs to involve inter- community interaction more often. For instance an inter-district Shramadana campaign, where beneficiaries of one division are hosted by another and conduct a Shramadana there in the morning and spend the afternoon in discussion.

### **CfHD**

- RPDNE should not lose its district staff members to new projects.
- CfHD has to change its accounting practice of showing separate accounts for a project. It should endeavour to maintain one account for CfHD, where project accounts are depicted as sub accounts.
- Better internal monitoring practices to be devised.
- Provide staff training in office management, organisational skills, filing, record keeping and documentation.

### **Funding Agencies**

- Each district should be evaluated bi-annually.
- The project should be evaluated bi-annually.

### **RPDNE**

- The process of identifying local concerns within their divisions and addressing them as well as common concerns between the other two divisions should be introduced. The project should identify these first and address them initially. It should endeavour to network with the other two project divisions.
- The project should be redesigned to accommodate the needs of the stakeholders providing them with their fundamental requirements to make the project more viable.
- A separate record should be maintained of problems that arise at village level meetings, the follow-up actions and solutions. Not only does this contribute towards accountability, but it also provides a basis for analysis and prevention.

## **Note as of September 2005: Adjustments of the Project after Evaluation**

The followings are being done in 2004-2005 as a result of the evaluation.

### 1. Record Keeping System

Produced separate files for each district including all relevant documents to the project activities and kept at the district office/ coordinators. Copies of all information/ data which is available at the head office also available at the district offices.

### 2. Capacity Building of Staff

Training done by resource persons in project planning, monitoring and reporting. Staff review was done in a participatory and transparent manner and some of the weakest staff have resigned from their positions.

### 3. Board Composition change

CfHD has changed the board composition. New external four board members had been identified to the board. One retired civil officer, one labour union leader (Tamil), one Government officer (Muslim), one lady doctor are now in the board. Board members positions and responsibilities also changed.

### 4. Organizational Financial report and audit

CFHD already started preparation for consolidated/ organizational accounting. CfHD will produce organizational accounting in the year 2005.

### 5. Micro-credit program started with partial support from DF and own fund raised from the National Development Trust Fund, Sri Lanka.

### 6. Beneficiaries organization consolidated to take over some of the main activities of the project.

2005 is the final year of this project. The NGO remains in the area and will continue to support the beneficiary organizations in micro-credit program until 2008 through Operation Day's Work project.

## Introduction

The **aim** of 'Reconciliation, Peace and Development in the North and the East' (RPDNE) is to contribute to the peace building process of the country by attaining reconciliation and peace through sustainable socio-economic development. What is unclear is how far progress has been made to achieve this goal, as qualitative impacts have not been documented properly.

The **objectives** of the project are to provide **Peace and Human security** by convincing stakeholders of the importance of working and contributing towards everlasting peace, which in turn will insure the security of human life. This is to be done by regularly addressing the problems of grass root communities and in the event of these problems not being solved taking these problems to a divisional level and eventually to a district level association to find a solution. In this instance the association consists of organisations and individuals engaged actively in peace building and conflict transformation.

The second **objective** is **Food security** by assisting and training farmers in eco-friendly methods of agriculture and farming systems.

The third **objective** is **Health security** by creating awareness of the importance of cleanliness and basic sanitation, as well as preventive measures in order to prevent diseases like malaria, dengue and HIV aids, while stressing the importance and effectiveness of indigenous healing methods.

The **evaluation** is expected to emphasise the relevance of the project within its framework, while assessing its effectiveness and impacts. It is also to evaluate the capacity of the implementing agency. Recommendations are to be provided from the outcome, which should contribute to improving the relevance of the project, likewise its effectiveness and impact, as well as the implementing organisations efficiency.

The **methodology** was to interview a cross section of the stakeholders of the project in each district and to visit at least one village per district<sup>2</sup>. Staff meetings were held in each district and all district staff met at the CfHD head Office in Tholangamuwa to be debriefed on the findings. Meetings were also held with Head office staff<sup>3</sup> and the Members of the Board. <sup>4</sup> All meetings were carried out in a consultative & participatory manner. All available documentation in all four-project districts and at the CfHD head office has been taken into consideration.

CfHD was in charge of logistics and was represented right throughout the evaluation, which enabled continuous interaction; further, all findings have been conveyed to senior members of CfHD.

The following stake holders were included;

- Non Governmental Organisation's (NGO).
- Community Based Organisation's (CBO).
- District and Divisional Secretariat Officers (DS).

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<sup>2</sup> Evaluation Itinerary - See Annex 02

<sup>3</sup> See List of Staff Members - See Annex 03

<sup>4</sup> See CfHD – page 20



- Grama Sevaka Niladari's (GSN).
- Farmers.
- Ayurvedic medical practitioners.

## Appraisal of the project design - (RPDNE)

### **Human Security**

The cardinal mistake in the design of this section is that all activities planned are documented and recorded quantitatively. By doing so the entire component diminishes in value as the quality of whatever undertaken is rarely presented. Most peace building actions or transformations cannot be assessed or accounted for that way.

*In Agbopura a teenage girl was molested by her uncle. The family was ostracised and the mother was continuously abused. They were placed in a vulnerable situation as one of their house walls was broken making the house accessible and insecure. The Kantale duo had repaired the wall in spite of the villagers protesting.*

*During the Mutur 'Cross incident' where clashes were erupting all over the division, the Mutur coordinator had utilized the divisional and village committees to prevent further chaos by getting the Army commander of the area to intervene.*

*In Navagiriyawa and two other villages, members have established two credit funds of Rs. 25,000/- on their own initiative and built a library with 300 titles.*

**When accountability is made quantitative, staff feel obliged to key in the numbers.** In addition, the staff are not aware how to record their actions and to follow it up.

*Problems that arise during a village level meeting are taken up at a higher level. These individual problems, the follow-up actions and solutions, should be recorded separately. Not only does it contribute towards accountability, but provides a basis for analysis and prevention. It also fulfils Activity 1.3, which is "Establishing a concrete baseline for monitoring the progress of peace."*

Activity 1.1<sup>5</sup> is "Networking with all like minded movements, groups working towards peace at National level". The project should endeavour to network more at grass root level initially thereby establishing a firm base to reach out to National level.

Ethnic tensions still reign in the minds of the villagers. This was evident from their responses during interaction. The fears and suspicions of the past have not disappeared. Until these concerns have diffused from their minds it would be irrelevant to proceed to a higher level. It will be advisable to introduce new strategies that address these concerns.

The divisions of each district chosen by the project have a multitude of flash points, ethnic and otherwise, which trigger clashes at the drop of a pin and are possible entry points for conflict transformation. There is no emergency preparedness programme in the districts as to how dialog fora will react in such a situation.

<sup>5</sup> Activities listed in the project proposal of Year 2003  
Reconciliation, Peace and Development in the North and the East

Activity 1.4 is to “Strengthen staff capacity in Tamil & Sinhala language and facilitation skills”. This is very commendable activity but unfortunately not yet undertaken. Most staff members are eager to learn.

## **Appraisal of the project (RPDNE) design contd/2**

### **Food Security**

The project revolves around this section, which has developed into its backbone. What is less evident is the impact these particular activities have had on the lives of the farmers. This is simply because there is no baseline for comparison and no documentation of individual progress.

*“We save money as we do not need to spend it on insecticide nor do we have to buy vegetables. We grow them ourselves, what is more it is healthy and we can rest assured that our children are not being poisoned”- A farmer in Batticaloa.*

*“I record the details regarding each crop in a book and I experiment new organic methods before resorting to them”. – A farmer in Kantale*

Sub-activity 2.3.4 “Starting of product marketing in programme districts and outside”. This activity has still to take place. Currently, farmers sell their produce the conventional way. There were farmers, who had sent their produce to the CfHD head Office in Tholangamuwa but have now stopped doing so.

Organic farmers take exception to neighbouring farmers using insecticide and claim that pests from the neighbours land enter theirs. Part of their resentment is based on the gifts of ‘mammothies’ and other equipment presented to farmers using insecticide from chemical companies.

Use or abuse of agrochemicals occurs in all 4 districts and affects humans and nature. The use of agrochemicals has increased by 5% in 2002 over the previous year.<sup>6</sup>

*“Not all farmers in my village resort to eco-friendly methods of agriculture, should they do so we would have less differences” – A farmer in Mutur*

The majority of farmers attached to this project are poor and unable to procure their needs. The agricultural component however does not address how it will assist those who do not have the fundamental requirements to cultivate throughout the year. During the dry season most of them have no water. They have no wells and the streams run dry as sluice gates are closed.

Without cow dung eco farming is difficult. Most farmers do not have cows and obtain their requirements from droppings left on the roads. Chemical farmers who have cows sometimes are mean enough to remove the droppings. This is another point of contention between them.

Some of the farmers consulted had a tradition of eco-friendly farming; some had converted to chemical and then returned to their origins; some were successful and others less. What the project had not incorporated was the enrolment and support for a model farmer, who can be trained to train and support other farmers. Whose farm can be used to display new methods of eco-friendly agriculture, where the Field Coordinator (FC) might have started maintaining a progress record to justify to other

<sup>6</sup> Central Bank Report of 2002, pg.96  
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farmers the benefits of eco-farming. This may have also given the FC an opportunity to extend invitations to chemical farmers, thereby helping not only to convince them about the advantages of organic farming but also to diffuse tensions within the village.

## **Appraisal of the project (RPDNE) design contd/3**

### ***Food Security contd/2***

The strategy adopted in the project may have suited the pre-ceasefire context, but it is a lean one aimed at minimal impact, ensuring mere survival of the farmer. It contributes little to economic development as the inputs are confined to technical know how alone and does not address the factors that prevent farmers from optimising their land and thereby earning a regular and good income.

One such is that of imparting to the beneficiaries the technical know how and even demonstrations, but not attempting to solve people's problems related to the adoption and expansion of organic farming. Most beneficiaries are victims of the 20-year war and destruction. They have lost their shelter, belongings, land, health, peace of mind and even hope while many lost their kin, their limb and their spirit of survival. These people deserve some support in their struggle for standing on their own two feet. Most organic farmers request some assistance (in a non dependency creating manner) to solve their water problem that hinders them from obtaining an assured harvest and even expanding their farms. A savings and loans scheme with inputs from CHFD managed by the farmers themselves will be effective.

The Goal of the project is "Sustainable economic development" but the strategy adopted actually serves to keep the people at the same level of poverty. Often in the case of resettling or assisting the war affected people, the danger is that both government and NGO interventions tend to resettle people back into poverty. Besides, such minimalist interventions serve to de-motivate people and snuff out hope.

An innovative and a comprehensive strategy for ensuring sustainable economic development needs to be designed based on an in-dept analysis of the needs of the farmers. Organic farming has tremendous potential for economic development and it should be tapped in a bold and effective manner.

The strategy of linking farmers with the government agriculture specialists and those of universities is a sound one and should be continued.

About 33% of the workforce in Sri Lanka is engaged in agriculture<sup>7</sup> and most of them are below the poverty line even when not affected by the war directly. 85% of the poor in the country are in the rural areas and they are in agriculture<sup>8</sup>.

A base line survey of the 4 districts had been undertaken on 15.2.2003 and completed at the Vavuniya office. The survey is available at the Head Office but staff do not have copies with them.

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<sup>7</sup> Central Bank Report 2002, pg.161

<sup>8</sup> World Bank Report no. 20430-CE – Sri Lanka Recapturing Missed Opportunities, 2000

## Appraisal of changes in project strategy - (RPDNE)

### *Health Security*

With time this module through activities undertaken has divided itself in two, one for health and the other for ayurvedic activities. Health problems are acute in war-affected areas as basic amenities are poor and nutrition adversely affected.

Health Communicators (HC) have also included preventive measures for mosquito-transmitted diseases and sanitation into their programme. They have also included 'Sanitation Shramadanas' like cleaning up mosquito propagating public areas, health exhibitions and videos. The general impression is that the HC finds this element easier to execute.

Sub activity 3.1.4 "Education on appropriate ayurvedic methods on HIV/AIDS health care" is not appropriate as there are no ayurvedic methods to counter HIV/AIDS.

Activity 3.2 "Transfer of Ayurvedic Formulae" and its corresponding sub activities of 3.2.1 "Create an awareness among indigenous doctors of the need for conservation of formulae using modern technology" and 3.2.2 "Collection of Ola leaf written formulae and transference to computer files".

These exacting activities are less in favour with most ayurvedic doctors interviewed. Some ayurvedic doctors displayed a reluctance to impart this information claiming that its hereditary, others have gone to the extent of purchasing 'mantras' or formulae and are equally disinclined to part with such information. Most claim that simply handing over the written formulae can be dangerous. The understanding is that it has to be memorised, further, it is the chanted version that is of value. Apparently if the formula is not chanted in the desired manner, mistakes can be made and there could be adverse repercussions.

" I am in the process of publishing a book with Ayurvedic formulae"  
Dr. Jamnaveera - Practicing MOH at the Ayurvedic Hospital in Ampara

Most nearly all of the Health Communicators have very little knowledge if any of ayurvedic practices. Practitioners in turn feel disinclined to converse in depth with them due to their dearth of knowledge on the subject.

Essential ayurvedic ingredients to remedy common ailments like headaches, stomachaches and menstrual pains are available in most homes. Not only can housewives benefit by this knowledge, they can also save time and money in the process.

Ayurvedic Doctors have difficulties obtaining ingredients to concoct their recipes. Most of them find roots in the forest and others purchase them from India through middlemen. The project does not address this difficulty faced by them.

## **Appraisal of changes in project strategy - (RPDNE)**

Apologies are made here should the changes in strategy have at any stage been misunderstood; it's purely because the technique applied is confounding. It will be advisable to justify changes in strategy by analysing the progress made in the past year and the relationship it has with future changes giving logical explanations. Another dilemma that is faced in evaluating the annual strategic changes is that the comments made for the 1st and 2<sup>nd</sup> year will be redundant. Hence it will only be relevant to compare the 2003 and 2004 proposals.

### Changes in Year 2004

1. In paragraph 2.2.1, page 6 it says "the programme will target only female headed households".
2. In paragraph 2.2.2, page 6 it says "A micro credit component will be added to the programme."

### ***Human Security***

Activity 1.4 of year 2003 "Strengthen staff capacity in Tamil & Sinhala language and facilitation skills". This is an excellent activity but lamentable that it has been removed. District staff have yet to acquire proficiency in a second language, which will not only contribute to achieving project goals, it will also improve inter-staff relationships. The staff and project can profit by training in the other activities listed here.

### ***Food Security***

The agricultural section has changed drastically and the rationale motivating this change is unclear. If the understanding of the 2004 agricultural output is correct, the change involves an entirely new set of beneficiaries. What is ambiguous is what happens to the incumbent beneficiaries? Some of the farmers with whom an interaction took place were on their way to attaining sustainability, while others were confronted with a variety of problems.

There is no record of beneficiaries. There are no details either of the impact the project had on each farmer nor are there any details of the beneficiaries. A record, which lists details pertaining to each farmer, which indicates the farmers' name, village extent of cultivation and date of joining the project as well as the progress made. Without proper documentation the project loses significance. Hence opting for a new set of farmers while forfeiting the old ones is not advisable at this stage, where the field coordinator has got a lot of backlog to complete. The project has to first prove it has attained its goal prior to moving on. That is not currently evident.

Of the two activities introduced in Proposal 2004, one is a 'Best organic farmer competition' while the other is targeting female headed farmer households. Both of which can be included as sub-activities to the activities listed in year 2003. What puzzles is why the gender difference in farmers now? Did this mean that women farmers had been excluded earlier?

It will be prudent to observe that competitions generally generate negative emotions and may contribute to intercommunity differences. When holding a competition among project beneficiaries they should all have the same criteria for achievement, which is not so. Not all farmers have the same advantages and this disparity can fuel discontentment and hinder the progress of the project.

Para 2.2.2 mentions that the '2200 beneficiary farmers will take part in organic product marketing activity'; no activities however have been stipulated in this regard.

***Health security***

The phrasing of Output 03 of Year 2004 inclines to confuse and contradict. While the phraseology indicates networking with ayurvedic doctors the sub-activities of this output do not particularly do so. Activity 3.1 of Year 2003 remains, however its sub-activities have no direct connection to networking with ayurvedic doctors. In fact the entire ayurvedic component has been eradicated, if the sub-activities of 3.1 and 3.2 are to be considered. What remains is the health component per se.

It is always advisable to justify radical changes in project strategy and accompany them with logical explanations. A similar reasoning as earlier is given, where the project has to account for the success or failure of the component prior to completely eliminating it.

***Micro-credit***

The micro-credit component mentioned in 2.2.2 of the Year 2004 proposal, which is an absolutely new initiative to the project, is not included in the log frame, perhaps as mentioned therein, the funding of this component is by a "World Bank –GOSL project". Nonetheless, if it is going to involve project staff and be of relevance to the project it will have to be included. This will not only provide transparency but also account for staff time.

There are various forms and types of micro-credit. What would be advisable is to form a CBO within a village and include the chemical farmers. Initially train and strengthen the CBO, after that start a savings scheme, the money saved however will not be sufficient and that's where and why CfHD contributes a percentage. Repayment of the loan is the difficult part. That has to be realistic and planned.

## **The Project Districts and the working divisions**

The project works in 4 separate administrative districts located in the Northeastern part of Sri Lanka, which are Ampara, Batticaloa, Vavuniya and Trincomalee<sup>9</sup>. All four districts have been ravaged by war and most people living here have undergone some variety of a human rights violation. Parts of these districts are under the control of the LTTE and are referred to as 'uncleared areas'.

### **Ampara District**

The population of Ampara has all 3 ethnic communities with Muslims having 45% of the population, Sinhalese 35% and Tamils 20%. Muslims and Tamils mostly populate the coastal areas, while the Sinhalese are more to the west of the district.

The resettlement of the Sinhalese in these areas in the 1950's by the then Prime Minister Dudley Senenayake during the construction and implementation of the Galoya Irrigation Project and subsequently in the 1980's during the construction of the Mahaveli Irrigation Project has fueled a lot of anger and hatred within the minds of the resident Tamils and Muslims. The Sinhalese on the other hand refer to Digavapeeya and claim that Sinhala Kings had given these lands to the Tamils and Muslims. Public services generally employ staff ethnically to suit the majority community, in certain instance the minority community feel discriminated. Muslims are the main business people of the area and the Tamils contend that their business prospects have been taken over by the Muslims.

### ***Ampara District - Uhana Division***

Uhana Divisional Secretariat consists of 64 villages and 55 G.N. Divisions. Its boundaries are the Batticaloa Division/District border in the North, Ampara Division and Monoragala District in the South, Batticaloa District and Navithanveli Division in the East and the Mahaoya Division in the West. Its land area is 415.6 sq. km.

The total population in the division is 52,337 and mainly Sinhalese of which 26,283 are women and 26,354 are men. There are 13,898 families. The division has 01 major tank and 02 minor tanks.

The people of these areas have originally been from the Southern province towns of Galle and Matara and the Wayamba province towns of Kurunegela. This implies that they are from different castes, where within the Sinhalese community the caste system comes into play creating differences and straining relationships between them. Their interaction with the Tamil and Muslims are limited and the 1999 attack on the neighbouring village of 'Gonagala' by the LTTE killing 44 persons inhibits conversation with the Tamils.

In spite of there being 3 tanks in the vicinity not all villages/villagers have water. The villagers who live at a lower elevation have wells.

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<sup>9</sup> see Villages the project works in – Annex O4  
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## **The Project Districts and the working divisions contd/2**

### ***Ampara District – Navithanveli division***

The Navithanveli Divisional Secretariat consists of 20 villages and 20 G.N. Divisions. Its boundaries are Poraitheevi Pattu Divisional Secretariat Division of the Batticaloa District in the North, Sammanthurai Divisional Secretariat Division in the South, Batticaloa Lagoon in the East and Uhana Divisional Secretariat Division in the West and its land area is 57.69 sq. km.

The total population is 19,393 and is mainly Tamil, of which 9,891 are women and 9,502 are men. The number of families are 5,556 and the number widows 955. The division has 16 schools, 04 hospitals and 03 minor tanks.

The Tamils feel discriminated claiming that the Navithanveli division has been located so far North that it is unable to have access to the irrigation projects and tanks. Most, if not nearly all villagers feel persecuted and have experienced multiple displacements. Each time they return to their homes they find them gutted down. During the past 2 years after signing of the Memorandum of Understanding (MoU) they began to feel secure and start a new life. However, with the change of Government their fears are returning. They are reluctant to bond with the Sinhalese, and consider them to be their persecutors.

### **Ampara District – Sammanthurai Division**

The Sammanthurai division has a population of 100,000 of which the majority Muslim population comprise 70%, Tamils comprise 25% and the Sinhalese the balance 5%. The Tamils living here contend that the Muslims now occupy their land and have taken over their businesses as well. The Muslims purchased these lands when the Tamil owners fled the country at a lower than market rate. The Muslims allege that the Tamils were only too eager to leave the country. They also object to the high taxes levied against them by the LTTE and there are those who welcome the idea of the Country going back to war, contending that the Muslims were more contented then. The public services are ethnically separated and there is a Muslim University and Hospital.

Both Muslims and Tamil farmers depend on their water supply from the irrigation schemes which are controlled by Sinhala officials and have to pass through Sinhala dominated areas, which has been the source of another flash point between all ethnic communities.

Other sources of conflict are social differences among communities, the minority not being recognized, unequal distribution of resources and the misuse of power for self benefits.



**Batticaloa District**

The Tamils comprise about 76% of the population of Batticaloa, some of who have been displaced from other districts. Muslims nearly make up the balance 24%. There are a few burgers and Sinhalese living in the district as well. The LTTE control most nearly 85% of the Batticaloa district, while only 18% of the population lives there.

Like in Ampara there is a concentration of Muslims in down town Batticaloa and most businesses are run by them, some of them having been purchased during the Tamil migration in the eighties. The Tamils resent the Muslims controlling the business sector. The LTTE levy high taxes against the Muslim businessmen and collection has been facilitated after signing of the MoU. There now exists an unwritten law that no more land in Batticaloa can be sold to Muslims. Most of the Muslims have lost their land and a source of income, which is now under LTTE control. Muslims are unable to forget that day when the LTTE entered a mosque in Kattankudy during Friday Jumma prayers and killed 40 people. These facts fuel tensions between both communities.

***Batticaloa District - Chenkalady division.***

The Chenkalady division is populated by Tamils.

***Batticaloa District - Erravur division.***

The Chenkalady and Erravur divisions are in close proximity of each other. The Erravur division has villages of both Tamil and Muslim communities. The Muslim villages are over populated as the Muslims living in the uncleared areas of Rogum and Unichai have resettled here.

**Vavuniya District**

The Vavuniya District is in the Northern Low Lands of Sri Lanka. Its boundaries are the Mullaitivu District to the north, the Anuradhapura District to the south, the Trincomalee & Anuradhapura Districts to the east and the Mullaitivu & Mannar Districts to the West. Administratively this district constitutes part of the Wannu Electoral District. The district has an estimated population of 144,220 as at 31.12.2002 and has 4 Divisional Secretary divisions and covers 102 Grama Niladari divisions and 457 villages.

The district falls within the dry zone of Sri Lanka. The temperature is generally suitable for cultivation. The soil of the district is highly fertile due to reddish brown earth, low humid clays and alluvial soil. Recent surveys indicated that 40% of the total land is engaged in Agriculture and 45% of the land is forest cover. There are 23 Major Irrigation Schemes and 698 Minor Schemes.

There are no proper initiatives to encourage the different communities to participate in communal activities. The language causes a lack of inter-cultural understanding.

***Vavuniya District- Vavuniya South division***

The Vavuniya South division is home to the Sinhalese population of Vavuniya, which number 12, 356, some of whom can speak Tamil. It consists of 20 GN divisions and 86 villages. No relief assistance has been given to the displaced from Vavuniya South who have been displaced since 1985.

***Vavuniya District- Vavuniya North division***

The Vavuniya North division is majority Tamil and the population is 17,706. It consists of 20 GN divisions and 1000 villages.

***Vavuniya District- Vengalcheddikulam division***

The Vengalcheddikulam district has a population of 19,197. There are Muslims living in this division. Most of them were displaced from Jaffna and Mannar in the 1990's. It consists of 20 GN divisions and 83 villages.

### **Trincomalee district**

About 30% of the district is under the control of the LTTE and the population includes all three communities. In 1983 more than 56,000 were displaced, most were displaced internally, while a few of them crossed the border to India. 62% of all the inhabitants of the Trincomalee district have been displaced at least once.

Trincomalee has the 2<sup>nd</sup> largest natural harbour in the world.

Most ethnic clashes after signing of the MoU have erupted in this district and spread to the others. One of the main reasons is the village of Kurangupanchaan Kulam in Manirasakulam. Kurangupanchaan got its name, when the monkeys who lived there started springing out of the trees when the forest was being cleared to build the village. The name literally means 'monkeys are leaping' and is in the Muslim dialect, which Muslims are quick to point. In 1990 the village was attacked and the mosque bombed. People started returning after the signing of the MoU but the LTTE forced them out again last May. Muslims have to pay high rates as taxes to the LTTE for their lands and tractors and object vehemently. Unfortunately, people in power have used this situation to their advantage and incited discontentment among the communities to attain their own ends. Most displaced Muslims now live in Kinniya and Mutur.

### ***Trincomalee District- Kinniya division***

Kinniya is accessible by ferry, which now ply's every quarter of an hour. Its residents are mainly Muslims, of which many have been displaced. Faizal Nagar is one of the villages where the project works, and is home to many from Kurangupanchaan. The land originally belonged to a Mr. Saravanamuttu and had been acquired by the Government under the Land Reform Commission Act of 1971.

Kinniya has a population of 2,000 households but there are only 300 toilets in 7 villages.

### ***Trincomalee District- Kantale division***

The Kantale division is a majority Sinhala division, where many were resettled during the Mahaveli irrigation project. The project works in the village of Jayanthipura where the people originally were from Walapane and Ragalla. Most of the resettlement villages in this division border on the Somawathie Chaitiya Sanctuary and are subject to attacks from elephants.

### ***Trincomalee District- Mutur division***

Mutur has 21 Tamil and 21 Muslim GN divisions and over 5,000 households.

The only available road to Mutur from Trincomalee is through Allai Kantalai and is not transportable at several points. Farmers living in Mutur have to use the boat, which is a 1-hour journey and hinders them from marketing their products on the mainland.

Traveling at night is difficult and patients & pregnant mothers encounter difficulties in obtaining medical attention.

## **Effectiveness & Efficiency of the Project**

### ***Human Security***

A variety of disputes have been resolved at dialog fora of village, division and district level, some of which are land disputes, stealing of harvest and livestock and irrigation-water disputes. The fora have also generated activities like inter community sports meets, matches, Shramadanas, provision of electricity and community assistance activities.

All activities other than 1.4 of year 2003 have taken place<sup>10</sup>. However a similar programme of 1.4 has taken place for members of other NGO's. Divisional level fora are held once in two months since 2004 and are adequate for the intended purposes.

*"In Year 2002, capacities of NGOs and other peoples organisations were strengthened towards collective peace building efforts. CfHD has provided training opportunities to 32 NGOs and has organized 7 training programmes for them. Which include Proposal writing, Accounting, Report writing, Strategic planning and role of NGOs, conflict transformation, monitoring and evaluation. Through these seven training programmes, CfHD built a close relationship and formed a NGO family to develop a common peace building strategy for implementation. We named ourselves the 'Peace Net' and were involved in peace building at grass root level, DSD level and district level. Through these interventions, CfHD was able to establish a separate identity, where CfHD was recognized not as competitive NGO, but as a collaborative one.*

*In October 2002, CfHD mobilised all NGOs and civil society organization at grassroots level in the North and East programme districts to organise an activity in support of the "Peace Process", which was a national level civil society gathering. CfHD organized 11 meetings at 11 DSDs to compile a civil society statement to forward to the Government and the LTTE. Different stakeholders in conflict like NGOs, CSOs in each project DSD, people at grass root level of all 3 communities were approached to obtain their views. A second round of discussions was held at DSD level to discuss the draft document and make amendments.*

*A 3-day seminar was organised in Trincomalee with 250 CSO and NGO participants to finalise the document. The first 2 days were spent producing a statement with the consensus from all ethnic and religious groups on 12 different issues. On the third day the statement was handed over to all political and religious groups in Sri Lanka. There were representatives from all active political parties except the " JVP" and " Sihala Urumaya" who had not accepted our invitation. Also present were religious leaders from all four religions, representatives from NGO consortiums from the North and East districts, Sinhalese Organizations from the South and national media, who expressed their support for the statement. The LTTE had also sent their representative to accept the statement. The statement was in all three languages. The Centre for Human Development strongly feels, that it was able to talk directly to more than 25,000 people through its network and talk to another thousands through the statement and national newspaper publications.*

*In addition to this CfHD's direct interventions in peace promotion at grassroots and regional level has contributed to national peace building.*

*CfHD has been actively involved in banning land mines collecting 2,000,000 signatures and forwarded the petition to participants of the OLSO conference. National peace council affiliated peoples peace front was the other national network who supported the initiative".*

*-Mr. H. Podinilame, Programme Director*

## Effectiveness & Efficiency of the Project contd/2

### *Human Security contd/2*

An accurate assessment of the results of the project is not possible since chronological qualitative documentation is not available. There is no list of beneficiaries for this component, which might have been compiled with the names of people who attend the Civil-society meetings. Qualitative documentation will mean mapping problems and their solutions to the list of beneficiaries where it can demonstrate a direct or indirect benefit, which indicates a result.

However, there are CR books listing the names of people who attend a particular meeting and the minutes of that meeting. Most attendees are from the agricultural component, whom are vulnerable people, many having been displaced, faced hardships and undergone a lot of suffering, women included.

The targets of the peace component are given in the plan and there is some understanding of the impacts, whether these are adequate and how these fall into place in the strategy adopted by the project should be reviewed.

### Findings

After the cease-fire agreement people have begun to shed their fears and suspicions, of other ethnic communities and are willing to re-establish lost relationships with associates from other communities. They have begun to hope for permanent peace and more willing now to form harmonious inter-ethnic relations.

Training in organic farming is given to mixed ethnic classes enabling them to forge links and personal relationship. In certain divisions they also participate in religious and cultural activities. However in spite of peace work, people of some divisions where the project works fear the impending resumption of war.

Certain villages have still to be trained in conflict resolution.

In Vavuniya, the Sinhalese hire Tamils for labour to harvest paddy and other agricultural activities. It is a matter of opinion whether this is forging a link between two communities as the hired labour is generally from the displacement camps and the displaced have no other alternative.

The Sinhalese sell timber to the Tamils and hire their tractors and buy seeds from them as well.

In general, inter-ethnic interactions occur more often among the younger generation, while some learn Tamil on their own initiative. The strategy of concentrating on youth to build more intense interrelationships will pay dividends in the long term as they tend to be less biased and are not weighed down with as many fears and suspicions.

In Chenkalady, the DS level dialog meetings are held in the DS secretariat and participation by relevant officers and NGOs appear to be satisfactory. Vavuniya on the other hand hold the meetings at an external venue and participation levels of government officials are low.

CfHD attends NGO consortia meetings regularly in each district. However, it appears that nothing very significant has happened at the initiative of CfHD. Duplication might

have been avoided and information given to others but any other impact was not visible.

## **Effectiveness & Efficiency of the Project** contd/2

### ***Food Security***

Results are visible in this component and the farmer visited in each division<sup>11</sup> had well-planned gardens displaying methods of organic agriculture obtaining a maximum benefit out of the land without destroying its ecology. Of all the interventions of the project, organic farming is the most beneficial, tangible and the most appreciated by the people as it affects their lives very significantly.

There is however neither a list of beneficiaries nor each individuals progress being maintained by the field staff. Hence it is difficult to substantiate in a scientific way claims made by organic farmers to improved incomes and a healthier environment. There are some farmers however who maintain their own records.

### ***Findings***

Farmers had organic systems such as 'Banana circles', which are ideal in small plots of land as it enables the cultivation of a number of different crops in a small area, retains moisture and provides shade for crops that are over sensitive to sunlight; 'Wormy wash' a technique to produce natural disinfectant and other organic agricultural methods were also pretty evident.

Most farmers are in a position to produce more than 50% of their household requirements. When water is available, the home requirement is supplied and the excess sold.

Since they are poor and have lost most of their assets due to the war and repeated displacement they cant afford to expand their activities, build wells or even buy a cow. Quite a number wish to expand their home-gardens or small farms so that they can increase their income and be a model to those who have doubts about organic farming. Almost all organic farmers in the 4 districts failed to obtain a special price for their organic products, as there is no local market for them yet. The majority desire to obtain some assistance from CfHD for further improving their farms. Since they are unable to access institutional credit, as they possess no collateral or guarantors acceptable by banks.

Most nearly all farmers were positive about the advantages of organic agriculture having a tradition of organic farming and appreciating the training received in learning new methods of producing compost, fertilizer and methods of controlling pests. The district agricultural officer at the District Agricultural Training Centre had also trained lots of farmers. The major obstacle to promoting organic farming is the aggressive marketing of agro-chemicals (with compliments and free samples) and easy credit by local shopkeepers for purchasing them. Organic farming also demands more work and caring unlike with chemical farming. In spite of the hard work there were many who voiced their satisfaction in producing results out of their own effort. Many farmers appreciated the fact that they had a clean garden, as most nearly all garbage is recycled into manure.

The Programme Coordinator who is also an organic farming expert is a very competent and committed person who actually works along with organic farmers demonstrating practical aspects.

<sup>11</sup> Evaluation Itinerary – See annex 02  
Reconciliation, Peace and Development in the North and the East

There are many requests for joining the organic farmers' group, but there are no provisions to take them into the project.  
The agricultural farmers attend the village level meetings, which are in most instances held in their compounds.

### **Effectiveness & Efficiency of the Project contd/3**

#### ***Health security***

This is the most difficult section to comment on as there was a dearth of beneficiaries present and like the other two components there is neither a list of beneficiaries nor any documentation recording individual beneficiary progress. Hence it is difficult to ascertain the results and accurately analyse this section.

Health activities are uncomplicated and girls find it easier to be able to communicate with mothers and women. It is uncertain how well the boys perform.

#### ***Findings***

The health communicator mainly targets women, mothers and families of the village the project is working in and provides information on sanitation and preventive measures to be adopted against Malaria, Dengue and HIV/AIDS.

Activities listed in 2004, like Shramadanas, exhibitions and videos are underway. Ayurvedic ways of countering common ailments are also communicated to beneficiaries.

Most Health volunteers appear to have established good relations with mothers, and health messages are passed on to them.

In most divisions ayurvedic doctors have formed their own committee and all ayurvedic doctors regardless of whether they are registered or not are members. Since the ceasefire agreement, Tamil, Sinhalese and Muslims ayurvedic doctors communicate better.

In each district, at times within the project division, there are Government Ayurvedic hospitals located (which are not always manned) whom the staff approach for assistance and link them with the community.

Local Public Health Inspectors support health volunteers at the village level.

Ayurvedic practitioners maintain that after signing of the Cease Fire Agreement (CFA) their clientele has increased since traveling to and fro is easy and the security situation has improved.

People are apparently getting used to home remedies, which are less costly and more effective medical treatment.

The major constraint faced by Ayurvedic practitioners is the lack of Ayurvedic roots, herbs ingredients in the North and East.

Ayurvedic doctors are more accessible, cheaper and effective.

Exchange programs among the 3 ethnic groups have taken place and appear to have had a strong impact – established strong personal relationships.

## Impact of the project

Ascertaining the impact of the project has proven to be difficult since each component does not have a list of beneficiaries per se. Had such lists been available, random beneficiaries may have been chosen to ascertain their progress and connections determined to their participation in the other two activities of the project. Relationships can be associated to each participant to ascertain how they link for further analysis and the combined progress recorded. This can show whether a participant is active in all three components and how? What has been achieved during the past three years and how it has affected each of their lives.

More over none of the beneficiaries, who participated in the evaluation, had been with the project for more than 2 years.

One cannot rule out that there has been an impact and a positive one at that, what remains impossible is determining its extent, earlier chapters of the evaluation have proven so.

### ***Human Security***

It is reported that;

- solutions to problems arising at village level have been found diffusing rivalry between factions.
- timely interventions by field coordinators have averted the spreading of clashes.
- peace building initiatives to enhance inter-ethnic understanding have taken place creating a better understanding and disseminating suspicions between them.
- one community provides shelter for another community in times of trouble.

### ***Food Security***

Tangible results are evident and most nearly all farmers assert that organic farming had contributed positively in their lives. Their inability to progress beyond their prevailing situation was what bothered them, since they were financially hindered and many of them had a past history of displacement.

It will be relevant to mention an organic farmer in the village of Madukande, in the Vavuniya South Division. This farmer owned over 2 acres of land and had leased an additional 2 acres from his uncle on which he was growing papaw to fulfill a contractual obligation. He was using traditional methods of mulching and composting but there was a conspicuous absence of new methods in pest control on his complex, unlike other organic farmers. He employed Tamil labour from the displacement camps, was self-sufficient and ran a profitable business. His history with the project is unclear, however his know-how can be utilised to help other farmers.

### ***Health Security***

It is reported that women have benefited by the knowledge imparted to them by health communicators and that they keep a clean household free from disease.

All project areas had at least one member in every second household working abroad. Especially the Muslim areas had sent a lot of women as domestics to the Middle East. Judging from Newspaper reports of sexual abuses inflicted on domestics in the Middle East, increasing their changes of contracting AIDS. Families who are taught about HIV/Aids are in a better position to deal with such a situation.



## **Conflict Sensitivity of the project**

RPDNE has been designed with the intention of upholding peace and mitigating conflict, which is evident in the proposals 'Human Security' component, however what is not evident is the systematic competence to guarantee that the activities achieve its goal and are worthy of its intention.

The basic proposal responds to addressing situations that are bound to arise in conflict prone situations like for instance the selection of the 'flash point' prone districts. These are low-ignition areas that have an abundance of tinder, and go ablaze at the slightest change in temperature.

'Boys of one community had thrown a stone at a girl of another community, simply to annoy her, with no harmful intent. The stone had not touched her. She had related it to her mother, who in turn had related it to her husband, the girl's father. This incident resulted in a communal riot'.

- Mr. Siriwardena, President Ampara NGO Council, former Government Agent

The time and location of the above mentioned incident is unknown. Nonetheless taking it in to consideration, a RPDNE village forum is in a position to react positively to a similar situation and prevent it from getting out of hand by mediating between both parties. What is not apparent is how often and if so when. Since there has been no conscious effort to analyse situations even though the activity is able to address the situation there has been no appropriate monitoring of its impact. Hence, RPDNE has been unable to manifest the occurrences of such interventions to endorse that it has the right type of activity.

Rather than trying to confront issues on a national level, RPDNE in its initial year should have produced a base through its village fora consisting of a multiethnic network, which might have after 4 years been sufficiently strengthened to act independently. Such a base not only provides stakeholder ownership it also cements inter-ethnic relationships.

What is also not evident is how well RPDNE had integrated all 3 of its components to establish its goal of sustainability especially in relation to conflict. Working in conflict zones requires a continuous analysis of project design to ensure that the project remains sensitive to the current situation. What is imperative is that one refrains from associating the national situation to the local situation. Look at the 'little picture' and plan your activity accordingly. The 'little picture' is very dynamic and keeps on changing hence it is advisable that activities change accordingly within its log frame. This is where the ability of the staff come into play, are they conditioned to perform activities like clock work or are they more capable of analysing situations and creating new activities to complement the change in scenario?

Another question that is left unanswered due to the unavailability of proper documentation is whether all 3 components are integrated and if not how far do they complement each other? Are there possibilities of conflict sensitive integration? The answer will be yes, however with adaptations of the proposals activities. Adaptations like integrating chemical and organic farmers, especially by inviting them to attend the village forum and participate in agricultural training given to the organic farmers, plus providing them with health advice. What is conspicuously absent is the conscious attempt to regularly analyse the inputs, outputs, outcomes and impacts of individual activities and rationalize their existence.

Conflict sensitivity also extends to the RPDNE staff<sup>12</sup> and their concerns. How many staff members are Multi lingual and if not how do they communicate and understand each other when they meet or have meetings?

## Centre for Human Development

### ***The Board***

The Centre for Human Development (CfHD) is governed by a Board whose members are employees of the organisation. It is not a common occurrence in the NGO community that senior staff members of a particular agency are their Board Members as well. The reason being that most funding agencies do not approve and stipulate otherwise to ensure accountability and transparency of projects they fund, nonetheless the veracity of this statement is debatable.

CfHD contends that they find this system very convenient, especially when it comes to summoning members to attend the monthly Board Meeting. Further more the staff have ownership and participate in the decision making process. The rationale is that they understand CFHD, are committed and each member administers their special area of work. Project proposals are identified and designed by the Board together with the field staff. The director has no deputy as such and in his absence, the rest of the Board takes decisions collectively. Mr. Bandupala Nanayakara will be appointed as director in the near future and be second in command. The Board is also responsible for staff recruitment and all Board Members have at some time or other visited the peace and development project in the North and East.

Listed below are the Board Members of CfHD: -

1. H. Podinilame (Chair)
2. Bandupala Nanayakkara (Secretary)
3. J.M Dayarathna (Treasurer)
4. Lionel Senevirathna
5. H.P.P Senadeera
6. MS. Kanthi Dasanayaka
7. MS. Indrani Kodagoda
8. G. Rajapaksha

### ***Other Current Projects***

CfHD is currently involved in 5 other projects, which are listed below along with the senior staff member who is responsible for the project.

	<b>Project Name</b>	<b>Funded by</b>	<b>Staff</b>
<b>1</b>	Water and sanitation project in the Kegalle district	ADB assisted by the National Water Resource Board (ADB)	Bandupala Nanayakkara
<b>2</b>	Water and Sanitation Projects through Gampaha and Nuwara Eliya community	World bank Community Water supply and Sanitation Project (CWSSP)	Bandupala Nanayakkara
<b>3</b>	Documentation of farmer reaction on the traditional paddy varieties in Kegalle district	Funded by South Asian network on Food Ecology and culture –SANFEC	Lionel Senevirathna
<b>4</b>	Operation 1-day	Operation 1-day, TDF Norway	H. Podinilame

<sup>12</sup> See District Staff page 23

5	Community initiative environment facility	Funded by ministry of environment Project (CIEF)	Bandupala Nanayakkara
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<b>Centre for Human Development</b> contd/2
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### ***Other Current Projects***

CfHD is currently handling two water & sanitation projects in collaboration with the National Water Supply and Drainage Board (NWSDB) and the Community Water supply and Sanitation Project (CWSSP). There are 60 project employees from the Kegalle district and Nuwera Eliya districts respectively consisting of community facilitators, technical staff and Water Board nominees. A senior staff member from CfHD supervises both projects with administrative assistance from another staff member with respect to paying project staff salaries and EPF. The Funds are administrated by the NWSDB and CWSSP respectively.

Documentation of farmer reactions on the traditional paddy varieties in Kegalle district is a project funded by South Asian Food, Ecology and Culture (SANFEC). This project initiated the National Federation for Conservation of Traditional Seed and Agricultural Resources and resulted from a Helvetas funded publication on "Sustainable farming systems through traditional plant genetic resources and indigenous knowledge based practices", which was published in all three languages. The contents of this book are the outcome of a survey conducted in 1998 among traditional farmers, operating in 21 districts, which includes information on traditional agricultural methods and farming systems. A senior staff member from CfHD supervises the project with administrative assistance from another staff member.

### ***Income Generating Projects***

Of the two income generating projects, the training center caters to a lot of NGO's and is running at a profit. On the other hand it is not known whether the 'Organic Food Restaurant' generates revenue.

### ***Finance and Administration***

CfHD has a staff of 39<sup>13</sup> including RPDNE staff members. The RPDNE staff duty flow chart is available,<sup>14</sup> (has neither vertical nor horizontal hierarchy) but CfHD has no organogram depicting its hierarchy, staff members and their responsibilities. Staff members do not sign job contracts nor do they have job descriptions. However, their EPF and ETF contributions are being paid.

CfHD does not publish an Annual Report only Project related Annual Report. CfHD also does not prepare a complete set of accounts but only income and expenditure statements for each project. Hence there is no balance sheet available, audited or otherwise. This is a violation of the companies act and can have serious repercussions with the Inland Revenue department. It also questions transparency and accountability? Considering this it is not possible to assess CfHD's financial stability.

### **RPDNE**

The Board attends to strategy development, planning and management of the project and there appears to be adequate competence mainly in the person of the Director. The accounts officer attends to financial management and is in need of training. The programme Coordinator is conscientious and coordinates regularly with district staff. The Director handles personnel administration and their supervision. A special officer recruited since January 2004 does monitoring and evaluation comprehends the job, but has been hesitant in implementing proper systems.

<sup>13</sup> see CfHD Staff Members – Annex 03

<sup>14</sup> RPDNE Staff graphic representation – Annex 06

If gender sensitivity means having an equal number of women as men in every capacity then Sri Lanka has a long way to go, but women are making headway in all sectors in the country. CfHD has 2 women on their board, 1 women FC and 4 women HC's out of 11 and the Health Coordinator is a woman. All women field workers are diligent, capable and show a lot of promise.

### **The Implementation procedure of RPDNE**

Each of the four districts has 3 Field Coordinators (FC) and 3 Health Communicators (HC). One FC and HC for each Sinhala, Tamil and Muslim division. Each division has also enrolled about 10 volunteers, which implies there are about 30 volunteers per division.

The FC is responsible for

1. the **'Peace and Human security'** and **'Food security'** components of the project in his district. The FC approaches farmers and convinces them of the advantages of organic agriculture, natural insecticide and manure for different crops. He arranges for them to attend training courses to learn new eco agricultural methods, visits their cultivations and assists and advises them. The FC coordinates between the Agricultural Officer and the villagers and organises educative programmes for them.
2. for forming village level committees in the 10 villages RPDNE is implemented, where the Village Grama Niladari (GN), schoolteachers and other members of the community gather to address and solve concerns of the community. The village level committees meet once a month and the meeting is summoned by the FC. The volunteer for that village assists the FC to do so and maintains the attendance and minutes of the monthly meetings in a book.
3. forms a divisional level committee consisting of divisional Secretariat officials like the Divisional Secretary (DS), Medical Officer Health (MOH), Planning Officer, Agricultural Officer, Schoolteachers and Community Leaders to take up problems that have not been solved at village level. The 3 FC's of the district coordinate to form a district level committee, which since 2004 are due to take place bi-monthly.
4. arranges for training in conflict transformation and peace building activities, conducts market surveys and provides seeds and plants to the farmers with the help of the volunteers.

The Health Communicator likewise is responsible for

1. the **'Health Security'** component of the project. The HC with the help of volunteers visits the homes of the beneficiaries and educates them on sanitation, cleanliness, HIV and preventive measures against mosquito-infected diseases. The HC coordinates between the MOH, mid-wives, the villagers and organises educative programmes for them.
2. is supposed to create an awareness among ayurvedic /indigenous doctors of the importance of conserving formulas by collecting their Ola leaves on which the formulas are transcribed and transferring it to computer files.

The FC and HC

1. coordinate and organize Shramadana campaigns, exhibitions, lectures, videos and other community activities to bring about a sense of communal participation and peace.
2. plan their annual activities at the beginning of the year and note it in their 'Year Planner'. These are the monthly village meetings, Divisional level meetings, District level meetings and staff meetings. The FC & HC enter their monthly activities in the 'Advanced Monthly Program' and their past months activities in the 'Monthly Progress Report' and send it to Head Office. They meet at Head office once a month with all members of staff involved in RPDNE to discuss the progress of the project.

The Agricultural and Health Coordinator coordinate with all FC's and HC's respectively. The Program Coordinator attends all divisional and district level meetings and

coordinates with the staff mainly on agricultural activities. As of 2004 there is a person employed to monitor the projects. The Director supervises all staff.<sup>15</sup>

### **The RPDNE District Staff**

The district staff of any project are key people to the project and instrumental in its success or failure, hence their selection criteria is of immense importance. District staff carry a great responsibility on their shoulders and should be capable, reliable, hardworking and responsible with regard to their duties. This is of great significance with respect to RPDNE, as district staff have no direct supervision and are left to their own devices in the district.

The manner in which the district staff handled the visit of the evaluation team and their individual performance reflects their ability to handle situations, prioritise and organise. It also reveals their inter-staff relationship, the extent to which they communicate among themselves and their understanding of their duties and the project.

Before embarking on the individual districts it should be specified here that all district staff members had been informed on many an occasion of the evaluation of the project. This was evident in staff meeting minutes and the staff members also confirmed it. It is strongly recommended that a staff review be carried out, as nearly 25% of the district staff members did not perform. There is no excuse for poor performance, as each district had to spend only 2 days with the evaluation team. Batticaloa had the least number of days to prepare themselves, which was 7, Ampara came next with 9, Vavuniya had 14 and Trinco had 16.

Almost all staff at district level are inexperienced and new to development work. Most have received some training but a few new members have yet to be trained. All field staff need to deepen their understanding of the basic concepts in development and peace work e.g. social mobilization, participation, welfare and development, sustainability, project plans esp. objectives, outputs and indicators and external factors. Most staff members are keen to learn and are committed to their work. All of them have expressed the wish to undergo more training in all areas of work- project planning, monitoring, reporting progress, documentation, filing, organic farming, health, peace work and English.

As of January 2004, other than Vavuniya the remaining three districts have no offices. Eco-centers are planned in all 4 districts and the offices will be located there. Systematic maintenance of files and office records is poor in all 4 districts. Staff maintenance of their reports is equally poor. E.g. many staff members did not have a photocopy of either their advance programs or their monthly progress report that are forwarded to the Head Office. Most of them write it in their diary, which is taxing and could lead to making mistakes. The new format of the monthly progress report is an improvement on the earlier version and allows qualitative information. However there is no space to record project impacts and the staff are not sufficiently knowledgeable to do so.

Inter-district staff activities are inadequate. Field Coordinators for each division promotes devolution of authority but does not encourage coordination of their work. There is no coordinator appointed to be responsible for coordinating inter-divisional initiatives and inter-divisional staff are unwilling to concede to another's wishes. The Tamil-speaking staff are unable to communicate properly with the Sinhalese-speaking staff. This impedes project implementation and does not endorse the objectives of the project either. On occasion the language is used as an excuse. In addition the

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<sup>15</sup> RPDNE Staff graphic representation - See Annex 06  
List of CfHD Staff members- see Annex 03

specified project activities conditions the FC to confine themselves only to their division. The strategy should be changed to incorporate programs involving all 3 divisions.

### **The RPDNE District Staff contd/2**

District Staff do not maintain a list of their beneficiaries and monitor their progress. Had this been the practice from the inception of the project the new staff might have been able to take over where the predecessor had left. Due to the lack of records they are unable to trace beneficiary progress and register impact positive or otherwise.

District Staff are unable to account for their day-to-day activities. This system has to be introduced, as the current system of entering your monthly activities into the plan is insufficient and inaccurate. The monthly advance programme accounts for one or more activities per day and does not describe the entire days activities. There is also no systematic approach to attending to beneficiaries. For instance, how often do the field staff visit their beneficiaries? What prompts visits? What is the regular cycle? Etc.

On the other hand their progress report is vague and does not qualify to register impact nor account for their time.

Most field staff are unable to plan and organise, capabilities which are basic requirements for the success of the project. They are provided with Motor bicycles, cell phones and a group of volunteers and should be able to better use these facilities to their advantage. There is no visible system to account for petrol or mileage either.

It is not clear whether RPDNE field staff work in other CfHD projects as well. It was also difficult to evaluate the actual capabilities and effectiveness of the health communicators since there is no tangible evidence. The exact purpose of the **volunteers** remains unclear.

#### ***Staff-Batticaloa district***

The Batticaloa staff had the least amount of preparation time but performed best. Other than the poor attendance of farmers at the village of Erravur 1, everything else was well organised. Batticaloa has no office premises since the beginning of the year and the office files are kept at home. There Staff work as a team. It is regrettable that Ravindran, who is a conscientious worker, has been transferred to the '1-day programme' project.

#### ***Staff-Ampara district***

The Ampara staff displayed an average performance. The bulk of the programme was based in Sammanthurai and did not transpire as planned. The DS meeting had been called 2 hours later than schedule and was attended by DS officials and Grama Niladari's who were at the secretariat to attend another meeting. Most of them were unaware of the project and its objectives. The focus group meetings were combined and had a poor attendance. The village level meeting did not transpire and Mr. Rajapaksha saved the day.

One of the few agricultural beneficiaries who attended was a Muslim farmer who had been unlucky as a businessman and turned to organic agriculture, where he had planted the seeds provided by the project, which had grown but failed to produce and he was desperate. Another Tamil farmer who was unwilling to help him said it was because the quality of the soil was poor and there was no crop rotation. The FC however had proffered no help nor visited the farmer and neither had the FC asked the Programme Coordinator for help. The Sammanthurai FC has an excellent relationship with the DS and is qualified in agriculture, what is inexplicable is why it is not put to good use? To add insult to injury the FC arrived 1 ½ hours late for the staff meeting. His HC who is not provided with transport arrived an hour earlier.

The Uhana division saved the district performance which has a diligent FC, unfortunately communication is limited due to the language barrier and inter staff relationships are poor. The Navithanveli FC is de-motivated by his inability to provide relief assistance to the battered people of this village. A special programme can be devised to help them as they are desperate and in dire need of assistance.

### **The RPDNE District Staff contd/3**

#### ***Staff-Vavuniya district***

Vavuniya district had an overall bad performance. The only three items on the itinerary that transpired were the visit to the Madukanda village, the meeting with the NGO Consortium and the meeting with farmers who were left waiting for over 2 hours. It was conveyed that meetings were arranged with individual DS officers and the Evaluation Team was shuttled to and fro, to no avail, where it was obvious that nothing had been organised nor planned.

The Madukanda village meeting was well organised and attended.

Surprisingly Vavuniya had a District Coordinator (DC) who had taken off to Ampara as he also functions as the Agricultural Coordinator for the project. What is baffling is why? Apparently the Ampara activity had been planned in the advanced programme and the Evaluation Teams arrival had been mentioned at the monthly staff meeting and the DC had opted for the Ampara activity leaving his district to the rest of his staff. Neither he nor his brother, who is the HC for Vengalacheddikulam, attended the staff meeting. His brother turned up after the staff meeting to attend to the rest of the programme, which hardly transpired.

DS meetings had not taken place in the villages of Vengalacheddikulam as the project had a problem with the then Divisional Secretary who was in the process of being replaced. There are no records of DS meetings or village level meetings in either Vavuniya North or Vengalacheddikulam. Relationships between the staff and the DS office seem to be non-existent.

Of the few farmers who attended the meeting, there was one successful Muslim farmer (success is due to financial stability), who voiced his discontentment of the way the project was being implemented.

There is hostility between the Sinhala-speaking Vavuniya South FC and the Tamil-speaking staff members.

Vavuniya's poor performance is contrary to expectations, being a district, which has advantages over the others. Starting from the GA, Vavuniya has a well coordinated and helpful district staff, the DS secretariat has all activities well documented, The NGO consortium is functioning well and recommended by many agencies who work there, all factors which contribute to assisting the activities listed under 'Human Security'.

#### ***Staff-Trincomalee district***

The Trinco staff performed well. The item that did not occur was the meeting with DS officials, which is due to a misunderstanding on the part of the FC, who had arranged for a meeting with the Divisional Secretary only.

- The Kinniya Village level meeting was well organised and attended.
- The Kantale village visit was well organised and well attended.
- The Mutur Farmers and Ayurvedic practitioners meeting were held together. Well organised average attendance.

It is not evident as to how often the staff meet among themselves, however they get on well with each other.

### **Co-operation mechanisms between the 3 main stakeholders**

CfHD speak warmly about 'The Development Fund' (TDF). Their relationship with TDF goes way back to 1986, since their inception and has now matured into acceptance on the part of TDF. Not only has TDF provided CfHD with financial support but they have also encouraged them in their undertakings. When CfHD presented the RPDNE proposal to TDF they provided a prompt reply, however they were not able to fund the entire project and CfHD were forced to look for an alternate source of funding. CfHD had then approached Helvetas, whose acquaintance they had then recently acquired. Helvetas on the contrary, had required longer to arrive at a decision to be the other funding partner.

Helvetas had already worked with CfHD on another project and their willingness to work in the North East made them partners. However, certain assurances made by CfHD had not been fulfilled (Baseline survey, Market survey, over all audit report). Helvetas will appreciate CfHD introducing new systems and methods to develop organisation capability and RPDNE implementation.

CfHD has been a partner organisation of TDF since 1980 and is one of their oldest collaborating partner organisations. TDF is not in the habit of intervening with the implementation process of partner organisations, thus CfHD was also granted the discretion and freedom to decide how to implement their development projects. CfHD was one of TDF's partners that met their requirements and have been very punctual with their reporting. TDF and CfHD have always had a good relationship and communicate well between them. TDF have a lot of respect for Mr. Podinilame and are very impressed by his thinking and development work.

In 1997 the Sri Lankan Coordinator had fallen ill and had to resign in 2002 (due to being diagnosed as permanently sick). During this period there had been a lack of continuous follow-up by TDF since the Sri Lankan Coordinator had quite often been on sick leave and a temporary consultant had been appointed as a replacement. In 2002 the Sri Lanka Portfolio was taken over by the current Coordinator Ms. Waranoot Tungittiplakorn.

TDF's expectations from their partner organisations are that they fulfill their obligations as per the contract, implement the project according to plan, maintain the budget and report punctually. They would also like to see their partner organisations as important agents of change, engaged in shaping the direction of development according to their beliefs, not simply implementing a project.

TDF associate CfHD with Mr. Podinilame and contend that the organisation is not strong enough to survive without him.

*"Podi is a resourceful and creative person. He is always on the move to new fronts. It is difficult to disagree with his visions and approach when you discuss with him. I'm very impressed with his wisdoms and practicality. He is an extremely fast decision maker. When he has ideas, he implements them right away. Some of these implementation turns out to be very good and timely with little bureaucracy and requires less resources. He is resourceful and is able to mobilize resources from different donors, government agents, local people."*

*- TDF Sri Lanka Coordinator- Ms. Waranoot Tungittiplakorn.*



## **Concluding Remarks**

In conclusion it is relevant to mention that this project contributes towards its objectives and it is vital to retain the original idea and thinking in planning. It is also crucial to refrain from drastic changes without corroborating past activities. It's always advisable to attain proficiency and build a firm base in whatever your attempting and then move on.

The disparity in district performances is questionable and individual district evaluations should take place. The main concern of the district staff is to carry out the activities which most implement wholeheartedly however there is insufficient supervision from Head office of the project staff to guide them and provide direction, considering how young and inexperienced they are.

CfHD's strengths were not highlighted. This lies partly in the fact that the systems applied to monitor the project were poor and partly due to weak project documentation. This fault is very human and common to humanitarian agencies, most believe that what they do is evident and remain satisfied with this result. However it is not evident and what they fail to realise is that these results are points located in space in a particular 3-dimensional framework whose axes are time, location and beneficiary, which in turn are interdependent and dynamic. If these points are recorded regularly it gives us a graph, a clear picture. This is how it has to be accounted for, but unfortunately not done by many. Unlike a sales rep, who sells his product and has a cheque to take back to office, humanitarian work has no tangible result, (Its what I call soft ware).

This project is meant to provide people who have been devastated in war torn areas with security, with the feeling that they do not need to mistrust their neighbours from other ethnic communities and feel sufficiently secure to get back to their homes if they were displaced, and to be able to get back and bring their problems to the village committee to be resolved. It is meant to give these people a means of survival by providing them with their sustenance in an environmental friendly manner providing and keeping them healthy in the process. It takes them back to basics and shows them a way to lead a better life.

It is inopportune that at this stage it cannot be determined as to how far in both dimensions these goals have been attained. One cannot deny that progress has been made, however the degree of its extent cannot be resolved.

CfHD should endeavour to correct this mistake and be able to clearly depict the progress made within the last 3 ½ years by the end of July 2005.

## Recommendations

### ***Planning***

It is recommended to review the planning strategy and begin thinking from grass root level in each district. More of a bottom-up approach. Each district can be considered separately and each activity should correspond to the needs of the district. It does not necessarily mean that every district will have the same activities. Maybe the Vavuniya DS meetings do not take place as the relevant DS secretariats are functioning and answer to the peoples needs. Vavuniya is subject to continuous displacements, however unlike the other three areas there have hardly been communal riots and hartals. On the other hand there are lots of abductions, disappearances and illegal detention of people taking place. Maybe the peace activities did not answer to the conflicts arising in this particular district.

### ***Activities***

Future steps should be more clear cut and defined, especially from the frame of reference of the beneficiary, where positive and negative indices should be given to register impact. The baseline survey should be utilised to monitor and record beneficiary progress. The activities should originate from the beneficiary where the beneficiary is linked with all three activities and non-participation justified.

Each activity should relate to the objective of the particular project component and its intentions justified, making allowances for an activity schedule where targets and achievements can be monitored. In the event of an activity not producing results it should be reviewed and reconsidered. The activity schedule must describe each activity clearly before entering the log frame to avoid contradiction.

The description should clearly state;

- who the beneficiary will be.
- how long the activity will last.
- what the activity plans to achieve.
- How progress will be monitored (by the district staff).

### ***Beneficiaries***

Including new categories of beneficiaries into project proposals does not matter, as long as it's not at the cost of the current beneficiaries. The younger generation can also be considered, keeping in mind that records have to be maintained and the staff are able to cope.

The project should be redesigned to accommodate the needs of the beneficiaries providing them with their fundamental requirements to make the project more viable.

Create an activity, which includes chemical farmers. Rather than antagonising them get them involved. Tell them what its all about, no commitment. They could still use pesticide and adopt the easier organic methods like mulching and composting.

### ***Human Security***

The process of identifying local concerns within their divisions and addressing them as well as common concerns between the other two divisions should be introduced. The project should identify these first and address them initially. It should endeavour to network with the other two project divisions.

A separate record should be maintained of problems that arise at village level meetings, the follow-up actions and solutions. Not only does this contribute towards accountability, but it also provides a basis for analysis and prevention.

With good relations restored among the various ethnic groups, it would be useful get people together to discuss the principal constraints to peace, i.e. land and sharing of other resources and cultural and religious diversity. People should be facilitated to arrive at solutions to local issues acceptable to all parties and also appreciate plurality.

Village level committees can form sub- committees to examine conflicts and bring the parties to the conflict together for resolution peacefully. Such a committee could have representatives from all ethnic groups and could also be proactive with regard to conflicts of an ethnic or religious nature.

### ***Food security***

Assistance should be extended to farmers in such a way as to enhance their self-reliance. The community can be trained to raise and manage credit funds, which can consist of their own, and some matching grants from CfHD, for self-reliance and sustainability. It can be considered as an approach to poverty reduction and demonstrated to Government and NGOs as an effective strategy. Without credit the farmers will be unable to solve their water problem and purchase farm animals for integrated farming.

At least a few enterprising organic farmers should be encouraged and supported to run a model farm for extension and expansion purposes and also for demonstrative effect. They should maintain records and undertake research with the assistance of CfHD and be able to scientifically back up claims for the superiority of organic farming on all scores.

A marketing strategy to obtain better prices should be thought out. E.g. if regular supplies of consistent quality are ensured, Food City et al could be potential buyers.

### ***Health Security***

In the short term, required medicines and herbs should be made available to the local Ayurvedic Practitioners by providing linkages to the Department of Ayurveda.

It was revealed by the former GA that in the Ampara district there are quite a lot of medicinal herbs that can be collected from the forests. However, people have to be trained to identify the plants. This could be a sound self-employment venture for some as the demand is high. Establishing medicinal gardens should be promoted only after careful study of returns to the investment. May be the planned Eco-centres could develop such model gardens and demonstrate their economic feasibility.

People should be made aware that it is not a case of "either or" with regard to Ayurvedic and Allopathic medicines but a judicious and informed choice depending on the case at hand as both systems have their strengths and the down side.

## **Recommendations contd/3**

### ***Micro Credit***

It will be plausible to convert the third component into the micro-credit component, since it is a major responsibility and involves a lot of hard work and may not be suitable as a sub component. It is advisable to introduce it initially only to the districts of Ampara, Batticaloa and Trincomalee. Firstly because the need is not so great in Vavuniya as in the other districts, the Vavuniya farmers are blessed with good soil and the area is spotted with irrigation tanks. Secondly the Vavuniya staff have got to get their act together and CfHD has to review their performance. Last of all it was the farmers in the other three districts who made these requests.

It will be advisable to appoint the Health Coordinator as the Micro Credit Coordinator (MCC) who will coordinate with all Micro Credit District Coordinators (MCDC). Personal observations, comments made by colleagues plus reports on micro credit have shown that women do better than men in this field. Thus it will be prudent to only have women in this section and the Micro-Credit District Coordinators can take over the 5 women Health Communicators and employ more women to fill the remaining 3 vacancies. This will now present the missing link, gender balance. When employing new staff CfHD should be cautioned to refrain from employing relatives as has been done in Vavuniya. The MCC and MCDC's should be given the same transport and communication facilities (Scooters & cell phones) as the men (Field Coordinators).

### ***Change***

Over the past 3-½ years the 'Health Security' component must have had an impact, whose actual effect has not been assessed due to the lack of documentation and thus making it difficult to visualise the actual picture. Nonetheless, it would be advisable to include the health component along with agricultural activity. This can also include the medicinal garden.

The male Health Communicator can work alongside the Field Coordinator. Should the new systems be introduced they will both have a lot of documentation backlog to finish and current documentation to maintain in addition to their fieldwork. The Health Communicators designation and job description may have to be altered to suit the new position.

### ***District Staff***

A better documentation process to be devised especially for the district staff where they are taught how to be accountable for activities undertaken and present them in a qualitative manner as well.

On the job training for executing various duties of staff, like project management, monitoring, progress reporting, documentation, conflict resolution, organic farming. Provide staff training in office management, organisational skills, filing, record keeping and documentation.

Better accountability of day-to-day activities should be by introducing new systems.

Improve interaction among themselves and be more creative by devising programs to involve inter-community interaction more often. For instance an inter-district

Shramadana campaign, where beneficiaries of one division are hosted by another and conduct a Shramadana there in the morning and spend the afternoon in discussion.

## **Recommendations contd/4**

### ***District Staff contd/2***

A comprehensive and intensive human resource development program for the staff should be formulated and implemented.

Staff evaluations should be criteria based and carried out annually in a participatory and constructive manner.

Clear job descriptions and letters of appointment should in compliance with the labour requirements of the country, be given to all staff.

The women should be given equal rights. It is understood that the Health Coordinator who is a woman and on the same level as the Agricultural Coordinator does not get the same expense allowance. Neither do the Health Communicators have motor vehicles.

The staff meeting that occurs at the head office in Tholangamuwa should take place in the districts, changing the venue for each quarter as well as the division when it returns to the same district. This will strengthen staff organisational capabilities and other district staff members are given an opportunity to observe for compare themselves the differences in each district. Field visits can also be organised here. Staff meetings are generally conducted in Sinhalese and a Tamil translator should be present so that the majority Tamil speaking staff members understand what is said. All meetings must have agendas! This provides not only a follow up process but also gives a reason to the people as to why they should attend.

### ***CfHD***

RPDNE should not lose its district staff members to new projects.

The accounting practice of showing separate accounts for a project has to change. It should endeavour to maintain one account for CfHD, where project accounts are depicted as sub accounts obtaining one comprehensive audit report for more effective planning and greater transparency.

Better internal monitoring practices to be devised. Monitoring of project performance needs to be more effectively done. Staff capacity at both head office and field level needs to be enhanced in this regard to ensure systematic monitoring. Staff are not clear about objectives and indicators and consequently monitoring is flawed.

Publish one comprehensive annual report besides individual project reports for respective donors.

Project implementation should be on a higher level of professionalism e.g. promotion of organic agriculture should be scientifically implemented with farmers given adequate training and a few model farmers developed with scientifically maintained records etc. to substantiate the beneficial effects.

The constitution of the current Board of management (senior staff only) has advantages but the disadvantages might be of more consequence. Outsiders (even a few), from relevant disciplines and work experience might be able to contribute to improving overall project planning and management and certainly contribute to enhancing accountability and transparency.

Documentation related to the project should be vastly improved e.g. base line surveys, case studies; lessons learnt etc. should be well documented and shared.

**Recommendations contd/5**

***CfHD contd/2***

CFHD might wish to make use of ODW staff for its Peace and Development project and it may be justifiable. However, this should be clarified to donors through clear job descriptions where the contribution is measured (in terms of time) and costed, for greater transparency.

At the supervisory levels of Project management and peace work more expert inputs on the regular basis are required.

***Funding Agencies***

- Each district should be evaluated bi-annually.
- The project should be evaluated bi-annually.

The recommendation is for the project and district evaluations to be conducted every 2 years, preferably alternate years and districts every quarter.

	<b>1<sup>st</sup> Evaluation</b>	<b>2<sup>nd</sup> Evaluation</b>
<b>Project</b>	July 2004	July 2006
<b>Districts</b>		
Ampara	Jan 2005	Jan 2007
Batti	April 2005	April 2007
Vavuniya	July 2005	July 2007
Trinco	Oct 2005	Oct 2007

Evaluating the districts in separate quarters provides an opportunity for the District staff that are not being evaluated to participate in the evaluation and understand the problems and concerns of that district. Not only will it serve to improve staff relationships they can also learn from it. The recommendation is not for a self-assessment, there is a possibility of losing perspective when that is done. Its advisable that every organisation that undertakes a long-term project (4 years) should have a mid term (2 years) un biased evaluation to determine whether the strategy is relevant etc. no matter how capable the organisation is.

***Recommendations are prioritised as follows;***

1. Introduce proper systems. Some of which are;
  - Documentation systems to ensure the quality of the project.
  - Monitoring systems for accountability.
  - Implementation procedures, like staff accountability, organisation and planning.
2. Review district Strategy and appropriate changes made in concurrence to district needs.
3. Review staff, delegate responsibilities.
4. Improve financial accounting and reporting. Introduce a computerised accounting package to facilitate this.

