



Targeted Shelter, Livelihood and WASH assistance to cover gaps and unmet needs of vulnerable families in the resettlement areas of the Northern Province of Sri Lanka



Vavuniya District, February 2011



Jaffna District, February 2011

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LIST OF ACRONYMS

FHH	Female Headed Households
PwD	Person with Disability
ERM	Economic Recovery and Market Systems
DS	Divisional Secretariat
GN	Grama Niladhari (Village leader)

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BACKGROUND

The 26 year internal war in Sri Lanka displaced over 300,000 people and destroyed large amounts of physical infrastructure in the Northern Province. Menik Farm was a refuge for many of these families but since the war has ceased many families are making their way back to their places of origin.

To date, there has been considerable humanitarian support in the Northern Province. However, because of the size and pace of many agencies' operations, there remain considerable gaps and/or support was contextually inappropriate. For example, people with disabilities (PWDs) were asked to turn distributed raw materials into shelter. By leveraging its strong local relationships and trusted presence in the North, ZOA has been able to identify and then fill the gaps in shelter, livelihood and WASH support while helping highly vulnerable communities to exploit existing material support. ZOA has target families who were about to, or have recently resettled; who are currently unsupported; highly vulnerable (e.g. widows, female headed households and PWDs); and those who are long-displaced. ZOA aimed to empower these families, who have "fallen through the cracks," through dignified shelter and opportunities for income generation. Only when the most marginalized feel secure can entire communities develop inclusively.

PROJECT OVERVIEW

GOAL: To provide safe and dignified shelter and/or realizable income generating opportunities by filling current gaps in shelter, livelihood and WASH support for highly vulnerable families in the Northern Province of Sri Lanka.

OBJECTIVES:

- Beneficiaries enjoy a dignified and safe transitional shelter.
- Beneficiaries develop livelihoods, previously held or for which they are demonstrably capable, and generate own income sufficient for basic family needs.
- Beneficiaries enjoy basic health/sanitation facilities through uninterrupted and safe access to latrines and common wells.
- Beneficiaries enjoy improved income generating opportunities through access to agricultural inputs.

BENEFICIARY SELECTION AND BREAKDOWN

Before selecting beneficiaries, ZOA conducts detailed assessments to gather beneficiary information. Since ZOA works in the most marginalized and remote communities, ZOA uses this information to identify the most vulnerable members in target areas. Table 1 indicates the villages which were targeted and the total population in them. Field observations, village insider knowledge (through discussion and individual conversations) and the assessment form are used to conduct assessments (please see appendix 1 for vulnerability criteria).

Table 1: RETURNS TO TARGET AREA (DS/GN POPULATION INFORMATION)

Targeted DS	Targeted Villages	Total village Population	TOTAL
JAFFNA	Nagarkovil	1022	12,877
	Kudarrapu	75	
	Mamunai	657	
	Pokkarappu	476	
	Vaththirayan	1663	
	Vettilakerny	2764	
	Mulliyian	1873	
	Uduththurai	1792	
	Aaliyavalai	1862	
	Chempiyanpatru north	693	
KILINCHCHI	Sivapuram	958	1,663
	Alagappuri	705	
MULLAITHEEVU	Kumarapuram	1136	2,755
	Karunadakeri	690	
	Kokku Thoduvai	841	
	Monorawewa	88	
MANNAR	Iranaiiluppaikulam	1,448	2,002
	Parasankulam	554	
VAVUNIYA	Poovarasamkulam	244	2,808
	Omanthai	225	
	Maruthamadhu	265	
	Velankulam	336	
	Puthukulam	132	
	Marailuppai	796	
	Kulavisuddan	810	
TOTAL			22,105

ZOA values input from target area communities throughout project implementation, particularly during beneficiary selection, so as to increase transparency and accountability of the organization. Before conducting assessments, ZOA staff members explained project contributions to the target area and criteria to be used for beneficiary selection. Village members were subsequently invited to provide input on proposed intervention, ask questions and make suggestions. Following this, each household was visited by ZOA staff members to conduct assessments. Using information gathered during assessments to identify most susceptible families, ZOA compiled a draft beneficiary list which was then placed in public and visible locations (such as at the GS office) for one week. During that week, interested parties are allowed to make critiques and suggestions regarding selected persons before lists are finalized. Through this procedure, ZOA selected 3,989 individuals from all districts to benefit from this project, which can be viewed in table 2.

Table 2: BENEFICIARY NUMBERS DISAGGREGATED BY DISTRICT, GENDER AND AGE

District	Total Ben.	Total IDPs	Total Male	Total Female	<5yrs		5-18 yrs		18-60 yrs		>60yrs	
					M	F	M	F	M	F	M	F
Jaffna	781	781	375	406	70	88	64	69	206	217	35	32
Kilinochchi	701	701	330	371	66	65	92	110	163	189	9	7
Mullaitheevu	528	528	261	267	41	22	79	86	123	153	18	6
Mannar	561	561	286	275	20	32	89	81	162	149	15	13
Vavuniya	1,418	1,418	716	702	104	93	294	279	303	313	15	17
TOTAL	3,989	3,989	1,968	2,021	301	300	618	625	957	1,021	92	75

ZOA works with the most destitute communities and through this project has tried to assist as many families as possible. Table 3 indicates how on average ZOA has been able to assist 20% of the population through relief assistance.

Table 3: PERCENTAGE OF POPULATION ASSISTED/BENEFITING

District	Total Population	Total Beneficiaries	% of population assisted
Jaffna	12,877	781	6.07%
Kilinochchi	1,663	701	42%
Mullaithivu	2,755	528	20%
Mannar	2,002	561	28%
Vavuniya	2,808	1,418	51% ¹
TOTAL	22,105	3,989	18%

While there was a total of 3,989 individual assisted through this project many received more than one type of assistance. Table 4 indicates how many beneficiaries were assisted per sector to get an overall view of the impact of the project.

Table 4: BREAKDOWN OF BENEFICIARY NUMBERS PER SECTOR ACROSS EACH DISTRICT

Sector	Jaff	Kili	Mull	Man	Vav	TOTAL
Emergency/Transitional Shelter	304	234	528	561	559	2186
Latrines	321	228	331	510	419	1809
Wells	332	350	284	94	645	1705
ERMS	314	185	107	0	7	613
Agricultural (Livestock)	89	176	71	0	94	430
Agricultural (Plant cultivation)	0	348	266	0	379	993
Fishery Packages	225	0	44	0	0	269
TOTAL	1585	1521	1631	1165	2103	

PROGRESS ON INDICATORS BY SECTOR

SHELTER & SETTLEMENT (S&S)

Objective:	Beneficiaries enjoy a dignified and safe transitional shelter		
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No. of Beneficiaries Targeted:	1,788	No. of IDPs Targeted	1,788
No. of Beneficiaries Reached:	2,186	No. of IDPs Reached	2,186

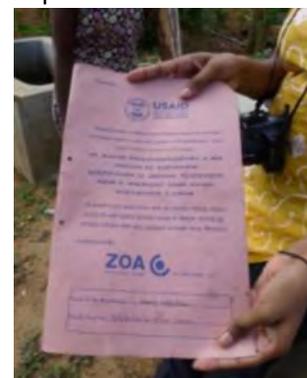
Indicator & Output 1

Planned Output	Actual Output
550 households receiving Emergency/Transitional shelter, pursuant to Sphere standards and FOG guidelines	588

DISCUSSION/ANALYSIS OF RESULTS

Many families returned to their lands with nothing. Their homes were completely destroyed from the war with only a skeleton or simply the foundation of where their homes once stood. Along with the lack of shelter many areas were reduced to a barren waste-land or to the other extreme of being completely taken over by over-grown vegetation making it unliveable. With little to no resources with them when they returned, many families stayed in makeshift tents that failed to provide them the adequate safety and protection that they needed. Through this project ZOA has successfully implemented 588 transitional shelters for IDPs resettling in our target area with a total of 2,186 beneficiaries have been assisted through this initiative. ZOA was able to implement additional shelters with savings made along other budget lines in both Program Supplies and Other Direct Costs (please see annex 3 for final budget).

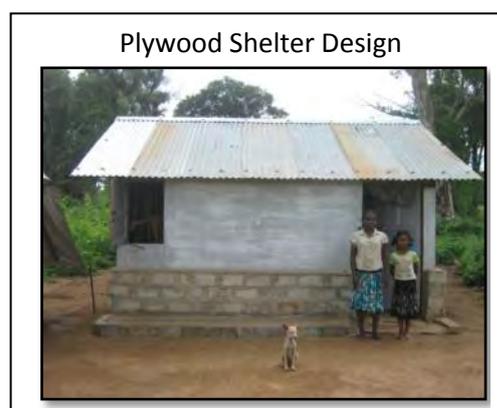
In the implementation of the shelters ZOA maintained strong accountability and transparency with the beneficiaries. Each beneficiary was provided with folder containing a full breakdown of the assistance provided. This included the cost and quantity of the material used a design of what their shelter would look like and how it was to be built as well as details of the implementing agency ZOA. This ensured that ZOA was kept accountable to what they promised to provide and also ensured that the beneficiaries take ownership of what they were given.



Beneficiaries were strongly encouraged and supported to contribute to the implementation of the shelters. They were required to prepare and clear the building site for construction and also support in transporting building material from a common distribution point to their land. Where possible beneficiaries also assisted in unskilled labour and helped support the work of masonries and carpenters to complete the shelters.

ZOA assessed the abilities of PwD (Persons with Disabilities) with ZOA covering their beneficiary contribution where necessary. In the design of the shelters ZOA also paid attention to the needs of the disabled persons and any modifications that might need to be made in the shelter design. Such modifications include widening the doorway and putting in ramps instead of stairs.

There were alternations to the original design of the shelters as in some districts they changed from cajan walls to plywood. When resettlement took place under hasty circumstances and without uniform assistance from the government, not all beneficiaries received adequate tin sheets to construct a semi-permanent shelter. As a result aid agencies took to the practice of including tin-sheet expenses in shelter costs. However, in the villages targeted in Kilinochchi, Mannar and Vavuniya by this project, all beneficiaries had received sufficient tin sheets. Therefore ZOA sought donor approval to use this saving from the tin sheets to upgrade the side-covering material from cajan to ply-wood. Ply-wood was found to be more durable than cajan and also provided better security. A common problem faced by returnees using cajan is that the porous, woven composition of cajan allows snakes, insects, and other poisonous wildlife to creep into the home and also to nest within the weaving. Ply-wood sheets offer security against wild-life since its smooth solid nature prevents entry.



However one of the important aspects is that ZOA showed both models to the beneficiaries including pictures of cajan and ply-wood shelters with costs and allowed beneficiaries to select which one they preferred. Even though the plywood shelter was more expensive with the exchange of the tin sheets the cost were balanced.

Indicator & Output 2

Planned Output	Actual Output
0.7 percent of total affected population receiving Emergency/Transitional shelter assistance	9.9%

DISCUSSION/ANALYSIS OF RESULTS

ZOA implemented transitional shelters across five districts in Sri Lanka, benefiting a total of 2,186 beneficiaries. Below is a breakdown of beneficiary numbers across the five districts in table 1.

Table 5: Individual beneficiary numbers for transitional shelter across districts

Sector	Jaffna	Kilinochchi	Mullithivu	Mannar	Vavuniya	TOTAL
Emergency/Transitional Shelter	304	234	528	561	557	2,186

With a total population of 22,105 beneficiaries in the target village 9.9% were assisted through transitional shelter support from this project. The villages targeted in this project were all newly resettled areas with all beneficiaries being IDPs. ZOA tried to maximise its resources and assist as

many families as possible through this project as the need in the area was so high. Therefore while the planned beneficiary number for this sector was 1,788 individual beneficiaries, ZOA was able to assist a total of 2,184 individuals; exceeding the target by 20% and also building an extra 5% of shelters to accommodate.

Indicator & Output 3

Planned Output	Actual Output
284,625 USD amount and 75 percent of approved project budget for Emergency/Transitional shelter spent in the affected local economy	US \$415,571.09 76%

DISCUSSION/ANALYSIS OF RESULTS

The war in Sri Lanka not only deprived families of their homes and livelihoods but also destroyed the local economy and market systems. These infrastructures are crucial to the successful rebuilding of a community and therefore ZOA takes every opportunity to see how their projects can play a part into building such local economic systems.

In the construction of the shelters; ZOA strongly advocated for the usage of local material and labour to assist in stimulating the local economy. All material for the shelter was purchased in country however the G.I pipes and tin sheets were imported and bought locally. From the \$543, 795 budget set aside for transitional shelter a total of 377, 708.8 was spent within the affected local economy being a total of 70% of the allocated budget. This figure excludes the G.I pipes and tin sheets from the figure. However while the tin sheets were imported they were partially manufactured locally and therefore including this figure it would tally to 76% of the total shelter budget being spent locally. Table 6 below gives a breakdown of these figures.

TABLE 6: BREAKDOWN OF LOCAL PROCURED ITEMS FROM SHELTER BUDGET

Transitional Shelter Budget	543,795.00	% of budget
Shelter material (excluding G.I pipes and Tin Sheets)	305,815.81	
Locally contracted transport costs	2,306.00	
Local staff salaries	69,587.00	
Total	377,708.81	70%
Tin Sheets	37,862.28	
Total	415,571.09	76%

WATER, SANITATION, AND HYGIENE (WASH)

Objective:	Beneficiaries enjoy basic health/sanitation facilities through uninterrupted & safe access to latrines and common wells
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No. of Beneficiaries Targeted:	2,487	No. of IDPs Targeted	2,487
No. of Beneficiaries Reached:	3,514	No. of IDPs Reached	3,514

Sub-Sector: Sanitation

Planned Output	Actual Output
<u>Indicator & Output 1</u> 440 and 100 percent of household latrines completed that are clean and in use in compliance with Sphere standards	452
<u>Indicator & Output 2</u> 440 and 90 percent of households disposing of solid waste appropriately	452

DISCUSSION/ANALYSIS OF RESULTS

Of the 440 planned latrines that were to be constructed ZOA was able to implement 452 latrines in the target area benefiting 1,808 individual beneficiaries. ZOA was able to implement additional latrines with savings made along other budget lines in both Program Supplies and Other Direct Costs (please see annex 3 for final budget).

The war had completely destroyed or badly damaged many of the latrines that were once there. For families returning back to their homes they were already in such a highly vulnerable state and with the lack of such basic facilities it placed them into a more susceptible situation. Many families had to resort to using nearby bushes, with some travelling a considerable distance to find adequate cover. This has caused huge protection concerns especially for women who were put into vulnerable situations, often alone and isolated from their homes and with little protection. Coupled with an increase in military presence in the area it made this practice increasing unsafe for them to continue.

However ZOA did seek to adjust the original design of the latrine from USAID who approved upgrading the latrine from semi-permanent to permanent latrines. Though semi-permanent latrines provide adequate protection for beneficiaries for the time being, with current market fluctuations, ZOA found that the price of a permanent latrine is comparable to that of the proposed semi-permanent latrine structure. ZOA was able to leverage USAID funds with other donor funding to upgrade the latrines with no extra cost to USAID. As well as being long lasting the permanent latrines are also more affordable for the beneficiaries to maintain. The semi-permanent design (i.e. the tin walls) lasts a maximum of 2 years, at which point the beneficiary must bear the entire cost of replacing tin sheets or constructing walls (approximately LKR 9,000). Comparatively repairing cement walls costs one sixth less (approximately LKR 1,500).

In ZOA's vulnerability criteria PwD were specifically targeted as they often have additional limitations and obstacles to tackle when resettling. In constructing latrines for such beneficiaries

modifications were also made to the latrines with ramps installed instead of stairs and the door width adjusted to 2.9 feet from the standard 2.5 feet.

Before the construction of the latrines ZOA had meetings with all beneficiaries to brief them on the construction and how the process will take place. ZOA project officers ran through how to maintain the facility as well as essential hygiene awareness practices. During this time beneficiaries can also offer their feedback and concerns regarding the project for project staff to address.

Sub-Sector: Water Supply

Planned Output	Actual Output
<u>Indicator & Output 1</u> 65 wells and 100 percent of household water supply with 0 Coliform bacteria per 100ml	65
<u>Indicator & Output 2</u> Minimum 15 L/person/day (average water usage of target population) after interventions	175lt

DISCUSSION/ANALYSIS OF RESULTS

Through this project ZOA was able to construct 18 new wells and repaired and cleaned 47 common wells in the target area which benefited 1,705 individuals. Access to water is crucial for survival, and before the wells were implemented and repaired, families had to travel great distances to access safe drinking water. This was both a protection issue as families had to leave their homes and sometime young children along to obtain water as well as a hygiene issue without no proper water supply and clean area. Now with the common wells established in the villages families have better access to proper, safe drinking as well as making bathing easier with water close by to their homes. The wells have also had an impact of beneficiaries expanding their cultivation with water readily available to them. This has helped families become more food self-sufficient as well as allowing some to expand into extra income generating activities such as home gardening and selling their extra produce in the local market.

Each well constructed and repaired underwent Coliform testing to ensure its safety for drinking. Testing was conducted by the Public Health Inspector from the Rural Development and Health Service along with ZOA Technical Officers. All wells came back clear of Coliform except 19 wells of which the necessary steps have been taken with the Public Health Inspector and the bacteria now eradicated.

On average each common well can produce 7,000 litres of water per day in dry season (May to Oct), and 22,000 litres of water per day in the wet season which is from Oct to May. While individual beneficiary numbers varied from district to district on average around 40 people accessed each well. Therefore each well could provide in excess of 175lt of water per day/per person which is exceedingly more than what was targeted. The water is not only used for drinking but also a means of watering their cultivation plants and household water needs.

ECONOMIC RECOVERY AND MARKET SYSTEMS (ERMS)

Objective:	Beneficiaries develop livelihoods, previously held or for which they are demonstrably capable, and generate own income sufficient for basic family need
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No. of Beneficiaries Targeted:	959	No. of IDPs Targeted	959
No. of Beneficiaries Reached:	613	No. of IDPs Reached	613

Sub-Sector: Economic Asset Restoration

Planned Output	Actual Output
Indicator & Output 1 959 people assisted through economic asset restoration activities	682
Indicator & Output 2 109,150 USD amount channelled into local economy (through cash grants, vouchers, livelihood fairs, etc)	US \$99,029

DISCUSSION/ANALYSIS OF RESULTS

ZOA's unique ERMS approach is geared towards sustainably restoring capital of previously held professions, by targeting beneficiaries with experience, skills and knowledge of their choice package to ensure sustainability of ERMS packages. Through this project ZOA has been able to deliver ERMS packages to 613 individual IDPs resettling in the target areas. While the planned indicator was to assist 959 individuals, on delivery there was a greater need and interest from beneficiaries for agricultural packages, therefore reducing the amount of ERMS packages and in turn the individual beneficiaries assisted.

There were a diverse range of packages from families starting up small shops such as grocery, carpentry and grinding shops to those who used the packages to set up businesses such as chilli powder packing and distribution services. ZOA did not provide a 'one size fits all' package but provided individually customized support based on interest, skills and previous experience of the beneficiary. Through these packages families were able to set the foundation and start to rebuild their own livelihoods. Many beneficiaries were working as casual labourers to earn an income but from the ERMS packages provided they have been able to generate a diversification of income and not only depend on the daily labour.

For each package handed out beneficiaries had to first complete a livelihood feasibility form (please see example template in appendix 2) which allowed staff to quickly identify, in their initial assessment, which individuals would be suitable beneficiaries. The form also was used a capacity building tools as it helped beneficiaries to better understand the local market economy, how to budget and spend accordingly and at sometimes assisted them to adjust their personal spending habits.



A gathering to inform beneficiaries of USAID/OFDA and distribute livelihoods in Kumarapuram, Mullaithivu.

Beneficiaries are intensively involved in the procurement process. ZOA and beneficiaries jointly visit suppliers, and material and equipment purchases are made based on beneficiary preferences. All specifications including brand and model of the materials were discussed with beneficiaries. In purchasing seeds, for example, beneficiaries were taken to the shops and shown the quality of the seeds before purchase. Copies of original invoices were given to each beneficiary so that they could check prices along with the warranty for all equipment. Having the packages customised to each beneficiary meant that each package is flexible enough to be tailor-made to meet the specific needs of beneficiaries with disabilities and FHH. In Kilinochchi, for example, a beneficiary in a wheelchair was given a poultry package. The poultry cages were all modified and their height adjusted so he could still attend to them while in his wheelchair.

Additionally, ZOA procured available livelihood inputs locally so as to stimulate the economy further. All material purchased for the ERMS activities was sourced locally at competitive rates totalling \$75,833. This is then combined with the local staff salaries that also assisted in boosting the local economy making the collective total of \$99,029. This was slightly less than the targeted amount due to the decrease in demand of the ERMS packages. As agricultural packages were more needed it meant that less was spent within the sector of ERMS thus the targeted amount was not reached. However while ERMS didn't reach its target, the agricultural sector was able to far exceed its targets due to the increased demand.

AGRICULTURE

Objective:	Beneficiaries enjoy improved income generating opportunities through access to agricultural inputs
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No. of Beneficiaries Targeted:	455	No. of IDPs Targeted	455
No. of Beneficiaries Reached:	1,692	No. of IDPs Reached	1,692

Sub-Sector: Livestock

Planned Output	Actual Output
<u>Indicator & Output 1</u> 750 animals benefiting from or affected by livestock activities	780
<u>Indicator & Output 2</u> 445 people benefiting from livestock activities	430

DISCUSSION/ANALYSIS OF RESULTS

Cultivation lands were abandoned during displacement and the majority of domesticated animals, once abandoned, did not survive the final years of the war, or are no longer domesticated. A variety of livestock was handed about through the packages from poultry, cows and goats with a total of 780 livestock animals benefiting. Table 6, below, gives a breakdown of number of animals distributed according to district.

Table 7: NO. OF ANIMALS IN LIVESTOCK PACKAGES

Sector	Jaff	Kili	Mull	Man	Vav	TOTAL
No. of livestock animals	361	41	196	0	182	780

Project staff tried to ensure that beneficiaries were able to reconnect with their previously held agricultural livelihoods while still being aware of the unique needs of vulnerable families with a total of 430 individuals benefiting. Many single women, or female headed households, struggle to develop livelihoods because it can be difficult and unsafe to leave their homes. Therefore ZOA was sensitive to these issues and so long as the women demonstrate capacity and desire for such activities, ZOA facilitated the acquisition of seed, or home based livestock (e.g. chicken and goats). Along with establishing a form of income the livestock packages were also able to give families a more stable food supply such as milk, eggs, meat which has also increased their food self-sufficiency.

Sub-Sector: Seed Systems and Agricultural Inputs

Planned Output	Actual Output
Indicator & Output 1 Six months increase in number of months of food self-sufficiency due to distributed seed systems/agricultural input activities	Yes
Indicator & Output 2 445 people benefiting from seed systems/agricultural input activities	993

DISCUSSION/ANALYSIS OF RESULTS

Agricultural farmers were heavily impacted from the war. Not only was their land destroyed and had to be recultivated but many lost all their necessary tools and equipment. This had huge impacts for them to rebuild their livelihoods and generate the necessary income they required to survive. Through the seed systems and agricultural input packages which ZOA handed out 993 individuals were assisted and benefited. The actual output exceeded the planned output due to there being a greater need for cultivation packages among beneficiaries and therefore packages were adjusted accordingly.



Seed Distribution to beneficiaries

Each package was customised according to the individual needs of the beneficiaries. Packages contained items such as water pump, delivery pipes and seedlings to help in kick-starting their livelihoods.

For the targeted beneficiaries, this initiative has provided them with the basic tools to start their cultivations again. Many had just resettled back to their lands and did not have the resources to begin their livelihoods. Since the distribution of the packages families are now able to

cultivate a variety of produce for their own consumption as well as the excess being sold on the local market. From going from having no income to now having a stable supply of food for consumption to project has been able to provide an increase in food self sufficiency for these beneficiaries.

All seed were purchased in Department of Agriculture and ZOA purchased all seed on behalf of beneficiaries. Some of the beneficiaries paid visit to agriculture department and confirmed the seed variety and quality first and then ZOA purchased in bulk and distributed.

COMMUNICATION, VISIBILITY AND INFORMATION ACTIVITIES

ZOA holds community level meetings in newly resettled areas during the course of the project. At these meetings, ZOA elaborates on the donor, the donors contribution and objectives. When necessary ZOA translates donor information presented at community meetings into sign-language for deaf community members. ZOA displays the USAID logo as much as possible on structures built and goods distributed through USAID funds.



USAID and ZOA logos on a completed Transitional Shelter



Sign board placed in a village

Sign boards are also placed in the village where the project is being implemented to inform the community of what the project is, what it aims to achieve, who is funding it and who is implementing it. This helps to create greater awareness and understanding for the community as to what is taking place in their village. Sign boards were also translated into all three languages to be as inclusive as possible and ensure everyone was properly informed.

A DESCRIPTION OF ASSESSMENTS AND SURVEILLANCE DATA USED TO MEASURE RESULTS

ZOA have an organization-wide monitoring system in place. The ZOA Information System (ZIS) gives financial as well as management and program information. ZOA's Program Management System contains all rules, regulations and policy documents needed for the implementation of projects.

Based on the proposal and budget, bi-weekly meetings are held in the field to evaluate and document progress. During the meetings the teams consolidate the collected progress data, assessments and responses and summarize them per project area in a quarterly district report and monitoring sheets. These reports were then fed back to the country office where the data is used for the donor and country reports. In addition to this central monitoring system, the Project Coordinators and Project Officers maintain up-to-date records of implemented activities on the field level.

Managers of ZOA's partners monitor their own activities and reported to ZOA on a monthly basis (narrative and financial). The progress and quality reporting of the project are conditional for the payment of instalments. ZOA's field staff, coordinators and managers monitor the implementation of projects of partners on a regular basis in the field as well and held bilateral update meetings with the partners.

UNFORESEEN CIRCUMSTANCES

- For ZOA to implement activities in the North we need to acquire PTF approval. However the approval took 3 months to obtain which had ripple effects on the delivery of the project. While ZOA had selected a GN to work in due to the delay another NGO had already started implementing permanent houses in the area causing ZOA to redirect its assistance into another area of need. This unexpected change did cause initial delays in the timeframe for executing the activities.
- In Iranaiiappaikulam village, Mannar many families weren't permanent residence but had their housing in Vavuniya and came to the village for cultivation. Therefore it took some time to finalise the beneficiary list and determine which families lived where and which were eligible according to their vulnerability criteria.

COST EFFECTIVENESS

- In the purchase of the seeds for beneficiaries, ZOA ensured that beneficiaries were able to see and select the seeds they were to receive but ZOA then purchased all the seeds in bulk for the project. This was much more cost effective than purchasing small amount at a time. A better deal was able to be made to ensure that seeds per obtained at a competitive rate
- ZOA purchased the G.I pipes and tin sheets from Colombo rather than the districts as another cost effective strategy. While both items could have been purchased in the districts it was more cost effective for the procurement to be made directly with the manufacturer thus obtaining the material at a much lower price.

HIGHLIGHTS AND CHALLENGES

Looking back, ZOA has witnessed the direct benefit of relief aid. From living in shacks constituted of tarpaulin and sticks, beneficiaries are now able to lock their valuables when they leave; protected from exposure to harmful and poisonous wildlife through elevated shelter design; sleep at home safely, especially supplementing the quality of life for school going children; and breadwinners are able to leave their families at home confident in the safety of their children, wives and young women. When the dry season emerges in the North, families appreciate the Zn-Al tin sheets, which provide cooling shelter in the mid-day warmth. And as the monsoon season hits they are equally covered by a solid structure and proper roofing to keep dry and protected. Signs of hope in slowly emerging in these target villages. Using the shelter as a base, families are slowly recuperating with vigour and determination. Three years after a devastating war, the spirit of resilience manifests beyond the turmoil and assures that humanitarian assistance is a key enabler for destitute families towards long term development.

Success Story 1: From all odds.....



Mother and daughter

A young couple with their two children work diligently on their land which was once a dense, overgrown jungle. The family were displaced in the 1990's as the war drove them out of their homes. Struggling for survival they were finally able to return to their land in 2010 however their once home was transformed into an unliveable jungle. Along with the unsafe living conditions also came the threat of wildlife that had taken residence in

on their untouched land. The family really struggled to make ends meet as they had to rebuild their lives from scratch with no resources of their own to do so. They tried to scrape together whatever they could to assemble to make some form of shelter for protection, but it was mere survival. When the project began in this village ZOA was able to provide the family with shelter assistance and an agricultural package to kick-start the cultivation they once had. ZOA provided the shelter material and the family also contributed their own resource to construct their own shelter. In the agricultural package the family received a much needed water pump which has enabled them to irrigate their crops



The basic shelter the family originally resided in



Their new shelter through the assistance of this project

sufficiently to the point they are now able to create an income from it. Standing on their land now, the transformation is amazing. The family, through all odds and countless obstacles, have slowly started turning a new page of not just surviving but living. Their new shelter overlooks their lush cultivation that is nearly at harvest. The road is still a tough one for this family and they still work hard to rebuild all that they

lost but there is now a renewed sense of hope, a stronger fight and a more positive outlook.



Onions being cultivated

Success Story 2: One women’s fight



This, now widowed lady, sits in her transitional shelter, with such a warm smile on her face. The war has taken so much from her; her beloved husband, her home and left her with the painful struggle to rebuild. Yet she sits with much appreciation of all the assistance she has received but that shouldn’t discredit the fact that her journey has been and still is so hard.

When she returned to her land the effects of the war were seen everywhere. Their well was completely destroyed and filled in with scrap metal and artillery. It was no longer useable with the water contaminated and polluted. The land was uninhabitable and there was no shelter, let alone a home for her to come back to.



The collapsed well

ZOA was able to assist the family with a transitional shelter and latrine that has been a small stepping stone to reclaiming her life. Her husband passed away after being hit by shelling during the war and now she only has her young daughter. However her fight to give her



Latrine provided

daughter a better life means that she studies away from home in the school hostel in Vavuniya and therefore this mother stays and fends for herself at home. Already a struggle to survive, the added pressure of now being a single woman on her own is also a concern for her. When she didn’t have her own latrine there were huge protection issues for her going to nearby bushes and especially having no other family with her it put her in a very precarious position.

But now she sits in her own shelter, protected from the elements and slowly making a home. She shows us her latrine which not only provides her with basic facilities but also a sense of protection and peace of mind that there is a safe place of her own. For a lady that has endured so much her smiles radiates as there is now sense of a new, fresh beginning.



Transitional shelter provided

Challenges

- While ZOA district offices coordinate and implement activities happening within their own district, there were challenges in the project with travel and transportation of material. In Mannar the village was a considerable distance from the main office site. Taking 2-3hrs to get the village ZOA set up a site office for staff to be at the village during the duration of the project implementation. However with no electricity or facilities at the village all material needed to be taken to the main district office, assembled and then had to be transported to the village site. This was a huge unforeseen circumstances at heavily taxed the project with time and transport costs.
- There were constraints in ZOAs ability to transport necessary timber for construction as the Forest Department required specific permits. ZOA had some old timber stock which was to be transported to the site however this was intercepted by the Forest Department which then filed case stating proper permits were obtained. ZOA did however try and obtain the correct permit but with no Forest Department in the district ZOA was advised the approval could be sought from the DS. However this is not suffice with the Forest Department and took nearly one month to clear the issue during which time all work at the site come to a halt.
- Another challenge that ZOA faces is that some beneficiaries, having been given a toilet, still use the bushes. This is a habitual problem and will take time to change with greater awareness and support.
- In order to promote beneficiary contribution and ownership of the project beneficiary were to participate and clear the land for building and excavate the toilet pit. However ensuring the timely execution of beneficiary's contribution did not always occur. When beneficiaries delayed in their efforts it also then had an impact of the timeframe of the project which proved challenging.
- It was a real challenge for ZOA to obtain the approval from Pradeshiya Sabha for the construction of the latrines. Normally to obtain permission for latrine construction a land permit, survey plan and latrine blue print is required. However many beneficiaries do not have the necessary land permits due to the war, even though that have owned their lands for over 20yrs. The lack of proper documentation caused huge delays in getting building approval with the process taking a lot longer than normal.

LESSONS LEARNT AND RECOMMENDATIONS

- Coordination across districts: a recommendation for such a challenge would be that while the district will need to oversee the administration side of the project and boarding district, who's main office was closer to the village site, could be responsible for the physical implementation. The coordination between the two district offices would mean that transportation costs and implementation time could be reduced.

- **Shelter Material:** In improving the shelter activity ZOA really saw the benefit for beneficiaries to use ply-wood for the shelter walls instead of cadjan and would recommend in the future that this be used as a standard practice for transitional shelters. While transitional shelters are only meant to be temporary it takes many people a long time to rebuild their lives and reach a position to build their own permanent homes. Ply-wood is more durable and long-lasting in comparison with cadjan and given the option all beneficiaries choose ply-wood over cadjan for their shelters.
- **Shelter Size:** Another recommendation would be to adjust the shelter size according to the family size. While ZOA implements Sphere standard shelters, each shelter is exactly the same size, regardless of family size. As one of ZOA's vulnerability criteria is to target large member families it would be good to explore the possibility and feasibility to adjust the shelter size according to the family size to better accommodate and provide for these resettling families.
- **Vulnerability Criteria:** Currently ZOA's vulnerability criteria does not take into account 2 member families however these families are currently being neglected as they are not included in the Government's permanent housing scheme either. In future projects such families should also be considered, on a case by case basis, as they too face the challenges and obstacles many larger IDP families face and are currently cut off from any assistance which makes their resettlement process all the more challenging.
- **Building permits:** Due to the delay in getting build permits it would be recommended that this process begin as soon as the project begins. As the lack of land permits makes the process a lot slower addressing this as soon as the project begins will ensure the project will reduce the time delay experienced.
- **Hygiene Awareness:** While meetings were conducted with beneficiaries regarding their latrines and the proper hygiene and maintenance practices it would be recommended that a more substantial program be put into place. Pending available fund it would be beneficial to run hygiene awareness training for the village as a whole to ensure the eradication of waterborne diseases.
- **Livelihood Workshops:** It would be beneficial to run livelihood workshops to help beneficiaries make informed decisions and choices about the livelihood activities they want to take up. Many beneficiaries have not been able to practice their livelihoods for some time and with the changes in the market it would be valuable for beneficiaries to have a workshop to explore their options and gain a better understanding of the business market they are hoping to enter. This will ensure greater success and sustainability.

ANNEXES 1: Vulnerability Criteria

Author: Rebecca Owen
 Submitted to USAID/OFDA
 Submitted by ZOA (Sri Lanka)
 Submitted on 20th September 2012
 Agreement Number: AID-OFDA-G-11-00098
 Final Report: Reporting Period: 7th July 2011 – 20th June 2012

Criteria	Indicators
Poverty (Economic)	Income levels, income sources, employment possibilities, marketing possibilities, resources available (land, sea, tanks, jungle), quality of land, legal land ownership. no of people dependent on labor work, self-employed, government employed.
Special Groups	% of FHH, widows, orphans, disabled and differently able, elderly, ex-combatants
Displacement/Returnees	No of returnees, IDPs, refugees, period since resettlement.
Food Security	no. of meals per day, nutrition, dependence on food aid, home gardening, chicken/goat rearing.
Water and Sanitation	No of wells, toilets, availability of quality drinking water, irrigation water supplies
Shelter and Infrastructural Conditions	Quality of houses, shelter, roads, access to electricity, community centers and house and garden developments inhabitants have been able to realize.
Health	General health situation, distance to clinics, general health and hygiene knowledge, availability of mobile clinics, maternal care, mental health care.
Education	Educational level of children, drop outs, discrimination in schools, ability to provide school materials, distance to school and modes of transport, grades available in school
Access	Distance to nearby villages, markets, towns, quality of road and changes in access during rainy season, no of people travelling, transportation facilities.
Social Characteristics	Demographics, ethnicities, castes, origins, social stratifications, different groups, group dynamics, cohesion, tensions, exclusions, relations with other villages, support networks, criminality.
Community Empowerment	CBOs presence and functioning, representation of excluded groups in CBO leadership. History of CBOs. Advocacy initiatives.
Community Commitment	Passed community initiated interventions, community initiative / dependency thinking,
Local Authorities	Presence of local civil and military authorities, attitudes.

Support Received from Other Actors

Passed government interventions (DS, GS, Pradeshi Saba, line ministries, water board, etc) interventions by nongovernmental actors ((I)NGOS), international actors (UN, World Bank, bilateral donors), churches etc. Access to programs, exclusions.

ANNEXES 2: Livelihood Feasibility Form

Author: Rebecca Owen
 Submitted to USAID/OFDA
 Submitted by ZOA (Sri Lanka)
 Submitted on 20th September 2012
 Agreement Number: AID-OFDA-G-11-00098
 Final Report: Reporting Period: 7th July 2011 – 20th June 2012

01 Proposed job (*circle one AND provide a clear description of product/service to be offered/produced*):

New business?	Asset Replacement?	Business Expansion? (<i>explain link between ZOA's support and increased business capacity</i>)
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02 Place to do selected job:

03 Aim of the job (*what is beneficiaries expected outcome*):

04 Job type:

Group enterprise (no. participants)	Individual enterprise

05 Beneficiary details

Name	Age	Gender

06 Relevant experience and skill (please list)

Experience	Skill/technology	Traditional skills

Explain why this beneficiary is uniquely able to successfully accomplish the proposed job.

07 Initial cost details:

	Description	Unit	Unit cost	Total	Source of Contribution	
Finance					Beneficiary	ZOA
Equipment						
Physical location (office, shop, etc.)						
Raw materials						
Other assets						
Total						

08 Training needs for proposed/selected job:

Training details	Availability (location? service provider? Government department?)

09 Profit calculation

Description	Per Week	Per Month	Per Year
[A] Income			
[B] Daily expenses			
[C] Total profit ([A]-[B])			
[D] Fixed expenses			
[E] Net profit ([C]-[D])			

10 Marketing plan

10.1 Where and how will you market your product/service?

Location:

Description:

10.2 Who are your expected customers?

10.3 Who is the competition? (Where do customers currently satisfy their needs?) How will you compete with existing service/goods providers?

Competition:

Business strategy:

10.4 What are the external risks to your business's success? (*For example: climate change, political instability, population change and business competition.*)

Risks:

Strategy:

10.5 Do you plan to expand your business? How?

Strategy:

10.6 Calculate percentage of business turn over (**This percentage should be at least 17%**)

$$\text{Percentage of business turn over} = \frac{\text{Annual turnover}}{\text{Total investment}} \times 100\% = \underline{\hspace{10em}}$$

10.7 How quickly do you expect to make a profit? How will you support yourself until your business is profitable?

ANNEXES 3: Final Financial Report

Author: Rebecca Owen
 Submitted to USAID/OFDA
 Submitted by ZOA (Sri Lanka)
 Submitted on 20th September 2012
 Agreement Number: AID-OFDA-G-11-00098
 Final Report: Reporting Period: 7th July 2011 – 20th June 2012

ZOA Refugee Care Netherlands										
Sri Lanka										
Expenses report as at 20/6/2012										
		EXPENSES		Shelter and Settlements		Economic Recovery & Market Systems		Water, Sanitation and Hygiene		Agriculture
	BUDGET	AS AT 20/6/12								
Object Class Category	Amt (US\$)		Notes no. of units	Amt (US\$)	Notes no. of units	Amt (US\$)	Notes no. of units	Amt (US\$)	Notes no. of units	Amt (US\$)
1. Salaries										
1.1 Staff										
1.1.1 Expatriates										
Head of Donor Relations/ Country Director	\$ 28,750	28,290	25%	\$ 7,073	25%	\$ 7,073	25%	\$ 7,073	25%	\$ 7,073
Head of Operations	\$ 27,083	26,733	25%	\$ 6,683	25%	\$ 6,683	25%	\$ 6,683	25%	\$ 6,683
Junior Programme Advisor	\$ 9,333	9,033	25%	\$ 2,258	25%	\$ 2,258	25%	\$ 2,258	25%	\$ 2,258
1.1.1 -SUBTOTAL: Expatriate Salaries	\$ 65,167	\$ 64,056		\$ 16,014		\$ 16,014		\$ 16,014		\$ 16,014

1.1.2 Local Staff										
Programme Manager	\$ 16,625	17,579	50%	\$ 8,789	17%	\$ 2,930	25%	\$ 4,395	8%	\$ 1,465
Project Coordinator	\$ 21,333	18,033	50%	\$ 9,016	17%	\$ 3,005	25%	\$ 4,508	8%	\$ 1,503
Project Officer	\$ 36,667	34,750	50%	\$ 17,375	17%	\$ 5,792	25%	\$ 8,688	8%	\$ 2,896
Project Assistant	\$ 21,000	20,707	50%	\$ 10,354	17%	\$ 3,451	25%	\$ 5,177	8%	\$ 1,726
Driver/ Caretaker	\$ 21,778	22,665	50%	\$ 11,332	17%	\$ 3,777	25%	\$ 5,666	8%	\$ 1,889
Logistics Coordinator	\$ 3,333	3,318	50%	\$ 1,659	17%	\$ 553	25%	\$ 830	8%	\$ 277
Finance & Admin/ Logistics staff	\$ 12,667	12,733	50%	\$ 6,366	17%	\$ 2,122	25%	\$ 3,183	8%	\$ 1,061
Senior Officers (reporting, technical)	\$ 6,125	6,089	50%	\$ 3,044	17%	\$ 1,015	25%	\$ 1,522	8%	\$ 507
Program Support Officer	\$ 3,333	3,301	50%	\$ 1,650	17%	\$ 550	25%	\$ 825	8%	\$ 275
1.1.2 -SUBTOTAL: Local Staff	\$ 142,861	\$ 139,175		\$ 69,587		\$ 23,196		\$ 34,794		\$ 11,598
1.1 -SUBTOTAL: Staff	\$ 208,028	\$ 203,231		\$ 85,601		\$ 39,210		\$ 50,808		\$ 27,612
1. – Total: Salaries	\$ 208,028	\$203,231		\$ 85,601		\$ 39,210		\$ 50,808		\$ 27,612
2. Travel and Transport										
2.1 Transport of Goods										

Locally Contracted Travel & Transport to Districts	\$ 4,444	4,613	50%	\$ 2,306		\$ -	50%	\$ 2,306		\$ -
4.8 – SUBTOTAL: Transport of Goods	\$ 4,444	\$ 4,613		\$ 2,306		\$ -		\$ 2,306		\$ -
4. – TOTAL: Travel & Transport	\$ 4,444	\$ 4,613		\$ 2,306		\$ -		\$ 2,306		\$ -
6. Program Supplies										
Transitional Shelters (construction/ repair/ provision of building supplies)	\$ 379,500	420,349	100%	\$ 420,349		\$ -		\$ -		\$ -
Latrines (construction/ repair)	\$ 128,480	130,914		\$ -		\$ -	100%	\$ 130,914		\$ -
Common Wells (construction)	\$ 44,838	36,786		\$ -		\$ -	100%	\$ 36,786		\$ -
Common Wells (repair/ cleaning)	\$ 14,993	13,481		\$ -		\$ -	100%	\$ 13,481		\$ -
Livelihood Packages	\$ 109,150	75,833		\$ -	100%	\$ 75,833		\$ -		\$ -
Agriculture Packages	\$ 50,690	68,694		\$ -		\$ -		\$ -	100%	\$ 68,694
6. – TOTAL: Program Supplies	\$ 727,651	\$746,057		\$420,349		\$ 75,833		\$181,181		\$ 68,694
7. Other Direct Costs										
Office Rent & Utilities	\$ 17,700	14,798	50%	\$ 7,399	17%	\$ 2,466	25%	\$ 3,700	8%	\$ 1,233
Office Supplies	\$	13,883	50%	\$	17%	\$	25%	\$	8%	\$

	12,360			6,941		2,314		3,471		1,157
Communications	\$ 6,000	3,808	50%	\$ 1,904	17%	\$ 635	25%	\$ 952	8%	\$ 317
Running Costs Vehicles	\$ 14,440	12,978	50%	\$ 6,489	17%	\$ 2,163	25%	\$ 3,245	8%	\$ 1,082
Running Costs Trucks	\$ 4,040	3,550	50%	\$ 1,775	17%	\$ 592	25%	\$ 888	8%	\$ 296
Running Costs Tractors	\$ 337	413	50%	\$ 206		\$ -	50%	\$ 206		\$ -
Running & Depreciation Costs Motorbikes	\$ 5,500	6,976	50%	\$ 3,488	17%	\$ 1,163	25%	\$ 1,744	8%	\$ 581
New, Depreciation and Maintenance Costs Equipment	\$ 4,000	370	25%	\$ 93	25%	\$ 93	25%	\$ 93	25%	\$ 93
Program Evaluation	\$ 2,604	2,600	25%	\$ 650	25%	\$ 650	25%	\$ 650	25%	\$ 650
Audit Cost	\$ 2,000	2,650	25%	\$ 663	25%	\$ 663	25%	\$ 663	25%	\$ 663
7. – TOTAL: Other Direct Costs	\$ 68,981	\$ 62,028		\$ 29,609		\$ 10,737		\$ 15,610		\$ 6,071
9. USAID Branding and Marking										
Shelter Sites, Latrine Sites & Packages	\$ 2,778	2,554	25%	\$ 638	25%	\$ 638	25%	\$ 638	25%	\$ 638
9. – TOTAL: USAID Branding and Marking	\$ 2,778	\$ 2,554		\$ 638		\$ 638		\$ 638		\$ 638

1-9 SUBTOTAL	\$1,011,882	1,018,482	\$ -	\$ 538,504		\$126,418		\$ 250,544		\$ 103,015
11. Indirect Costs										
11. Indirect Costs 7.73% of Direct Project Cost	\$ 78,218	78,218	25%	\$ 41,626		\$ 9,261		\$ 19,367		\$ 7,963
11.1 Government Taxes on Incoming Funds 0.9%	\$ 9,900	3,300	25%	\$ 825	25%	\$ 825	25%	\$ 825	25%	\$ 825
12. – 1-11 SUBTOTAL	\$ 1,092,575	\$ 1,100,000		\$ 580,955		\$ 136,505		\$ 270,736		\$ 111,803
Total Estimated Amount	\$1,100,000	1,100,000		580,955.49		136,504.91		270,736.16		111,803.32
New OFDA Funds Requested	\$ 1,100,000	1,100,000		580,955.49		136,504.91		270,736.16		111,803.32
TOTAL PROGRAM	\$ 1,100,000	1,100,000		580,955.49		136,504.91		270,736.16		111,803.32