

11-11-11
11-11-11

IRED - DEVELOPMENT INNOVATIONS AND NETWORKS

CAPACITY OF NORTHERN AND EASTERN NGOs
TO PARTICIPATE IN A PROGRAMME FOR
RECONSTRUCTION ACTIVITIES IN THE
NORTHERN AND EASTERN PROVINCES

VOLUME I

QUALITATIVE ANALYSIS

PDS funded

P.O. no. 383-0249-C-PG-8037-00

Prepared by : IRED - Development Innovations and Networks
Date : 6th October 1988
Distribution : Restricted
IRED : 88/10/R

11

This study of the capacity of Northern and Eastern NGOs
was conducted for the
USAID - United States Agency for International Development
by
IRED - Development Innovations and Networks

CONTENTS

	<u>page No.</u>
SECTION I The Potential Role of the NGOs in the Rehabilitation of the North and East of Sri Lanka.	01
SECTION II Socio Political Situation in the North and East	05
SECTION III Analysis of Data	09
Assumptions	31
Suggestions	32
ANNEXE I NGO DataSheet	
ANNEXE II Data Collector's Evaluation Report	
ANNEXE III Terms of reference for a Study of the Capacity of Northern and Eastern NGOs to participate in a programme for Reconstruction Activities in the Northern and Eastern Provinces.	

This study is being presented in two volumes as

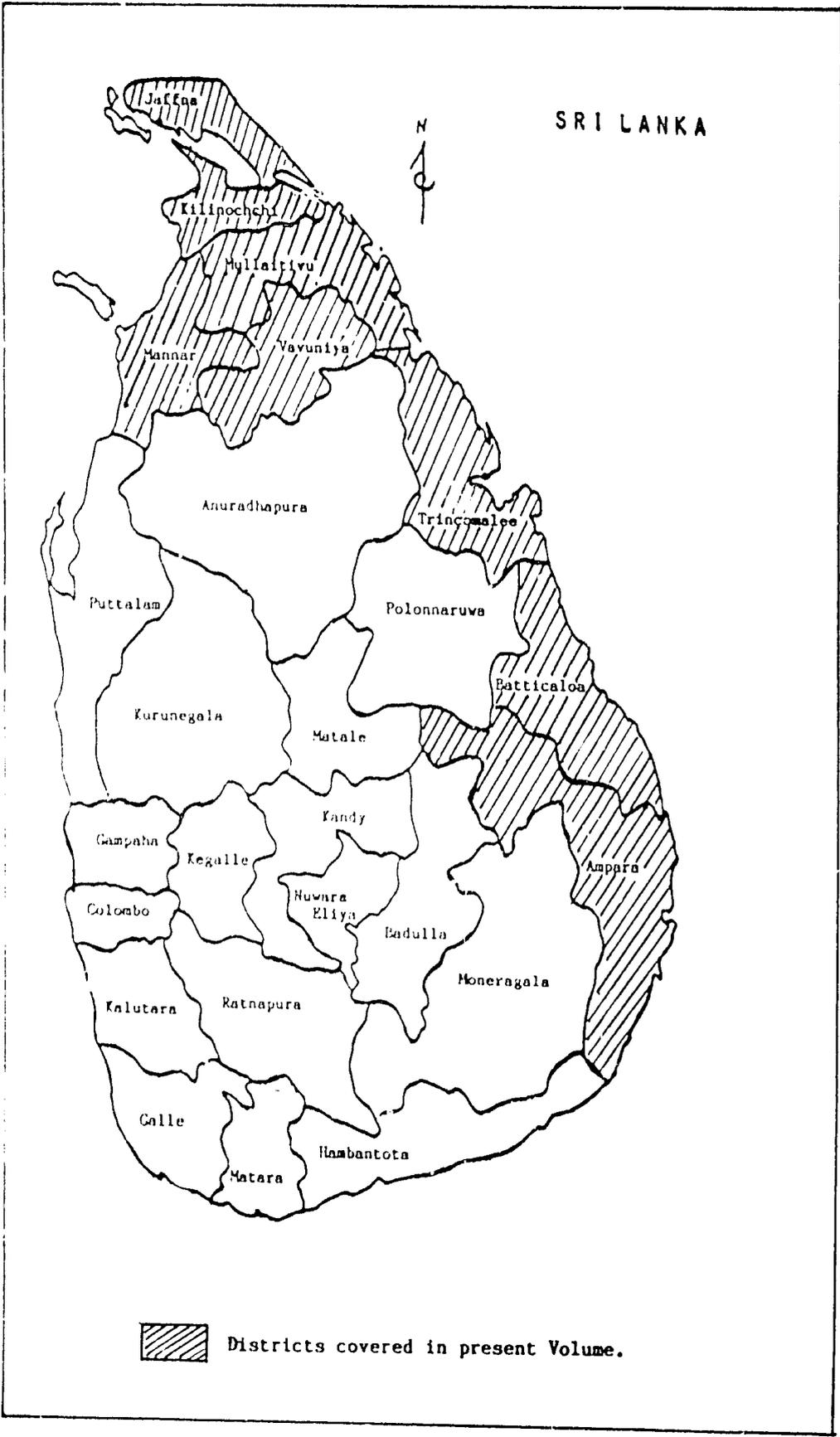
Volume I Capacity of Northern and Eastern NGOs to participate in a programme for reconstruction activities in the Northern and Eastern Provinces.

Volume II Directory of local Multi Village NGOs with the International and National level NGOs operating in the North and the East.

When the data collected was analysed by our study group it was found that, if the data was presented in summary for it could have caused disadvantages to smaller NGOs when evaluated by the reader. For example there are many NGOs smaller both in size and in the capacity to handle projects but led by experienced and dedicated leaders. The format in which the data is being presented enables the reader to decide for himself according to his own criteria of performance levels.

ABBREVIATIONS AND ACRONYMS

AGA	-	Additional government Agent
DRCC	-	District Rehabilitation co-ordinating Committee
EPRLF	-	Eelam Peoples Revolutionary Liberation Front
GA	-	government Agent
IPKF	-	Indian Peace Keeping Force
LTTE	-	Liberation tigers of Tamil Eelam
NRSC	-	National Rehabilitation steering Committee
PLOT	-	Peoples Liberation Organisation of Tamils
TELO	-	Tamil Eelam Liberation Organisation
EROS	-	Eelam Revolutionary Organisation of Students
ERRP	-	Emergency Reconstruction and Rehabilitation Programme



Population of the districts by Race (1981)

District	Total Population	Sinhalese	Ceylon Tamils	Indian Tamils	Ceylon Moors	Burghers	Malays	Others
Jaffna	830,552	6,659	790,385	19,980	12,958	383	72	115
Mannar	106,235	8,683	54,474	13,850	27,717	36	35	1,440
Yakunja	95,428	15,794	54,179	18,714	6,505	25	34	177
Mullaitivu	77,189	3,992	58,209	11,215	3,651	95	19	8
Batticaloa	330,333	11,255	233,713	4,074	78,829	2,292	46	124
Amparai	388,970	146,943	77,826	1,411	161,568	697	168	357
Trincomalee	255,948	85,503	87,760	5,372	75,039	1,169	831	274
Kilinochchi	*							

* Kilinochchi District was carved out in 1984 out of the Jaffna District.

(Source : Department of Census and Statistics)

SECTION I

THE POTENTIAL ROLE OF THE NGOs IN THE REHABILITATION OF THE NORTH AND THE EAST OF SRI LANKA.

BACKGROUND

The United States Agency for International Development (USAID) in cooperation with the Government of Sri Lanka and other International Donors is planning to provide assistance to residents of the North and the East for reconstruction and rehabilitation. The assistance will be concentrated in four sectors, housing and shelter reconstruction, re-establishment of agricultural activities of small farmers, rehabilitation of damaged or derelict irrigation schemes and re-establishment of private sector business and industrial activities. Although the aid will be at a Government to Government level resulting in most rehabilitation projects being channelled through the existing Government infra structure, the USAID Mission in Sri Lanka is interested in determining the areas in which the local NGOs could be utilised as support mechanisms for this project.

TASKS

IRED has been entrusted with the following tasks :-

- The preparation of a directory of NGOs and People's Organisations in the North and East;
- An evaluation of these groups relative to their ability to participate in USAID Finance Grant and Loan Programmes for the rehabilitation and reconstruction of the North and the East;
- A district by district assesment of the NGOs and People's Organisations which are active in the North and the East.
(see Part II).

OBJECTIVES

To determine the present status, capacity and capability of the NGOs which are active in the North and East to participate in the implementation of the AID-Finance Grant and Loan Programmes for the rehabilitation and construction of the North and East once conditions permit.

METHODOLOGY

The prevalent law and order situation in the North and the East did not permit free access to outside researchers into these areas. To overcome this problem IRED had to identify an organisation which had links to all the eight districts and whose researchers could perform their duties without having to face any risks. Under the circumstances IRED had to seek the assistance of an NGO who had links with grassroots level organisations throughout the target area and who could collect the required data very tactfully. The Dry Zone Development Foundation (DDF) which fell within the IRED network and which had previous experience of working on similar research projects with IRED was identified as the most suitable supporting agency for collecting this data.

The Director of DDF with their investigators from each of the districts handled the data collection for the North and East. The information required from International NGOs, National NGOs and the Ministry of Rehabilitation and Reconstruction were collated by personnel from IRED.

The steering committee for this study consisted of the Director IRED, Management Consultants of IRED, Senior Research Officers of IRED and the Director of DDF.

FIRST ROUND OF DATA COLLECTION

In view of the sensitive nature of the data necessary, the staff from the Dry Zone Development Foundation, their assistants, and animators were trained at the IRED office in Colombo regarding the manner in which they should set about to collect data. A questionnaire was prepared to elicit the information required according to the terms of reference of this study. The number of field investigations assigned to each district depended on the geographic-spread of the NGOs in the district. The field investigators met the relevant Government Officials, other social workers and the leadership of various NGO Organisations in the respective areas and returned to Colombo in March 1988 with the information. From the information gathered by this team a preliminary oral presentation to USAID was made in the first week of April 1988. After this meeting an inhouse discussion was conducted by IRED for all staff involved in the project to give them further guidelines for collecting additional data to fill in the gaps which were pointed out by the USAID Mission. The questionnaire was revised to obtain the additional information necessary. The researchers began a fresh recasting of information in April 1988.

SECOND ROUND DATA COLLECTION

After the second round of collection of data the field staff returned to Colombo with a comprehensive package of data which was evaluated by the IRED study team. With this new information the members of the IRED team met the USAID Mission and briefed them of the progress of the study. Subsequent to this meeting a note on the study (IRED 88/03/R) dated 24th April 1988 was handed over to the USAID Mission.

After the second discussion with the USAID Mission the steering committee met at the IRED Office in Colombo and designed the necessary tables for the tabulation of data as required by the terms of reference of the study. It was decided that the quantitative data of the NGOs which should be presented on a district by district basis for the 8 districts should be tabulated in 17 tables. The tables would contain :-

1. The list of NGOs in the District.
2. Basic information about the organisation.
3. Affiliations of the NGO to religious/networks.
4. Information regarding the key office bearer/contact person of the NGO.
5. Managerial staff indicating their expertise and experience.
6. Type of organisation.
7. Area of operation.
8. Physical assets owned by the organisation.
9. Fields of activity of the organisation.
10. Training needs for their personnel.
11. Publications.
12. Projects undertaken/completed by the organisation during the last two years.
13. Modes of links to grassroots levels.
14. Funding sources and funds handled by the organisation.
15. Financial management and auditing procedures adopted by the organisation.
16. Programme management capability indicating staff competence.
17. Staff having special training and talents.

THIRD ROUND OF DATA COLLECTION

The preparation of tables commenced in June and the field staff did their third round to collect whatever balance data necessary both for the quantitative and qualitative aspects of the study. The steering committee along with the field researchers and animators sat and prepared both the quantitative section as well as the qualitative section of this study.

SECTION II

SOCIO POLITICAL SITUATION IN THE NORTH AND EAST

MILITARY SITUATION

The IPKF has established visible control over the North and the East with the militant groups going underground except for small groups like TEA, TELO who are collaborating with the IPKF and moving freely with their blessings. The main militant Anti-Accord group, the LTTE are no longer in a position to get about in uniform or carry arms freely. They have hidden all their weapons and equipment and are moving in civilian clothes mixing with the general public. The LTTE cadres are closely observing the operations of the IPKF and are preventing the people from actively supporting the IPKF operations. This militant group still puts up posters and give general directions to people. In effect they decide which Government offices should function and when they should function. In districts like Kilinochchi, Mullaitivu, Jaffna, Batticaloa, Mannar, Trincomalee where there are stretches of jungle, the militants confront the IPKF occasionally or lay land mines. However, they are militarily weak to face the IPKF and therefore resort to the traditional hit and run tactics of guerilla warfare.

CIVIL ADMINISTRATION

In practice most Government officials are reluctant to carry out their functions unless they obtain some sort of blessing or permission from the LTTE cadres in the area. Most Government officials and even some NGOs have established links of communication with the LTTE covertly. This is mostly for their survival, though they would not accept the situation openly. The LTTE has permitted essential services, hospitals, power, water supplies, sanitary, food, transport etc., to function uninterrupted. Government offices like Kachcheries, AGA offices are

not permitted to function on a continued basis. The general pattern is that they are permitted to function during about 10 days of the month mainly to prepare pay sheets and pay salaries of public officers. The banks and other trading establishments often face a dilemma. They open when ordered to do so either by the IPKF or the LTTE and close when ordered by the opposing party.

The LTTE is vehemently obstructing the Police Department, Courts and other limbs in the administration of Justice from operating in the area. Police officers in the North and the East are confined to their places of work and do not come out for normal law and order work. The IPKF too does not make any serious attempt to maintain normal law and order. Therefore criminal activities like thieving are going on unchecked unless the militants punish the offenders. The power base of the LTTE has been shattered and they too are now not in a position to do anything in this regard.

THE ATTITUDE OF THE PUBLIC

People are becoming desperate and are very anxious to get back to normalcy. However, on the one hand they are afraid of the LTTE and on the other they feel that the LTTE is championing the cause of the Tamils. The alleged atrocities committed by the IPKF on the general population, which are now apparently becoming less, have also driven the public towards the LTTE. There is also a growing feeling that India came more to gain geo-political supremacy rather than with the genuine intention of settling the ethnic problem. In addition there is a feeling among the people that the Government will not implement the Accord in its true spirit.

INTERNATIONAL NGO OPERATIONS

The international NGOs are assisting the local population in all the districts except Amparai. The number of international NGOs operative in the districts are :-

EMERGENCY RECONSTRUCTION AND REHABILITATION PROGRAMME
BY GOVERNMENT (ERRP).

At national level the Ministry of Rehabilitation and Construction (MORR) is coordinating activities by Government through the National Reconstruction Steering Committee (NRCC). At district level the District Reconstruction Coordinating Committee (DRCC) handles all activities. Each DRCC is chaired by the District government Agent (G.A.) and consists of relevant local heads of departments, NGOs and Citizens' Committees. The DRCCs meet monthly.

The arrangement by the Government is to implement the programme through the existing Government machinery and with the help of Thrift and Credit Cooperatives (TCCs) and Banks (including the Cooperative Rural Banks). As at present the Government plans to release Rs. 15,000 for a housing unit.

11/

SECTION III

ANALYSIS OF DATA

In general the local multi-village NGOs could be divided into four categories :-

- Category 1 Organisations which have a religious base (REL);
- Category 2 Organisations which have State sponsorship (ST);
- Category 3 Organisations which have been formed due to the emergency situation and which provide emergency services (EMM);
- Category 4 Organisations without special affiliations or tasks and who have been handling normal community development work (NOR).

JAFFNA DISTRICT

Data in respect of 30 multi-village level NGOs and People's Organisations have been collected.

In category 1 (REL) there are six organisations.

In category 2 (ST) there are six organisations.

In category 3 (EMM) there are four organisations.

In category 4 (NOR) there are fourteen organisations.

Category 1.

All organisations which have a religious base are willing to work with the Government and international and national level NGOs. The activities of the Hindu Board of Education (JAF-9/REL) are confined to management of their schools and related educational training. This Board is willing to work as a service agency to beneficiaries and other NGOs but the Board does not like to handle any projects direct. They are a well established and a dedicated organisation.

The other organisations with a religious base (JAF-10, JAF-19, JAF-26, JAF-30) except the **Christian Workers Fellowship (JAF-4/REL)** are well organised and administered efficiently. They are willing to participate in the reconstruction of houses and providing shelter, re-establishment of agricultural activities and rehabilitation of private and public sector businesses. They are unwilling to handle the granting of loans or undertake tasks associated with the recovery of loans granted. They are willing to act as channelling agents for aid and outright grants. These organisations are presently involved in a small way the construction and construction management. They need financial assistance to purchase equipment and rudimentary machinery necessary to manufacture items necessary for house construction such as cement blocks, doors and windows, etc. These organisations have the capacity to advise, help beneficiaries and also to monitor programmes of work. They are willing to pool their resources and work as a consortium if the situation so demands.

Category 2.

In category 2, the **District Thrift and Credit Cooperative Societies' Union (JAF-11/ST)** has a good record of management in the area of granting of rural credit and promoting savings. The village level societies have a selected membership. Housing and other loans for agriculture, livestock and self-employment projects are given by them after carefully scrutinizing applications. They have a high recovery rate for loans given by them. Their success has been due to their small size and adherence to strict rules and regulations in selecting their clients. They are unwilling to get directly involved in any construction activity. Loan servicing and recovery tasks could be entrusted to them. However, they are capable of handling only a limited work load.

The **Northern Province Cooperative Societies' Union (JAF-20/ST)** has been basically involved in the distribution of essential food items. They are a consumer service organisation. They are unwilling to involve themselves in construction activities. The Board of directors are

government nominees. They are not a viable organisation which could handle the proposed Aid Programmes.

North Ceylon Fishermen's Cooperative Societies' Union (JAF-18/ST).

This is the apex body of village fishermen's cooperative societies. In the past this society has functioned well and had involved in the export of marine products. They are willing to handle aid as well as loans for fisheries development for their members. They are not competent to handle any other type of development activity or reconstruction activity.

Palm Products Cooperative Union (JAF-22/ST). Their tasks is the development of the earning potential of those people whose income generation activity is centred round palmyrah products. This Union is capable of handling any assistance to people who are or who have been involved in this occupation. They do not have the potential to handle construction work.

Jaffna Livestock Breeders Cooperative Society (JAF-14/ST). This Union is comparatively a new one. They are willing to undertake private sector development work in the field of livestock breeding. They are willing to handle small loans to the private sector and have the capacity to organise loan recoveries, etc. They are unwilling to handle any projects outside the field.

Jaffna District Union of Community Centre (JAF-12/ST). Their efforts are mainly directed towards rural development, and the establishment and maintenance of libraries, reading rooms etc. They do not have the potential to handle any of these proposed projects.

Category 3.

There are four organisations in this category. These are mainly to receive relief and/or to advocate human rights. They do not have the potential to undertake any of the proposed activities.

Refugee and Rehabilitation Fund (JAF-23/EMM) could be developed to undertake rehabilitation work with external back-up and assistance in the form of technical know-how and equipment.

Category 4.

Jaffna District Women's Conference (JAF-13/NOR) is an efficient organisation with proven leadership and the largest membership. Has experience in handling a spectrum of development activities (Table 8) ranging from education to income generation. They have managed projects involving substantial amounts of money. This organisation is a good agency to channel aid. It also maintains an office in Colombo.

OOTRU Organisation (JAF-21/NOR) is willing to participate in the proposed Aid activities except in the area of handling credit. They are willing to work with the government machinery and international and national level NGOs. They need assistance to procure equipment to turn out accessories for the building trade. They have the capacity to help and assist clients or work with other groups. They have adequate management skills.

The Refugee Rehabilitation Organisation (JAF-27/NOR) has refused to work with the government machinery. The organisation has fair links to international NGOs and acts as a representative body to small village level NGOs throughout the North and the East. They generally act as an intermediary to procure assistance to smaller NGOs. They are willing to act in an advisory capacity to beneficiaries. They are not willing to handle construction work or handle loans.

The Lions Club (JAF-15/NOR) and the **Rotary Club (JAF-24/NOR)** have the elite social groups as their membership. They raise funds by organising their own activities. These funds are mainly directed towards social service. They have no direct links to grassroot levels to carry out any of the proposed Aid projects. They are a good channeling agency for outright grants. If monies are released to them for social

service activities they have the capacity through their varied membership to supervise and monitor progress.

Non-Violent Direct Action Group (JAF-17/NOR). This is a capable organisation willing to work with government as well as international and nation level NGOs. Their main areas of interests are the re-establishment of agricultural activities and rehabilitation of private sector businesses. To a lesser extent they are prepared to get involved in housing and shelter reconstruction activities. They are willing to handle loans. They are also willing to handle servicing and collection of loans.

Dry Zone Development Foundation (JAF-7/NOR) has formed a consortium with Agricultural Development (JAF-1/NOR), Appropriate Technological Services (JAF-2/NOR), Council for Relief and Rehabilitation and Development (JAF-6/NOR), SAMO (JAF-25/NOR) and Vathary Development Foundation (JAF-28/NOR). This consortium is willing to participate with the government machinery and work with international and national level NGOs. This consortium through its membership has links to different segments of society like the depressed classes, farmers etc. The consortium is a good body to advise and help clients, process and check eligibility criteria, handle service and collection of loans. They are interested in projects associated with the rehabilitation of agricultural activities, rehabilitation of private sector business and industries. To a lesser extent they are interested in housing and shelter reconstruction activities.

Vishva Hindu Parishad (JAF-29/NOR). This is a well managed organisation with good leadership. Has handled a wide spectrum of development oriented activities, including housing construction for refugees and a pre-school. The organisation maintains offices in Mannar and in Colombo.

VAVUNIYA DISTRICT

Data in respect of six multi-village level NGOs and Peoples' Organisation have been collected. There are a few people's organisations in the district as the population in the district expanded mostly within the last two decades due to accelerated economic activity and the flow of refugees in 1958.

Category 1 (REL)

There is only one major NGO in the district. The other religion based organisations are in their infancy and therefore have the competence to handle minor projects only.

The Social Action and Development Board (VAV-3/REL). This is an NGO working with the existing government machinery. They also obtain funds from the National Council of Churches and other foreign non-governmental organisations. The NGO is involved in relief work and they would like to get involved in the re-establishment of agricultural activities, shelter reconstruction, and rehabilitation of minor irrigation systems. The organisation does not like to handle loans. The organisation is willing to handle construction management and undertake construction work. They would also like to handle a project to manufacture building materials. This NGO is a well managed organisation which could take a lead in organising the people to obtain relief, and development aid and they would also work in collaboration with other NGOs in the district.

Category 2.

There are two organisations which fall within this group.

The District Thrift and Credit Cooperative Societies' Union (VAV-5/ST). This Union was formed recently and their membership is limited. The Union is involved in granting small loans and encouraging savings. They are now engaged in obtaining funds from international NGOs and

distributing to the people. As at present they are involved in housing and shelter reconstruction activities, re-establishment of agricultural activities and rehabilitation of private sector industries. The village level primary societies have a selected membership. They have a high recovery rate for loans given by them. The success of their loan scheme is due to their smaller size and the efficient manner in which they select their beneficiaries. They are not willing to get involved in construction activities directly other than to grant credit. They are capable of granting loans and recovering them on the due dates. Their potential is limited due to their small size.

Vavuniya Multi-Purpose Cooperative Societies' Union (VAV-6/ST). These societies have a large number of branches but they are mainly involved in consumer services and the purchase of paddy and black gram during the season. Though they could get involved in construction activities, grant of agricultural credit etc., they do not do so due to the lack of interest of the Board of Management who are appointed by the government.

Category 3.

The Vavuniya Citizen's Committee (VAV-4/EMM). This is an organisation that was formed recently to make representations on people's rights due to the vacuum created by the absence of members of Parliament and other political leaders. They are not capable of handling rehabilitation and development work. The organisation is likely to fade away with the establishment of civil administration in the district.

Category 4.

Gandhiyan (VAV-2/NOR) - This organisation had a very good start in 1976 in the field of agriculture, small industries, community level development work. However, during the ethnic conflict, the Board of directors of Gandhiyan were arrested and the organisation was closed down for a long period. The vehicles, agricultural implements, live-stock were all lost. It was revived in 1986. They are in the process

of rebuilding their organisation and are capable of handling projects of a very minor nature only. They can provide advice and help to those seeking assistance to rebuild houses, and revive their agricultural and industrial activities.

Dry Zone Development Foundation (VAV-1/MOR) - This is a regional organisation having its headquarters in Colombo. It runs a metal crushing plant in the Vavuniya district. Their activities are confined to a particular region in the district. The Foundation in principle is involved in the re-establishment of agricultural activities, rehabilitation of private sector business and industries. They would only seek funds for income generating projects. They need assistance in institutional build up to service and collect loans. This organisation belongs to a consortium of NGOs operating in the Northern and Eastern Provinces and look after the interests of all the members of the consortium. (Description of the consortium is given in page 14).

MANNAR DISTRICT

Mannar district has 8 multi-village level NGOs and People's Organisations. Most of these organisations come under an umbrella Organisation called Mannar Association for Rehabilitation (MAR).

Category 1.

Mannar Methodist Relief Organisation MNR-5/REL)- This organisation has been active in the district for a number of years and had established a farm for training in Agriculture and livestock management. This organisation will work with government machinery and is being supported by international level NGOs. The organisation is involved in the re-establishment of agricultural activities and rehabilitation of private sector industries. The organisation is capable of negotiating with donors to obtain aid. They have a proven record of good management and accountability. They have facilities for agricultural training. They are capable of giving advice and help

to farmers. They could also work in close liaison with other organisations.

Mannar Social Action and Development Board (MNR-7/REL) - They do not have a proper base in Mannar. The office in Vavuniya is setting about to establish contacts and build themselves as an organisation in the district. The parent organisation in Vavuniya has a proven record of managing farms, organising community development work, providing agricultural inputs and supplying of materials for industries. They work with the government machinery and have the support of international non-governmental organisations. At the present moment the organisation in Mannar does not have any projects in the district but have the potential for these activities since they have their trained men in Jaffna and Vavuniya districts.

Category 2.

Mannar District Citizens' Committee (MNR-4/EMM) - This is an organisation that was formed to make representations on behalf of the people in the absence of the political leaders of the district. They are not willing, and do not have the ability to undertake relief, rehabilitation and development work.

Mannar Association for Rehabilitation (MNR-3/EMM) - This is a recently formed umbrella organisation under the chairmanship of the Bishop of Mannar to muster all NGOs and volunteers to work as a consortium. They work with the government machinery and they obtain financial assistance from international non-governmental organisations. They are capable of handling house and shelter construction, re-establishment of agricultural activities and rehabilitation of irrigation systems. Since they are involved in relief work, they have no experience in channelling credit and recovering them. It may be that at a later stage they will be able to gear themselves to handle loans. As at present they are not capable of handling credit. The organisation can undertake construction management, do construction work and produce building materials. They can advise and help the

people and liaise with other organisations at national and international levels.

Category 3.

Mannar District of Thrift and Credit Societies' Union (MNR-2/ST) --

There are 37 societies that form the Union in the district. The number of members in each society is much less than in other districts. They involve themselves only in savings and granting of small loans for house construction, agricultural activities and small industries. They are not capable of undertaking construction management or the production of building materials. They can grant loans and recover them successfully. They also advise and help their members but their area of coverage is very limited even in their own villages.

Mannar Multi-purpose Cooperative Societies' Union (MNR-6/ST) - Like

the other multi-purpose cooperative societies' unions, the Mannar Union is involved only in consumer activities. They are also involved in the distribution of fuel in the district. Though they are capable of getting involved in rehabilitation and development work in the field of agriculture, irrigation and industries, they confine themselves only to consumer service activities. The Board of Management consists mainly of State employees.

Category 4.

Mannar Welfare Society (MNR-8/NOR) - This society is an old organi-

sation which fought for the people's rights for a long period. The organisation has no experience in rehabilitation and development work. They are not capable of getting involved in house construction, agricultural activities, rehabilitation of irrigation systems and rehabilitation of industries. They could give advice and help the people. They would also liaise with other organisations. They are not capable of servicing and collecting loans.

Dry Zone Development Foundation (MNR-1/NOR) - The foundation has its origins in Mannar and is involved mainly in fishing activities. The Foundation has 2 ice manufacturing plants in the district which were damaged during the ethnic conflict. They could work with government machinery and international agencies. The Foundation is interested in income generating activities such as agriculture and small industries. They have the management capabilities provided institutional support is made available. The Foundation is a member of the consortium described at page 14. The consortium is capable of servicing and collecting loans. They could liaise with other groups too.

KILINOCHCHI DISTRICT

The present Kilinochchi district was a part of the Jaffna district originally. With the increase in population mainly due to excess up-country Indian labour migrating to the area the district was created in 1984. There are 5 multi-village level NGOs and People's Organisations in the district.

Category 1.

Social Action and Development Group (KLN-7/REL) - The organisation has a well knit primary health programme in the district. They are capable of working with the government machinery and with international non-governmental agencies. They are willing to participate in housing and shelter construction, re-establishment of agricultural activities and rehabilitation of irrigation systems. They have no experience in handling loans and recovering them. They have volunteers as well as paid officials who have experience in managing their projects. They could undertake construction work and the production of building materials in the district. They are capable of giving advice and helping the people to secure grants and loans. They are willing to liaise and work with other organisations.

Young Christian Association (KLN-8/REL) - They have a vocational training centre in the district and have trained a large number of young boys in different vocations. The centre does not function at present. They have all facilities for a quick recommission when normalcy returns. They could work with the government machinery and with international non-governmental organisations. As a part of their vocational training programme they can undertake construction work and produce building materials. They do not like to get involved in the handling of credit. They have a proper system of accounting and managing projects. They are capable of giving advise and helping the people to secure loans and grants. They are also willing to liaise with other groups in the district.

Navajeevanam (KLN-6/NOR) - This organisation was formed to train young men in agricultural pursuits and industrial activities. The organisation has a farm in the district. It has been a well managed organisation from its inception. They work with the government machinery and international organisations. They are involved in the re-establishment of agricultural activities in the area. They are not capable of handling housing and shelter construction or the rehabilitation of irrigation schemes. They have no experience in granting credit and recovering them. They are capable of providing training facilities in agriculture. They can advise and help the people to secure loans and grants. They can liaise with other organisations.

Category 2.

Kilinochchi Multi-Purpose Cooperative Societies' Union (KLN-5/ST) - As mentioned earlier the multi-purpose cooperatives are only involved in consumer activities. Even though they have the capacity for rehabilitation and development work in the field of agriculture and small industries, they are reluctant to get involved in these activities as most of the members of the Board of directors are State employees.

Category 3.

Kilinochchi Citizens' Committee (KLN-4/EMM) - It is an organisation which advocates peoples' rights. They work with the government machinery. They are not capable of handling relief, rehabilitation and development activities. The most they can do is to advise and help people to reach the sources of assistance.

Category 4.

All Ceylon Gandhi Seva Sangam (KLN-1/NOR) - It is the oldest registered organisation in the Province and has a training centre. It could work with the government machinery and with international and national NGOs. They work in close collaboration with Sarvodaya. They have handled agricultural development activities and the development of small-scale village level industries. They are not capable of undertaking housing and shelter reconstruction. They do not have the management capacity to construct houses or to produce building materials. They have facilities for conducting training programmes in community development work. They can advise and help the people to secure loans and grants. They cannot service and recover loans. They can liaise with other local as well as international non-government organisations.

Karachchi Hindu Educational Society (Gurukulam) (KLN-3/NOR) - This is one of the well managed registered organisations in the district. They are active in community development and development of income generating activities for women. They have contacts with international and national NGOs. They have the potential to handle agricultural development activities, and rehabilitating small industries. They are reluctant to get involved in house and shelter construction as well as rehabilitation of irrigation tanks. They have no experience in handling credit. They have facilities to provide training for women who are involved in rural development activities. They need institutional support to extend their activities. They can give guidance to and help people to secure loans and grants. They have the capacity to liaise with other organisations.

Dry Zone Development Foundation (KLN-2/NOR) - Is a regional organisation involved in agricultural and small industrial activities in a section of the district. The Karachchi Hindu Educational Society also works alongside this organisation. The Foundation has savings clubs in the remote parts of the district. They are willing to work with government machinery and with international level NGOs. The Foundation would like to get involved in income generating projects such as re-establishment of agriculture and rehabilitation of private sector business and industries. They have through their savings clubs designed programmes to encourage thrift. The foundation needs institutional support to expand their activities. They are in a position to give guidance and help to farmers. They could service and collect loans. They have the capacity to liaise with other organisations.

MULLAITIVU DISTRICT

Mullaitivu district was originally a part of the Vavuniya district. It was carved out in 1978. The district is sparsely populated and the number of non-governmental organisations are comparatively few. There are only 7 multi-village level NGOs and People's Organisations in the district.

Category 1.

Human Development Centre (MTV-1/REL) - The organisation is mainly guided by their mother organisation in Jaffna. They work with the government machinery and with international NGOs. The organisation has handled housing and shelter construction, rehabilitation of agricultural activities and the rehabilitation of private sector enterprises and industries. They have no experience in credit management. They have a good record of management ability and accountability. The organisation is capable of undertaking construction work and producing materials for building construction. They can secure the necessary technical assistance from the Jaffna district. They

23

can advise and help people to secure grants and loans. They can liaise with other organisations and implement joint programmes for development.

Social Action and development Group (MTV-7/REL) - The organisation has the capacity to work with government machinery and international NGOs. They are willing to undertake housing and shelter reconstruction, re-establishment of agricultural activities and rehabilitation of private sector business and industries. They have the capacity to undertake construction work and produce building materials in the district, but have no experience in obtaining credit. They have a training centre at Mankulan and need equipment to upgrade the training centre. They can give guidance and help to eligible beneficiaries to secure aid and loans. They can liaise with other organisations.

Multi District Saiva Manaram (MTV-3/REL) - This is an organisation that functions only in a section of the district. They have no international connections. They can work with government machinery. They are interested in house constructions but their main activity is agricultural development and the reconstructions of small industries. They have experience in restoration of small tanks. They have experience in construction management and the production of building materials. They have no experience in providing credit and recovering them. They need institutional support to upgrade agricultural and industrial development activities. They need training to upgrade the skills of the local population. They can advise and help the people. They can liaise with other groups within and outside the district.

Category 2.

Mullaitivu Thrift and Credit Cooperative Societies Union (MTV-6/ST)- The Union was formed a few years ago and the number of societies and the total number of members is small due to the fact that the district is sparsely population. This organisation works with the government machinery. The organisation is only involved in savings and credit. They are not willing to undertake housing and shelter construction

29

or work associated with the re-establishment of agricultural activities and rehabilitation of private sector industries. They have no experience in construction management and the production of building materials. They have the expertise to handle the granting and recovering loans.

Mullaitivu Multi-Purpose Cooperative Societies' Union (MTV-4/ST) - AS mentioned earlier the multi-purpose Cooperative Societies' Union is only confined to the distribution of consumer items. They are capable of handling additional work loads but are not willing to get involved in agricultural and industrial activities mainly due to the lack of interest shown by the Board of directors who are State employees.

Category 3.

Mullaitivu Citizens' Committee (MTV-2/EMM). The Committee was formed to make representations on behalf of the people due to the vacuum created by the absence of political leaders. They have no experience in the field of rehabilitation and development work. They make only representations on behalf of the people and defend their rights. They can assist eligible beneficiaries to secure credit and monitor implementation of projects.

Mullaitivu Refugee Rehabilitation Organisation (MTV-5/EMM) - This Organisation was established after the ethnic conflict. They provide relief to the needy people. They have successfully operated refugee camps with the assistance of the government. They work with government organisations as well as with international and national NGOs. They have handled shelter and housing projects and have the capacity to undertake construction work and the production of building materials. They are not capable of handling credit and recovering loans. They have the capacity to liaise with other organisations and handle projects.

AMPARAI DISTRICT

Amparai was a part of the Batticaloa district till it was separated in 1960. The population of the district is more or less equally divided among the three major communities in the country. There are 11 multi-village level organisations and People's Organisations in the district.

Category 1.

Eastern Methodist Relief Organisation (AMP-14/REL) - The organisation works with the government machinery as well as with NGOs. The organisation is involved in housing and shelter construction and to a lesser extent in the re-establishment of agricultural activities and rehabilitation of industries. They have no experience in obtaining credit and recovery of loans. The organisation can undertake construction work and the production of building materials in the district. They need technical assistance and equipment to develop such material production units. They can help eligible beneficiaries to secure loans and grants. They have the capacity to liaise with other organisations.

Kalmunai Muslim Majlised (AMP-8/REL) - The organisation has its headquarters in Kalmunai a part of the Amparai district. It is basically a religious organisation. However, it has got involved in relief work during the ethnic conflict. They have no experience in rehabilitation and development work. They also have no experience in construction management and producing building materials. They can help eligible beneficiaries to secure aid and loans but they can liaise with other NGOs in the district.

Category 2.

District Thrift and Credit Cooperative Societies Union (AMP-5/ST)- There are only 20 societies that have formed themselves into a Union

and their membership is limited. They work with the government machinery. The organisation is involved in promoting savings and granting rural credit in the fields of agriculture, small industries and housing. Their by-laws prevent them from getting actively involved in other development programmes. Though they have a well established system to grant and recover loans they can cater only to their membership.

Category 3.

Amparai Multi-Purpose cooperative Societies' Union (AMP-2/ST) and **Kalmunai Multi-Purpose Cooperative Societies' Union (AMP-7/ST)** - As mentioned earlier the Multi-purpose Cooperative Societies' Union is only involved in the distribution of consumer goods and though they are capable of involving themselves in development activities. They do not undertake such development activities.

Akaraipattu Refugee Rehabilitation Society (AMP-1/EMM);
Kalmunai Muslim Rehabilitation Organisation (AMP-9/EMM);
Kalmunai Tamil Reahilitation Organisation (AMP-10/EMM);
Karathivu Refugee Rehabilitation Society (AMP-11/EMM); and
Kalmuani Builders' Society (AMP-6/EMM) - These organisations have been established during the ethnic conflict to provide relief and handle rehabilitation activities. They work with the government machinery under the umbrella organisation of the Eastern Rehabilitation Organisation which is being chaired by the Bishop of Batticaloa. The Eastern Rehabilitation Organisation provides funds for these organisations to do relief work as well as to construct houses for refugees. They are willing to undertake housing and shelter reconstruction. They have experience in construction management and the production of building materials. They have no experience in channelling credit and recovering them. They need equipment and certain institutional support to expand their activities in the fields of housing and shelter construction. They can liaise with other organisations to implement joint programmes.

32

Batticaloa - Amparai Citizens' Committee (AMP-3/EMM) - This is a human rights advocacy group. They have no experience in rehabilitation and development work. They only advise and help the people. They are not willing to undertake rehabilitation and development work. They can only help eligible beneficiaries to secure ad and credit. They can monitor programme implementation.

BATTICALOA DISTRICT

The assassination of Rev. Chandra Fernando has caused a set back on the NGO activities in the Batticaloa district. **The Eastern Rehabilitation (BCL-11/EMM)** is an umbrella organisation embracing a number of local level NGOs in the three districts of Eastern Province. The President of the umbrella organisation is the Bishop of the Eastern Province. It is an emergency coordinating body embracing the following NGOs :

Batticaloa Relief and Rehabilitation Organisation (BCL-4/EMM);

Eastern Human Development Centre (BCL-9/REL);

Eastern Socio-Economic Development Aid (BCL-12/NOR);

Lions Club of Batticaloa (BCL-13/NOR);

Ramakrishna Mission Ashram and Service Homes (BCL-14/REL);

Rotary Club of Batticaloa (BCL -16/NOR);

Young Men's Christian Association (BCL-18/REL);

Young Men's Hindu association (BCL-19/REL);

Young Men's Muslim Association (BCL-20/REL). These associations are involved in relief, construction of shelter, care for refugees and repairing damaged houses. They have also given small grants for self-employment projects. This organisation is functioning well. Any aid relief and rehabilitation will be judiciously handled by them. However, they have no experience in handling credit. Some of the members of the consortium are competent enough to handle development oriented projects.

Category 1.

Christian Workers Fellowship (BCL-6/REL) - Works only in Kallar area of the district. Their main interest is fisheries development. They are capable of handling small scale loans to fishermen.

Eastern Methodist Relief Organisation (BCL-10/REL) - They cater mainly to the members of the Methodist Church in areas like Batticaloa town, Valezchenai and Kallar. They have no previous experience in handling credit but are willing to handle credit schemes. They have their own network to undertake such activities.

Category 2.

Batticaloa District Textile Union (BCL-2/ST),

Batticaloa Multi-Purpose Cooperative Societies' Union (BCL-3/ST) - The management is appointed by the State and their capacity to participate in the proposed programme is very limited.

Batticaloa Thrift and Credit Societies' Union (BCL-17/ST) - This Union, like their counterparts in other districts, handles rural credit. This organisation too is efficiently managed. It has the capacity to handle development aid as proposed in this programme only within the limitations of its size.

Category 3.

Batticaloa - Amparai Citizens' Committee (BCL-1/EMM) - It is an organisation which is advocating the rights of the people. They are not an organisation designed to handle any development oriented activities.

Category 4.

Consultation and Technical Services (BCL-5/NOR) - This is a newly formed organisation of dedicated technical officers of the district

34

who could offer support and consultancy services to other local NGOs as well as International/National NGOs.

Eastern Educational Development Society (BCL-8/NOR) - This is a group of educationists and parents. Their aim is to, repair, rebuild schools, secure the necessary furniture and other equipment to schools. They are mostly interested in obtaining grants for this purpose.

Rosalaya (BCL-15/NOR) - It is an organisation operating in Kallar within a very small area of the district. It has handled community development aspects for over fifteen years. Within their prescribed area they are capable of handling credit and loans.

The Dry Zone Development Foundation (BCL-7/NOR) - It functions only in the Padiruppu electorate assisting the people in income generating projects. The Foundation is also involved in forming village level savings clubs. They are capable of handling loans and credit in their limited area of operations.

TRINCOMALEE DISTRICT

The three communities Tamils, Sinhalese and Musilms are living in pockets spread throughout the district. Because of this reason the local NGOs too are to an extent compartmentalized on a racial basis. There is no Thrift and Credit Cooperative Societies Union functioning in the Trincomalee district.

The Eastern Rehabilitation Organisation (BCL-11/EMM) - has a sub-office at Trincomalee which has coordinated the activities of the following local NGOs.

Eastern Human and Economic Development Centre (TCO-2/REL);

Lions' Club of Trincomalee (TCO-3/NOR);

Rotary Club of Trincomalee (TCO-4/NOR);

Trincomalee District Development Federation (TCO-6/NOR);

Trincomalee District Refugee Welfare Association (TCO-7/NOR);

Trincomalee Women's Welfare Association (TCO-10/EMM);

Young Men's Christian Association (TCO-11/REL);

Young Men's Hindu Association (TCO-12/REL) - This consortium is working very closely with the DRCC. By mutual consent these NGOs agree on relief and rehabilitation activities in a given area. They are now concentrating more on rehabilitation activities, though originally they handled mostly relief work. They are well administered. They have no experience in handling rural credit. However, they have the capacity to handle credit if entrusted.

Category 1.

The Christian Fellowship (TCO-1/REL) - This organisation works with all communities within Muthur, Seruwila and Kantalai areas. They have handled housing reconstruction. They are also coordinating small income although they have the capacity to handle small scale credit.

Category 2.

Trincomalee Multi-Purpose Cooperative Societies' Union (TCO-9/ST) like their counterparts in other districts, their potential to participate in the proposed programme is very limited.

Category 3.

Trincomalee Citizens' committee (TCO-5/EMM),

Trincomalee Mothers' Front (TCO-8/EMM) - These organisations are mainly concerned with advocating human rights and hence are not in a position to handle any of the proposed projects. However, they can help potential clients to secure assistance from funding sources.

Category 4.

All organisations in this category have been described under the umbrella organisation - Eastern Rehabilitation Organisation sub-office in Trincomalee.

ASSUMPTIONS

The following assumptions have been made in listing the suggestions that follows :

- All direct USAID assistance for the development of the North and the East will be channelled through the Government of Sri Lanka.
- Although the IPKF has established control in the North and the East, the most dominant militant group the LTTE is active underground and is preventing the Government machinery from restoring normalcy.
- The International and the National level NGOs who are now engaged in relief and rehabilitation work are well aware of this situation in the North and the East.
- A large number of multi-village NGOs are active mainly due to the political and the economic problems faced by the people. They are weak in their managerial capacity, accounting procedures, and in implementing development projects although they are headed by persons with commitment and dedication.
- Since a large amount of development assistance (aid) is going to flow into this area, certain NGO organisations may attempt to misuse or mis appropriate money directed for relief and rehabilitation and other activities.

SUGGESTIONS

- The scale of reconstruction activities is beyond the capacity of even a highly organised NGO like Sarvodaya. Under the guidance of the DRCC the NGOs should be persuaded to form a number of consortiums to overcome the problem and also to cover as much of the total area of the districts concerned, so that the NGOs could reach all the intended beneficiaries. In grouping the NGOs, efforts should be made to bring in those groups which have the talents or the expertise required to handle relief, rehabilitation, and reconstruction work pertaining to the needs of the area. Each such consortium should have at least one capable NGO which should be able to effect recoveries of any loans granted under this programme.

 - Many of the International NGOs now operating in the Jaffna district have formed into a consortium. These NGOs too have expressed the view that working this way is very much easier and more productive.

 - If a large number of small size NGOs transact business with the DRCC, there could be duplication of efforts and a waste of time and possibly money too. If representatives are selected from the suggested consortiums, such problems could be avoided. Such representatives should act in an advisory capacity to avoid any risk of being even mistakenly identified as agents through which the government machinery is attempting to re-establish their supremacy in the area.

 - Since confidence and a good rapport with the militant groups are essential for the people to obtain the benefits of the envisaged programme, at no point should there be the feeling created amongst militants that the government is attempting to woo the people to their side by this programme. Therefore a step
- 33

by step cautious approach is necessary specially in the attempt to reconstruct buildings, roads, and rehabilitate irrigation schemes. To start with, such activities should be planned on a small scale and progressively stepped up.

Since the rehabilitation strategy could also be used to generate employment in areas like manufacturing and turning out of accessories necessary for the programme, **certain** NGOs who have experience in vocational training could be assisted to gear themselves to impart the skills necessary for those interested to learn them. The creation of small work or industrial units at village level which generate employment opportunities to the youth could even reduce possible resistance to this type of programmes by the militant groups.

Small NGOs who do not have the managerial and the technical know-how to handle project, could be used as motivators to promote beneficiaries, to do the ground work (spade work) to secure credit or building materials. They could also monitor implementation and prevent lethargy and abuse by officers and others in the system.

ANNEXE I

NGO DATA SHEET

NGO DATA SHEET

BASIC INFORMATION

- * Full Name of Organisation
(Not shortened form)
- * Acronym (If any)
- * Address

- * Telephone.....Cable address.....Telex.....
- * Does the Organisation have a Office different from the home if one of its Office bearers ?
Yes / No
- * Year in which the Organisation was started.....
- * Whether the Organisation is registered - Yes / No
- * If registered, with whom
- * Registered Number
- * Year of registration
- * Language of Communication with outside agencies :
English Sinhala Tamil
- * Number of Members of the Organisation.....
- * Whether affiliated to any Religion Yes / No
- * If affiliated to a religion, which religion or religious denomination.....
.....
- * Whether affiliated to any Network
Within the District Within the Province
Within Sri Lanka within Asia
- * Address of branch organisations, if any
1.....
2.....
3.....

* OFFICE BEARERS/KEY CONTACT PERSONS

Board of Governors	<input type="text"/>
Board of Directors	<input type="text"/>
Executive Trustees	<input type="text"/>
Executive Committee	<input type="text"/>
Other	<input type="text"/>

* NAME OF KEY GOVERNERS/DIRECTORS/TRUSTEES OR KEY EXECUTIVES

Designation	Name	Age	Present/Past Vocation	Special Field of Experience
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

* STAFF

Category	Number	Permanant/Part-time		Paid/Voluantry	
Specialist or Consultant	<input type="text"/>				
Accountants	<input type="text"/>				
Field Officers	<input type="text"/>				
Programme Officers	<input type="text"/>				
Office Administrators	<input type="text"/>				
Clerk/Typists	<input type="text"/>				
Minor Employees	<input type="text"/>				

* THREE MAIN OBJECTIVES/GOALS OF THE ORGANISATION

1.
2.
3.

* TYPE OF ORGANISATION

Peasant Association

Fishermen's Association

Women's Organisation

Sports Society

Social Welfare Organisation

Training Organisation

Organisation for Awareness-
Creation & Conscientization

Consultancy Organisation

Shramadana

Craftsmen's Association

Youth Organisation

Religious Organisation

Recreation Society

Relief Organisation

Organisation for Support-
Services to Smaller Organisations

Organisation to Represent
Peoples Rights

Research organisation

Other

* TARGET POPULATION

* Area of Operation

Cluster of Villages

District

AGA Division

Provincial

Islandwide

Regional

Global

* Size of Population

* PHYSICAL ASSETS OWNED

* Buildings

* Equipment

* Land

* Vehicles

* Others

FIELDS OF ACTIVITIES OF THE ORGANISATION

	<u>Envisaged</u>	<u>Implemented</u>
Rural Development		
Urban Poor		
Handicraft / Small Industries		
Training ..		
Management.....		
Business & Industry		
Housing & Construction		
Technology Development		
Water / Sanitation		
Farming Development		
Vocational Training		
Research Studies		
Consultancies		
Fisheries		
Animal Husbandry		
Women's Activities		
Minor Irrigation		
Self Employment		
Small business Development		
Shramadana		
Religious Activities		
Awareness Creation & Conscientisation		
Youth Activities		
Sports		
Recreational Activities.....		
Relief		
Social Welfare		
Rural Credit		

List in order of Priority the 3 types of Activity the Organisation will like to organise most of it has funds

- 1.....
- 2.....
- 3.....

TRAINING NEEDS

If training programme for NGOs are arranged, what are the 3 most important areas in which the Organisation will require training -

- 1.....
- 2.....
- 3.....

PUBLICATIONS OF THE ORGANISATION (if any)

New Letter

Occasional papers

Annual Reports

--

Research Reports

Other (If any)

PROJECTS UNDERTAKEN

Main Projects undertaken in the past 5 years with the approximate cost of each project.

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....
- 6.....
- 7.....
- 8.....
- 9.....
- 10.....
- 11.....
- 12.....

* GRASS ROOTS LINKAGES

* When the Organisation does work in villages, through whom does it implement its activities at grass-roots level -

Own Paid Field Staff	<input type="checkbox"/>	Existing Village Organisations	<input type="checkbox"/>
Individual Volunteers	<input type="checkbox"/>	Government Officers	<input type="checkbox"/>
New Organisations which the organisation sets up at village level			

SOURCE OF FUNDS

* From Government	<input type="checkbox"/>	Bank Loans	<input type="checkbox"/>
From Members Contributions	<input type="checkbox"/>	From Foreign Donors	<input type="checkbox"/>
From income-generating Projects (Farms, Business etc) run by the Organisation	<input type="checkbox"/>	Trust Funds	<input type="checkbox"/>
		Other Sources	<input type="checkbox"/>

* Approximate Amount of funds handled in

1982

1986

1987

FINANCIAL MANAGEMENT

* When a Project is being implemented, does the Organisation have a clear set of Rules to guide the disbursement of Funds during the different phases of Implementation ?

Yes / No

* Has the Organisation got a Bank Account ? Yes / No

* Who is authorised to operate the Bank Account ?

* Who is responsible for keeping Accounts ?.....

* Name and designations of staff members assisting in accounting

1.....

2.....

3.....

4.....

- * Are the Accounts Annually Audited ? Yes / No
- * Audited by whom ?.....
- * Is it the practice for annual Accounts to be presented to members for discussion and approval ? Yes / No

PROGRAMME AND ORGANISATIONAL MANAGEMENT

- * Has the Organisation prepared a documented Programme of activities for funding/ implementation ? Yes / No
- * Does the Organisation have a Portfolio of Project Proposals ? Yes / No
- * Has the Organisation got people with Project Planning experience ? Yes / No
- * When a Project is being implemented, does the Organisation follow a practice of Monitoring its Progress, discussing the progress and periodically taking corrective measures ? Yes / No

* Who is responsible for monitoring of projects ?

Name and Designations :

- 1.....
- 2.....
- 3.....

* Regarding Projects that have been completed, has the Organisation evaluated them and prepared Evaluation Reports ? Yes / No

* If yes, what percentage of all Projects %

* Who is responsible for Preparing Evaluation Reports ?

Name and Designations

- 1.....
- 2.....
- 3.....

* How often does the Organisation elect its office-bearers ?.....
.....
.....

47

Name the Office bearers / Staff members of the organisation who have attended any special training courses for NGO Personnel during the last 5 years

Name	Designation	Training Course

ANNEXE II

DATA COLLECTOR'S EVALUATION SHEET.

DATA COLLECTOR'S EVALUATION SHEET

Willingness to Participate.

With existing government Machinery :.....
With International/National level NGOs:.....

Willing areas for Participation

Housing and Shelter reconstruction:.....
Re-establishment of Agricultural Activities:.....
Rehabilitation of Irrigation Systems:.....
Rehabilitation of Private Sector business/Industries:.....
.....

Mode of Participation.

Channelling Agent for AID Money:.....
Construction Management:.....
Undertake Construction Work:.....
Building Materials Production:

Channelling Agent for Private Sctor Rehabilitation Credit:.....
.....

External Inputs Necessary.

Training :.....
Technical Assistance :.....
Commodities and Equipment:.....

Capacity.

Only as Advisory/Help Source for Client:.....
.....
Process and Check Eligibility and other Criteria :.....
.....
Servicing and Collection of loans :.....
.....
Capacity to liaise on specific Areas and Work as Member of a Group:
.....

50

ANNEXE III

TERMS OF REFERENCE FOR A STUDY OF THE CAPACITY OF
NORTHERN AND EASTERN NGOs TO PARTICIPATE IN A
PROGRAMME FOR RECONSTRUCTION ACTIVITIES IN THE
NORTHERN AND EASTERN PROVINCES.

ANNEX 3.

TERMS OF REFERENCE FOR A STUDY OF THE CAPACITY OF
NORTHERN AND EASTERN NGOs TO PARTICIPATE IN A PROGRAM FOR
RECONSTRUCTION ACTIVITIES IN THE NORTHERN AND EASTERN PROVINCES

I. ACTIVITY

The consultant will gather information on non-governmental organisations (NGOs) in the districts of the North and East which will be useful in assessing possibilities for their participation in the rehabilitation and reconstruction activities. The study will be of use to a separate design team which will be contracted to plan overall USAID support for the reconstruction and rehabilitation activities of the Government of Sri Lanka in those districts. The Consultant will use his best efforts, consistent with these terms of reference and budget, to coordinate with the National Rehabilitation Steering Committee, the District Rehabilitation Coordinating Committee, the Ministry of Rehabilitation and the G.As of the respective districts in the implementation of this activity.

II. BACKGROUND

The United States Agency for International Development (USAID) in cooperation with the Government of Sri Lanka and other international donors is planning to provide post-war assistance to residents of northern and eastern Sri Lanka whose lives and economy have been disrupted by the ethnic conflict of the past several years. USAID reconstruction and rehabilitation assistance will be concentrated in four sectors : housing and shelter reconstruction, re-establishing the agricultural activities of small farmers, rehabilitating damaged and derelict irrigation schemes, and re-establishing private sector business and industrial activities.



The coordinating institutions for the rehabilitating and reconstruction assistance will be the National Reconstruction Steering Committee (NRSC) at the National level and District Reconstruction Coordinating Committees (DRCC) at the local level. Though most rehabilitation project assistance is expected to be through existing governmental institutions (for example, the Irrigation Department for irrigation reconstruction), there may be some areas where NGO implementation or support will be useful at a local level.

Particularly USAID has proposed a bottom-up action program for shelter reconstruction which is expected to substantially involve NGOs. (In the ongoing USAID Housing Guarantee Program, the non-government Thrift and Credit Cooperative Societies are already a key institution for delivering and managing housing credit). It is conceivable, but by no means certain, that there may be a smaller role for NGOs in rehabilitating agricultural or private sector business activities.

In order to plan such a program in the housing sector and to consider the usefulness and viability of NGO contributions in the other sectors, it is necessary to collect information on the specific characteristics of NGOs and Peoples' Organizations already working in the North and East. This information will help identify which organisations have the capacity to participate in the reconstruction programs in different districts. (For this purpose, NGOs are non-governmental organisations which work 'for' the people, and Peoples' Organisations are organisations 'of' the people themselves.)

The Northern and Eastern provinces consist of 8 districts; namely those of Jaffna, Kilinochchi, Mannar, Vavuniya, Mullaitivu, Trincomalee, Batticaloa and Amparai. Within those districts are 54 AGA divisions and around 400 Grama Sevaka divisions.

III. OBJECTIVES OF THE NGO/PEOPLE'S ORGANISATION ASSESSMENT

The assessment, with its accompanying 'mini-seminars' for AID design consultants, will have as its principal objective the furnishing of field-derived data regarding the present status of the capacity and capability of the previously listed multi-village NGOs and People's Organisations (plus others that may be identified during the course of the assignment) to participate in the implementation of AID-financed grant and loan programs for the rehabilitation and reconstruction of the north and east once conditions permit.

There will be three work products resulting from this assessment:

- (1) a "directory" of NGOs and People's Organisations in the North and East,
- (2) an evaluation of these groups relative to their ability to participate in AID-financed grant and loan programs for the rehabilitation and reconstruction of the north and east, and
- (3) a district by district assessment of the NGOs and People's organisations which are active in the north and east.

The study team will gather data and compile it in the form of a directory (see attached sample data sheet) covering selected details of all multi-village NGOs and People's Organisations. Information (more fully described in the attached data sheet) will be gathered in at least the following categories :

Location, office bearers (with addresses), membership size, geographical spread, asset base, areas of prior activity, purpose, management capacity (including accounting capability), willingness to participate as a credit manager/mobilizer in reconstruction activities, and like linkages with similar organisations as well as contact with the GA and the District Rehabilitation Coordinating Committee (DRCC).

The study team will then evaluate the soundness of the organisations and the appropriateness for them

- (a) to participate immediately in rehabilitation/reconstruction implementation activities, or
- (b) to participate following some active external intervention with regards to the furnishing of training, technical assistance or commodities, or
- (c) to by-pass the organisation in so far as participation in implementation activities is concerned.

The study will also suggest and describe the types of external inputs or support services (training, technical assistance or commodities) that external agencies (either the GSL, donor agencies or other national PVOs etc.) might have to provide to enable certain NGOs or People's Organisations to participate effectively in a rehabilitation/reconstruction programme.

Finally, the study team will inventory on a district by district basis for the north and east those NGOs and People's Organisations which are active in each district. The study team will assess whether the existing net of NGOs and People's Organisations provides adequate geographic coverage of settled areas and investigate the existing linkages and inter-relations between them. For those areas insufficiently covered by NGOs and People's Organisations which have been deemed to be ready to participate in implementation activities, the study team will suggest other options. For those areas deemed to possess very fragile groupings of NGOs or People's Organisations, the study team will propose alternate forms, such as networks, consortia etc.

IV. SCOPE OF STUDY

The contractor will answer the following questions in preparing for the mini-seminars and for the draft and final report :

1. Can NGOs and People's Organisations operate effective grant/loan programs in the areas of housing, agriculture, irrigation or the private sector? Do they possess adequate management capacity to perform the necessary loan servicing and collections functions? Do their accounting staff possess necessary qualifications? What sort of fees would be necessary, if any, to allow them to participate? What type of functions could NGOs/People's Organisations most likely perform in granting, supervising and collecting loans or, would they restrict their activities to helping member/clients obtain financial assistance elsewhere?
2. To what extent can the organisations function as social welfare program administrators: perform outreach and intake functions, take and process applications, administer means tests or other eligibility criteria, perform verification and follow-up with clients?
3. Can NGOs and People's Organisations within a particular division form an effective grouping to jointly provide equitable geographical program coverage and liaise with the GA and the appropriate District Rehabilitation Coordinating Committee?
4. Do particular NGOs and People's Organisation within a particular Division possess prior experience in implementing development projects with a credit component? Do they have interest in participating in these sorts of endeavors? Do they have interest and experience in participating in one or more sectors (i.e. housing, agriculture, irrigation or private sector) of the proposed AID-financed program? If so, what types of strengthening may be required to make them more capable?

5. Examine whether PVOs have sufficient capability and willingness to be intermediaries in channelling AID's "Private Sector Rehabilitation Credit" to eligible recipients and/or participating in AID's business advisory services program?

V. METHODOLOGY

1. A group of NGO Management Specialists from IRED with the assistance of outside consultants will prepare both a check list of information that will have to be sought as well as detailed interview guides to be used by the Consultant evaluators who will be going out to the field in the North and the East. Such check lists and the interview guides will be based on a set of evaluation criteria which will be prepared by the same group of NGO Management Specialists and consultants on the basis of guide lines provided by USAID with input from the NRSC as appropriate.
2. The Consultant Evaluators will be recruited and trained by IRED and sent to the field for collecting the necessary information. They will visit every district in the Northern and Eastern Provinces where the prevailing conditions will permit and recruit in each district Field Investigators who will be trained at district level. Each Investigator will be given a specific area within the district from which to collect relevant information. The Consultants Investigators will visit and interview as many district and sub-district level government officials as conditions permit such as G.A., A.G.A, R.D.O., etc. The Consultant Investigators will ask the G.A., and the other officers interviewed, for their list of "priority NGO groups" in the area and will make best efforts to ensure that those groups are interviewed and included within the directory. Selected NGO leaders in each district will also be interviewed by the Consultant Evaluators direct. After having trained and

51

delegated responsibility to field Investigators and in addition having interviewed government officials and NGO leaders, the Evaluators will return to Colombo.

3. Towards the end of each round of field work, the Consultant Evaluators will return to the districts, meet the Field Investigators, collect information from them and return to Colombo.
4. At the end of the first round of field work, which is scheduled to take place in March 1986, the Research Team will make a verbal presentation of their findings to USAID in the first week of April 1988. Consultant will use best efforts, consistent with USAID direction, to also brief appropriate members of the NRSC, G.As, and other GSL officials as to their findings, consistent with the budget for this study. Further information that needs to be collected will be identified at such an in-house seminar to be organised by USAID in the first week of April 1988.
5. The Consultant Evaluators will return to the field immediately after the in-house seminar. They will meet the Field Investigators and provide them with guide lines and research tools for collecting more information. The Consultant Evaluators themselves will meet government officials, NGO leaders, etc., depending on the gaps in data identified in the course of the in-house seminar. The Consultant Evaluators would return to Colombo while the Field Investigators collect the information. They will return to the field once again before the last week of April, meet the field Investigators and receive from them the information collected. On their return to Colombo, the Consultant Evaluators together with IRED personnel will prepare a verbal presentation for the 2nd in-house seminar scheduled for the last week of April/the first week of May 1988.

6. After the conclusion of the 2nd in-house seminar to be organized by USAID, the Consultant Evaluators and IRED personnel will prepare the outline of the final report. The items of new data that would need to be collected for report writing will be identified through such discussions. Interview guides, information check-lists and other research tools will be prepared by IRED personnel; the Consultant Evaluators will be trained in the administration of such research tools once again and sent back to the field.
7. The third and last round of field research will be conducted in May/June 1988 unless conditions permit the field work to be carried out more quickly in just two rounds. The Consultant Evaluators will be assisted in this round of field research by 8 Field Assistants who will be selected from among the Field Investigators who participated in the earlier rounds of field work. The final round of field work will be completed by the end of June 1988.
8. Data analysis for report writing will be the responsibility of IRED personnel and a group of NGO Management Specialists. Report writing will also be the responsibility of the same team. The Consultant Evaluators will also participate as members of the data analysis and report writing team. Five copies of a draft report will be submitted to USAID by July 31, 1988. Data analysis and final report writing will be completed by the end of August 1988, whereupon 20 copies of the final report will be submitted to USAID by 30th August 1988.

SAMPLE DATA SHEET

Basic info on NGOs and Peoples Organisations :

Name :

Address :

Directors :

Person interviewed :

Area covered :

Date established :

Official permits, licenses, etc. :

Staffing :

Number of staff, paid

Number of staff, unpaid :

Staff skills : (specially whether agriculture, finance,
construction or other) :

male/female ratio :

Physical assets

buildings :

Equipment :

land :

vehicles :

Funding :

annual budget (size and categories)

source(s) of funds :

- donor agencies

- user fees

- other charges

- individual contributions

600

Financial management :

- subject to audit
- staff responsible
- cash management practices
- accounting procedures
- can group segregate different loan/programs
- financial institutions used
- planning and budgeting practices

Management structure :

officers/board of directors
charter/by-laws
organisations chart, if applicable (with names filled in)
salary scale, if applicable
personnel practices-hiring, training, job descriptions

Management Information System (MIS) if present

monitoring and evaluation procedures, if any
planning functions

Program :

organisation purpose, goals, objectives, etc.
beneficiaries/groups served
current activities
planned activities
criteria for program participation
- application
- screening criteria (e.g. means testing)
- verification

63

operations, particularly if program involves administering social program

other donor involvement

constraints on activities

plans/hopes for expansion (geographic or otherwise)

Rehabilitation/Reconstruction Activities :

- interest in participating in credit (loan/grant)

programs in shelter,

building materials production,

construction

construction management

agriculture

irrigation

business.

63

I R E D

- **GENERAL SECRETARIAT**
1, rue de Varembe / Case 116
1211 GENEVA 20, Switzerland
Telephone 34 17 16; telex 27152 IPD CH
Fernand VINCENT
Secretary-General

- **EASTERN AND SOUTHERN AFRICA**
Kaduna House, 56/57, Street
P.O. Box 8242, Causeway
HARARE, Zimbabwe
Telephone 29 53 53; telex 4315 ZIANA ZW
Kingston K. KAJESE
Director

- **WEST AND CENTRAL AFRICA / SAHEL**
Service d'Etudes et d'Appui à la Gestion (SEAG)
B.P. 32657
NIAMEY, Niger
Telephone 33367
Boukary YOUNOUSSI
Director

- **SOUTH ASIA**
c/o Asian Institute for Rural
Development
P.O. Box 453
BANGALORE 560 094, India
Telephone 63 49 91
M. V. RAJASEKHARAN
Consultant

- **SOUTH - EAST ASIA**
No 54, Horton Place
COLOMBO 7, Sri Lanka
Telephone 53 54 81; telex 21612 MARGA CE (Att: IRED)
and 21517 METALIX CE (Att: IRED)
Surimal FERNANDO
Director

- **LATIN AMERICA**
c/o DESCO
Av. Saavedra 1945
LIMA 14, Peru
Telephone 72 47 12; telex 25950 PE-IDESCO
Mario PADRON
Third World NGOs Task Force

12

DEVELOPMENT INNOVATIONS AND NETWORKS



IRE D is:

- *An international association of individuals (170 members) throughout the world who live according to the same values and share the same ideal which tries to promote the same development*
- *An international network of 600 partners: local and regional networks: peasant groups, handicraftsmen, women's and urban groups, cooperatives, NGOs and other voluntary associations*
- *An international support service to local development*

IRE D

- *Facilitates South/South exchanges of experiences and communication among grassroots associations*
- *Helps in the creation and development of local and national networks, unions, and group federations*
- *Organises with its partners technical support in the following fields: training, management/organisation, appropriate technologies, negotiations, etc.*

IRE D

- * *is not a donor but a facilitator*
- * *is at the disposal of its partners in order to strengthen them*
- * *is involved in integrated and participatory development which answers the needs of local populations*

6/1