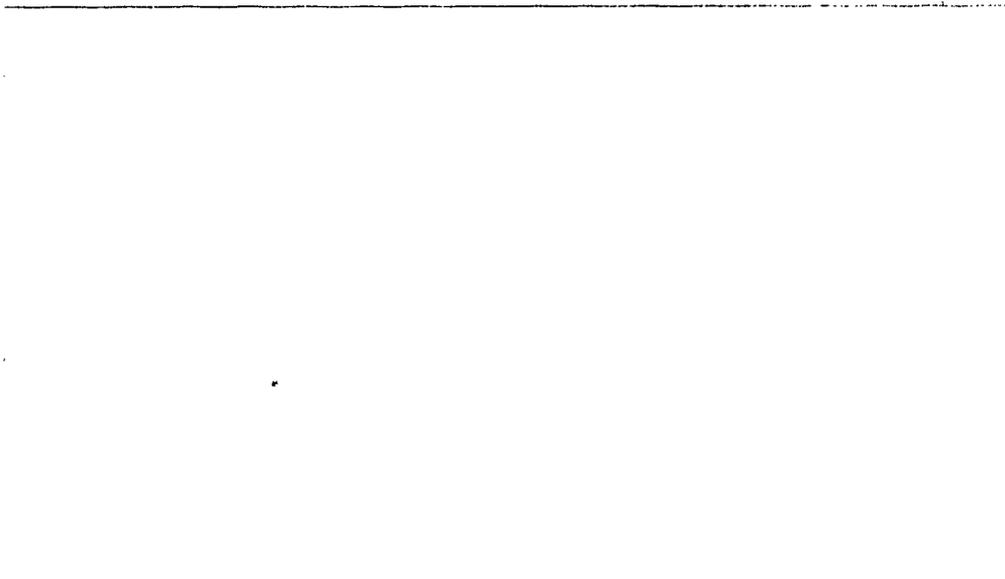


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**MINISTRY OF MAHAWELI DEVELOPMENT
MAHAWELI AUTHORITY OF SRI LANKA**

ISA 96747



**Mahaweli Economic Agency
Mahaweli Engineering and Construction Agency**

MARD PROJECT



Pimburattewa
via Polonnaruwa

Development Alternatives, Inc.
Colorado State University
Oregon State University
FINTRAC, Inc.
Post-harvest Institute
for Perishables

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**SYSTEM B
FARMERS' ORGANIZATIONS
MARD II**

FINAL REPORT

by

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(Report No. 253)

**MARD PROJECT
PIMBURETTEWA**

AUGUST 1995

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Abbreviations and Acronyms

AID	U.S. Agency for International Development
AM	Assistant Manager (IDU unit in System B)
ATGD	Agricultural Technology Generation and Dissemination (MARD project component)
BM	Block Manager
CTCU	Central Training and Coordinating Unit
DAI	Development Alternatives, Inc.
D-canal	Distributory canal
DCO	Distributory canal organization
DRPM	Deputy Resident Project Manager
EIED	Mahaweli Enterprise, Investment, and Employment Development Agency
EM	Enterprise Manager
EOP	End-of-project
ESI	Essential structural improvements
FA	Field assistant (MEA field-level extension agent)
FCG	Field Canal Group
FO	Farmer organization
FSE	Farming systems extensionist
GSL	Government of Sri Lanka
ICO	Irrigation Community Organizer
IDO	Institutional Development Officer
IDU	Institutional Development Unit
IOV	Institutional Organizer Volunteer
IPM	Integrated pest management
IRR	Internal rate of return
ISMP	Irrigation System Management Project
MARD	Mahaweli Agriculture and Rural Development Project
MASL	Mahaweli Authority of Sri Lanka
MDS	Mahaweli Downstream Support Project
MEA	Mahaweli Economic Agency
MECA	Mahaweli Engineering and Construction Agency
MED	Mahaweli Enterprise Development Project
MOA	Ministry of Agriculture
OC	Other crops (crops other than paddy)
O&M	Operation and maintenance
PCC	Project Coordinating Committee (MEA)
RARC	Regional Agricultural Research Center
RPM	Resident Project Manager in System B
TOG	Turn out group
ULFO	Unit-level farmer organization
UM	MEA Unit Manager

EXECUTIVE SUMMARY AND RECOMMENDATIONS

The MARD Project's goal is to assist System B's over 16,500 settler families obtain maximum benefits from the land and water resources available to them. Its purpose is to increase settler incomes. The establishment of farmers' organizations is a key project strategy for ensuring that maximum benefits are obtained and incomes are increased.

There are now at least 60 farmers' organizations in System B which have made a good beginning of forming cohesive organizations, capable of managing their distributory and field canals and of assisting their members to improve their incomes. Forty more organizations are formed and are in the process of gaining confidence in their abilities. There is optimism among farmers and MEA officers in System B that because the farmers' organizations have made such a good start in a relatively short time, they will continue to grow stronger. The achievements in System B are owing the careful and methodical implementation of the farmers' organization policy announced by the Mahaweli Authority through the Mahaweli Economic Agency (MEA) in 1992.

The guidelines for the implementation of MEA's policy focuses on forming water users groups at the field canal and the distributory canal levels. MARD has assisted MEA implement these guidelines. At the same time, MARD has proceeded to develop the distributory canal organizations into *commercially oriented, multi-purpose organizations rather than single purpose organizations* focused on water. The farmers have clearly demonstrated that they want their organizations to be more than water users groups. MEA has fully supported MARD's efforts. MEA must now take over MARD's role in promoting a commercial orientation in farmers' organizations.

From 1988 to 1992, MARD and MEA System B worked diligently and successfully in creating functioning field canal organizations. Creating larger farmers' organizations was problematic because little support and guidance for this complicated and politically sensitive task was provided by the head office. MARD's efforts, however, set the scene for rapid progress in the development of farmers' organizations when, in 1992, a new Managing Director of MEA published guidelines for the implementation of the government's policy of participatory management.

The policy of participatory management was implemented immediately and farmers began meeting with MEA regularly on several levels of project management. Because of these meetings, farmers now understand the system better and also appreciate the constraints imposed on the irrigation agency. They understand their key role in the survival of the system.

MEA must now ensure that there is no break in continuity caused by the departure of MARD. Farmers are worried that the status of the program will be diminished. There is, however, no sign of a waning of interest on the part of MEA. In fact, the farmers' organization program is continuing to progress, with farmers' organizations in five irrigation blocks having federated into block-wide organizations during the last month of project. These five will federate on a System level during the last days of the project or the first days of September. The farmers' organizations

are strongly commercially-oriented, but not because MARD convinced them to be. MARD only provided an outlet for the farmers' natural talents. The commercial activities in the farmers' organizations are so aggressive, in fact, that MEA must, on a priority basis, set up a permanent audit team. Already, some problems of mismanagement have occurred. MEA needs not to take a long term approach, prepare capable audit teams, and conduct audits immediately when asked for.

MAJOR RECOMMENDATIONS

1. Joint management of all MEA development activities with the DCO. MEA should continue to give priority to farmers' organizations development and to the participatory management program. It should channel its development program through the farmers' organizations so as to increase the importance of farmers' organizations in the eyes of the average farmer and also to give as great a number of farmers as possible experience with the joint management of irrigation and with programs for economic development. In particular, MEA should:

a. Place greater emphasis on the functioning of the unit level and block level coordinating committees, ensuring that decisions appropriate to this level are taken and that the decisions are implemented. Already, farmer representatives complain that they have to take too many problems to the level of the project level committee. If farmers cannot get satisfaction at the unit and block committee level to their more easily remedied problems at least some of the time, then they will cease attending these meetings and joint management will become a theory instead of a practical reality. (Note: on August 24, the Chief of Party saw the System B Resident Project Manager put this recommendation into action in Bakamuna Block, to the applause of the farmers' representatives. The farmers listed five problems - dealing with unsatisfactory arrangement made by the Paddy Marketing Board, with logistics needed by MEA's block administrations, and with relations with government officials. Four of the problems were solved.)

b. Weld agricultural extension to the farmers' organizations more strongly than at present in order to encourage crop diversification and improve production of paddy. In principle, each unit has one MEA field assistant (FA) who assists the block level agricultural officer (AO) with extension. Each FA is supposed to work with each field canal group in his unit, train farmers in the necessary technologies, and collect agricultural planning information each season from the field canal and pass it to the Deputy Resident Project Manager for Agriculture (DRPM/Agri). This present procedure bypasses the farmers' organization. It is recommended that the FA of each unit be assigned to work with the DCO or DCOs of his unit. The DCO should form an agricultural sub-committee, composed of a representative

(the field canal group leader or another person) chosen by members from each field canal group. The FA should work together with this committee to plan the agricultural season, promote off-season planting for better prices, train farmers in appropriate technologies, install demonstrations, and collect production and sales data. This committee should be continually active. Its work should be supervised by the block AO. The DCO should meet with the committee once a month in order to report on its activities to the unit coordinating committee (UCC) and, when appropriate, to the block coordinating committee (BCC). Inactivity of FAs, AOs, or DCO agricultural sub-committees should be brought to the attention of the DRPM/Agri or to the RPM.

c. In strengthening farmers' organizations, MEA should give equal priority to water management and to the management of commercial activities. MEA's Institutional Development Unit should begin to actively promote commercial ventures in farmers' organizations. Even where farmers' organizations have successful commercial ventures and enthusiasm and optimism is strong, the level of technical knowledge about how to run a commercial organization is still low. Ensuring the transparent management of funds - by providing training and regular audits - is the most important kind of support MEA can provide. Through EIED, MEA can also provide training in entrepreneurship.

2. MEA should make a special effort to accelerate key farmers' organizations programs - such as the formation of farmer companies or the federation of farmers organizations to the block level or the promotion of paddy marketing - immediately after the departure of MARD. A show of strong interest in and support for farmers' organizations on the part of MEA will greatly encourage farmers. They now fear that the departure of MARD could mean a lowering of priority for the farmers' organizations program. MEA must demonstrate its support to the farmers.

3. Equip the farmers' organizations development unit of MEA, the Institutional Development Unit. This is the newest office in MEA and, as such, is under equipped. It is strongly suggested that this unit in System B have priority choice for equipment and vehicles being turned over by MARD to MEA. Second priority should be to the agricultural development unit of System B. To assure that all of MEA in System B has sufficient equipment, MASL should keep all former MARD equipment in System B except that which is needed to support System B activities in Colombo. The MEA engineering unit is already well supplied with office equipment, but still needs at least one more vehicle.

4. MEA should set up a MASL-wide Joint Management Committee to meet annually to discuss and formulate solutions to the problems of hidden tenancies, land tenure, political

influence, and legal powers. This committee should have a suitable MEA officer (for example, the Managing Director or General Manager of MEA) and a farmers' organization representative as co-chairpersons and should be assisted by appropriate consultants from outside the MEA. The farmers should be representatives from the Project Management Committee and from the System-wide Federated Farmers' Organizations. Candid discussions should be encouraged. Solutions to problems should be proposed and implemented.

**Part I: Overview of MARD's Farmers' Organization Component by Bruce Spake,
Chief of Party**

Part I of this report begins with a brief description of the MARD Project and of the purpose of its farmers' organizations component. It then summarizes farmers' organizations development, discusses issues pertinent to their development, gives a brief the history of their development in System B before significant policy changes in 1992, and discusses the impact of those policy changes. Part II of this report, prepared by team leader of MARD's farmers' organizations development team and his staff, will provide a detailed account of activities.

Chapter One: INTRODUCTION

A. THE MARD PROJECT

The MARD Project Agreement was signed in August 1987. Implementation began a year later with the arrival of the Development Alternatives, Inc. technical assistance team. The project ends on August 31, 1995.

The MARD Project is an integrated agricultural development project on the left bank of the Maduru Oya in System B, the Mahaweli Authority's newest system and still under construction. System B provides, according to the latest statistics, one irrigated hectare to over 16,500 farmer families, in addition to from 2,000 to 4,000 square meters of homestead (above the command of the irrigation canals) to each family in hamlets near to irrigated fields. MARD's goal is to assist USAID and the Mahaweli Economic Agency (MEA) to ensure that settlers obtain maximum economic benefits from land and water resources available to them in System B. MARD's purpose is to increase settler incomes.

The project includes activities designed to generate and disseminate new agricultural technologies, to test and recommend sustainable agricultural practices, to improve water management, to develop and strengthen farmers' organizations, to establish postharvest facilities and marketing links, and to construct irrigation and drainage infrastructure. The primary objective of the technical assistance contract is to provide implementation support and training to assist the Mahaweli Authority of Sri Lanka (MASL) and USAID Sri Lanka to implement the MARD Project.

B. THE FARMERS' ORGANIZATION COMPONENT

The 1987 MARD Project Paper proposes the establishment of farmers' organizations as one of the means of ensuring that settlers obtain maximum benefits from land and water resources. As these organizations were assumed to occupy themselves principally with water, this activity was included in the project's water management component. The project paper calls for training farmers in on-farm water management, forming field canal groups and federating these groups into distributory canal (d-canal) water users associations. Ultimately, the field canal and d-canal organizations are to operate and maintain their canals. They are intended also to collect irrigation fees from the users, forward a portion to the MASL for main system operation and maintenance, and use the rest for operating and maintaining their canals.¹

The project was amended in 1991 and extended from 1992 to 1995. The Project Paper Amendment formalizes the development farmers' organization as a separate component, and sets targets for the number of field canal groups (917) and farmers' organizations (55) to be developed.² Field canal groups are to be responsible for operating and maintaining field canals, coordinating cropping plans, "moving toward" the collection of water fees, and serving as foci for agricultural extension, input supply, and marketing services.

¹ Sri Lanka: Mahaweli Agriculture and Rural Development (383-0086), "Annex A: Technical Analyses"; Agency for International Development, Washington, D.C. (1987), p. 34-37.

² These targets were achieved by mid-1994.

The Project Paper Amendment says that farmers' organizations will be called Unit Level Farmers' Organizations (ULFOs), whether they are set up on the level of the MEA administrative unit or on the level of the d-canal. This suggests considerable ambivalence as to what the locus should be. These farmers' organizations are to be formally registered organizations with judicial personalities, capable of entering into contracts. They are to have responsibility of the operation and maintenance of d-canals, market farmer production, and initiate income generating activities for members. They are also to begin utilizing professional management and developing a base of productive assets. Clearly, USAID and the MASL wanted the farmers' organizations to be multi-purpose and intended to give the project wide room to maneuver.

The project paper also says that MARD will work "to a limited extent" with a federation of the farmers' organizations on a higher level, such as the irrigation block level.³

³ Sri Lanka: Mahaweli Agriculture and Rural Development (383-0086) Project Paper Amendment No. 1; Agency for International Development, Washington, D.C. (1991), p. 9.

Chapter Two: What kind of farmers' organization? MEA's priority: water users groups for the joint management of the irrigation system

The original project paper confidently answered this question: farmers' organizations will be d-canal organizations set up to operate and maintain their canals. The amended project paper suggested that field canal organizations concentrate on water use and farmers' organization be set up as Unit Level Farmers' Organizations, with a much broader mandate than water use. The project paper and its amendment four years later reflect the changing and various opinions about what kind of farmers' organization should be established.

In September 1992, the MASL partially settled the question when it issued its first comprehensive policy guidelines regarding farmers' organizations.⁴ These guidelines define the kind of farmers' organizations to be developed in the irrigation systems and explain the purpose of the farmers' organizations. The guidelines state that

- 1) farmers' organizations will be organized into water users groups and
- 2) these groups will "jointly" manage the irrigation system with MEA.

There is nothing very new or startling about these guidelines. They are based on earlier farmer organization guidelines from two projects - Integrated Management of Irrigation Schemes and Management of Irrigation Systems - and were made formal under an amendment to the Agrarian Services Act in 1991. They are in compliance with government policy, progressively formulated since 1988, that requires the participatory management of irrigation schemes.

However, a marked change in the attitudes of the officers and top management of the Mahaweli Authority and its agencies toward settler farmers has come about owing to the careful and methodical implementation of these guidelines. The Mahaweli's "pervasive paternalism" of earlier years is now a thing of the past.⁵

⁴ Development of Farmers' Organizations and the Introduction of Participatory Management of the Irrigation Systems under the Mahaweli Authority of Sri Lanka, herein referred to as Participatory Management. See annex no. 1 for a complete version of this document.

⁵ See Douglas J. Merrey, Potential for Devolution of Management to Farmers' Organizations in an Hierarchical Irrigation Management Agency: The Case of the Mahaweli Authority of Sri Lanka. International Irrigation Management Institute, Colombo (1992), pp. 1-2. Merrey asks: "Is it realistic to try to implement this policy [i.e., participatory management] through the MASL?" and observes: "It is clear that the MASL from the beginning has been driven by a pervasive paternalism toward the settlers, that led its management "naturally" to make strenuous efforts to mold the settlers to fit their own ideal of an ideal agricultural settlement. To devolve real authority to settler organizations "prematurely" was therefore inconceivable; settlers had to be guided and trained, until at some ever-receding date they would be ready to take over. The dependency of the settlers was not . . . perceived as a drawback, but rather as necessary at this stage. . . ." Merrey concludes that "there are serious impediments within the MASL itself to decentralization and devolution of authority to farmers' organizations." It would have been

MARD has developed strong farmers' organizations in System B with the full cooperation of System B's engineer in charge of water management and of other officers and without any of the official resistance reported in the past.

The guidelines explain to both farmers and MEA staff how farmers' organizations should be developed and why joint management must be introduced immediately (and not when the farmers are "ready" at some future date). Waters users groups are formed at the field canal level and then are federated on the d-canal level into a Distributory Canal Organization (DCO), also a water users group. The leaders of the field canals chose from among themselves their DCO officers. The DCO, when ready, begins joint operation of its d-canal with MEA. As soon as the DCO is ready for more responsibility, its representatives and the MEA staff prepare for taking over the full responsibility of operation and maintenance of its d-canal. Once the DCO takes over the d-canal, the officers become responsible for establishing and adhering to procedures for distributing water on an equitable basis and for keeping the d-canal in good repair through routine maintenance. MEA considers the taking over of d-canals by DCOs as the major first step in achieving the joint management of the irrigation system.

The guidelines also instruct MEA officers to set up mechanisms for sharing power with the farmers. To effect joint management, MEA sets up coordination committees at three key levels - the unit, block, and system level - composed of MEA officers and farmers' organizations representatives. They meet regularly to make decisions regarding management questions, such as:

- water distribution and prioritization of canal maintenance work,
- improvement of the canal system,
- cropping patterns,
- farmers complaints about MEA services, and
- other problems, including disputes between farmers.

The coordination meetings are to provide regular and formal interaction between officials and farmers and facilitate the rapid resolution of problems at the unit, block, or system level. In the process, farmers will become familiar with handling management issues that confront the MEA staff and, very importantly, used to participating with officers in resolution of issues concerning the irrigation system. And, because farmers as well as officers have been trained in the concept of participatory management, the committees are also laboratory for improving participatory management.

Joint management will eventually entail a division of responsibility between farmers and MEA, with the distributory canals and the field canals network maintained and operated by farmers' organizations and the main system operated by MEA. At present, in mid-1995, MEA has succeeded in setting up the means of joint management of most of the irrigation system. The various coordinating committees function as planned, some more successfully than others. And, in zones 1 and 5, the most developed and populous part of System B, almost all of the d-canals have been taken over by DCOs.

Farmers' organizations development since 1992 has been rapid and confident, especially when compared to

possible to agree with Merrey's comments in 1992, when they were published, but since then there has been a sea change in the Mahaweli philosophy concerning sharing of authority with farmers' organizations.

the slow and hesitating development from 1988 to 1992. During the past three years with the assistance of MEA and MARD, farmers in System B have developed sixty well-functioning farmers' organizations. Another forty organizations have also been created and they, if given strong support by the Mahaweli Economic Agency (MEA), will soon function well.

The lack of a clear national policy on farmers' organizations before 1991 and the absence of practical instructions from MASL on developing of farmers' organizations in the Mahaweli areas before 1992 had made it difficult for MARD to make rapid progress in the development of farmers' organizations. Although an MEA Institutional Development Division was created in 1990, it was not "a high priority division, and its functions [were] not integrated into the primary management process of MEA."⁶

All the same, MARD's initiative prior to late 1992 in developing farmers' organizations was significant, at least on an organization by organization basis. Also, prior to 1992, MARD received better cooperation from MEA in its farmers' organization effort than did MEA managers in other systems. MARD's early initiative made it possible for farmers' organizations to develop more rapidly in System B than in other systems - especially once MEA's policy was strongly supported by top management. More farmers' organizations in System B, for example, have taken over the operation and management of their d-canals (36 DCOs, as of August 1995) than in all other systems combined (31 DCOs).

The response of farmers to MEA's program for developing d-canal based water users groups has been very positive. Because of their frequent, and frank, interactions with MEA officers in the three levels of committees, farmers are persuaded that MEA is being open and fair in its offer to share the management of the irrigation system. Because of the practical nature of the coordination meetings at the unit, block and system levels, farmer representatives and farmers in general have come to understand how the system works. They feel that joint management as proposed by MEA makes good practical sense.

⁶ Merrey, p. 13.

Chapter Three: What kind of farmers' organizations? The farmers' priority: commercially oriented farmers' organizations

MEA's priority since 1992 has been in developing water users groups and strengthening joint management. MARD has provided all necessary effort and funding for the development of water users groups, but also directed its attention to improving farmer incomes by developing the water users groups into multipurpose organizations. These different priorities complemented each other, as there was good coordination between MARD and MEA and especially as the MEA's long range goal is also the formation of multipurpose organizations.

In fact, since 1990, MEA and MARD had been encouraging farmers' organizations to undertake commercial activities. After the new policy was issued in 1992, MARD continued such encouragement. The new MEA policy changed the geographical basis of some of these groups, but it did not modify or suppress the activities begun earlier. MEA even encouraged MARD to expand such activities where appropriate. Presently, even after the intensive promotion of MEA's policy concentrated on water users groups, many farmers' organizations identify themselves as much with their group commercial activities as they do with their activities as a water users group. This is a welcome development and not disruptive.

The average farmer wants a farmers' organization that will improve his income by giving him more control over the costs of inputs he buys and over the prices at which he sells paddy and vegetables. Because of their strong interest in immediate income, many farmers associate commercial activity with a successful farmers' organization. This is especially true in System B where there are few problems related to water.

Most of System B's farmers are settlers who have recently arrived from different geographic localities. As these farmers were virtual strangers to one another when they arrived, the bonds of kinship and tradition required for forming community service groups did not exist. Having been accidentally "attached" to each other along the banks of a d-canal did not give them a sense of belonging to a group, even though the geographical and infrastructural connectedness was apparent to them.

But there are other ways than the slow pace of tradition and kinship to form useful relationships. Becoming part of a commercial venture is one such way - or so it seems from MARD's experience. It provides a proxy for more traditional reasons for cohesiveness. This may be because business partners are like members on a sports team: they do not regard each other as strangers, even if their basis for relationship is shallow compared to more traditional bonds. Based on their own interests, they agree on common goals and procedures. For this reason, it is important that during its initial stages of development, a farmers' organization do what the farmers - not what the irrigation agency or the donors - want it to do.

Farmers have a business interest in what they buy and what they sell. Therefore, in System B, they their farmers' organizations to provide them with good inputs at market prices. They mistrust the quality and the price of inputs supplied by local traders. They want their farmers' organizations to provide marketing services, and they are willing to pay for such services. Again, they do not trust local private sector transactions with individuals. Their mistrust of local traders is based on experience: many farmers fall victim to traders who advance inputs and other goods on credit at a high interest rates. A spiraling cycle of debt results all too often. Farmers look to the farmers' organization to permit them to escape from this practice if it can offer lower costs, better prices, and alternatives to traders who too often have a predatory rather than constructive interest in transactions with settler farmers.

MARD found 1) that farmers are quickly attracted to farmers' organizations that supply inputs and assist in marketing and 2) that farmers so attracted are more likely to participate as members in the organizations. The organization's stronger members persuade farmers to pay attention to long term interests. These include, in particular, dispute resolution, the operation and maintenance of the d-canals, the promotion of animal husbandry projects (still sorely lacking in System B), and the formation of long lasting marketing arrangements within the DCO and in federation with other DCOs.

Success breeds success. If a farmers' organization can deliver short term benefits to its active members, then the members are willing also to work for the organization to maintain the irrigation infrastructure. The success of farmers' organization commercial activities lends credibility to the less immediately profitable responsibilities of operation and maintenance.

To date, MEA has issued no guidelines on the promotion of and development of commercially oriented farmers' organizations, although it has welcomed MARD's active approach in expanding the scope of the farmers' organizations activities beyond water management. It has also refined its previous practice of hiring contractors to repair to the d-canals, now requiring MEA engineering staff to contract with the farmers' organizations whenever possible, especially in its essential structural improvement program (ESI). In a large irrigation system, construction and repair by the agency will always be ongoing, if maintenance is performed correctly, and farmers' organizations are often capable, combined or singly, of performing the work to high standards.

MEA's Institutional Development Unit should begin promoting commercial activities in farmers' organizations. This support should be in addition to the traditional institutional building activities associated with forming water users groups. Even where farmers' organizations have successful commercial ventures and enthusiasm and optimism is strong, the level of technical knowledge about how to run an organization, especially a commercially oriented organization, is low. Ensuring transparent management of funds - by providing training and regular audits - is the most important kind of support MEA can provide. Book keeping skills should be taught and refresher courses offered on a permanent basis. Also, entrepreneurial skills should be taught, particularly because in each d-canal community there is already a fund of such skills, awaiting the opportunity for expression. Most importantly, routine audits must be performed for each DCO accounts.

Below is a chart giving a summary of DCO commercial activity. It does not give a complete account of DCO commercial activities, but does illustrate adequately that farmers are enthusiastic about farmers' organizations as commercial enterprises. It shows, by the sheer importance of the gross revenues, that these organizations have been aggressive in their commercial activities. In view of the large sums of money being handled by inexperienced DCO officers, good managerial skills are a priority - as is the need for periodic audits, performed or paid for by MEA.

See also the case study on paddy marketing in Chapter Seven. An incomplete sampling of gross revenues received from selling farmers paddy by DCOs indicates that DCOs are already handling tens of millions of rupees each paddy season on paddy alone. Without tight financial internal controls and complete transparency, this rapid cash inflow and outflow could cause serious problems in these new (and therefore still fragile) institutions.

Table 1. 1993 to 1995 cash flow reports from selected DCOs (records are sometimes incomplete, especially for 1995 receipts and expenditures).

DCOO's	YEAR	GROSS REVENUE	EXPENSES	DIFFERENCE: INCOME - EXPENSE
Sinha Madurangala	1993	-	2,752.00	(2,752.00)
	1994	144.75	2,752.00	(2,607.25)
	1994	20,028.86	13,377.00	6,651.86
Mahawewa Mahasen	1993	-	-	0.00
	1994	9,080.00	2,706.00	6,374.00
	1995	23,245.71	5,703.26	17,542.45
D1/Ginkdamana	1993	147,144.00	146,156.00	988.00
	1994	-	-	0.00
	1995	2,924,991.00	2,900,852.24	24,138.76
D2/104/A Bimpokuna	1993	195,906.00	102,336.38	93,569.62
	1994	1,059,095.80	1,061,137.57	(2,041.77)
	1995	2,979,003.00	2,905,776.81	73,226.19
Tispanegama	1993	170,320.00	155,774.46	14,545.54
	1994	406,323.00	399,913.60	6,409.40
	1995	35,613.00	32,887.86	2,725.14
D1/105/A Saran	1993	62,810.64	41,384.41	21,426.23
	1994	29,060.86	11,071.50	17,989.36
	1995	36,452.44	41,904.79	(5,452.35)
D4/105/ Manampitiya	1993	-	-	0.00
	1994	906,215.00	871,300.79	34,914.21
	1995	-	5,294.21	(5,294.21)
D5/105/A Kudawewa	1993	-	-	0.00
	1994	244,615.50	160,306.98	84,308.52
	1995	219,829.87	183,474.87	36,355.00
Vajira Bogaswewa	1993	55,740.32	20,500.32	35,240.00
	1994	430,169.00	445,352.03	(15,183.03)
	1995	196,755.00	190,605.99	6,149.01
Sadunpitiy	1993	-	-	0.00
	1994	1,275.00	1,225.00	50.00
	1995	125,025.00	120,979.93	4,045.07
D6/Mahasen Boatta	1993	-	-	0.00
	1994	578,500.00	575,151.83	3,348.17
	1995	895,865.00	899,173.17	(3,308.17)
D5,7 Susirgam	1993	29,936.00	19,671.74	10,264.26
	1994	14,937.00	25,201.26	(10,264.26)
	1995	-	-	0.00
Sinha wewa	1993	-	821.00	(821.00)
	1994	41,247.00	27,602.21	13,644.79
	1995	81,161.52	75,663.94	5,497.58
101/D10,11,12,	1993	31,608.00	31,608.00	0.00
	1994	45,128.32	28,245.17	16,883.15
	1995	50,736.29	26,796.16	23,940.13
101/D1/Kotmal	1993	-	-	0.00
	1994	604,462.75	586,990.59	17,472.16
	1995	942,207.39	937,274.98	4,932.41
D3,4/Ellewewa	1993	259,833.00	221,750.08	38,082.92
	1994	1,456,382.90	1,430,717.99	25,664.91
	1995	168,056.00	155,866.99	12,189.01

DCOO's	YEAR	GROSS REVENUE	EXPENSES	DIFFERENCE: INCOME - EXPENSE
D13,14 Mahadamana	1993	356,524.78	334,103.51	22,421.27
	1994	165,434.00	169,261.22	(3,827.22)
	1995	478,290.00	455,868.73	22,421.27
Dahamwewa Kaluteke	1993	2,691,191.00	2,610,073.88	281,117.12
	1994	1,797,688.53	1,810,311.33	(12,622.80)
Kandegama Saddatissa	1993	-	2,042.92	(2,042.92)
	1994	68,756.00	4,970.55	63,785.45
	1995	331,573.57	222,008.57	109,565.00
502/D1/Mahasen Ihawewa	1993	-	-	0.00
	1994	-	-	0.00
	1995	347,107.63	318,496.63	28,611.00
507/D2,3 Apisamagi	1993	287,919.02	248,890.22	39,028.80
	1994	357,283.20	304,103.62	53,179.58
	1995	10,089.62	9,490.00	599.62
501/D2,3,4 Jayabima	1993	17,551.92	15,404.50	2,147.42
	1994	53,330.23	40,500.42	12,829.81
	1995	3,700.00	-	3,700.00
Medagama	1992	317,990.00	303,025.00	14,965.00
	1993	2,075,108.00	2,044,420.00	30,688.00
	1994	163,735.00	156,781.22	6,953.78
Samagipura Yaya8	1993	61,072.00	49,590.40	11,481.60
	1994	445,132.80	422,875.36	22,257.44
	1995	817,437.89	779,891.53	37,546.36
502/D2,3 Vijaya	1993	278,135.00	255,620.00	22,515.00
	1994	1,348,495.59	1,322,342.57	26,153.02
	1995	18,050.00	46,238.00	(28,188.00)
Devagama Yaya5	1994	1,012,068.00	985,768.00	26,300.00
	1995	1,939,775.00	1,913,765.00	26,010.00
D1A DCO	1994	-	1,495.00	(1,495.00)
	1995	252,497.75	253,994.00	(1,496.25)
502/D7,8 Jayakete	1993	44,290.35	32,990.40	11,299.95
	1994	214,139.18	204,588.60	9,550.58
	1995	505,941.65	502,171.04	3,770.61
Pimburattewa Ekamutu	1993	614,146.75	569,637.20	44,509.55
	1994	1,065,690.48	1,009,330.43	56,360.05
	1995	825,085.56	785,615.46	39,470.10
Devagama Yaya6	1993	288,755.00	195,161.00	93,594.00
	1994	679,901.27	655,492.25	24,409.02
	1995	1,336,123.42	1,331,176.65	4,946.77
Bamunakotuwa	1993	1,346.24	2,442.25	(1,096.01)
	1994	1,128,082.00	1,081,178.77	46,903.23
	1995	1,431,529.94	1,423,615.80	7,914.14
D5/Manikwela	1993	71,792.00	7,482.00	64,310.00
	1994	782,185.44	674,190.44	107,995.00
	1995	5,188,797.34	5,169,477.34	19,320.00
Total for 1993/94/95 (April)		45,582,648.07	43,593,942.92	1,988,705.15

Chapter Four: FORMING FARMERS' ORGANIZATIONS: DEVELOPING ALTERNATIVES FROM 1988 TO 1992

The road to the present promising state of farmers' organization development in System B has been difficult. Much necessary preparatory work was accomplished before the 1992 announcement of a farmers' organization policy, but much time was wasted owing to the lack of such a policy.

When MARD first arrived in System B, farmers' organizations were seen as part and parcel of the MEA administration, except for some organizations in Vijayabapura Block working with a local NGO. The MEA organization was rigidly top down, with a Resident Project Manager supervising specialists in the various disciplines needed for settling farmers in the new irrigation scheme (agriculturalists, engineers, sociologists, etc.). Blocks were managed by block managers, who took orders from the resident project manager. The units composing the blocks were in turn managed by unit managers, who had little independence in administrative matters, but who were the agency's principal point of contact with farmers. The blocks also had agricultural and engineering specialists, under the control of the block manager and of system level experts in their fields. When farmers' organizations were first formed in the 1980's, unit managers were the designated presidents of the organizations. The organizations performed as an outreach of the irrigation agency.

MEA did not oblige MARD to adopt this kind of farmers' organization as its model. As a model, it has already lost favor in MEA, which was coming to the conclusion that top down management would not create farmers' organizations. MARD's efforts in the period prior to MEA's announcement of a consistent farmers' organizations policy are described in various reports by MARD farmers' organizations consultants. These reports, published between early 1990 and late 1991, describe in detail the effort dedicated to establishing farmers' organizations in System B, including:

- trying to decide, in meetings and in conferences with MEA officers, what kind of farmers' organizations to develop and for what purpose;
- developing training programs with MEA and MARD for officers and farmers;
- setting up election procedures for choosing field canal group leaders, the basic unit of the irrigation system;
- designing and implementing training programs for field canal group leaders;
- conducting exercises to strengthen field canal groups; and, finally,
- forming multi-purpose farmers' organization based on the MEA administrative unit (not on the d-canal).

The reports describe months of debate about what kind of farmers' organizations would be appropriate for System B:

- a single purpose water users associations based on the d-canal,
- a multipurpose farmers' organization based on the d-canal, or
- a multi-purpose farmers' organization based on the MEA administrative unit?

Before deciding on what kind of farmers' organization to develop, however, MEA and MARD began forming the basic unit of organization in any irrigation system: the field canal group. Because of its small size - 10 to 20 families - the field canal group focuses mainly on the operation and maintenance of its field canal. MARD and MEA set about forming field canal groups and assisting farmers to elect leaders.

Forming field canal groups, MEA and MARD staff came in contact with many farmers. They trained them in field canal maintenance and also introduced them to the MARD Project and its goals. It was difficult, however, to move with the same confidence and sense of direction beyond formation of field canals groups to that of farmers' organizations. When MEA and MARD staff finally did decide on what kind of farmers' organization to develop, they made, in retrospect, the wrong choice. But at the time their choice was the reasonable one to make. And in the end, their wrong choice caused little damage, and wasted much less time than making no choice at all. The choice was to form ULFOs rather than DCOs: to concentrate on income generation and water management rather than focus narrowly on water management.

Water management in System B occurs in an unusual context, one which is a bane to organizers of water users groups but a blessing for a farmer who prefers not to worry about the functioning of his irrigation system and its future condition. Farmers have water in plenty whenever they want it. System B's main, distributory and field canals are in good to fair condition. And, unusual for an irrigation system in Asia, there is much more water available than is needed, available on a 12 month basis. In this water-rich context, therefore, business-as-usual did not pertain when it came to forming farmers' organizations as water users groups. When the remaining 7,000 hectares on the left bank and 14,000 hectares on the right bank of the Maduru Oya are developed, water then may be in less plentiful supply, but that will not be for several years.

In an essay on local organizations, Norman Uphoff describes the situation which usually prevails in an irrigation system and thus makes "water user associations built around a common interest in acquiring and sharing water, in maintaining the system, and resolving conflicts appear quite feasible." He says:

Irrigation management invariably confronts the problem that farmers upstream have locational advantage over those who are downstream and this creates at least the potential for continual conflict. Water users at the head of the channel or at the head of the system are in a better position to acquire water than those at the tail end and are less dependent on proper maintenance of the channel or system. However, this problem of conflicting interests can also give impetus to users to organize and cooperate to assure getting at least some water for all and to prevent violence. The same farmers along a channel who have conflicting interests over the supply they receive if water is scarce also have a common interest in guaranteeing that supply or in expanding it. Thus, the centrifugal forces of competition over water can be countervailed by centripetal pulls towards cooperation.⁷

Uphoff's statement that competition over water can pull farmers together rather than push them apart is definitely not applicable to System B in its present water-rich condition.

The 1987 MARD Project Paper made the same argument:

The Water Management/Farmer Organization component grows out of the perception that the most important thing which can be done to raise settler incomes is to assure a reliable supply of water for each farm at the time needed by the farmer. This in turn implies establishing the most effective overall system management as possible, effective and fair means of distributing water among farmers at the lower end of the system, communicate their needs, plans, and problems to each other. Because of considerable experience in Sri Lanka and elsewhere with the impact that a strong system of farmer organization can make

⁷ Uphoff, p. 38.

on the last two factors, the project will focus considerable efforts on establishing and maintaining such system of farmers' organizations.⁸

In 1991, MARD's farmers' organizations specialist noted in his final report that during the early days of the project, officers and farmers were perplexed about how to begin forming viable farmers' organizations in a system where farmers felt no "need" for a farmers' organization. Farmers had few or no problems with the supply and distribution of water because MEA controlled this function adequately. And additional inputs, such as credit, fertilizers, and chemicals, and other services, such as marketing, were not under the purview of MEA.⁹

Those who argued that the focus of the farmers' organization should be water took the view that water was the most important element of connectedness or relatedness in the System B community. Some of the proponents of d-canal organizations even proposed to arbitrarily limit water access so that the hydrologically bound community would (artificially) feel a need for water.¹⁰ Both the proponents of d-canal organizations and those preferring a different kind of organization apparently believed that to chose the d-canal organization would mean developing organizations that would tend by their nature to focus only on water or, if there were few problems with water, on nothing at all.

Others argued that the farmers' organizations should cover larger areas, those coterminous with MEA administrative units, composed of around 250 families per organization. The MEA Unit is an all-purpose administration unit, strongly promotes agriculture, but is not particularly concerned with water management. Each Unit is comprised of one or two or more d-canals, or sometimes parts of several d-canals, so could not be counted upon as a locus for water management. But the Unit is the next tier of already existing organization after the field canal group and so offered a ready made convenience upon which to base farmers' organizations.

The proponents of unit level organizations won the day in late 1989 when MEA and MARD decided that "farmers' organizations at the field channel level should focus on water management while Unit level organizations should address all aspects of settler-farmer needs including water management."¹¹

The proponents of basing farmers' organizations on water use, thus on the d-canal, had had few good arguments, it was believed. Even though the hydrological unit seemed the most reasonable locus for a farmers' organization in a large irrigation scheme like System B, the classic situation described by Uphoff above did not exist. Project managers could not hope to use conflict over water as the organizing principle for farmers' organizations. Artificially reducing water outflows to d-canals was wisely not considered seriously as an option.

⁸ Annex E, Social Soundness Analysis for MARD, p. 14.

⁹ Honorio Bautista, End of tour report, MARD Project (1991), p. 40.

¹⁰ Bautista, p. 2.

¹¹ See Dr. Jayantha Perera, Farmer Organizations in System B: A New Approach to an Old Problem, MARD Project (1990), p. 4.

However, basing the organizations on something other than the d-canal would make it all but impossible for the farmers' organization members to feel connected by their (sometimes several) d-canals. If an organization is not connected by its water delivery system, there is serious question about whether it will ever become involved in water management. This question, which seems so pertinent now, was at the time not considered to be very relevant. This is because the MEA head office itself showed no commitment to turning over d-canals to farmers' organizations. There was no push for the farmers to become partners in the management of the irrigation system. With no encouragement to arrange for farmers to work closely with the agency, MARD look for more fertile opportunities.

MEA, MARD, and the farmers were interested in raising farmers' incomes through crop diversification. As the crop diversification program was based at the Unit level, the decision of MEA and MARD to develop Unit Level Farmers' Organization was logical and reasonable. Raising income through agricultural development, not through irrigation management, was to be the focus of farmers' organizations. Farmers' incomes had to be raised and there was no time to waste on developing d-canal based farmers' organizations because such organizations would likely prove to be isolated and irrelevant - in the policy environment of the day.

In late 1989 MEA and MARD set about preparing farmers to hold elections. By early 1990 a long awaited group of Irrigation Community Organizers (ICOs), the first in the MASL irrigation systems, were employed by the project and a concentrated effort was made to train farmer leaders in their responsibilities. During the course of 1990, 55 Unit level farmers' organizations (ULFO) were formed. MARD began issuing small grants to the more dynamic of these organizations to permit them to set up agricultural inputs shops. Later, in early 1992, MARD assisted several ULFOs in negotiating and implementing buyback contracts with exporters of fruits and vegetables. The project also sponsored intensive training in bookkeeping and financial responsibility.

By mid-1992 MARD, after lengthy examination and debate of the question, had developed the farmers' organizations in System B, with strong commercial orientations. Farmer response was strong. Specific programs with the ULFO included:

- growing local papayas on highlands for processing in Colombo (two farmers' organizations);
- growing crops on highland areas in yala with the use of lift irrigation (seven farmers' organizations);
- sun drying tropical fruit (two women's organizations);
- pickling gherkins and other crops (one farmers' organization);
- managing two-wheel tractors (twenty organizations); and
- growing vegetables on buyback contracts (twelve farmers' organizations).

Other farmers' organizations activities include the following: 36 farmers' organizations maintaining their own offices, 50 having weekly committee meetings, submitting cropping plans and water requirements; 36 undertaking contracts for canal repair; 15 purchasing inputs collectively to obtain discounts; 15 arranging formal credit through the organization instead of to individual farmers; and 49 assisting members to sell

produce to buyers.¹²

If MARD had chosen to focus on water use instead of on commercial activities, it is doubtful that farmers' would have responded to MARD's efforts as positively as they did. The farmers wanted organizations that would do something for their economic well being, not organizations designed to take over irrigation management from an agency which showed no real signs of wanting to relinquish that responsibility to anyone. In this context, MARD's focus on the ULFO was a consequence of its program to raise farmers' incomes. There was little dispute, at the time, that this was the right decision.

All the same, in his final report in 1991, MARD's farmers' organization specialist demurred regarding the choice of ULFOs instead of DCOs and he urged that the focus be more on water, offering several reasons for locating the farmers' organization at the d-canal level, among which the following:

--the control of water emanates from the d-canal and not from the administrative unit;

--the hydrological boundaries of the d-canal are more or less permanent while the administrative boundaries of units can be temporary, similar to what happened in System H; and

--group discipline and cooperative attitudes are easier to develop at the d-canal level, as compared to the administrative unit level, because irrigation water can be used to enforce the by-laws of the association.¹³

At the end of his report he suggests that despite present short-term successes, the farmers' organization program would have a better chance of being sustainable if MEA were more committed to the program and practiced a more "open" approach about the need for farmers' organizations..

Everybody knows that farmers in System B are not interested in farmer organizations, because irrigation water is free and in great abundance. MEA officers are always available to repair their irrigation facilities when requested. Farm credit is available although expensive. Market outlets, especially for paddy, are everywhere although the farm gate price is not always good at the peak of the harvesting season. On the other hand, MEA is starting to suffer from budgetary reductions every year. Money for fuel and oil and spare parts of vehicles is now very limited. Therefore, it is MEA who is interested in farmers' organizations so farmers can share the cost of operating and maintaining System B. MEA should come in the open and tell the farmers that the agency will not be in a position eventually of maintaining the irrigation system and that farmers must start getting involved.¹⁴

¹² Max Goldensohn, MEA/MARD Activities to Support Poverty Alleviation among Mahaweli Settlers in System B; MARD Report (1991).

¹³ Bautista, p. 40.

¹⁴ Bautista, p. 45.

MEA did "come in the open" the next year.

Chapter Five: CHOOSING THE MODEL

In 1992 MEA decided to commit itself fully to a policy based on the principle of participatory management. This decision, accompanied by practical policies and instructions for implementation, resolved, once and for all, the question of where the locus of the farmers' organization should be. It would be the d-canal as a water users group. Although the policy focused on irrigation management, it left the option open to farmers' organizations to operate as multipurpose organizations when able.

Earlier the farmers' organizations program in the Mahaweli Systems had been something of an administrative step child. It was recognized, but no one cared to nurture and promote it. Although MEA officers helped form farmers' organizations, they did so in obeisance to national-wide directives that farmers' organizations were to be established. But, in reality, the head office in Colombo practiced benign neglect vis a vis the farmers' organization program. Although the Department of Irrigation was turning over d-canals to farmers' organizations in the nearby Polonnaruwa schemes, there was no such program in System B or in other systems.

To force the start of a d-canal turn over program in System B, MEA and MARD met with 15 Unit Level Farmers' Organizations in Damminna Block in mid-1992 to discuss terms of turning over d-canals over and entering into participatory management with MEA Damminna Block staff. The farmers in the ULFOs agreed very willingly to take over their canals, provided MEA would contract with them, after taking over, for making essential structural improvements on their canals. As these improvements were in fact repairs of structural or design defects in the d-canal systems, MEA agreed to the terms.

System B then requested authorization from the MEA head office to turn over the d-canals, as these would be the first turn overs of d-canals in all the Mahaweli Systems. The MEA head office said that it would study the proposition before approval, but indicated that approval would be forthcoming. By good luck, MEA did not make a decision until after a new Managing Director was appointed. He immediately ordered System B not to go ahead with the turn overs until instructions were issued MASL-wide. MEA System B and MARD had been trying to force the issue of farmers' organizations by proposing the turnovers and so were pleased to get such a response from the head office. It meant a program would begin soon.

Now, in retrospect, System B's proposition seems hasty and conceived in desperation. First, the administrative impetus for handing over the canals was from System B and not from the head office itself - meaning System B was edging out on a limb. MEA in System B had decided, after encouragement from MARD, to take the lead in the handing over of the tertiary irrigation system to the farmers' organizations because they felt that a program of turning over canals to farmers' organizations would never begin unless they themselves started it. The MEA head office showed no real interest in the question; there was no clear policy on turning over d-canals to farmers' organizations, even though the MARD annual work plan had included, but not achieved, this activity for two consecutive years. The MARD mid-term evaluation had highlighted this situation in 1991, saying that "MEA has not yet introduced a comprehensive strategy nor has it developed work plans to implement an accelerated FO organizational program."¹⁵

Owing to MARD's presence in System B, the farmers' organization program had sufficient funding and

¹⁵ MARD Project, First Interim Evaluation, Part II, Technical Annexes; CHEMONICS (1991), p. 78.

logistics to mount a serious development program. But because MEA had no strategy, MARD's program could be only a hit or miss affair. Farmers' organizations, especially those in the major irrigation schemes, can not be expected to self-generate themselves nor to pull themselves up by their bootstraps. They have to be embraced, encouraged, and supported by the irrigation authority.

The new Managing Director MASL had appointed was one of Sri Lanka's (and South Asia's) foremost practitioners in developing farmers' organizations in large irrigation schemes. This appointment was the key to turning a faltering program into a successful one. Having as Managing Director of MEA an individual dedicated to formulating and implementing a farmers' organization program meant that MARD was able to move forward with its program and use its resources effectively.

The new Managing Director announced that farmers' organizations would be based on the d-canal, would focus on water use, and should begin immediately to participate in the joint management of the irrigation systems. This meant converting 55 ULFOs into over 100 DCOs. At first, MEA officers and MARD consultants worried that such an abrupt change from a unit-based to a d-canal based farmers' organization would be disruptive and that the shift in focus from economic development to water use would discourage farmers. These worries were, however, short lived.

MEA and MARD in System B, in consultation with the farmers affected, immediately began reorganizing ULFOs into DCOs. This indeed caused some momentary confusion, but the farmers soon gave their full support to the idea. And since then, in public reviews of the farmers' organization program and in private interviews, farmer representatives have repeatedly affirmed that the d-canal based farmers' organization is more appropriate than the ULFO. It not only makes water use easier to manage, but also renders coordination easier for group commercial activities, like paddy marketing and managing vegetable production contracts.

Why did the farmers' organization program take off and become so popular, especially with the farmers, after the 1992 policy change? The policy in itself is not the reason. The success of the farmers' organization program lies in MEA's deep commitment to it under the leadership of the Managing Director. The policy guidelines themselves reveal this commitment, as in the paragraphs below on the advantages of participatory management. This document was printed in Sinhala and Tamil also, and was distributed to and discussed with the farmers.

ADVANTAGES OF PARTICIPATORY MANAGEMENT

The role of the MASL has to shift from "controller" to "facilitator," and promoter of strong self-reliant farmers' organizations, not only to manage water but also some of the other related activities which they are capable of managing given the necessary assistance.

The institution of participatory management in the Mahaweli Irrigation Systems will result in:

- i. giving practical effect to the government's policy of devolving greater management responsibilities to the people and promoting self-reliance within communities;
- ii. creating in the Mahaweli settlers a sense of ownership of the irrigation

system, thereby ensuring their active participation in protecting and maintaining the system efficiently;

- iii. farmers' organizations taking over the Distributory Canals and Field Canals for operation, maintenance and management, making it possible to divert any available funds to better operation and maintenance of the Headworks and the Main Canals;
- iv. the development of strong and sustainable farmer's organizations, which are a prerequisite to any program for involving farmers in special activities which could increase their production and income levels.¹⁶

Except for point number iv above, the other three points underline advantages the development of farmers' organizations will bring to the government as well as to the farmers. Although these are advantages for the farmers too, whose survival depends on the good functioning of the MASL systems, but they are long-term, not short-term, advantages and, as such, are apt to seem to the farmers to be advantages accruing to the MASL alone - unless the farmers are fully involved in the management of the irrigation system as their system.

The MEA model for farmers' organizations sets safeguarding the integrity of the irrigation system as its priority. It includes the farmer as key to the sustainability of the irrigation system, as a responsible and independent member of the community, not a ward of the state or a beneficiary of a poverty alleviation program. The tone of the language in the quote below illustrates the depth of MASL's commitment to joint management.

The very survival of the Mahaweli community will depend on a well-maintained and efficiently-operated irrigation system. The introduction of participatory management appears to be the only practical way of ensuring a sustainable and efficient irrigation network, in the context of the present socio-economic conditions in our country.

Besides initiating and supporting the development of strong independent farmers' organizations, it is necessary to facilitate their participation in the processes of irrigation management at all levels, particularly in relation to decision-making. Such participation would:

- i. encourage and motivate farmers' organizations to participate actively in carrying out any responsibilities entrusted to them.
- ii. make the Agency officials more responsive to the feelings and needs of farmers.
- iii. create greater chances of co-operation from farmers in implementing the various plans and programs of the Agency.
- iv. enable farmer representatives to become aware of and appreciate the

¹⁶ Participatory Management, p. 2-3.

constraints faced by Agency officials in carrying out their duties.¹⁷

Thus, the MASL policy has tied the survival of the irrigation system to the formation of farmers' organizations. But this ambitious policy must be implemented with maximum effort and resources must be provided on a priority basis to develop farmers' organizations and re-train MEA officers to ensure that both are capable of working together to jointly manage the irrigation system. To date, in System B, at least, the Mahaweli has backed up its ambitious policy by practical implementation, giving priority to the farmers' organizations program. Part II of this report will provide details.

Given the fact that some members of the MEA head office staff had strongly resisted the concept of participatory management when it was first discussed in 1990, the harmonious implementation of the new policy during the past two and one-half years has been remarkable. MARD provided MEA with all necessary resources to conduct Mahaweli-wide training course for farmers and officers, and gave the program strong support whenever possible. Credit for its success goes, however, in part to MEA and to the top management of MASL and in part to the large number of intelligent and public spirited farmers who quickly understood the value of the program and proceeded to help MEA implement it.

A very important aspect of MEA's successful program has been the functioning of the joint management committees at each level of the project. The system-wide committee, called the Project Management Committee, is chaired by the Resident Project Manager and has a farmer representative as vice-chairman. The vice-chairman is a DCO president selected by his unit's DCOs to be a block representative. The block committee then selected him to represent them on the Project Management Committee, where he was selected by the farmer representatives to the Project Management Committee to be the vice-chairman. The other farmer representatives to this committee are block level representatives. Each three months this committee meets with the key MASL block and system staff (including staff from MEA, EIED, and MECA) and with others concerned with farmers in System B (for example, there is, as needed, representation from the Paddy Marketing Board, the Insurance Corporation, the European Commission, etc.). General system-wide issues are discussed and then specific issues, on a block by block basis, are examined. Each meeting reports on issues raised in the previous meeting and on progress in resolving those issues. The meetings are very well attended and are conducted with the utmost seriousness on both sides. Within a year after such meetings started, the farmers made such good progress in understanding the management of the system that, in the absence of the Resident Project Manager, the farmer vice-chairman chaired a meeting. The effect of this was profound. Since that time the farmers, who outnumber agency representatives on the committee, have dominated the meetings and have brought up even the most difficult of issues - those which touch on political interference in farmers' organizations - with tact and skill, and with a certain appreciation for the fact that in a democracy politics permeate all aspects of life and its influence on farmers' organizations, if within the limits of regulations, is not necessarily bad. It can in fact raise their status in the eyes of the general public. In summary, the coordinating committee meeting structure was calculated to increase farmers' sense of ownership of the irrigation system and of its management. There is ample evidence that the calculation was exact.

¹⁷ Participatory Management, p. 1-3.

Chapter Six: ACTIVITIES

Farmers feel that by channeling activities through the farmers' organizations, MEA and MARD have brought the organizations to center stage. This has increased public awareness of the organizations and has made them the center of activity in a DCO area. DCO leaders suggest that the farmers' organization can be a one-stop-shop for farmers, MEA officers, government officials, and even bank officers in their dealings with farmers. This is ambitious - too ambitious if there is not good management - but feasible.

Part II of this report, by U.G. Abeygunawardena and his team members Joe Fernando and N. K. Sirapala, will provide extensive detail on MEA and MARD activities with the farmers' organizations. Below some of these activities are discussed and recommendations are made. Readers who wish to see the details of these activities should read Part II of this report before continuing.

- Coconuts along the d-canals. MARD, after initial resistance from irrigation engineers, persuaded MEA that coconut trees planted a few meters from the d-canal, in the d-canal reserve area, would provide farmers' organizations with funds for d-canal maintenance, would help preserve the reservation from encroachment, and would thrive in the water rich environment. Thirteen DCOs have participated in this program and now have over 10,000 coconuts surviving, with a survival rate of around 80% of coconuts planted. This amounts to a surface area of about 70 hectares, coconut trees planting densities taken into account. The DCOs received from 500 to 2,000 coconut plants each. At Rs.700 production value each after a 5-6 year period, this means that each year these trees will generate Rs. 7 million.
- Construction and repair of irrigation systems by farmers' organizations. This program, called Essential Infrastructure Improvement (ESI), can, among other benefits, contribute needed funds to the DCO and provide it with occasions improve its management capability.
- Reduction of elephants/farmer conflicts. Each year, elephants cause serious physical damage to crops and irrigation canals. Since 1995 over 25 persons in System B have been killed by elephants, and an unknown (but probably high) number of elephants have perished. An electrified elephant fence has been installed and MARD has worked with DCOs to include them in the program for fence maintenance. Four DCOs are presently affected by this program, as the fence borders only the Mahaweli River south of Manampitiya. MASL has funding to extend the fence, however, to protect all areas of System B from elephant incursions, so the program will have to be extended.
- Enterprise Managers Program. MARD paid salaries of over 30 enterprise managers placed in DCOs, under the supervision of DCO officers. As the project ends, these fairly highly paid managers are leaving their posts, though several have remained active in trading activities associated with their DCO. The DCOs have selected 25 persons for training as enterprise managers and will pay them partly on salary and partly on commission. The DCOs need such managers, with their technical skills and their concentration on commercial objectives and their ability to set up, from within the DCO, the DCO's management team for commercial ventures. They can help the DCO decide on the goals and objectives that need to be set in each area of activity. They can help select who takes primary responsibility for a key activity. In short, they ensure the most elementary kind of management of the enterprise.
- Evaluation of farmers' organizations. MARD has prepared, in consultation with the farmers,

evaluation sheets for MEA to use in the evaluation of farmers' organizations. These evaluations will be self-administered by the farmers DCO committee on a quarterly basis. They will serve both the MEA and the DCO in monitoring progress and in highlighting problems. These evaluations have not yet begun as the procedures have not yet received formal approval.

- Evaluation of d- and field canals. MARD has prepared evaluation sheets for farmer evaluations of the d- and field canals. A computer program has been handed over to MEA to permit easy preparation of these evaluations. An evaluation report has been issued for the canals in Damminna and Ellewewa blocks. This evaluation technique has been approved by MEA and can be implemented in System B and in other systems as well.
- Farmers' companies. For over a year, MARD, MEA, and outside consultants have been assisting farmers in Bakamuna to prepare the basis of a farmer-owned company. The farmer company is now ready to sell shares to farmers, using the DCOs as brokers. The company will buy paddy and sell agricultural inputs. There is no reason the company cannot have a reasonable success, if the farmers employ professional managers. Another company is in preparation in Dimbulagala and Vijayabapura. One was in preparation in Ellewewa, but never came together owing to leadership changes in the DCOs and a lack of understanding of its importance by some senior block staff.
- Farmers' organizations federations on block and system level. In the DCO, only farmers are members. Farmers are therefore free to discuss any subject they wish, including and in particular the performance of MEA officers. But there is no equivalent organization on the block and system level as the block and system level committees are for joint management and thus include officers. MEA has proposed that DCOs federate themselves into block committees and later into system wide farmers' organizations. In this fashion farmer representatives can meet and discuss block and system-wide issues among themselves. MEA will facilitate the formation of the organizations. This program is just beginning as MARD ends. To date, two blocks are federated.
- Financial management. MARD and MEA have trained farmers' organizations officers in management of accounts, in purchasing procedures, and in stock keeping. MARD has performed regular audits of the DCOs (a very large task). This is a key activity. See the case study of Manikwela for an example of the need for a permanent audit team for DCOs.
- Fresh produce marketing. At present one farmers' organization (in Sevanapitiya block) has set up a fresh vegetables marketing link with Dambula, the produce marketing center for the central part of the island. A DCO member who has years of experience in retail shops and in fish marketing, regularly makes runs to Dambula whenever farmers in his area know that System B prices are lower than Dambula prices. Other DCOs or a federated farmers organization or a farmers' company should be encouraged to begin the same kind of System.
- Fuel efficient stoves. MARD requested DOA trainers to conduct a training course for local blacksmiths in a DCO for the production of rice husk burning fuel efficient stoves.. The blacksmiths then reproduced 60 stoves, which were distributed to women's organizations for a market test. The results are favorable and orders are coming in to the DCO for more stoves. These stoves are likely to become a popular item. Loose rice husks are, naturally, in good supply in the hamlets of System B. The stoves work very well and provide more concentrated heat for cooking than wood burning stoves - or so say their fans.

- Input shops. These shops were one of the first of MARD's interventions to help farmers enjoy better terms of trade. MARD provided funds (usually Rs. 50,000 in two tranches) to build shelves and cabinets if the farmers' organization had collected enough funds (Rs. 50,000) to buy its first supply of inputs (chemicals and fertilizers). Almost all input shops are still operating and most are turning a profit each year in addition to providing inputs to farmers in a timely fashion.
- Operation and maintenance of d-canals. This is a key training program, very much driven by the engineering section of MEA in System B. It results in the program for taking over d-canals by DCOs. To date, 36 d-canals have been taken over. The field canal representatives and DCO officers are trained in proper operation and maintenance techniques in preparation for DCOs taking over canals.
- Outgrower ("buy-back") contracts. This program has been financially successful for some farmers and for others it has been a difficult learning process. It has brought to many DCO members an awareness of contract specifications for vegetables and the importance of post harvest handling. A private company - TESS AGRO - set up, with assistance from USAID, a modern packing house and cold chain for the cleaning, cooling, packing, and delivery of fresh fruits and vegetables to Colombo or to the airport. MARD assisted TESS and other buyers to contract with farmers' organizations for the production of high value fruits and vegetables. Farmers needed credit to grow high value crops, but government banks would not make loans for other than paddy. To alleviate this constraint MARD arranged with Scylan Bank - a private institution - to make input loans to farmers' organizations on the basis of a buy-back contract. This was a very important innovation. Farmers, with MARD and private company extensionists, managed the production and delivery of the crop to the pack house. Farmers successfully grew cantaloupe melons and baby okra, but had a difficult time with white onions, eggplant, and baby corn. As MARD closes, the future of melon and okra production seems good, especially as a Japanese company has expressed a keen interest in having okra produced for it in System B. There is also a private air freight company - so far, without airplanes - and an international firm based in Switzerland but owned by a Sri Lankan, that have expressed a keen interest to have farmers' organizations grow low country vegetables for the Middle Eastern market. The latter firm has a distribution facility in Dubai and is interested in sourcing fresh manioc and sweet potato from System B farmers in addition to okra and traditional low country vegetables.
- Paddy marketing. MARD has provided weighing scales to 46 DCOs to permit them to manage paddy marketing campaigns. When paddy prices are low (between Rs. 5.50 and 6.50), the farmers are easy to unite for bulking up shipments to sell to the Paddy Marketing Board (PMB). The PMB pays Rs. 7.67/kg to DCO of which the DCO usually keeps Rs. 0.67 per kilogram in commissions and for services. The DCO's activity usually drives up prices in the DCO area and permits both the DCO and individual farmers to sell to private traders at a higher price. MARD encourages the DCOs to sell to the PMB, but only as a short-term means of organizing farmers. Of course, MARD cautions the DCOs that such a politically driven and poorly managed organization as the PMB cannot be expected to absorb more than a small percent of their production in the long term. MARD encourages the DCOs to bargain for more favorable terms with the private traders. See the case study on this subject in Chapter Seven.
- Participatory Management. MEA and MARD have conducted many training courses in participatory management. More importantly, farmers and officers learned about participatory management by

practicing it in the field and in the coordinating committee meetings. Because of this program, farmers and officers know each other as partners rather than as adversaries or superiors and subordinates.

- Retail outlets. DCOs proposed to MARD that they set up retail shops, selling dry goods and fresh produce at competitive prices. They pointed out that such shops would bring in needed revenue to the organizations, provide reasonable prices to members, lower prices in nearby retail shops, especially in remote hamlets, and give farmers a reason to "drop by" the DCO offices, if the outlets were located near the offices. MARD's assistance to these shops has been limited to providing a cash box and a vegetable weighing scale. See the case study in Chapter Seven on Bimbokuna DCO as an integrated commercial complex for an extended example.
- Rice parboiling and milling. Only one DCO - the Kandegama DCO in Damminna Block - has successfully undertaken rice milling and processing. This DCO bought a high quality rice mill with its own funds and requested MARD to provide training and other assistance. MARD arranged training from the Rice Processing Center in Anuradapura and also provided a grant for setting up a rice parboiling operation. This is a very strong DCO, united and cooperative, and should be assisted and protected by MEA. It will serve as a good example to other DCOs.
- Riparian forest reforestation. Large areas of System B along stream banks were denuded when MECA developed the streams as drains. Now, years later and environmentally much wiser, the MASL would like to see trees growing again along these stream banks. MARD began a pilot program along the Kuda Oya involving farmers organizations in tree planting. Sustainability was built into the program by planting useful trees, like fruit trees, in the areas adjacent to farmers' fields, medicinal plants where possible, and durable trees like kumbuk near the stream banks. On the stream banks reeds and bamboo were planted, to help in bank stabilization. In principle, the farmers will protect the entire forest as long as they have right to harvest. This program has been turned over to MEA. For more information, please read the report on this project (MARD report # 240 by Mahinda Panapitiya, Riparian Forestry Work in System B).
- Seed commercialization fund. This ambitious program absorbed a tremendous amount of MEA and MARD staff time because of its popularity and because of serious conceptual errors. MEA proposed that MARD grant vegetable seeds to DCOs, seed availability (especially in the small quantities each farmer needs) in the DCO neighborhoods being a constraint on vegetable production. MARD made the grants and, in the DCOs where the grants were made, there were veritable explosions of vegetable production. The conceptual error was in the grant arrangements. MARD granted seeds to the DCO provided the DCO would agree to loan the seeds to the farmers and collect their value at harvest time. The farmers would handle all other inputs. The DCO, when reimbursed, would use the money to buy seeds in time for the next planting cycle. The first year's pilot project, involving 10 ULFOs, succeeded beyond expectations. Vegetable production went up quickly and pay back to the farmers' organizations was almost 100%. Encouraged by success, the next season MARD expanded the program to include 29 additional DCOs. Somehow, owing partly to confusion over the pardoning of loans by a recently elected government, to heavy rains at an inappropriate time and to the difficulty (for MARD) of managing 29 DCOs at once, many of the farmers decided that it was unfair to ask them to pay back the seed money to the DCOs. Eventually, after much effort on the part of MEA and MARD, only about 40% of the funds were paid back to the DCOs. The next season, a wiser MEA and MARD did what they should have done originally: grant seeds to the farmers'

organizations to sell on a cash basis to the farmers. This is a fail-safe method of establishing a seed revolving fund, provided the DCO management cooperates.

- Two-wheel tractors. MARD granted 19 tractors to ULFOs in early 1992. Most of the ULFOs took a free ride on their tractors. They used them for their farmers, but they rarely required an appropriate payment for services. The tractors were especially useful for hauling vegetables to the pack house, so they were vital to the buy-back contract program. But, the free ride meant that there would be no funds available to repair the tractors and eventually to replace them. In 1994, MARD granted another 10 tractors, but this time under the condition that the DCO sign a lease-sale agreement with a member and require a stipulated monthly payment to avoid the free ride syndrome. Most of the DCOs who had received tractors from the dissolved ULFOs (after much discussion on how to share assets) requested that their tractors be let out on such an agreement so as to ensure an income. This new program has been successful, with some organizations contemplating using the rental income from the first tractor to buy a second tractor and lease it out on the same arrangement to another member-tractor operator.
- Tractor repair. MARD has assisted two DCOs to set up a tractor repair shop. MARD provided tools and training. Several young men were trained in Colombo and are now in business repairing tractors, as a part of the DCOs operations.

Recommendations:

1. Commercialization of paddy and fresh vegetables. MEA should promote paddy marketing and processing and the production and marketing of fresh produce through farmers' organizations. Other enterprises, like input shops and retail outlet shops, should also be promoted where there is strong interest. Where commercial activities are undertaken by farmers' organizations, MEA should perform audits or supervise audits - on a permanent basis.

(Note: If MEA staff for performing audits is insufficient, MARD's business development assistant for farmers' organizations financial management, Mr. K.D. Sirapala, is prepared to form a company of local auditors, many of whom he has worked with on audits of farmers' organizations in the past. Mr. K.D. Sirapala, himself a local resident, is highly skilled in working with farmers' organizations. He assumes that farmers and MEA would share costs.)

2. Farmers' organizations as the central clearing house for development activities. MEA should review all of its activities and decide which can be channelled through farmers' organizations. MEA's programs in tree planting, nursery maintenance, canal repair, minor construction, and agricultural extension, for example, can be performed exclusively by personnel contracted through the farmer organization or, as in the case of agricultural extensionists, assigned to farmers' organizations.

3. Reduction of elephant/farmer conflict. MEA should contact NAREPP, Asia Foundation, or USAID in order to facilitate contacts with a local NGO (funded by Asia Foundation) that helps farmer groups reduce elephant/farmer conflicts.

4. Reforestation of drains. MEA should concentrate its tree planting program on drainage canals, paying farmers' organizations what they would normally have paid laborers. The procedures and recommendations in MARD's 1995 report on riparian forest planting can be used, with modifications, by MEA.

5. Rice milling and processing. MEA should study the Kandegama DCO rice mill and processing center carefully to understand how to replicate it. The farmers paid for the mill with their own money and are, therefore, fully involved in its management. The mill and processing center will likely generate substantial funds for the participating farmers and for the DCO. MEA should also protect Kandegama from pressure by traders and businessmen in the area. This pressure is already being felt by a DCO officer. He feels that monied persons in the community want to hi-jack the mill and the processing center, by removing him, a strong and popular leader, from his position. MARD doubts the parties interested in hi-jacking the operation - if that is really their intention - will succeed, but MEA should pay attention.

6. Coconuts along the d-canal. MEA should monitor the coconuts along the d-canal program with the DCO officers to make certain the coconuts survive and that, when they bear, a portion of the fruits go to the DCO for canal maintenance. MEA should also envisage expanding the program to include all suitable areas on d-canals in System B and also, where suitable, on field canals. One coconut tree can generate Rs. 700 per year. An extremely valuable long term asset for farmers' organizations could be introduced in this way. For example, the 10,000 coconut trees now controlled by farmers' organizations have a potential value of Rs. 7 million (or \$140,000) per year. This asset, the coconut trees along the irrigation canals, could be tripled or quadrupled with assistance from MEA..

7. Enterprise Managers Program. This program has high potential and would be perfect for funding by a USAID program or NGO project working closely with DCOs and MEA to train enterprise managers and assist their DCOs begin commercial activities in a responsible fashion, especially as, almost overnight, DCOs are beginning to handle tens of millions of rupees a year. They need to be strongly encouraged to hire and train business managers who have a flair for entrepreneurial activity, but who will also help the DCOs establish capable management teams and ensure that the DCOs' ventures are made with planning and discipline.

8. Tractor Program. MEA should monitor the terms of the agreements made with the DCOs.

Chapter Seven: Case studies, interviews, and an enterprise manager end of tour report.

The following interviews, case histories, and end of tour report, prepared between May and August 1995, are meant to serve as illustrations and extended examples of farmers' organizations activities and farmers' experiences in System B. The case histories are based on studies performed by Joe Fernando and K.D. Sirapala of MARD. The interviews were conducted by Bruce Spake of MARD. The text does not include names. The third person (he said, she said) is used rather than the first person, as the interviews were not interviews as such but long and friendly conversations under a shade tree in the hamlets on weekends. The conversations have been summarized and much compressed but retain the tone and substance of the farmers' words. The enterprise manager's end of tour report is an example of the work and thoughts of a former enterprise manager.

A. Case Studies

Case study: paddy marketing by System B DCOs.

Summary: Paddy traders in System B often buy paddy at almost Rs. 2.00 below the recommended Paddy Marketing Board (PMB) price. MARD has assisted Distributory Canal Organizations (DCOO) to organize to sell paddy in bulk. During the Maha 1993/94 harvest, 17 DCOO participated with an average of 150 members selling 500 kgs each through their DCO. During the Maha 1994/95 harvest, 63 DCOO participated, with an average of 150 members selling 675 kgs each through their DCO.

In Maha 1994/95 the DCOO sold paddy to the PMB for Rs. 7.42/kg plus commissions of Rs. 0.25/kg and paid participating farmers Rs. 7.00/kg, deducting Rs. 0.42/kg for service and transportation. As paddy usually sold for Rs. 5.75 in System B areas where farmers did not sell through their DCOO, this activity gave farmers a direct average benefit of Rs. 1.25/kg for 675 kgs or Rs. 844 per farmer.

The Rs. 7.00 price had the effect of raising the price of all paddy in a DCO area. Therefore, most participating farmers also received as an indirect benefit a higher price from traders, who paid an average of Rs. 0.75 more for rice in areas where the DCO was actively selling to the PMB. Assuming the farmers each produced 3,000 kgs of paddy for sale per season (a conservative estimate), they sold their remaining 2,325 kgs at Rs. 6.50 rather than Rs. 5.75. This Rs. 0.75 increase in price earned the farmers another Rs. 1745 each. MARD provided the DCOO with 30 enterprise managers and 38 weighing scales and advice and intervention (with the PMB) when needed. Total estimated benefit in increased revenues to the farming population in the 63 DCOO: Rs. 20,220,637 (of which Rs. 6,378,750 from PMB and Rs. 13,841,887 from private traders).

Sources: PMB statistics on paddy purchased from DCOO on System B and interviews with farmers and DCOO leaders. The above report excludes information from Bakamuna block although the illustrative list of sales includes one DCO from Bakamuna.

Text of case study

Paddy farming requires most of the land, time, and other resources of System B farmers, including those farmers who diversify into higher value crops. In 1993, when MARD asked farmer representatives how to accelerate the farmers' organization program, the farmers requested that we help them to market paddy, that being the quickest and lowest risk option for increasing incomes in the short term. DCOO representatives said that by earning farmers more money, they could prove the worth of a farmers' organization in a way that farmers would immediately appreciate. For example, with approximately 84,000 tons of rice produced each year in System B, an increase in farmgate price of even 0.75 rupees per kilo would mean Rs. 63 million more earnings for System B farmers, or an increase of about \$100 a year per farmer. MARD agreed to assist in the paddy purchasing campaign by providing qualified DCOO with enterprise managers and weighing scales.

Our experience since 1993 shows that farmers' organizations can indeed add significant value to their paddy by selling collectively. Selling collectively seems to send a signal to traders that farmers are less vulnerable, thus more sensitive to price. In any event, in DCO areas where collective selling to the PMB took place, traders responded quickly by raising prices, especially when the paddy was cleaned and weighed.

The PMB offered an easy opportunity to increase farmer revenues. MARD and the farmers understand that the PMB option is not sustainable: the PMB buys paddy only as an attempt to provide support to paddy prices during times of glut. But, as it offers from

Rs 1 to 2.5 more than prevailing System B prices during harvesting season and as it also pays Rs. 0.25 extra to licensed suppliers, the PMB opportunity was obviously the kind of benefit farmer leaders could offer to cooperating members. Once organized to deliver to the PMB, farmers' organizations can also sell their paddy for a higher price to traders or undertake other activities.

With the assistance of MEA and MARD, DCOO started marketing their paddy production themselves in Maha 93/94. In addition to enterprise managers, MARD provided grants for DCOO to buy platform weighing scales (to date grants for 38 scales have been made). The MEA provided the DCOO with buildings for storing paddy and helped the DCOO to obtain registration at the government owned Paddy Marketing Board, giving the DCOO an edge over the unregistered private traders and entitling them to a Rs. 0.25/kg special commission the PMB pays to their registered suppliers. In Maha 93/94, 17 DCOO participated in the program. These DCOO persuaded their members to sell (on credit) 500 kgs of their paddy to the farmers' organization, or about 17% of a farmer's marketable production. By selling through their farmers' organizations, the farmers not only got a better margin themselves (Rs. 1.00 to 1.50 per kg in 1993/94) but also enriched their organizations by the PMB commission of Rs. 0.25/kg.

In Maha 94/95 the number of DCOO engaged in paddy marketing rose to 63, with an average of 150 members per DCO and with the average weight supplied to the PMB through the DCO of 675 kgs per farmer or 22 % of his production. The 100 or so tons passing through each DCO benefitted the farmer directly and indirectly. DCOO sold the paddy to the PMB for Rs. 7.42/kg plus commission of Rs. 0.25/kg and paid participating farmers Rs. 7.00/kg, deducting Rs. 0.42/kg for service and transportation. As paddy usually sold for Rs. 5.75 in areas where farmers did not sell through their DCOO, this activity gave the farmers a direct average benefit of Rs. 1.25/kg for 675 kgs or Rs. 844. Most participating farmers also received an indirect benefit of selling their paddy at a higher price to traders. This amounted to selling at Rs. 6.50/kg an approximate tonnage each of 2,325 kgs. This Rs. 0.75 increase in price earned the farmers another Rs. 1745 each, for a total additional income of Rs. 2,589. On the average, farmers in each DCO received Rs. 126,000 additional income through the PMB and an additional Rs. 262,000 from private traders. On the average, the DCOO each received around Rs. 25,000 in commission, above the service charges of Rs. 41,000. The DCOO members thus received a very clear lesson that the farmers' organization can bring them benefits and can sustain its own operations. More importantly, the private traders in the area began paying higher prices when they realized that farmers were organized. The total estimated benefit in increased revenues to the farming population in the 63 DCOO is an impressive Rs. 20,220,637, of which Rs. 6,378,750 came from PMB and (an estimated) Rs. 13,841,887 from private traders.

Below are illustrative gross receipts (as opposed to increased revenues) for paddy purchased in 1994 yala and 1994/95 maha by DCOs and sold to the Paddy Marketing Board or to the private sector. They show that the farmers' organizations are in business in a serious way. Detail for all DCOs gross revenues has not been included because the project does not routinely centralize DCO accounts and because 1995 audits are not complete.

Table 2. Illustrative DCO paddy marketing receipts from 1993 to 1995

1994 yala DCO name	Amount (Rs)	1994/95 maha DCO name	Amount (Rs)
D501-5-6	60,022.4	Kotamala	615,338.0
D2,3 Vijaya	632,092.4	D13/14 Mahadamana	1,436,877.6
Ekamutu	162,987.0	D01/A DCO	244,097.7
Sri Parakum	80,098.9	D4/105	897,820.0
Vilayaya	433,146.6	Kudawewa	219,829.9
Aralaganwila	179,935.0	Vajira	189,027.2
Yaya 5	582,980.2	Bimpokuna	2,352,072.0
Vijaya	561,878.6	Jayakata	488,978.0
Devagama D4/5	473,926.3	Boatta	768,704.0
Yaya 7	820,163.8	Sadunpitya	124,990.3
Parakum	287,888.5	Devagama Yaya	1,969,775.0
D 3/4	409,614.5	D4,5 Devagama	1,333,351.1
Dahamewa	103,763.8	Bamunakotuwa	1,316,363.7
101/D14/13	295,847.5	Manikwela	5,186,749.0
D2/104 A Bimpokuna	731,291.9	Ginidamana	2,924,991.0
Tispanagama	193,006.1	Mahasen Mahawewa	1,450,274.0
Vajira	348,577.5	502 Galmulla Eksath	2,109,250.0
Boatta	97,792.5		
Mahansen Mahawewa	194,434.0		
Pimburattewa Ekamutu	686,081.5		
Bamunakotuwa	941,670.0		
Manikwela	706,000.0		
Total paddy sales	9,003,199.0		23,628,488.8

Case study: Evolution of Bimpokuna DCO into an integrated commercial complex

Summary. Bimpokuna D2/104 D Canal organization, situated in Dimbulagala Block, has a membership of 239 farmers and is one of 36 DCOOs to have taken over the management of its canals. This DCO also sponsors a women's organization and a community development organization which assist in implementing agricultural, social, and cultural activities such as cultivating onion and chili nurseries, supporting a children's library, staffing a day care center, training and equipping a cultural troupe, operating a rice cleaning and processing center, managing a grocery store, and coordinating paddy purchases and sales to the Paddy Marketing Board (PMB) and to private traders. In 1995, the Bimpokuna paddy marketing program brought an additional Rs. 900,000 into the DCO area.

Text of case study

During the past two years, apart from their main occupation of paddy farming, Bimpokuna farmers have engaged in the cultivation of high value export crops like baby okra, green chilies, gherkin, and cantaloupe melon on buyback contracts with companies. Although the profit margins varied from highly profitable to unprofitable, the farmers have gained valuable field experience and are now confident of growing most of these crops successfully.

Paddy marketing has been the DCO's biggest success. In Maha 1993/94 paddy prices offered by private traders had dropped to Rs. 5.75 and lower. To receive a better price, Bimpokuna started selling paddy directly to the Paddy Marketing Board (PMB), using a MARD grant to purchase a platform weighing scale and benefiting from the assistance of a MARD-sponsored enterprise manager, who helped them set up their buying center and ensured adherence to PMB quality standards. Compliance with PMB standards helped this DCO to quickly establish a good reputation as a supplier of quality paddy and eased the sometimes difficult access to the PMB. That season, it sold 114,423 kgs of paddy to the PMB at Rs. 7.42/kg for a total Rs. 849,018 and received an additional Rs. 22,884.00 in commissions. It paid its farmers Rs. 7.00/kg (Rs. 801,000) and retained Rs. 0.42 (Rs. 48,090) for operating charges.

This 1994/95 Maha this DCO increased its direct paddy purchases by 260%, selling the PMB 297,023 kgs at Rs. 7.42 for a total Rs. 2,203,910 and received an additional Rs. 74,000 in commissions. It paid its farmers Rs. 7.00/kg (Rs. 2,100,000) and retained Rs. 0.42 (Rs. 125,000) for operating charges. Its members received an average payment of Rs. 8,700 each, or Rs. 1,550 more than they would have earned at the prevailing market price of Rs. 5.75/kg. The Rs. 1,550 additional income per farmer would be appreciated anywhere by small holder Sri Lankan farmers, but to this amount should be added the indirect benefits of the DCO's activity. Because of the higher PMB price, the Bimpokuna farmers expected, and insisted, that the private traders pay higher prices also. Bimpokuna's private traders are small scale, and reside in or near the DCO. Because they have local agricultural interests (read: illegally leased fields), they can not easily leave the Bimpokuna area to go elsewhere for cheaper paddy. Consequently, they generally agreed to raise their prices by an average of Rs. 0.75 more than the earlier prevailing price. They purchased an estimated 420 tons at Rs. 6.50/kg, adding an estimated additional income of Rs. 1,318 per farmer. In summary, if Bimpokuna farmers had sold all their paddy at Rs. 5.75/kg, their total income would have been about Rs. 4,100,000. By selling through the DCO the farmers and the DCO received about Rs. 5,000,000.

In Maha 1994/95 the farmers supplied Bimpokuna DCO with approximately 41% of their saleable production, up from 16% the year before, indicating their growing confidence in the organization. The DCO also received the respect of the business community by maintaining cordial relations with the private traders, some of whom helped, for a fee, in providing transport facilities to the DCO. In fact, one of the main paddy traders in the area leased his truck to the DCO for the full season. This seems to be a good example of "if you can't beat 'em, join 'em."

Bimpokuna has embarked on another venture to add value to paddy. It financed, with its own funds, the repair of a small trader's rice mill and then hired the mill, installing it in a DCO-owned building. The Bimpokuna women's organization supplies the mill with parboiled paddy and raw paddy. The milled rice is sold by the DCO to the local community.

Bimpokuna also opened its own grocery store, where it sells its milled rice, among other useful items. The store not only provides farmers with access to goods at fair prices but also serves as an outlet for their vegetable produce from home plots and field surpluses. The DCO maintains this store at a low profile to soften the opposition from grocery store owners in the area. During its first year the store had a turnover of Rs. 796,679.00 (subject to audit) and a net profit of Rs. 55,767.00 (subject to audit). Because it maintains a low overhead, the DCO feels its can increase sales easily, but feels it must go slowly lest it run other stores out of business.

The DCO operates its own sales outlet for seeds, fertilizer and agrochemicals, enabling farmers to purchase their needs at fair prices and assisting them to make the correct selection of inputs. The outlets have opened job opportunities for two DCO youths, paid by the DCO. The DCO earns additional income from hiring out its two wheeled tractor and trailer and its knapsack sprayers to farmer members. These equipment were earlier supplied by MARD.

The DCO maintains its own office in the center.

Case study: Trouble in the Manikwela DCO

This DCO was formed in 1993 directly from the former Manikwela ULFO. As the same hydrological boundaries pertained, there was a change in name only. But at the time of the change, an audit revealed financial malfeasance on the part of the ULFO officers. The membership voted them out of the office and is still trying to recover lost funds. Undaunted by this setback in building their farmers' organization, the DCO entered into a fairly large contract with the MEA for cleaning a drainage ditch, successfully completed the contract, and then began a vigorous campaign of paddy marketing. During the 1994 yala campaign, Manikwela sold about Rs. 700,000 worth of rice. In the 1994/95 paddy marketing campaign, Manikwela sold double the paddy of any other DCO, with gross revenues of over Rs. 5 million. Farmers became highly disaffected, however, when it was alleged that a DCO officer had taken in large stocks from private traders, sold them to the Paddy Marketing Board (a purchasing counter only farmers and farmer's organizations have access to) as belonging to the DCO, pocketed a commission, and turned away DCO members wanting to sell their stocks at the same time. MEA has been asked to investigate.

This case is the most flagrant of several cases of suspected mismanagement by DCO officers. MEA must be vigilant and must - as a high priority - involve the unit, block, and, if needed, system level farmers' organizations in the resolution of the problem. As DCO commercial activity increases - and it is already close to Rs. 40 or 50 million a year, by rough estimate - the instances of mismanagement will multiply unless MEA acts immediately to set up a permanent audit team. The gravity of the problem does not call for such a team at the moment, but if such a team does not begin work in System B, the problem will become widespread. If that happens, it will probably be too late for remedies. Farmers' organizations in general will have been discredited just as -

temporarily at least - the Manikwela DCO has been in the eyes of some of its members.

Therefore, MEA should set up the audit team long before it is needed to solve a general crisis. If it is set up, there will probably not be such a crisis.

Case study: Galmulla Eksath DCO Rescues Indebted Members

In 1995 the Galmulla DCO, finding itself with a healthy balance in its accounts, decided to help members get their land out of hock by paying off money lenders and assuming the debt. The operation was simple and, so far, small scale. Benefitted members agreed to the following conditions:

- The farmer himself/herself must cultivate the land. Leasing or mortgaging of the land to another person is not permitted without the DCO's consent (which might be given in emergencies).
- A signed and stamp copy of the member's land permit must be given to the DCO for safekeeping.
- If the member dies, his successor will assume his obligations to the DCO.
- Fertilizers and chemicals will be provided on credit by the DCO at a reasonable interest rate.
- The member will reimburse the DCO the value of 10 bushels of paddy or Rs. 1,600, whichever is higher in value, per year, plus 10% interest per annum on the unreimbursed principal.

The DCO decided to set up a revolving fund, using payments from beneficiaries to buy other members' land out of hock. Eleven members passed the DCO's risk test (an interview and an assessment of the members capability of benefitting from a second chance at managing his land) for the first phase of this project. The DCO paid an average price of Rs. 5,000 per one-half acre of land, spending a total of Rs. 160,000. Note that the size of the land plots varied from member to member.

B. Interviews

Interview #1

Now age 44, this farmer he left school at age 10 because 7 of his 12 brothers and sisters were in school, too many for his family to support. He and four other children were chosen to work in the fields and hire out as labor. Chena cultivation was the only way to produce food and earn money other than very low paying laboring jobs. Everyone in the village was very poor. His family was settled in the Pimburattewa irrigation scheme in 1970 because they were local residents. Then, in 1973 he received his own land in the same scheme. From 1973 until 1977 his income was low, owing to the isolation of the area, but things improved progressively as the effect of two crops a year began to increase income and investment in the area.

He started developing his leadership skills in 1970, when he was 19 years old. His grandfather was head of the village development council (one of the many government organizational development schemes of the past) and was a respected person locally. When the irrigation department invited the heads of the village development councils to a training session in Bandarawela, his grandfather ask him to go in his place. The seven day training program changed his life: it was his first time out of Polonnaruwa and the first training program he had ever attended. He returned to his village with the hope that he could work to improve his community. The next election, his grandfather did not run for head, so he did, with his grandfather's support. He won, and ever since then has participated in some way in formal organizations in his village. As head of the council, he spent his time trouble-shooting for the village, spending a lot of time with government agents trying to direct assistance to his village. In those days, there were no secondary roads, no clinics, no doctors, nor not even any police. Once, for example, he had to hold a coroner's inquest over the death of a man who had been killed accidentally by a collapsed wall. When the police came to investigate the death, they accepted the verdict of his inquest, as the council was the informal government of the area. The village built a school with funds he had cajoled out of the government agents, the community built a temple, and the government improved the roads. The Pimburattewa irrigation scheme supplied ample water, so the irrigation department staff, who dealt exclusively with water, were seldom contacted. There was a wide gulf between the farmers and the irrigation staff and almost no communication. This did not change when the Mahaweli took over in the mid-1980s. The Mahaweli started a farmers' organization with the MEA unit manager as head. This organization did not interest farmers at all.

He first heard of farmers' organizations with farmers in charge in 1986 when Nation Builders began a program with the Mahaweli. He resigned as council head and became a field canal group leader. But for four years his farmers' organization did not develop. It has no life, no activities, and received no encouragement from the Mahaweli. In 1991, he was elected president of his organization, promising to bring the farmers' organization to life. He went from house to house, asking for contributions in rice as a start up fund for the organization. The 38 bushels he collected provided the farmers' organization with enough funds to buy some agricultural chemicals and open up an input shop, buying in bulk at whole sale prices and passing on a part of the savings to the farmers. That year the farmers' organization also bought paddy and sold it in bulk to the private traders at a slightly higher price for farmers.

By this time MARD was in System B, but he did not know much about it other than that it set out demonstrations of other field crops, an interesting activity in itself, but not one that was channelled through the farmers' organization so not connected with the farmers' organization. In 1992 he (and a lot of other farmers' organizations leaders) got to know MARD because of its export crop program for with the TESS packhouse. MARD's high profile and high risk crops caused a lot of discussion in the farming community. Some farmers did well, some lost their money, but none of the farmers had had any similar experience before. His organization grew butternut squash, yellow onions, and cabbage, on contract and for the local market. Although contract prices were paid for crops grown to specification, the quantities of crops successfully grown to specification were low and disappointing to the farmers, and much second grade produce was left in the farmers' hands. Also, much more butternut than was contracted for was grown, because of some confusion in communication. He himself grew cabbage, harvested a good crop and sold it locally for a high price. But he had had to take extremely good care of his cabbage and even then had experienced times when he thought he would lose the crop. He has never grown cabbage again, but has grown cantaloupes profitably, as well as other vegetable crops. He came to know MARD very well during the period of these first export crops because many farmers in his organization did not grow their crops well, especially cabbage. He met with MARD officers many times to show them the mistake they had made in recommending cabbage during the Yala season and in the end succeeded in getting MARD to pay a compensation to the cabbage farmers. He had hidden his success lest his exception be taken for the rule.

In 1993, when MARD's contacts with farmers' organizations became more frequent and when MEA began responding to the encouragement the new MD was giving them to work with farmers' organizations, he was well placed to maintain an open and frequent dialogue with MARD. Having argued with them so often the year before for the farmers' sake, he had come to understand the genuineness of their commitment. A momentum in developing farmers' organizations began to develop the like of which he had never seen. The structure of committees on the unit, block and system levels gave the farmers a feeling of importance and of mattering in the irrigation scheme. Seeing a farmer sit next to the RPM in the System-wide coordination meeting made all the farmers understand the power farmers have - potentially. For example, during one coordinating meeting in Colombo for farmers' representatives from all over the Mahaweli, the Director General of the MASL asked the System B representatives why they did not make better use of the European Commission (EC) loan program for housing construction. They answered that they did not know much about the program. When he heard this, the DG asked more questions, solicited their advice, and, not long afterwards, appointed the PCC farmer vice-chairman to the Board of Directors of the EC fund.

He feels that the DCO has a much better locus - the d-canal - than the ULFO had. The ULFO would not have succeeded in the joint management of the irrigation system because the canals and the units follow difference patterns. He feels that water management is the most important of the farmers' organization activities, but that economic development through the farmers' organization is equally as necessary and that this aspect of the farmers' organization has to be continually developed and modified.

This is now a critical time for farmers' organizations in System B. The farmers are fearful that, with MARD gone, the interest of the MEA officers may lag and the former officer - farmer dichotomy may develop, with officers trying to tell farmers what to do as if they were wards of the state. You cannot development joint management with such attitudes and farmers will not participate in an organization which is run completely by the government. They want their own representative voice. Now also, with the Managing Director having left MEA, farmers are especially worried. But if the next Managing Director, when appointed, will confer with farmers, they will help him continue with the present strong farmers' organization program.

Interview #2

This farmer, in his mid-forties, left Horena in 1967 because living conditions were too difficult and life held little promise. He said that no matter how much he worked, he did not feel he could get ahead. He was used to working, having been a regular arecanut picker after school in his childhood and always ready to do any work his family requested. From Horena, he went alone to the present System B areas and settled, illegally, in Divuldamana, where he was a founding member of a youth group that dammed the Kuda Oya and cultivated hundreds of acres of land illegally. There was a move by officials to displace them, but when the

government agent saw the good work they had done, he told them they could stay until a development project prepared better land for them. He left Divuldamana in 1977 to move to an area near the present day Welikanda. He again took illegal possession of land, this time a reservation area, on which he built a bakery with funds he had saved and borrowed. He also began buying fish in Batticaloa. He sold bread and fish to Mahaweli construction teams, doing a prosperous business from 1978 until the LTTE problems in 1983, by which time the Mahaweli had given him a farm. Now he has a farm and a bakery and since 1990 has worked with his DCO. The first three years he served as auditor and the last two he has been president. He also sells vegetables in Kaduruwela and, when he has a large amount, in Dambula, using a rented truck. He cultivates vegetables and makes good money from them. Some 15 or 20 other farmers cultivate vegetables also. He sells their vegetables in Dambula for them when prices in System B drop too low. He feels that in addition to more vegetable growing, his DCO needs a large animal husbandry project, managed by the DCO, to really develop enthusiasm.

He feels that his DCO's most important task by far is water management. Commercial activities, like selling paddy, are sometimes successful, but his DCO lacks dynamic managers. If there is a storage problem at the PMB in Welikanda, then the farmers are discouraged rather than looking for other solutions. About a quarter of the membership are indigenous peoples, who consider growing paddy a big enough management problem and who show little interest in belonging to the DCO other than to ensure a supply of water. LTTE pressure is also felt in his area, although this discourages people much more than it would normally, if they were more ambitious to earn money. Other than the indigenous people, most of the settlers are from Kegalle, so the community is homogenous. They seem more interested in improving and maintaining their canals than in any other communal activity - although they take a lot of urging to get moving even on canal work. On the day of the interview, the DCO was digging a long field canal, designed by MEA but built and paid for by the DCO, to bring in some drainage water for second generation settlers. Before the interview, he had spent the early morning making sure the work was going well and that there would be enough food at lunch for the volunteers.

After the departure of MARD, he worries about the future of his and other farmers' organizations. Many farmers still feel dependent on MEA, even though MEA is an obviously weakening organization. They need the kind of encouragement and bracing up MARD provided by its frequent contact with farmers on the subject of farmers' organizations and commercial activities they can undertake. But he believes that few in his area have his understanding of how strong the DCO could become and how helpful. This is mainly because of the dependency on MEA the farmers in his area feel. When asked what MEA could do to make his assessment more optimistic, he answered that the MEA should make the unit, block, and system level joint management committees more responsive. Now there is far too much talk about the same problems every meeting and far too little action on the part of the agency. All talk and no action will drive farmers away from the meeting. Results will make them believe that farmers' organizations have a role to play.

Interview #3

This farmer, in his late 30s, was interviewed in a one hectare banana plantation where he was working as a laborer. He said that the field belonged to a rich farmer who had decided to convert his entire field to bananas, paddy being a losing proposition. He said that he himself had planted a 1,000 sq. meters of his own field in bananas, for the same reason. If he could, he'd get out of rice altogether, other than what he needed for his family.

When asked about his farmers' organization, he had strong opinions. He classed it with paddy as a losing proposition. He said that he had first heard of farmers' organization "for farmers and not for the government" only three years ago. So he had joined and paid his membership fees. He was sad to learn that, because his organization was made up of people from all over the island who quarrelled with each other. There were at least three opposing camps and even the camps were not harmonious among themselves. The DCO area had a wide variety of successful, moderately successful, and poor farmers also. The rich were for themselves and did not want to help the poor. For example, instead of using DCO money to buy farmers' lands out of mortgage, the DCO leadership wanted to farm the money out to the highest bidder, whether it be to a bank or a rich farmer. Worst of all, the present leadership had played out money during the last year and had used the paddy marketing campaign for their own interests - and had made a lot of money illegally.

(Note: this was not a long leisurely interview, as the farmer was in the field working when the interview started. Although he was courteous and well spoken, he was obvious unhappy with his community and angry with the DCO. Unfortunately, his accusations and complaints have a basis in truth. MEA is aware and will administer emergency treatment.)

Interview #4

This farmer, in his mid-forties, says that his DCO, of which he is president, is probably the best farmers' organization in System B.

They are doing everything right because they work in committees and discuss everything they do before acting. This is a strong statement, but most of the DCO members and the MARD and MEA staff would agree. This is an excellent organization.

Geographically and economically, it is located at the small end of the horn of plenty: situated just before the Maduru Oya Reservoir, on a road which has little traffic and few shops. In 1974, the community, most of them from Bibile, first settled on the other side of the reservoir in a forestry department teak project. Settlers were given as large an area as they could manage to plant in teak and were paid by the acre for planting. They could also plant any intercrop they wanted, but had to agree that they could not claim land or teak when the trees became mature and shaded out other crops. They planted bananas as an intercrop, along with greengram, maize, pumpkin, chili, and other chena crops. After three years, the bananas began yielding and furnished a good income.

In 1983, the settlers were moved from the reservoir site to Mahaweli lands near the reservoir. The solidarity between them, derived from being from Bibile and from having lived together like pioneers in the forest area of the reservoir, meant that their community was strongly united. But lately, some of the leaders in the community have been thinking that the DCO perhaps needed more diversity, especially concerning business contacts around the island. Unity is good, this farmer said, but diversity brings progress. (The farmer in interview #3 has a different point of view about diversity.)

The DCO has just bought, with DCO and farmers' funds, a modern rice milling and polishing unit. With MARD funds, they have set up a pilot parboiling unit. They expect to sell the high quality rice as a top of the market product - in Colombo or other large cities. This DCO is also involved in all of MARD's programs, including buyback contracts and coconuts along the d-canals. They have 2,000 trees in good condition. They have an approved loan of Rs. 1,500,000 from the Agrarian Services for paddy purchasing next harvest season. They serve as an agent for a fertilizer and chemical company. They have a savings society, a women's organization, a nursery for mother's who need to go to the field or who work in Aralangawii'a. The DCO has not yet taken over its d-canal, but will soon. All DCO work is done by committee. It is from these committees: that the next generation of leadership will be drawn.

This farmer says that from the time he settled in System B there have been rural societies and community development societies and other kinds of village societies, but all which were promoted by the government failed without ever making an impact and all which were started by the villages or which concerned the villagers only (e.g., the village sayings society) were too narrow to have an impact anything like the present farmers' organization. Then there came the ULFO with a unit manager as president. It did not come to life either as it did not catch the imagination of the people and was not really alive. Then came the ULFO with a farmer president, an improvement but not the answer. Before the advent of the DCO, he was a member of each society, in the hopes that it would do something for him and the other farmers. He held offices in committees and served as secretary. Then came the present DCO farmers' organization, accompanied by strong support from the big bosses in the MASL and also with the enthusiasm of the block officers, especially of the engineers. The people now see their organization as one of the good things in the community. He is proud to be president, but wants to turn the job over to someone else in a year or so. He said that the opportunity cost of being president is very high: he has no time to devote to making money. His family helps him, but he is sure he is missing opportunities to farm better and to go into business.

He says that the community has its problems: the main ones being lack of transportation, low soil fertility, and elephant damages. The community hopes to be able to solve the transportation problem by having more products to sell and thus attract more trucks. The problem of low fertility can be solved only by much work over the long term in caring for the soil. The problem of elephants might be solved by the MASL and other departments. In the short term, the farmers would be happy if the insurance corporation paid off when there were elephant damages. But to date, no one has ever been paid by the insurance corporation even though farmers have respected all the terms laid down for receiving payment for crop loss. Other than problems inherent in the insurance corporation that everyone knows about, there is also the problem of being close to the Maduru Oya. For fear of LTTE, the insurance agents will not visit them to inspect damaged fields. The elephant fence does no good as the elephants come from the Topigala side of the Maduru Oya forest and not from the park side.

The DCO is better than the ULFO because it is organized around the life blood of the community, water. The farmers can easily unite around water and they see the connection between a good canal and higher profits. The ULFO is a hamlet organization, or was perceived as one, and as such did not seem focus enough on the basic need for good canals. Maybe it was that the message from MEA did not focus enough on the need to maintain good canals. In any event, this community understands the importance of canals. After living for years in the teak project, the farmers appreciate the two cultivation season that irrigation permits and enjoys being able to produce rice. It may be a low value crop, but with the rice mill and parboiling program, there is hope of increasing its value.

But the DCO cannot base its activities on water alone. This farmer said that the DCO has to base its activities on what the farmers want to do. DCO officers can educate the farmers and persuade them of the importance of certain new activities, or of irksome duties, but it cannot force them to do anything and cannot work in isolation. DCO leaders have to understand that the farmers want economic development, first of all, and they have their own ideas, sometimes particular to the local situation, on how to achieve this. So, DCO leaders should be sounding popular opinion all the time, not just at the beginning of the DCO. The leaders have to follow the evolution of things in the DCO area, or the people will lose interest - or will remove them from office.

He is worried about the future. The present coordinating committees are losing steam because they do not solve problems quickly enough. He'd like to see the MEA put a priority on the UCC, BCC, and Project Management Committees - and make them work. He's also waiting to see whether things change when MARD leaves. When farmers came to the MARD office to discuss problems, their problems immediately became priority. When you walked into the MARD office, you didn't have to wait all day or see a clerk or be treated in a discouraging way by an uninterested or demoralized officer. But since the new Managing Director gave life to the farmers' organization program, the MEA block officers have become very good and are really a part of joint management. But, they might be transferred and then things might return to the way they were before. Let's see what happens, he said. The farmers will be ready to help the MEA in any way possible.

C. Enterprise Manager's End of Tour report

I am a settler farmer myself in System B and a past president of a DCO. I have over 14 years experience as the manager of small enterprises, in and out of System B. Because of my experience, I was confident about my ability to perform my job as enterprise manager at Kalingawila DCO in Zone 4A.

There, when I arrived, I saw disharmony and distrust in the farmers' organization. One reason was the diverse origins of the settlers. Other reasons were caused by normal human nature - avariciousness and lust for power. But I found that the farmers wanted good leadership in their DCO that would attend to their common needs and thereby eliminate some of the misbehavior and mistrust and replace it with community spiritedness. The farmers' experience in community spiritedness had been short-lived episodes when they had come together for a specific purpose. After the purpose was accomplished, then they disbanded and the sense of unity was gone. The prime cause of this shaky system was the lack of a trained management structure in the DCO and careless financial management.

I was able quickly to provide management to the DCO. When I assumed duties, the DCO was in a confused and disorganized state. The members were not interested in attending meetings. As a first step, I approached the turnout leaders, farmers, and officials to appraise them of the need to strengthen the DCO. I was able to increase the attendance at meetings to almost 100%. I was proud to get the field canal leaders interested in running the DCO committees again.

By helping to reorganize the accounting system and by assisting in obtaining common needs, I earned the respect of the members. I convinced the members that the DCO needed a strong financial basis. They had only Rs. 150 in their account when I took over, but farmers owed the DCO almost Rs. 300,000 from seed given them on credit by the DCO in the seed commercialization program. I got the farmers to pay back 75%, even though they had said that recollection was not necessary because the fund had been a grant to the DCO and not a loan. I used the money, with the farmers' agreement, to buy seed and inputs in the next season. I also set up a paddy purchasing scheme, for the first time in the history of the DCO.

I was able also to organize the youths and to get them, with the kind assistance of the block level MEA officials, some land to farm communally. The youth raised money for inputs from membership dues and from a loan from the DCO. Unfortunately, the program was suspended because the youths could not agree on a common goal. I hope this is a temporary setback only.

I helped the DCO organize a brick making project also. MEA approved it and was prepared to give the necessary assistance. But this project too was suspended - owing to increased terrorist activities in Zone 4A.

I also organized a providential fund in the DCO to help the truly needed in times of distress.

The best program was the DCO onion growing and storage program. They used recycled seed commercialization fund money for onion seeds and they used MARD assistance in building more onion storage sheds. Farmers put onions in the sheds when the market was Rs. 8/kg and sold them two months later when the price was Rs. 22/kg. Most farmers were pleased with the added profits and paid back their loans to the DCO. Some farmers had problems during production and got poor crops, however, so did not pay back their loans.

My job was not easy. I faced opposition from some farmers and even from officers who had vested interests in the community. But I tried to convince all the farmers that they cannot hope for improvement unless they find a way to organize over the long term and not just for short projects that bring them immediate benefits. If they don't organize, the parasites will live off their work. MEA should direct all of its activities through the DCOs. MEA should never get involved with the finances of the DCOs, but they should monitor the books frequently as independent auditors.

Chapter Eight: CONCLUSION

MARD's assistance to System B ends in August 1995, just as the farmers' organizations program is picking up a tremendous momentum. In three years, MEA has made radical changes in its own bureaucratic ethos in regards to devolving real power to farmers' organizations. MEA and MARD's program has taken full advantage of this change in bureaucratic ethos. MEA must now continue implementing the program, for which funding must be available in addition to strong commitment. The MEA staff has enjoyed working closely with farmers, but needs constant positive reinforcement from the head office if the program is to continue gathering force.

The present momentum can carry the farmers' organizations program along for a few months after MARD ends. For example, during the last two weeks of August 1995, two irrigation blocks are forming private farmers' companies and two irrigation blocks have federated into block wide farmers' organizations. Also, farmer representatives are presently discussing the management of outgrower arrangements with a large export company for the production of vegetables, fresh manioc, and sweet potatoes. The MARD team is pleased to see these activities beginning now, at the end of the project. But these activities are the fruit of previous effort and part of the present momentum.

MEA should avoid a hiatus in activity. the present momentum - more a psychological momentum based on confidence and optimism than an economic momentum based on practical achievements - would lose force. As was said earlier, farmers' organizations in large irrigation schemes cannot create themselves and, when created with the help of the irrigation agency, they cannot pull themselves up by their bootstraps. It should be added that when created and developed, even then they cannot survive without the irrigation agency's constant support and acceptance. The organizations must be strong and authoritative if they are to participate meaningfully in joint management and in income generation, but their strength and authority will always be tied to the irrigation agency's willingness to work with them. Any neglect, even benign, will have a negative effect.

This point is worth emphasizing. Even if a large number of farmers' organizations are functioning reasonably well, they cannot be expected to be perpetual motion machines. Without continued government encouragement, they are not sustainable - if they are part of a large irrigation scheme. If the irrigation agency ignores them, they are lost. They exist primarily to assist in the participatory management of the irrigation system - and it takes two to participate. If their role in the participatory management of the system is not preeminent in their identity - and this depends on the irrigation agency's continued commitment to participatory management as a sine qua non-, then they will become, at best, individual and isolated farmers' organizations, surviving as paddy and produce marketing associations. As such, they will not assist in the maintenance of the irrigation system.

Assisting farmers increase their incomes must be a part of the farmers' organization program. MEA and its officers have to have clearly in mind the concept that the farmers' organizations exist not just to make the farmer strong and independent, but also to ensure the integrity of the irrigation scheme and the rural society which depends on it for survival. A recent island-wide study of farmers' organizations observed that while government agencies view farmers' organizations as a opportunity for "turning over service responsibilities or reducing . . . operating costs," farmers have "different motivations." The study concludes that "unless a means can be devised to satisfy both government and farmer needs, government efforts to promote farmers'

organizations can be expected to fail. World-wide experience shows that farmers' organizations often fail."¹⁸ Mahaweli farmers' organizations will fail too, if the MEA is not fully committed to making them succeed.

MAJOR RECOMMENDATIONS

1. Joint management of all MEA development activities with the DCO. MEA should continue to give priority to farmers' organizations development and to the participatory management program. It should channel its development program through the farmers' organizations so as to increase the importance of farmers' organizations in the eyes of the average farmer and also to give as great a number of farmers as possible experience with the joint management of irrigation and with programs for economic development. In particular, MEA should:

a. Place greater emphasis on the functioning of the unit level and block level coordinating committees, ensuring that decisions appropriate to this level are taken and that the decisions are implemented. Already, farmer representatives complain that they have to take too many problems to the level of the project level committee. If farmers cannot get satisfaction at the unit and block committee level to their more easily remedied problems at least some of the time, then they will cease attending these meetings and joint management will become a theory instead of a practical reality.

b. Weld agricultural extension to the farmers' organizations more strongly than at present in order to encourage crop diversification and improve production of paddy. In principle, each unit has one MEA field assistant (FA) who assists the block level agricultural officer (AO) with extension. Each FA is supposed to work with each field canal group in his unit, train farmers in the necessary technologies, and collect agricultural planning information each season from the field canal and pass it to the Deputy Resident Project Manager for Agriculture (DRPM/Agri). This present procedure bypasses the farmers' organization. It is recommended that the FA of each unit be assigned to work with the DCO or DCOs of his unit. The DCO should form an agricultural sub-committee, composed of a representative (the field canal group leader or another person) chosen by members from each field canal group. The FA should work together with this committee to plan the agricultural season, promote off-season planting for better prices, train farmers in appropriate technologies, install demonstrations, and collect production and sales data. This committee should be continually active. Its work should be supervised by the block AO. The DCO should meet with the committee once a month in order to report on its activities to the unit coordinating committee (UCC) and, when appropriate, to the block coordinating committee (BCC). Inactivity of FAs, AOs, or DCO agricultural sub-committees should be brought to the attention of the DRPM/Agri or to the RPM.

c. In strengthening farmers' organizations, MEA should give equal priority

¹⁸ James B. Fitch, Asoka K. Gunawardena, and M.D.C. Abhayaratne, Farmer Organizations and Agrarian Service Centers: Proposed Next Steps in an Institution Building Process; ACDI Commercial Small Farm Development (1995), p. 2.

to water management and to the management of commercial activities. MEA's Institutional Development Unit should begin to actively promote commercial ventures in farmers' organizations. Even where farmers' organizations have successful commercial ventures and enthusiasm and optimism is strong, the level of technical knowledge about how to run a commercial organization is still low. Ensuring the transparent management of funds - by providing training and regular audits - is the most important kind of support MEA can provide. Through EIED, MEA can also provide training in entrepreneurship.

2. MEA should make a special effort to accelerate key farmers' organizations programs - such as the formation of farmer companies or the federation of farmers organizations to the block level or the promotion of paddy marketing - immediately after the departure of MARD. A show of strong interest in and support for farmers' organizations on the part of MEA will greatly encourage farmers. They now fear that the departure of MARD could mean a lowering of priority for the farmers' organizations program. MEA must demonstrate its support to the farmers.

3. Equip the farmers' organizations development unit of MEA, the Institutional Development Unit. This is the newest office in MEA and, as such, is under equipped. It is strongly suggested that this unit in System B have priority choice for equipment and vehicles being turned over by MARD to MEA. Second priority should be to the agricultural development unit of System B. To assure that all of MEA in System B has sufficient equipment, MASL should keep all former MARD equipment in System B except that which is needed to support System B activities in Colombo. The MEA engineering unit is already well supplied with office equipment, but still needs at least one more vehicle.

4. MEA should set up a MASL-wide Joint Management Committee to meet annually to discuss and formulate solutions to the problems of hidden tenancies, land tenure, political influence, mismanagement of funds by DCO officers, and DCO legal powers. This committee should have a suitable MEA officer (for example, the Managing Director or General Manager of MEA) and a farmers' organization representative as co-chairpersons and should be assisted by appropriate consultants from outside the MEA. Candid discussions should be encouraged. Solutions to problems should be proposed and implemented.

Constraints and problems to resolve:

There are a multitude of problems in the Mahaweli Systems that have a bearing on the successful development of farmers' organization. These are well known, but imperfectly understood. This report has not discussed most of them in detail. To solve these problems, the MEA will have to work with their new partners - the farmers' organizations - and with the government to resolve them. The most tenacious and damaging of these problems are:

1. Hidden tenancies. In some DCO areas as much as 40 percent of the land is leased to someone other than the tenant and who often has no association with the DCO, thus weakening the solidarity of the DCO, placing the land in risk of being used carelessly, and weakening operation and maintenance of canals.
2. Land tenure and size of holdings. MEA should arrange to issue titles of farms to farmers and should permit some form of consolidation of farms into larger holdings (say, of 3 hectares) because, at present, dynamic farmers cannot increase their surface areas planted except by illegal means such as leasing and thus, when they do lease lands, they do not invest in the preservation and amelioration of such holdings.
3. Political interference. Political interference, especially when it results in the breaking of rules for the election of DCO officers, can not be tolerated, as such interference, when successful, is the kiss of death to the collective management of the d- and field canals. Over the past three years farmers have fought off attempts by politicians to influence and - much worse - interfere in the workings of the DCOs. MEA has always supported the farmers. MEA must be vigilant and ensure that this support continues.
4. Lack of practical legal powers. On paper, the farmers' organizations have the power to, for example, fine or otherwise punish farmers who refuse to clean canals or to use water correctly, but in practice legal officials are reluctant to recognize the organizations' powers or are ignorant of such powers.
5. Mismanagement of funds by DCO officers. This problem, as the case study in Chapter Seven on Manikwela illustrates, can be very serious. MEA must institute the permanent audit recommended above.

Part II: A Detailed Presentation of Farmers' Organizations Activities in System B

Chapter 1 - Basic Information

1. Introduction

1.1 The Back Ground

The MEA/MARD project designed in 1987 by USAID/Sri Lanka, to develop Mahaweli System "B", has considered Farmer Organization as a key component, in Agriculture and Rural Development.

In the Second stage of this project (MARDII), Farmer Organization is given a more prominent place in the project.

The Farmer organization programme has 4 main thrusts :

- (1) Formation and strengthening of farmer organizations.
- (2) Awareness and training.
- (3) Transfer of responsibilities to control land and water resources available in the area and
- (4) Development of business activities through farmer organizations.

In order to assist the expatriate consultant of the MARD Project, I joined MARDII project in 1, February 1993, as a local consultant for farmer organizations.

In addition to the COP/MARD, Mr. Bruce Spake's close supervision and guidance, I had to work with Mr. P. Ganewatta, FO Specialist, my predecessor, for about 3 months to study the MARD FO programme.

1.2 Scope of Program of the local FO Specialist

The scope of program of the local Farmer Organization Specialist is as follows :-

- (i) Advice Farmer Organizations on establishment of procedures, regulations and management systems to benefit members.
- (ii) Coordinate MARD project support to Farmer Organizations to maximize impact on developing independent sustainable Farmer Organizations.
- (iii) Assist Farmer Organizations to develop business plans and initiate income generating activities to benefit members.

1.3 Terms of Reference

The Consultant has signed a contract with the Development Alternative Inc., for 31 months to work as Farmer Organization Specialist, starting on 1 February 1993. This contract will end on August 31, 1995.

The specific duties and tasks attached to the position are :

1. The consultant will work under the direct supervision of COP, MARD cum Expatriate Farmer Organization Specialist.
2. Assist MEA to convert ULFOO to DCO.
3. Advice and assist the AM/IDU in the following matters.
 - (a) Developing training modules.
 - (b) Selection and recruitment of IOVs.
 - (c) Determining the appropriate strategies for motivating farmers and field level agency staff to participate in activities in the FO program.
 - (d) Introduction of monitoring system for DCOO and IDU.
4. Lead four person team of Farmer Organizational Specialist in all Farmer Organizational activities.
5. Work with the rest of the TA team and MASL staff to coordinate activities related to Farmer Organizations.
6. Function as a resource person in motivational and training programs upon invitation by the IDU or CTCU, at system level, block level and DCO level.
7. Planning and implementation of Business Development activities with the assistance of the Business Development Manager (MARD).
8. Assist MEA to develop a financial management system for DCOO.
9. Coordination of Commercialization Fund grant program.
10. Implementation of Enterprise Management program for DCOO.
11. Preparation of Annual work plan and reporting quarterly to COP.

12. Assist MEA/DRPM - ENG to prepare and implement the handing over of O & M program.

2. Activities Involved In

The FO Specialist was activity involved in the following programs to achieve the objectives as per scope of work and project paper.

- (a) Conversion of ULFOO this DCOO.
- (b) Motivational and educational training programs for Farmers, Farmer Reps, DCO office bearers, MEA and MASL officials.
- (c) Financial Management programmes for DCOO.
- (d) Enterprise Management and Business Development Program.
- (e) Use of two wheeled tractors to increase income for DCOO efficiency.
- (f) Commercialization Fund grants.
- (g) Handing over of O & M of D-canals to DCOO.
- (h) Coconut cultivation along D-canals.
- (i) IOV program/IDO Programme.
- (j) ESI through DCOO.
- (k) Identify cards for Farmer Reps.
- (l) Farmer company.
- (m) Monitoring and evaluation program.

3. Concepts in Farmer Organization

As a result of working in the irrigation sector of Sri Lanka specially in the MARD project, a large number of important concepts have emerged and the more important of them, are briefly discussed below :-

1. Task of organizing farmers would be easier in places where the "Felt need" is there. If farmers have a dire need for any of the most important factors in agricultural production, the task of organizing the farmers would be much easier.

2. Irrigation water is an effective tool for the development of Farmer Organizations. The organizations formed based on hydrological boundaries, D-Canal Organizations are more successful than the organizations formed based on administrative units - Unit level Farmer Organizations.
3. Organizing the farmers for group efforts would be more difficult where previous efforts have failed. It is advisable to explain the cause of failures. Poverty restricts the ability of settler farmers to undertake risky ventures.
4. The organization once formed must be kept active to prevent it dying a natural death just like an ordinary human being who needs physical and mental exercise for normal growth and development. Farmer Organizations too, need collective and group exercises that would lead to their full development.
5. Frequent Monitoring of the Farmer Organizations Financial management system, is a major factor in the development of sustainable Farmer Organizations. Considerable number of Farmer Organizations have failed in the past due to mismanagement of funds. This appears to be the most common cause of misunderstanding between the office bearers and members.
6. Poor selection of farmer reps has formed weak organizations. Due to poor participation of representatives decision making and other important organizational activities are performed mostly by the president, secretary and the treasurer. This causes additional work for the key members and also leads to a lot of criticism from the membership.
7. Financial benefits through the organizational effort has positively effected in developing strong Farmer Organizations.

System B farmers are wary of investing in Organizations due to bitter past experiences. Therefore DCOO have to adopt other methods to generate income like input supplies and marketing, to strengthen there financial stability.

8. Recruitment of skilled management personnel would promote more involvement in commercial activities and reduce the burden of key members of the DCO.

The DCO could employ a Management Assistant to help manage its commercial activities viably.

Table - 1 : Hydrological and administrative base for FO by Block

Nos.	Block	No. of allotments (No. of Families)		1992		1995		
		1992	1995	No. of Units	No. of ULFO	No. of Units	No. of D-canals	No. of DCO
		1	Wijayabapura	(1679)	1744	6	6	6
2	Damminna	(1300)	1277	7	7	4	26	10
3	Ellewewa	(2051)	2201	8	8	4	29	13
4	Dimbulagala	(2220)	2227	10	10	6	24	14
5	Sevanapitiya	(2260)	2431	12	12	12	23	18
6	Senapura	(1677)	1793	9	9	9	20	10
7	Aselapura	(1027)	1296	3	3	10	14	10
8	Singhapura	(337)	2122	3	3	9	18	10
9	Sapumalpura	(0)	1435	-	-	5	11	7
	Total	(12551)	16526	58	58	65	194	106
	Bakamuna	(3600)	3969	10	10	10	32	28
	Grand Total	(16151)	20495	68	68	75	226	134

According to the table above

- (1) Av. number of farmers in a ULFO - 237
- (2) Av. number of farmers in a DCO - 153

Table - 2 Institutional Development status in system B.

Nos	Block	No. of DCO	Regl.	%	NO. of IOU	IDO
1	Wijayabapura	14	14	100	4	1
2	Damminna	10	9	90	4	1
3	Ellewewa	13	12	92	2	1
4	Dimbulagala	14	14	100	5	1
5	Sevanapitiya	18	17	97	8	1
6	Senapura	10	8	80	7	1
7	Aselapura	10	8	50	4	1
8	Singhapura	10	4	40	1	-
9	Sapumalpura	7	-	0	1	-
	Sub Total	106	86		35	7
10	Bakamuna	28	26		7	1
	Grand Total	134	112		42	8

9. Participatory planning and implementation has motivated farmer organizations to work efficiently and productively.

4. The situation observed in system B

4.1 Service area of MARD Project

The MARD project is located in the left bank of system B, which is one of the systems of Mahaweli Accelerated Development Program.

The ground area of system B is around 135,000 ha, out of which 36,000 ha will be developed for irrigated agriculture, under the zones of 1, 2, 3, 4A, 4B and 5. Total area developed under irrigation is about 16526 ha and 3969 ha in Block G. Zones 1, 2, 3, 5, are already fully developed and construction of irrigation facilities, hamlets and villages in zones 4A and 4B are nearly completion. The left bank area is yet to be developed.

Table 1&2 explain the Hydrological and administrative aspects and institutional development status in System B.

5. Changes that have taken place between end MARDI and end MARDII, in respect of Farmer Organization structure

Table - 3 : Difference in Organizational setup at the end of MARDI and MARDII. (Including Bakamuna)

Description	Year	
	End 1992	End 1993
No. of blocks	9	10
No. of farmer families	16151	20495
No. of Farmer Org.	83	134
No. of Catalysts	37	42
No. of Turn out groups	1352	1690
No. of DCOO registered	45	107 (26)
Under Ag. Services Act.		
No. of Units	65 (10)	75 (10)

5.1 Conversion of ULFO into DCO

The unit level farmer organizations formed based on administrative boundaries have changed to distributory canal farmer organizations which are formed based on hydrological boundaries. Due to these changes, the number of farmer organizations have increased up from 83 to 134.

5.2 Turn out groups

The number of TOG has increased from 1352 to 1690 between MARDI and II due to establishment of new areas in system B and restructuring of farmer organization boundaries.

5.3 Catalysts programme

Under MARDI, there were 37 Irrigation Community organizers (ICO) working for 83 ULFOO and now (MARDII) there are 42 institutional organizer volunteers working for 134 DCOO. During MARDI, there were no IDOO to supervise ICOO during MARDI, but in MARD II there were 8 IDOO for 8 blocks to supervise the IOV programme. Most of the ICOO were graduates or Agricultural Diploma Holders and the second batch of ICOO were A/L qualified youths, with experience from ISMP as IOO.

But the IOVV recruited from among children of farmers in system B, with A/L and O/L qualifications.

5.4 Registration of DCOO

The registration of 45 ULFO registered under agrarian services act have been cancelled after the conversion to DCOO. The total number registered is 112 DCOO under the agrarian services act at the end of MARD II.

5.5 Introduction of the coordinating committee system

The coordination committees at Unit, Block and System level have contributed significantly to solve farmer problems and helped to make collective decisions with consultation of MEA officials and other officials from bank and line agencies such as Paddy Marketing Board and Health Department.

5.6 Establishment IDU at project level and block level

The Institutional Development Unit of the head office is headed by the coordinator Institutional Development Unit, guided by MD/MEA. There is an IDO for each block working under the Block Manager to supervise and promote FO program guided by Asst. Manager/IDU. The average number

**Table - 4 : Defference in Organizational set up at the end of
MARD I and MARD II. (Bakamuna Block G, separately)**

Discription	Year			
	End 1992		End 1993	
No. of Blocks	System B	Block G	System B	Block G
No. of units	12551	3600	16526	3969
No. of Farmer Org.	55	28	106	28
No. of Catalysts	55	3	35	7
No. of Turn out groups	1352	361	1291	399
No. of DCOO registered under Ag. services act.	45	11	81	26
No. of units	55	10	65	10

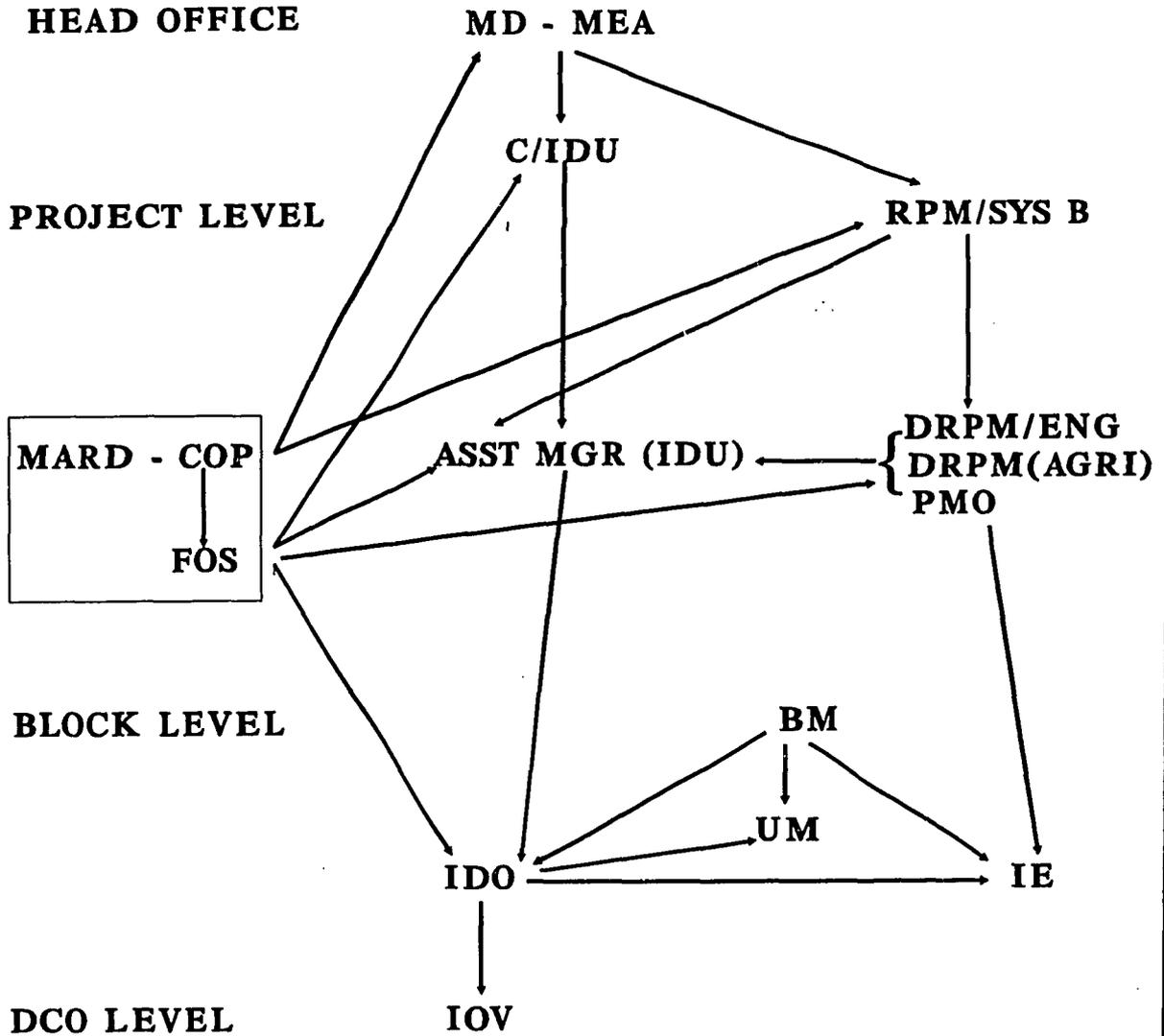
of DCOO per IOV is about 3 but some IOVV cover 4 DCOO and some others only one, depending on the availability of IOVV.

6. MEA/MARD and IDU relationship

MARD Farmer Organization Specialist and the Assistant Manager/Institutional Development Unit of System B, have worked jointly to implement the Farmer Organization programme in system B during MARD II. In addition, FO Specialist/MARD has worked very closely with DRPM (Eng) on ESI programme and taking over programme, DRPM (Agric) on buy back contract management, Seed Commercialization Fund Grant Programme, and Agric planning through Farmer Organizations programmes, project marketing officer on paddy marketing through farmer organizations.

MARDFO Specialist has assisted by Block Institutional Development officers as far as field activities were concerned. The diagram number-1 explains clearly the relationship. (see diagram I)

MEA/MARD - IDU STRUCTURE



Chapter 2 - Farmer Organization Development Activities

7. Farmer Organization Programme under MARD II Project

7.1 Importance

Highly functional Farmer Organizations are required to implement participatory management of land, water and human resources to increase the overall project efficiency. To achieve this objective, it is important to get the active involvement of FO for operation and maintenance, farm input procurement, marketing agricultural credit, coordination and problem solving, and management of the agricultural production plan.

7.2 Farmer Organization section of MARD Project

The FO section of MARD Project is consists of 2 consultants and 2 support staff, headed by Farmer Organization Specialist. Business Development Manager's major role was to promote Farmer Organizations business activities and the supervision of EMM.

The Financial Management Assistants functions were :

- * Auditing of FO accounts.
- * Training on FOO officers and MEA Officers in financial management activities.
- * Preparation of financial statements for FOO.
- * Apportioning of ULFO resources to DCO with the assistance of MEA staff.

The farmer Organizations Program Assistants major functions are :

- * Coordination of FO field activities.
- * Collection of necessary information and data for the FO section.
- * Maintain filing system for FO section.
- * Keep records on Commercialization Fund grants, training, buy back contracts and other activities related to FOO.

7.3 Activities under the Farmer Organization Program

7.3.1 Formation and development of distributory canal organizations

In early 1993, there were 55 unit level Farmer Organizations in system B and 28 DCOO in Block G and 1352 field canal groups.

In order to pay more attention to the Irrigation physical system and get active involvement for O & M of the FO, it was decided to change existing FOO which formed based on administrative boundary to DCOO considering the hydrological boundary.

Strategies for conversion of ULFOO in to DCOO

- (1) Collection of issue trees which show the irrigation net work in the block giving details of extent, number of allotment under each canal and lengths of canals.
- (ii) Identification of hydrological boundary for each DCO, considering.
 - a. Lengths of canals
 - b. Number of allotments
 - c. Command area under each canal.

(Average extent per each DCO is 150 ha, ranging from 75 ha to 225 ha).
- (iii) For identification of the boundary for each DCO has been finalized by
 - (a) after regular discussions with MEA engineering staff
 - (b) having field inspections and observation, with farmer members and officials.
 - (c) Discussions at farmer meetings.
- (iv) Explain the purpose of conversion the existing ULFOO to DCOO to ULFO officials, Farmer members and MEA officials by senior MEA staff and MARD FO staff.
- (v) Election of new committee members at mass meetings for the new distributory canal organizations.

Accomplishments

- (a) The number of FCGS has gone up from 1352 (including 361 in Block G) to 1690 (including 399 FCGs in Block G).
- (b) Number of farmer organization has gone up from 83 ULFOO (Block G - 28 DCOO) to 134 DCOO (Block G - 28)
- (c) The registration under Agrarian Services act for 45 ULFOO have been cancelled and now there are 112 DCOO registered under the Agrarian Services Act.
- (d) There were representatives to unit level, block level and system level coordinating committees from each DCOO, to implement the participatory management program for the entire system B.

Problems Encountered

- a. After the change from ULFO to DCOO, farmers in the same unit got separated to different DCOO as per hydrological boundaries.
- b. The leadership has been changed with the DCO formation and, so that, key members of some ULFOO have not given their cooperation to new DCOO officials.
- c. With the change, the farmers of one unit came under different DCOO.
- d. With this new system, in the case of some farmers, their homestead came under one DCO area, where as their irrigable allotments came under another DCO area.

Lessons Learned

- a. Significant improvement in participating for O & M activities through shramadana is clearly visible.
- b. More cohesiveness as water users in the D-canal area, has effected to strengthen the farmer organization.
- c. More attention is paid to protect the irrigation physical system through the organization.
- d. In certain DCOO, where tail end water problems existed have helped to settle Irrigation problems after the conversion.

- e. Handing over of O & M to farmer organizations made easier after the formation of DCOO.

7.3.2 Institutional Development Training

The implementation of participatory management requires the installation of a dynamic institutional development in the organization and training plays a key role in strengthening Farmer Organizations.

Strategy

- (a) In order to implement an effective program of training following aspects were considered by a team of professionals from MASL, MEA and MARD, the areas considered were :
 - * Identification of training needs
 - * and a training plan to suit the training needs.
- (b) Target groups - considered for training were :-
 - (i) Farmers
 - (ii) Farmer Representatives
 - (iii) DCO presidents
 - (iv) DCO treasurers
 - (v) MEA key members
 - (vi) MEA officials
 - (vii) Institutional organizer (volunteers)
 - (viii) DCO Enterprise Managers
 - (ix) School children
- (c) Major subjects decided for FO training were :-
 - Participatory Management.
 - Business Management through DCOO.
 - Handing over of O & M program.
 - Book keeping and auditing for DCOO.

- Institutional Development Program.

(d) Venues selected for IDU training programs

Near by school or the unit office used for farmer awareness programs, which the average participation is about 70%. Farmer Representatives programs mostly held at Block office and committee members training programs, at MRTC.

MRTC was the common place for officer training and some specialized programs pertaining to financial management and participatory management, were conducted out side system B.

Accomplishments

MRTC of CTCU and IDU have played a key role in preparation and implementation of training programs assisted by farmer organization section and training coordinator of MARD.

- (a) 8 training manuals were prepared to use as a guideline for trainers and distributed among trainers and copies of manuals were distributed among trainers and IDU staff.

Table - 5 : Information on Training Programs held at MRTC and outside system B, on farmer organization development.

Year	Target Group	Venue	No. of Programs
1993	MEA Officials	MRTC	04
	MEA Officials	Kotmale	02
	Farmer Organizations	MRTC	00
	Enterprise Managers		
	IOVV, School teachers	MRTC	06
	Total		12
1994	MEA Officials	MRTC	07
	MEA Officials	Kotmale	02
	Others (EM, IOVV)	MRTC	13
	Total		27
1995	MEA Officials	MRTC	02
	MEA Officials	Pologolla	02
	Farmer Organizations	MRTC	07
	Other (EM, IOV)		12
	Total		23

- (b) Their were few adhoc training programs were conducted during the year 1993 in the field of farmer organization as there was no proper training plan.

There were two programs conducted at Kotmale, where selected Farmer Reps from all mahaweli systems participated, giving an opportunity for interaction and exchange experiences of other projects.

As far as farmer organization training programs are concerned there was significant improvements and development of DCO activities and farmer participation.

Table - 6 : Farmer training on Institutional Development activities during 1994 and 1995.

Year	Target	Annual Target (programmes)	Performance (Programmes)
1994	Farmers	191	167
1995	Farmers	265	192 (upto July 31)

Problems Encountered

- (a) Implementation of programs was limited to the period, when the farmers were free.
- (b) When the transport facilities are not provided, participation for some programs were poor.
- (c) Availability of skilled resource persons was limited in system B for field level and block level training programs.
- (d) Due to lack of participatory planning system at block level and project level over lapping of training programs, caused poor participation and reduction of quality of the program.

Lessons Learned

- (a) Effectiveness of residential programs is greater than other training programs.
- (b) Participation and the effectiveness vary with the resource person and the training organizer and the venue.
- (c) More participation could be obtained when it is organized with a cultural program.
- (d) Positive results could be observed when result centered training programs are conducted.
- (e) On the job training programs are much more productive than class room training.

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7.3.3 Two wheeled tractor distribution to DCOO

The primary objectives of issuing two wheeled tractors farmer organizations were to assist them in agricultural development activities (ploughing, farming, pumping, threshing etc.) transport of passengers and in the marketing to reduce the tractor charges through competition in the area, using farmer organization tractors. 19 two wheeled tractors were distributed under MARDI Project and 10 two wheeled tractors were distributed during MARDII.

Strategy

- (a) Nominated 2 DCOO from each block were evaluated to find the suitability to issue tractors by a team consisting of DRPM (Ag), Asst. Manager (IDU) and MARD FO Specialist.
- (b) A special meeting was called to discuss the problems of operation and maintenance of tractors for DCOO which given tractors under MARDI. At this meeting it was decided to lease the tractor to a member of the DCO.
- (c) The special team was guided by the following criteria to select 10 DCOO to issue tractors.
 - i. Has adequate constitution and by laws.
 - ii. Payment of membership fees and participation for meetings to satisfactory level.
 - iii. Holding of meetings regularly.
 - iv. Active involvement for O & M activities.
 - v. Active involvement in business management programs.
 - vi. Availability of adequate financial management and control.

Accomplishments

- (a) Contract agreement has been prepared as legal document to lease the tractor to a member selected by the DCO.
- (b) Valuation has been done to value the 19 tractors issued in the first batch, by a valuation team to lease the tractor to a member.

- (c) Ten tractors were issued to DCOO to lease it to a member.
- (d) A descriptive report was prepared to study the efficiency of tractor use by Farmer Organizations.
- (e) Two special meetings were arranged to review the tractor program and following steps were taken to improve the management of tractors by DCO.
 - i. To open a separate bank account for tractor income by the DCO.
 - ii. Initiate action to establish a authorized repair shop, for Kukje tractors (given DCOO) recommended by Brown & Co.
 - iii. Instead of keeping the tractor under the supervision of DCO, it was suggested to lease it to a member who should pay in installments to the DCO to recover the total value of the tractor.
- (f) Average income recovered from new 10 tractors leased out to members is about Rs. 70,000/=.

Problems Encountered

- (a) It was only from a few blocks that received the tractor reports regularly; and therefore special attention have been paid to collect these reports.
- (b) Due to the lack of commitment of some DCO officials tractor operators have used the tractor as their own and not shown the actual income which earned, from the tractor to the DCOO.
- (c) As the tractor doesn't belong to an individual, no body has paid more attention to maintain and use the tractor efficiently, and that lead to deteorate beyond repair of some tractors within short period.

Lessons Learned

- a. When the tractor is least to member through the DCO, the tractor use efficiency is higher, than the efficiency when the tractor is used by the DCO.
- b. The cost recovery to the DCO is much higher when the tractor is leased out to a member.

- c. Tractor distribution programme has positively contributed to promote business activities such as:-
- (1) Paddy Marketing
 - (2) Buy Back Contracts
 - (3) Essential structural improvement works, and
 - (4) Input supplies through Farmer Organizations.
- d. Positive results could be obtained when the properties belongs to farmers organization, managed by a responsible member giving benefits to members and farmer organization.

7.3.4 Commercialization Fund Grants to Farmer Organizations

The MEA/MARD commercialization Fund Grant for farmer organizations objective is to promote private sector investment through farmer organizations. The major purposes of Commercialization Fund Grant are to reduce the risk of new investment and encourage farmer organizations to get involved in activities such as input supplies, paddy marketing, and rice milling. MEA/MARD has agreed to provide to farmer organizations the grant of Rs. 50,000 for the purchase of essential equipments and improvements for input sales centre, Rs. 15,000 for the purchase of measuring devices and upto Rs. 50,000 to establish any other commercial activity approved by RPM/System B. In addition knapsack sprayers were given under the same program to promote OFC cultivation for few DCOO. In order to promote other food crops cultivation, seed commercialization fund grant was introduced for DCOO and grant released was vary from Rs. 10,000 to 300,000 for a DCO. Certain conditions to be met by farmer organization to receive the Commercialization Fund Grant.

- (a) At least 50% of contribution for the activity by the DCO.
- (b) Proof of viability of the organization such as details of membership, registration status, the amount in the development fund and members contribution for organizational activities.
- (c) Availability of buildings and other resources.

Strategy

- (a) DCOO were expected to forward a separate application giving a small project report with cost and returns, financial statement and information of the DCO contribution for the activity.
- (b) The idea of Commercialization Fund grant was explained to farmer organization at farmers and farmer organization meetings.
- (c) Applications were accepted with the recommendation of UM, BM and approval of RPM/System B.
- (d) An evaluation was done to find the suitability by the MARDFO team once the recommended Commercialization Fund grant application was received to MARD Office from the RPM/System B.
- (e) In the form of auditing seasonal evaluations were done on the grants given to DCOO.

Accomplishments

88 commercialization fund grants have been given including 17 grants during MARDI.

about 60 Farmer organizations were able to establish different commercial activities with the assistance of Commercialization Fund grants.

Commercialization Fund grants and business activities

(i)	No. of DCOO applied for Comm. Fund grants	=	72 DCOO
(ii)	Total No. of DCOO, granted Comm. Fund	=	52 DCOO
(iii)	No. of DCOO granted Comm. Fund for	=	34 DCOO
	Input shops	=	26 DCOO
(iv)	No. of input supply shops	=	18 DCOO
(v)	No. of DCO granted Comm. Fund for weighing scales	=	43 DCOO
(vi)	No. of DCOO involved in Paddy marketing	=	59 DCOO

- (vii) No. of DCOO undertaken other activities
- (a) Rice Milling = 2 DCOO
 - (b) Tractor repair shop = 1 DCO
 - (c) Threshing and drying of paddy = 2 DCOO
- (viii) No. of DCOO received seed comm. fund grant. = 52 DCOO
- (c) Some weaker organizations have become stronger in order to qualify for the commercialization Fund grant, by improving the membership fee collection and developing better financial management system for the DCOO.

Problems encountered

- (a) Misuse of funds and poor book keeping system have resulted to close down some input supply shops established with Commercialization Fund grants.
- (b) With the change over of ULFOO into DCOO, the Commercialization Fund grant programme for some DCOO failed due to lack of proper handing over system of financial and administrative documents to new DCO management.
- (c) Even though it is expected to use the Commercialization Fund grant as a revolving fund for input supply shops and seed distribution some ULFOO and DCOO have used the money for agricultural loans, which higher percentage is not recovered yet.

Lessons Learned

According to the MARD experience, the commercialization fund grant scheme has contributed to establish and develop commercial activities for farmer organizations.

Some of the lessons learned weree :-

- (a) Providing financial assistance to DCOO with good leadership, efficient management system and better financial control, have positively effected to make commercial organizations.
- (b) Financial benefits generated through the commercialization fund grant, by the DCO has motivated the farmers to become active members of the DCO.

- (c) The expansion of commercial activities for DCOO through the commercialization fund grant is possible, when the DCO commitment is clearly visible and proper and active leadership is available.
- (d) The commercialization fund grant programme is more successful, when the special sub committee is formed by the DCO to handle commercial activities .
- (e) Most of the DCOO, managed the commercialization fund grant with the assistance of DCO Enterprise Manager, have performed well compared to the DCOO without enterprise managers.
- (f) The capacity of decision making has been increased with the financial assistance programs introduced to the DCOO.

7.3.5. Coconut cultivation along D-canals

The objectives of the program were :-

- (a) To increase the income generating capacity of DCOO and thereby provide the DCOO with funds to maintain D canal operation and maintenance program.
- (b) To minimize encroachments of canal reservations and canal roads.
- (c) To use unproductive and unused lands to improve productivity.
- (d) To meet the demand for environmental development and to maintain ecological balances.
- (e) To meet future demands for coconuts and to replace coconut trees cut down for development activities elsewhere in Sri Lanka.

Strategy

- (a) In order to see the possibility and the potential, three trials had been done for 3 DCOO (Bimpokuna, Kalukelle, and Aluthwewa) on coconut cultivation along D-canals program in January 1994.
- (b) This trials were implemented with the consultation of the Agricultural and Engineering sections of MEA and farmer organizations.
- (c) In the selection of 10 DCOO for the coconut cultivation program, following criteria were taken into consideration.

- (i) Request made by the D-canal farmer organizations.
 - (ii) Availability of suitable reservation lands along D-canal.
 - (iii) Survey of agronomic conditions by the Extensionist /Horticulturist, MARD.
 - (iv) Recommendation by Block Manager and RPM/System B.
 - (v) Experience and the suitability of the DCO in handling community work in the past.
- (d) Separate meetings were held to create awareness among farmers on the program and the terms and conditions of the cultivation were clearly explained and discussed.
 - (e) Memorandum of understanding between MEA/MARD and the DCOO were prepared for 2 different programs (see annex E) and signed agreements with DCOO.

Problems Encountered

In the implementation of the coconut cultivation along D-Canal program, major problems encountered were :-

- (a) This programme implemented by the DCOO with only members those who have reservations along D-Canals, adjoining to their paddy lands. (This is vary from 30% - 50% of the membership). So that the cooperation from the membership to some DCOO to implement this program was not satisfactory.
- (b) Some farmers those who have taken over the responsibility to maintain the plants are residing in homestead area which is far away from the planting area, and hence, less involvement in watering and cleaning could observed.
- (c) Making fence for plants has become a problem due to the difficulty of getting timber.
- (d) Damage from the stray cattle and fire during dry season, resulted to reduce the number of surviving plants.

Accomplishments

Table - 7: Summary of the coconut programme

Block	Programme	Name of DCOO	No. of Plants Issued	No. of Plants Planted	%	No. of Plants Surviving	% Plants
D'gala	I	Kudawewa	1500	1500	100%	1100	73%
"	I	Mahaulpotha	1300	1246	96%	980	79%
V'bapura	I	Wilayaya	500	500	100%	451	90%
Elewewa	I	Sinhawewa	750	736	98%	610	83%
"	I	Gemuna	1400	1260	90%	1075	85%
V'bapura	II	Galthalawa	600	524	84%	365	70%
	-	Medagama Farm	1006	1006	100%	910	91%
Damminna	II	Jayabima	1500	700	47%	520	74%
	II	Mahasen	1500	1500	100%	1220	83%
	II	Saddatissa	2000	2000	100%	1725	86%
Total			12056	10972	91%	8956	82%

- (a) Total number of farmers involved in this programme is 542.
- (b) As per total number of plants total extent under coconut under this programme to about 60 ha. Asst. the total extent of coconuts including the trial areas is about 69 ha.
- (c) About 42% of the plants planted along D-canal are fenced by farmers those who are looking after the plants.

Lessons Learned

- (a) The programs implemented by the farmer organizations are more successful than the program implemented by outside agencies.
- (b) When the clear understanding is given to the members of the farmer organization about the program it is easier to implement the program successfully, because of the active participation.
- (c) Great potential is there to convert unproductive lands to productive lands in the irrigation schemes through farmer organizations by introducing this type of program.
- (d) The of available resources could be developed through farmer organizations by giving responsibility to individuals on income share basis.

7.3.6 Handing over of O & M of D-Canals

The ministry of Irrigation, power and Energy (formerly ministry of lands irrigation and Mahaweli Development) has accepted a policy of participatory irrigation management for mahaweli systems. According to this policy, the irrigation system has to be managed jointly by the irrigation agency and the farmer organizations.

The reasons of handing over of D-canals for O & M are :

- (a) To give practical effect to the governments policy of devolving greater responsibility to the people and promoting self-reliance with the communities.
- (b) To create in the mahaweli settlers a sense of ownership of the irrigation system, their by ensuring their active participation for O & M and protection of the system.
- (c) To get the active involvement in making and implementation of decisions by the farmer organization on operation and maintenance of the physical system to over come the irrigation problems.
- (d) To improve the quality and efficiency of the irrigation system, funds allocated to MEA to be spent through farmer organizations and reduce the government burden of O & M.
- (e) To pay attention for the irrigation physical system in the DCO area as an one hydrological unit.

- (f) To overcome the problem of inadequacy of financial resources to maintain the canal system in good condition.

Strategy

- (a) The handing over of D-Canals for O & M program was implemented as per circular instructions given by the Managing Director/MEA.
- (b) Project level committee was formed consisting of RPM, DRPM (Eng), Assistant Manger (IDU) and Farmer Organization Specialist/MARD.
- (c) One day awareness program was conducted at project level for engineering and IDU staff and Farmer Reps.
- (d) Preparation of an action plan by IDU and Engineering staff at project level meeting.
- (e) Identification of suitable DCOO for joint management by engineering staff, IDU staff and farmer representatives considering selected criteria.
- (f) Preparation of handing over documents by MEA, Head Office, Block Engineering and IDU staff and Farmer Organization and Engineering staff of MARD Project.
- (g) Block level farmer representatives meetings were held for selected DCOO.
- (h) Joint management agreements were signed at meetings held at DCO Level.
- (i) In the process of signing of taking over agreements, the awareness programmes were conducted with a cultural show for the large gathering of DCO members, their wives and young people, at DCO level.

Accomplishments

Table - 8 : Joint management and taking over status of System B

Block	No. of DCO taken O & M of D-Canals	No. of DCOO with joint operation	MEA Main trained
Damminna	5	5	0
Vijayabapura	5	8	0
Dimbulagala	9	5	0
Ellewewa	6	4	0
Senapura	-	4	6
Sinhapura	-	-	15
Bakamuna	8	9	11

- (a) 35 awareness programmes were conducted for 35 DCOO with cultural shows with local artists to attract villagers to increase the participation for the handing over of O & M programme.
- (b) Two documents were prepared on operation and maintenance of physical system.
- (c) 35 DCOO handing over for operation and maintenance and 39 DCOO were taken over the D canal for joint management of operation and maintenance.

Table 9 - Preparation of O&M manual documents on legal powers for DCOO

Document		Participants to prepare the document
1.	O & M Manual for DCOO	DRPM (Eng) , Block IEE Drainage Engineer (MARD), O & M Engineer (MARD) Human Resource Development officer (MRTC)
2.	Legal powers to farmer organizations for O & M	Assistant Manager - IDU Block IDOO, Farmer Organization Specialist (MARD), Human Resource Development officer (MRTC)

- (d) A monitoring and evaluation system has been developed to assess the performance of taken over DCOO, using 10 indicators.

Problems Encountered

- (a) Even though legal recognition and legal powers given to DCOO, some DCOO were not in a position to take action against farmers those who didn't participated to implement the O & M programme.
- (b) Preparation of annual maintenance plan for the taken over D-canal by some DCOO were not satisfactorily done due to lack of Technical know how.
- (c) Major constraints of the taking over programs were:
 - (i) deterioration of the physical system
 - (ii) unavailability of proper sources of income for the DCO for O & M.

- (d) Encroachment of common pasture land by youths in the area has created the stray cattle problem to the irrigation physical system.

Lessons Learned

- (a) Handing over programs has promoted farmer participation for O & M and involvement to protect the physical system.
- (b) More participation for O & M work for D-Canals could be observed where the effective awareness programs were conducted.
- (c) The commitment of the irrigation officials was a major element of success of O & M Handing over program.
- (d) Cohesiveness of the farmer organization has improved after the handing over of D-Canal for O & M.

7.3.7 Essential structural Improvement Program

As per MEA's policy and MD/MEA's instructions Farmer Organizations were encouraged to take part in essential structural improvement program to achieve following objectives.

- (i) To get farmer participation for construction work in the system.
- (ii) To develop the sense of responsibility on the physical system and there by improve the quality of work.
- (iii) To improve the financial situation of the DCO through ESI contracts.
- (iv) To generate part time employment for the settlers in the area.

Strategy

- (a) Register DCOO as contractors in the MEA.
- (b) Financial sub committees were formed before awarding contracts.
- (c) Conduct of awareness programs on contract management by the Engineering staff.
- (d) Explain the contract agreement and create awareness on the contract management.

- (e) Once the contract is over, the DCO is paid as per the agreement and measurements of the work, done by the DCO.

Accomplishments

- (a) Forty six DCOO have undertaken ESI contracts for distributories and field canals
- (b) about 45 million rupees worth of work done by 46 DCOO. This was about 90% of the total amount spent for ESI work in System B.
- (c) ESI programme has contributed significantly to improve the financial situation of DCOO.

Problems Encountered

- (a) Some of the DCOO undertaken ESI work, have given sub contracts on 5 - 10 % commission basis and the objectives of offering contract to DCOO were not achieved.
- (b) Most of DCOO were complaining about the delaying of payments for the works done.
- (c) Due to the lack of knowledge on contract management, some DCOO were not able to make profits out of contracts.
- (d) Some DCO have not followed the conditions of contract agreement, and resulted in developing misunderstanding with MEA irrigation staff.

Lessons Learned

- (a) Quality of the construction works could be improved through the community participation.
- (b) ESI construction program has given a start to generate funds for DCOO
- (c) Sense of ownership have developed among farming community after DCOO involvement for construction work.
- (d) ESI program has developed the close linkage between Engineering staff and farmer organizations.

7.3.8 Riparian Forestry Development Activities

In order to develop the natural environment through the farmer participation two projects were implementation System B.

Improvement works related to natural environment included.

- (a) Preservation of riparian forest during construction phase in river improvement works.
- (b) Preservation of the wetlands associated with riparian eco-system.
- (c) Improvement of deteriorated riverain eco-system by re-planting trees along river banks.
- (d) Involvement of settle farmers in the environment preservation work.
- (e) Making unproductive lands in to productive lands improving the environment.

Strategy for riparian development

- (1) Awareness programs for farmers were taken place for the areas selected.
- (2) Aspects considered to develop the program for riparian forestry.
 - * Environmental aspects
 - * Legal aspects
 - * Physical aspects
 - * Organizational aspects.
- (3) Before the project was implemented the planning team concentrated on the following concerns
 - * Ecological
 - * Utilization
 - * Engineering
 - * Environmental
 - * Training and Education
 - * Sustainability

The project implementation plan was prepared by a team consisting of representatives of riparian forest organization, A.O (Forestry MEA), M/ARD Drainage Engineer, MARDFO Specialist, 2 Lectures from University of Peradeniya, with the consultation of Assistant conservator of forests and Mahaweli Environment officer.

Accomplishments

- 28 farmers out of 56 members of Kuda Oya environmental organization actively participated in the program.
- Altogether 80 ha of land in zone 1 & 5 were reforested with assistance of 10 Farmer Organizations.

Total length of canals reforested was about 32 km.

- Along Menik ela in zone 5, about 20,000 plant were planted.

Problems Encountered

- Buffalos and cattle damages for the plants.
- Poor participation for planting programs due to lack of awareness.
- Fire during dry season also have damaged significant number of plants.
- During the rainy season, the flood damages were there to reduce the number of plants in the area.

Lessons Learned

- (a) Implementing of community forestry program is easier with a group of people with better understanding.
- (b) Success of the program is depend on the leadership.
- (c) Active participation could observed for these forestry programmes with only farmers those who have larger reservation lands for planting.
- (d) As the farmers do not see the short term benefits from these activities the participation is less than 50% of the membership.

subjects but they were not satisfactorily used to improve the accounting standards of the DCOO. May be the subject content needs rescription and scaling down.

7. The changing of the officials in a DCO also contributed to the breakdown of the accounting system. this cannot be helped, so new training has to be available for new officials.

7.3.10 The small Enterprise Managers (EM) program

The MARD sponsored recruitment and placing of 29 small enterprise managers in two groups in selected Dtributory Canal Organizations (DCOO) in System B. The necessity for such expertise was seen as the farmers had to learn quickly to deal with businessmen and companies who were coming into System B and also to turn the resources available within the system to profit the farmer community. With implementation of the second stage of the project to recruit and place the second group of 09 EMs in mid 1994, the study of the performance of the first group enterprise managers and their integration into the farmer organization set up helped us to change some of the mistakes made with the first group. The second group was given a more comprehensive induction training and briefed on the likely problems they may encounter in the field. They were also given advice on tackling these obstacles. We also arranged to introduce the EMs to their respective DCOO at a welcoming ceremony. At this ceremony the farmer organization officials were given the suggested scope of work and responsibilities of the new managers and were also appraised of their (DCO officials) obligations. This tactic helped to eliminate several problems the first group encountered one of which was finding suitable accommodation within the DCO command area. We also introduced the EMs to the MEA management structure (RPM, BM, UM etc.) which helped to dispel FOs teams' misgivings.

The enterprise managers program was a very ambitious venture. There were some basic faults in the system which we have enumerated below for posterity.

1. The lack of an depth knowledge of the requirements and capabilities of the DCOO which requested the services of these managers.
2. The lack of knowledge of the probable impact, the introduction of such an individual will have on the already existing MEA command structure.
3. The surmise that the DCOO could prosper in their business and income generating activities to such an extent that they could absorb these managers into the DCO system at the MARD determined salary and fringe benefits (Rs. 60,000.00 + 17,500.00 + 15% of salary as statutory dues) within a year.

4. The introduction of persons who have had no previous experience or knowledge in the field especially about problems faced by farmers in new settlement schemes.
5. The lack of knowledge of the infrastructure and facilities available to the EMs to start functioning in their assigned role, especially as the DCOO were just a couple of years old and still undergoing teething problems.
6. The lack of knowledge of the impact of unsettled conditions on the project.

However due to the wide experience of the enterprise managers they able to meet the challenges and find answer to most of the problems in their command areas. In most cases these officers had to build the organizational structure and introduce financial discipline from basics. The end result was they could not address some sections TOR adequately in the short period available to them. In the space of one year the EMs managed to perform the following tasks.

1. Strengthen farmer participation in the DCO activities (increase membership), improvement in attendance at T/O level and monthly meetings so that important decisions could be taken. These institutional development activities were necessary to build up the financial resources of the DCOO without which no commercial activity could take off.
2. Improve the accounting and booking system and the credit control system of the DCO.
3. Assist the Farmer Organization to procure commercialization fund assistance from MARD.
4. Formulate scheme to cover seed commercialization fund grants given already and help recycle the funds effectively.
5. Help DCO assess the farmers needs and implement income generating activities which will also have social benefits to the community.
6. Assist DCO officials in negotiating favorable terms with commercial lending institutions, companies and dealers.
7. Assist farmer organization officials to prepare financial statement and reports and attend to various correspondence needs of the organization.

8. Assist the DCO to train the treasurer in maintaining a rudimentary but effective set of accounts books.
9. Assess the resources and formulate business plans for viable income generating projects and help implement them.
10. Train DCO nominated management assistants so that the sustainability is ensured.

The program ended in May 1995. Though the MOU envisaged that by this time the DCOO would be in a financially capable position to hire these managers as their full time paid employees, it did not materialize. Every DCO which enjoyed the services of a manager requested extension of his services for periods ranging from six months to two years none were capable of paying the salary on their own. Over 50% were willing to bear approximately 25% of the salary bill. A scheme to get several DCOO to pool resources to employ one manager did not succeed as the DCOO felt they would not benefit by such a system specially considering the logistics problems.

The lessons learned from the program are as follows :

1. The program was too short lived to realize its full benefits. A period of at least three years is necessary to show any tangible results.
2. The DCOO need, introduced (outside) management capability and they realize the importance specially in dealing effectively with outside businessmen.
3. The majority (75%) of the DCOO in system B are not yet capable of generating adequate funds to sustain high salaried management expertise, but nearly 100% realize the need for independent managers to assist the DCO officials in the daily routine and specially help the DCO money manger, the treasurer.
4. There is ample opportunities for farmers to turn their existing agro based industries into income generating activities provided proper management capability is available.

7.3.11 Management of Buy Back contracts

The buy back contracts or contractual growing of vegetables and fruits was a new concept introduced to System B by the MARD project. Various incentives were provided to farmers and contracting companies to start the project. Basically farmers contracted through their farmer organizations with companies based in Colombo to grow and supply produce of defined quality standards at agreed prices and with a specified time farmer. Over 40 DCOO in System B have been involved in contractual growing of vegetables and fruits at one time or another. Several exporters from the city have been the buyers. One exporter had established a cold chain-pack house system B and also set up a purchasing centre. A range of vegetables and fruits were introduced to the System B by the MARD horticultural division over a period of several years. As an added incentive the MARD introduced the Buy Back contract system to help eliminate a certain percentage of the risks involved in going into new and unknown crop production. Gherkin, baby corn, cantaloupe melon, and baby okra were crops which survived to become popular with system B farmers as export crops.

The contractual agreements entered into by the DCOO on behalf of their members were prepared by the contracting company or MARD and were often not clear to the farmers in their favour. Another factor was that farmer neglected reading these contract conditions carefully leading to severe problems later. The contracting companies also omitted to inform the farmers the pitfalls and problems in contractual obligations of this type which aggravated the situation.

The majority of the farmer organizations were thoroughly disappointed with the buy back contract system as they felt they were being cheated and exploited by city dwellers. The team found that in most cases the root cause was the inadequate or incomplete contractual documentation and lack of a clear understanding of the rights and obligations of the two parties to the contract. The team initiated action to draft a contract document which the farmers organizations can present to any company desirous of entering into a Buy Back contract. This document was prepared by a drafting committee formed of farmers representatives. It is now with the legal draughtsman who will ensure that the terms and conditions are in conformity with the laws of the land.

The careless practices of one company caused the farmer losses which added fuel to the unfavorable image forming in the farmers' minds regarding buy back contracts. In most cases the companies' problems occurred due to factors beyond their control and not necessarily due to any fault of the other party. While the company due their superior knowledge managed to emerge without much loss, the farmers invariably lost more heavily and were often left with debts to banks.

Another factor which effected the buy back contracts was sometimes misunderstood which in some cases increased the possibilities and made it hard to meet specification and the debt burden of the farmers who undertook buy back contracts.

Post harvest treatment of the produce improved dramatically when the farmers realized that this could be controlled if the advice was followed diligently. Also production techniques improved too.

The transport problem in system B was and is one of the main deterrents to the expansion of the buy back contracts system specially among new settlers who have a very receptive mind. This coupled with the high ambient temperatures increase the risk losses to the other wise acceptable produce.

Lessons Learned

1. Farmers in System B are amenable to experiment with new ideas and concepts like buy back contracts and growing for export markets.
2. The promoters should be vigilant and conversant with all aspects of a new venture instead of concentrating on a few areas if the venture is to succeed.
3. Special attention is necessary to reduce the debt component (which in this case could have been done by more expert guidance on use of agro-chemicals and fertilizers) as the risk factor is extremely high with export crops.
4. Transporting of produce is a major problem which needs attention.
5. In resolving debt repayment problems often all the participants in a contract were penalized for the failures of a which discouraged the successful farmers.
6. Younger farmers are more receptive and successful in this concept, possibly because they are more educated.

7.3.12 Management of DCOO income generating activities

The farmer organizations were encouraged to utilize the commercialization fund grants to start income generating activities. Over 50 farmer organizations obtained these grants which varied from outright cash grants to equipment like two wheeled tractors and paddy threshers and weighing scales. The grants were used by the DCOO to start various activities designed to generate income to the farmer organization and thereby the

farmers. In the earlier cases the grants were wasted to a certain extent but due to careful screening of the recipients the monies were put to more profitable use. The grants were mainly helpful in starting agro based income generating activities primarily paddy purchasing, agro-chemical and fertilizer marketing and financing the seed component of the growing programmed. Apart from these the DCOO were earning income by the hiring out of the farming equipment (tractors, threshers, sprayers, tractors, sprayers etc) owned by them.

The DCOO which had the services of the MARD sponsored Small Enterprise Managers started other business ventures some of which were very successful. They expanded the concept of the retail marketing of inputs to cater to the other needs of the DCOO community mainly the household requirements. Small grocery stores adjoining the input shops managed by hired employæ of the DCO was an instant hit. This stores also helped farmers to sell their excess produce from home gardens and make extra income. Some of the more ambitious ventures started to earn income like the metal quarrying operations failed due to poor planning. In some cases the contract of the success and failure of similar operations was clearly visible. A good example is the two small scale rice mills at Kandegama and Sevanapitiya. MARD strived to make the Sevanipitiya rice mill (an outright grant) a success, but failed due system into the lethargy and infighting in the DCO. But a similar mill at another DCO, Kandegama wholly financed by the DCO was a complete success under our guidance.

The rapid increase of the paddy marketing operations undertaken by the DCO under our guidance is an encouraging sign, This operation has helped the farmers to increase there revenue directly by Rs. 1.50 to Rs. 2.00 per kg and indirectly by cts 75 per kg. Considering the magnitude of the paddy production the significance of this is enormous. The culminating feature of the awakening of the farmer to realize more from his efforts is the request by a group of DCO in block G to assist them to form a trading company with all the safeguards of organized business, i.e. limited liability of it's shareholders, in this case the farmers through their farmers organizations. The MARD FOS team assisted the DCOO in all preliminary work and training as well as the formulation of their business plan. The company is about to commence commercial operations.

Lessons Learned

1. The farmers need guidance to convert their existing efforts in agriculture into financially viable business operations.
2. the DCO managed income generating operations depend on the dedication and foresight of a few individuals working voluntarily, for their success.

3. Though farmers are willing to experiment with projects outside agri based projects will good income potential without proper management and marketing expertise they are bound to fail and should be left for a later time.

7.3.13 Other Special activities for FOO

(i) Identity cards for Farmer Representatives

On the request of MD/MEA and approval of RPM System B, MARD Project has paid for photographs and printing of identity cards for farmer representatives of System B.

The purposes of this programme were :-

- (a) to give a legal identity for official duties with various line agencies
- (b) to give recognition to make farmer leaders more devoted organizational activities
- (c) to make easier to identify as a farmer leader by government and private sector agencies for farmer organization coordination work.

About 900 photographs of farmer representatives were given to block managers to prepare identity cards for representatives.

(ii). Formation of block level farmer block level farmer federations.

Four block level farmer federations have been established in System B during this month and the objectives of farmer federations are

- a. to develop interrelationship between DCOO in the Block
- b. to discuss issues related to irrigation agriculture marketing and other problems without official interventions and make decisions to raise at block coordinating committees
- c. to promote group marketing activities and
- d. to make farmer organizations uniform at block level and system level

iii. **Monitoring and Evaluation program for DCOO**

The MARDFO team has prepared a monitoring evaluation feed back system with 18 indicators to assess the performance of FOO with the consultation of MD/MEA, USAID and Farmer Representatives.

In addition a simple evaluation system with 10 indicators has been introduced to IDU and it is being used by assistant manager IDU for rating Farmer Organization in System B through IDOO.

Chapter 4 - Recommendations for MEA to Develop Sustainable Farmer Organizations

8. Recommendations

8.1 Farmer Organization Strengthening

- (a) Institutional Development Unit of MEA should monitor regularly whether the day today DCO activities are performing as per the constitution and by laws, through IDOO.
- (b) MEA should take action to implement a monitoring evaluation and feed back system for Farmer Organization activities through farmer organizations.
- (c) MEA should continue to provide assistance to improve the Quality of unit level and Block level coordinating committees and project management committee by introducing a problem solving mechanism such as matrix chart system.
- (d) In order to strengthen some DCO, the program of apportioning of resources to be properly monitored with the assistance of block managers.
- (e) Regular evaluation of Institutional organizers volunteers through Institutional Development officers also an important activity in farmer organization strengthening.
- (f) In order to distribute certain responsibilities to other farmer representatives and active members of the DCO other than President, Secretary and the Treasurer, MEA should encourage and monitor the formation of sub committees for,
 - (i) agricultural development planning and implementation,
 - (ii) operation and maintenance,
 - (iii) business development and financial management,
 - (iv) social welfare.
- (g) MARD recommends to MEA to continue training of new DCO office bearers and MEA officials including IDU, Irrigation, Agriculture, Community Development on participatory management and related activities.

8.2 Auditing and financial management

- (a) MEA should continue the auditing of DCO accounts regularly (atleast once a year) by a skilled audit team.
- (b) Establishment of a private audit firm consisting of skilled, experienced and qualified persons from the area is recommended. Auditing could be done on the request of the DCO on payment.
- (c) IDU of MEA should take action through IDOO to collect DCO monthly balance sheet and to be promoted to submit this statement to DCO monthly meetings for discussion.
- (d) Regular training on book keeping to be continued for DCOO is a another recommendation for MEA.

8.3 Development of Business Activities for farmer Organizations

- (a) MEA should encourage the Enterprise Manager program for farmer organizations to develop business activities.
- (b) MEA should continue to coordinate activities related to paddy marketing and other marketing activities with government agencies and private sector organizations through coordinating committees.
- (c) MEA should continue to provide assistance to DCOO in development of storage facilities, transportation, development of management skills and coordination with relevant agencies such as state and private bank, private companies.
- (d) It is recommended to take action to establish farmer companies at Block level, by amalgamating DCOO level commercial activities through block coordinating committees.
- (e) MEA should develop a monitoring system to increase the efficiency of commercialization fund grants. Monitoring could be done through DCO monthly meetings and coordinating committees.

8.4 Handing over of operation and maintenance of irrigation schemes.

- (a) MEA should provide necessary assistance to provide an awareness on the practical usage of legal powers empowered by the agrarian services act and irrigation ordinance.
- (b) MEA should implement monitoring and evaluation system to improve the management of D-canals taken over by DCOO.

- (c) MEA should continue to support DCOO to take over the physical system for operation and maintenance, by introducing effective awareness programs for members and MEA Officials.
- (d) MEA should assist DCOO to recruit and train its own irrigator selected from the area paid by the DCOO.
- (e) MEA should monitor the program of coconut cultivation along D-Canals to raise funds for O & M, by the portion of harvest to be given by the farmers those who are taking care of the cultivation.

Annexure A Participatory Management Guidelines

ANNEX=A

**DEVELOPMENT OF FARMERS'
ORGANISATIONS
AND THE
INTRODUCTION OF PARTICIPATORY
MANAGEMENT
OF THE IRRIGATION SYSTEMS UNDER
THE MAHAWELI AUTHORITY OF
SRI LANKA**

TO BE IMPLEMENTED BY
THE MAHAWELI ECONOMIC AGENCY

21

INTRODUCTION

The following pages describe the main features of the Farmer Organisation (FO) Programme that has been accepted by the MASL for implementation. Some of the activities described in this document are already being carried out in the field. The Programme presented in this document has taken into consideration the work already done in the Mahaweli Systems in the past, and sets out a clear strategy for the future, so that the staff of the Mahaweli as well as the farmers in the various Systems will be able to understand the related issues better and to work towards a common objective.

This Programme has received the approval of the Hon. Minister of Lands, Irrigation & Mahaweli Development, and the Hon. Minister for Mahaweli Development.

The Programme is explained in this document under a series of headings so as to facilitate a quick understanding of its contents. The Annexure at the end of the document gives details of the organisational arrangements for execution of the Programme.

Managing Director,
MAHAWELI ECONOMIC AGENCY

September, 1992

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DEVELOPMENT OF FARMERS' ORGANISATIONS AND PARTICIPATORY MANAGEMENT OF THE IRRIGATION SYSTEMS UNDER THE MAHAWELI AUTHORITY OF SRI LANKA

1. PARTICIPATORY MANAGEMENT

The Ministry of Lands, Irrigation & Mahaweli Development has accepted a policy of participatory management for the Mahaweli Systems. According to this policy, the management of the Irrigation Systems will be done *jointly* by the irrigation agency and the farmers' organisations, based on a mutual sharing of roles and responsibilities. The main features of such a joint management will be:

i. All activities related to water management and O & M in the entire System will be co-ordinated and managed jointly by appropriate 'Co-ordination Committees' set up at several levels in the project as necessary. Within these committees, the agency officials and farmer organisation representatives will share decision-making and management responsibilities in respect of the irrigation infrastructure and production plans.

ii. The irrigation network at the Distributory Canal level and below will be operated and maintained by the farmers' organisations.

iii. The Agency will operate and maintain the Main & Branch canals.

2. NECESSITY FOR PARTICIPATORY MANAGEMENT

In the early years of the MDP the emphasis was on the construction of the large reservoirs, the lengthy conveyance canals and the other works connected with the infrastructure development that was necessary for the purpose of creating new settlements. It has now been realized that more emphasis should be attached to a "production phase" where policies and strategies would be developed to enable the optimization of benefits from the massive investments that have gone into providing the irrigation and social infrastructure facilities in the MDP.

In order to ensure the success of this new production phase, one of the prime requirements is the sustainability of an efficient irrigation system with adequate participation in its management by the settlers.

One of the most important questions that have to be addressed in this regard is in relation to proper water management and water distribution, which is the basis for all other activities in the Mahaweli areas. Besides, the very survival of the Mahaweli community will depend on a well-maintained and efficiently-operated irrigation system. The introduction of participatory management appears to be the only practical way of ensuring a sustainable and efficient irrigation network, in the context of the present socio-economic conditions in our country.

Besides initiating and supporting the development of strong independent farmer organisations, it is necessary to facilitate their participation in the processes of

irrigation management at all levels, particularly in relation to decision-making. Such participation would:

- i. encourage and motivate farmer organisations to participate actively in carrying out any responsibilities entrusted to them.
- ii. make the Agency officials more responsive to the feelings and needs of farmers.
- iii. create greater chances of co-operation from farmers in implementing the various plans and programs of the Agency.
- iv. enable farmer representatives to become aware of and appreciate the constraints faced by Agency officials in carrying out their duties.

It can be argued that farmers' organisations cannot and should not be brought into the management of the system or into the decision-making process until they are all strong, capable and sustainable. Whilst this argument may be valid in a strict sense it is also conversely true that it is not possible to envisage strong and sustainable farmers' organisations if farmers' representatives are not allowed to participate in decision-making and management of the very irrigation system of which they are the beneficiaries and principal stakeholders. Any other strategies short of actual participation in management, will be of little use in motivating farmers to form strong organisations for irrigation.

In view of the above reality, it is necessary that the activity of developing the turn-out groups and their federated D-Channel organisations into strong and sustainable associations should be carried out simultaneously with the activity of bringing at least the existing farmers' representatives (turn-out leaders) into the decision-making and management processes at all levels in the project, even though some of these representatives may not be adequately equipped at present with the knowledge and capability to play their expected role to perfection. The refinement of the capabilities of farmer representatives and the level of effectiveness of the mechanisms for participatory management are two complementary and interdependent factors. The progressive development of the processes of participatory management will assist the development of farmers' organisations, and *vice versa*.

3. ADVANTAGES OF PARTICIPATORY MANAGEMENT

The proposed participatory irrigation management policy is particularly suitable for the Mahaweli Systems as it is necessary to find a way of ensuring an equitable water distribution to the thousands of farmers now settled in the project areas. In this, a vital role has to be played by the farmers themselves, through strong and independent organisations which will have to take over more and more management responsibilities in the future. The role of the MASL has to shift from 'controller' to 'facilitator', and promoter of strong self-reliant farmers' organisations, not only to manage water but also some of the other related activities which they are capable of managing given the necessary assistance.

The institution of participatory management in the Mahaweli Irrigation Systems will result in:

- i. giving practical effect to the government's policy of devolving greater management responsibilities to the people and promoting self-reliance within communities;
- ii. creating in the Mahaweli settlers a sense of ownership of the irrigation system, thereby ensuring their active participation in protecting and maintaining the system efficiently;
- iii. farmers' organisations taking over the Distributory Canals and Field Canals for operation, maintenance and management, making it possible to divert any available funds to better operation and maintenance of the Headworks and the Main Canals;
- iv. the development of strong and sustainable farmers' organisations, which are a prerequisite to any program for involving farmers in special activities which could increase their production and income levels.

4. NEED FOR FARMERS' ORGANISATIONS (FOs)

Participatory management of the Irrigation Systems cannot be introduced in the absence of effective FOs. Besides that, the need for FOs is also related to the desire of the government to create an environment where farmers could become self-reliant and self-sustaining as soon as possible and where they could increase their productivity and profitability.

FOs will also help farmers to effectively participate in management of the irrigation Systems and to engage in collective activity so as to enhance their living standards.

5. TYPE OF FOs NEEDED

The ideal farmer organisation for the Mahaweli may be considered as one which could cater to all aspects of agricultural and social development including water, fertilizer, credit, marketing, etc. The existence of such a single all-purpose organisation may not be a possibility in the near future. For the moment, it is first necessary that the farmers are properly organised into water user groups which can be self-reliant and whose representatives can effectively participate in the management of the irrigation System, the proper operation and maintenance of which is vital to their very existence. Once this requirement is met, the scope of activities of these organisations could be further expanded to cater to their other needs. In the meantime, other organisations which have already been set up to cater to some specific requirement of the community will be allowed to continue undisturbed.

6. MAIN FEATURES OF THE PROPOSED 'FO' PROGRAMME

The experience gained so far in the organisation and development of FOs both within and outside the Mahaweli Systems will be built upon. A planned effort will now be made to ensure that effective Field Canal (turn-out) Groups are in place in all the

Mahaweli Systems and that they are stabilized as early as possible. The Federation of the turn-out groups at Distributary Canal level is being effected through the representatives of the turn-out groups. This activity has to be done on a phased-out basis, depending on the particular conditions in each Mahaweli System and the availability of resources. Such a process would involve:

- i. formation of turn-out groups where these are not existing or non-functional at present, and the free election of farmer representatives from these turn-out groups.
- ii. motivating and training the elected farmer representatives.
- iii. conducting awareness and training programs for turn-out groups and assisting in their development.
- iv. facilitating the formation of D-channel organisations (where these are not yet in existence), by federating all the turn-out groups within each D-channel area.
- v. motivating and training the office-bearers of the D-channel Organisations to carry out their new functions and responsibilities, especially in relation to participating effectively in the management of the Irrigation System.

7. THE INSTITUTIONAL DEVELOPMENT UNIT (IDU) IN THE MEA

The work involved in implementing the activities described in the preceding para is of a very specialized nature. It will involve much time and effort and the dedication of a selected team. They should have the aptitude and expertise for this type of work or be given adequate training to equip themselves with the necessary skills. It will not be possible for the field officers of the MEA to undertake these tasks by themselves, over and above their already existing duties, without any specialized assistance.

A separate Unit for "institutional development" has therefore been established within the MEA, to facilitate the setting up and development of the large number of farmer organisations that would be necessary for introduction of the proposed participatory management of the irrigation Systems in the Mahaweli. This Unit will also supervise the setting up of "Co-ordination Committees" at the Unit, Block and Project levels.

The staff for the new Unit is being drawn from the existing staff of the MASL, after careful screening to ensure suitability for this type of work. Once selected, they will be relieved of all other duties so that they could effectively play their new role on a full-time basis and free of any other responsibilities. The establishment of this Unit will be phased out, starting with the essential key persons to plan out the necessary strategies and workplans, and to thereafter proceed with the program on a step-by-step basis, increasing the Unit's staff in a progressive manner.

The new Unit will establish small units at the Project and Block levels. The staff of the Unit at these levels will work very closely with the Project Manager, Block Manager and all the other officers working in the Project. All activities of the Unit in the field will be supervised and co-ordinated by the RPM, although technical directions for institution-building would mainly be given from the Unit's staff at its Head Office. Adequate linkage will be established between the RPM and the IDU's staff at the Head Office.

8. FUNCTION OF "INSTITUTIONAL ORGANISERS"

The introduction of a new participatory management system involves a substantial transformation in the attitudes and behaviour of officials as well as farmers. In creating this transformation especially in the farmers, an intermediary - an institutional organiser - will be most useful, as personal contacts with farmers through house-to-house visits will be necessary. He will play the role of catalyst and would work only for a limited period in any particular area. A relatively small, carefully selected group of institutional organisers would form part of the new Institutional Development Unit. These organisers would mainly be selected from within the MASL. In cases where there is a special need and where outside funding is available, capable youth, preferably from the settler families, would be recruited on temporary basis, trained and used by the IDU as 'organisers'.

9. MECHANISM TO EFFECT PARTICIPATORY MANAGEMENT

Participatory management will be effected through the setting up of 'Co-ordination Committees' at the Unit, Block and Project levels. These committees will be composed of both Agency officials and farmers' representatives, and will decide on such questions as water distribution, cropping patterns, prioritization of canal maintenance work (given limited availability of funds), improvements and modernization of the canal system, as well as participate in monitoring and evaluation. Other activities affecting the farmers can also be brought within the purview of these Committees if so desired. They will also serve as a forum where farmer representatives could bring out problems of the farmers on other related matters involving services to be provided by the Agency. As all these committees will meet regularly it will promote better understanding between officials and farmers and also help the officials to identify and resolve problems in a systematic manner. Also, through the farmer representatives attending these committee meetings, it will be possible to progressively increase the participation of farmers' organisations in the management of the project.

At the level of the D-canal and below there will be a higher degree of self-management by the farmers' organisations, requiring limited assistance from the Agency. At the Block and Project levels farmer representatives will also participate in the planning, decision-making and implementation of the O & M and rehabilitation of the main and branch canals. The Agency will carry out the operation and maintenance of these canals based upon the decisions taken by the Co-ordination Committee at the Project level.

10. STRUCTURE OF THE 'CO-ORDINATION COMMITTEES'

These Committees will be set up at three levels as follows:

i. Project Co-ordination Committee (PCC)

This Committee will be composed of all the MASL officials holding responsibility for various activities at the Project level, together with elected representatives of the farmer organisations, the latter category of members comprising a majority in

the Committee. The Committee will be chaired by the RPM. It will elect a suitable Secretary and other office-bearers and hold meetings at least once in three months, or at closer intervals when necessary.

ii. Block Co-ordination Committee (BCC)

This will be a committee similar to the PCC but at the Block level. It will be chaired by the Block Manager. It will hold meetings at least once a month or at closer intervals when necessary. At least one representative from each D-canal organisation within the Block will be included in this committee.

iii. Unit Co-ordination Committee (UCC)

This will be a committee similar to the above committees but will be at the Unit Level. It will be chaired by an elected farmer representative from within the committee. At least one representative from each field channel (turn-out) group will be included in this committee. The Unit Manager will function as the Secretary of this committee whilst allowing a farmer representative to chair it, to demonstrate the genuine intention of the Agency to transfer management responsibilities to farmers whenever and to whatever extent possible.

These Committees should not be considered as farmers' organisations as they are joint committees consisting of Agency officials and farmers' representatives. FOs are organisations which should consist only of farmers.

11. FEDERATION OF FOs ABOVE THE D-CANAL LEVEL

Under this Programme the farmers' organisations will be limited to Field Canal Groups and Distributory Canal Organisations. Federation of FOs above the D-canal level will not be a part of the Programme. However, the FOs at that level are free to federate themselves up to higher levels if they so desire. Such federated organisations will be recognized. Further, any Division of the MASL may suggest to the FOs that they federate up to a certain level for a certain purpose, but the final decision will be with the FOs themselves.

The Co-ordination Committees to be set up will provide a forum for farmers' representatives from the field canal and D-canal levels to participate in the management of the System at the Unit, Block and Project levels. As such, federated organisations above the D-canal level, although may be useful for other purposes, are not necessary for the implementation of participatory management as described in this programme.

12. TURNOVER OF D & F CANALS TO FOs

The turnover of D & F canals for management by farmers' organisations is part of the institution of joint management and should not be considered in isolation. Such turnover implies a reduction in the role of the Agency in O & M but should not be a

full withdrawal; rather, the agency's role will change from direct O & M to provision of supporting technical and management services to farmers' organisations as needed. It should be recognized that they will require continuing support services to enable them to build their own capacities, to implement O & M and improvements effectively and to deal with circumstances beyond their capacity.

The turnover of canals to farmers' organisations will be a progressive process. In the first instance, they will take over management responsibilities with technical and financial support from the Agency. A second phase is reached when the farmer organisations are able to self-finance O & M through funds generated and resources mobilized by themselves, but with continued technical assistance from the agencies. At that stage, all government funds allocated for the maintenance of the Scheme could be diverted to better operation and maintenance of the Main and Branch canals.

On particular Systems, the turnover process may be carried out in 3 stages as follows:

i. Institution-Building

In this stage, FOs are formed and strengthened using "Institutional Organisers".

ii. Joint Operation

When the Agency and FO agree that both parties are ready for joint operation, they sign a Memorandum of Understanding (MOU) under which the roles and responsibilities of both parties are clearly defined in respect of operation and maintenance.

iii. Turnover

When the FO is ready and agreeable to take over O & M responsibilities completely, a "turnover agreement" can be signed between both parties, specifying the respective responsibilities of the Agency and the FO. At this stage, the role of the Agency may be limited to providing technical guidance and management advice as needed and as requested by the FO. However, financial assistance may also be given under certain conditions, especially when improvements to canals beyond the capacity of FOs become necessary. In such cases, the costs involved will be shared between the Agency and the FOs on the basis of a mutual agreement.

It will also be the Agency's responsibility to ensure that the O & M of the D and F canals are done by the FO in a satisfactory manner, and in a way that would not be detrimental to the operation of the main system. Provision would therefore be necessary to take corrective measures in cases where this does not happen.

Implementation of the turnover programme will go hand in hand with the institution and development of the system of Co-ordination Committees described earlier. In fact, the implementation of the turnover process itself should be monitored by these

committees at the various levels. Turnover should not be implemented simultaneously all over the System. It should first be done in areas where the physical structures are capable of being operated to provide water equitably and reliably, can be maintained without large inputs beyond farmers' means, and where there are effective farmer organisations whose representatives are ready to take on additional responsibility and authority. In any System, the turnover process should be in stages, depending on the particular local conditions.

13. AWARD OF CONTRACTS TO FOs

Where there are capable farmers' organisations, any construction work on D and F canals should be first offered to them. In cases where they are not capable of undertaking such works their concurrence should be sought, whenever possible, to give out the work to outside contractors. In such cases a satisfactory mutual arrangement must be made whereby the FO has some voice over the maintenance of good quality in the work of the private contractors.

Where farmers' organisations undertake construction contracts, the Agency officials should give special consideration and assistance to ensure that they execute the work well and without financial loss to themselves. This will be a positive way of helping the organisations to develop and to build some capital to promote their stability and sustainability.

14. MONITORING & EVALUATION

Effective performance monitoring and evaluation is essential for the success of the participatory irrigation management programme. It is expected that the PMU of the MASL will undertake the responsibility and function of M & E of the participatory irrigation management programme of the MEA. Outside assistance may also be sought whenever necessary.

15. ACTION PLAN

The Institutional Development Unit of the MEA will develop an appropriate Action Plan for the initiation and/or development of farmers' organisations and for the institution of Project, Block and Unit level Co-ordination Committees. This will be done in consultation with the respective System Project Co-ordinators, RPMs and other field staff in the project areas.

16. TRAINING

The Central Training & Co-ordinating Unit (CTCU) of the MASL will handle all training activities of the FO Programme in collaboration with the IDU. The CTCU will obtain outside assistance if available, as and when necessary. All training programmes will be subject to the approval of the FO Task Force (mentioned below).

17. IMPLEMENTATION

The responsibility for execution of the Programme will rest with the MEA, on behalf of the MASL. An "FO Task Force" of selected officials will assist the MD/MEA in carrying out this responsibility. The MD will function as head of this Task Force.

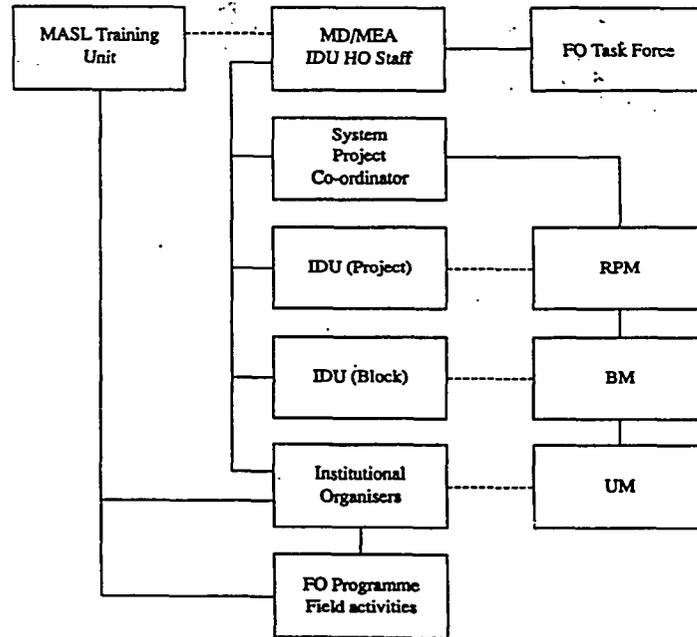
The MEA will execute this Programme through a separate Project Co-ordinator (Institutional Development) and the Institutional Development Unit (IDU).

The System Project Co-ordinators at the HO will play a key role in supervising and actively participating in the FO Programme and in the setting up of the Co-ordination Committees. They will establish effective links between the IDU and the MASL field staff in the projects.

The organisational arrangement for implementation of the Programme is annexed.

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ORGANISATIONAL ARRANGEMENT FOR THE 'FO' PROGRAMME



Abbreviations:

- IDU - Institutional Development Unit (MEA)
- FO - Farmer Organisation

Annexure B Activities of DCOO

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Sevanapitiya Block (Zone 2)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	Sevanapitiya	X			X		X	X	X				X		
02	Mahawewa Mahasena D6		X		X		X	X	X		\$	X		X	
03	D4 Dimuthu												X		
04	DS 2,3 Madura			X									X		
05	D4 SD1 Singhe				X			X					X		
06	D8 Nelumwewa				X			X				X	X		
07	D10 Nelumwewa				X			X				X		X	
08	D9 Rideepokuna	X			X								X		
09	D67 Aruna											X		X	
10	D8 SD1 Samagi		X	X				X				X		X	
11	D2 Mahasen			X	X			X					X		
12	D3,4 Maha perakum	X	X		X			X	X	X		X	X		
13	D1 Ginidamana	X						X	X			X	X		
14	Muthugala			X											X
15	SD1 D3 Vinayagar												X		
16	SD2, D2 Kannagi			X									X		
17	Samagi Manikwela D5		X		X		X	X	X			X			X

\$ Gunny threshing floor

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Ellewewa Block (Zone 1)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	D6 D7/103 Punchiwewa											X		X	
02	D13 D14/101 Mahadamana	X		X	X		X	X	X			X			X
03	D9 103 Gamunu			X	X			X	X	X		X			X
04	D14/101 Shighewewa			X	X			X	X	X		X			X
05	D1/101 Kotmala Badanagala	X	X	X	X		X	X				X		X	
06	D10,11,12 Ihala Ellewewa			X	X			X	X			X			X
07	D2/102 Dahamwewa	X	X				X	X	X	X	X	X	X		
08	D2/102 Ellewewa											X		X	
09	D34/102 Ellewewa	X	X	X	X		X	X				X			X
10	DS SD1/03 Maguldamana							X	X			X		X	
11	D3 SD2/103 Lankwewa												X		
12	D5/103 Pelatiyawa			X				X				X			X
13	D1/103 Ihala Ellewa			X									X		

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Dimbulagala Block (Zone 1)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	D5 105A Manapitiya							X				X		X	
02	104/D3 D4 Tispanegama		X		X		X	X	X			X		X	
03	D7/104 Mahaseri	X			X				X	X		X			X
04	D5/D6/104a Samagi							X	X			X		X	X
05	D6,104,b Walira		X	X	X	X	X\$	X	X			X		X	X
06	D5/105,b Manapitiya							X				X		X	
07	D4/105,b Manapitiya				X							X			X
08	D2/105 Namalpokuna											X			X
09	D1/105/6 Iddapichchawewa			X			X	X				X		X	
10	D2, 104 a Bimpokuna	X	X	X	X	X	X	X	X	X	X	X			X
11	D5/105a Kudawewa	X	X	X	X		X	X	X	X		X			X
12	D2/104/6 Eksath Mahaulpota			X	X	X		X	X	X		X		X	
13	D1 SD2/105 Samanala			X				X	X	X		X			X
14	D1/105 a Surana			X				X				X			X

\$ Tractor repair shop

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ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Damminna Block (Zone 5)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program:		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	Jayaketa 304, D7 D8							X				X		X	
02	Alutoya 507/D1			X			X	X	X			X			X
03	Apisamagi 507/D2 D3	X						X				X		X	
04	Saddatissa 501/D1		X	X	X		X	X	X	X	\$	X		X	
05	Jayabimma D3/4/4			X		X				X		X		X	
06	Samagi 501 D5 D6	X		X	X	X	X		X			X			X
07	Mahasen 502/D1		X	X	X		X	X	X	X		X			X
08	Wijaya		X		X			X				X			X
09	Ekamutu 4,5	X		X								X			X
10	Maligatenna				X			X				X		X	

\$ Thresher and parbiling unit

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Aselapura (Zone 4A)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	D6 Aselapura			X	X		X	X				X	X		
02	D4/405 Parakum		X	X	X		X						X		
03	D1/405 Suranimala	X	X	X	X			X				X	X		
04	D1 Gamunu												X		
05	D2, D4 Kaduwathmaduwa												X		
06	D5/405, Ruwanpitiya												X		
07	D1/404 Mahindagama	X		X				X				X	X		
08	D2/405 Namalgama												X		
09	SD3/D3/404/Rideetenna												X		
10	D3/404/Jayantiyaya												X		

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Senapura Block (Zone 2)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	Sandunpitiya			X	x			X	X					X	
02	Senapura			X					X					X	
03	Ruhunuketa	X	X	X	X								X		
04	Magulpokuna	X		X									X		
05	Malwila			X									X		
06	Susirigama D5/D7	X			X			X	X					X	
07	Randiyawewa Kutuwanwila			X									X		
08	D2 Ekamutu												X		
09	SD4 SD5 Monaratenna			X									X		
10	Weera Mahasen Boatta		X		X		X	X	X					X	

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ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Vejobapura Block (Zone 5)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program			
													MEA maintained	Joint mgt.	Taken Over for O & M	
01	Pimburattewa Ekamute		X		X		X	X	X							X
02	Perakum											X		X		
03	Siri Perakum		X		X		X	X				X		X		
04	Wilayaya		X		X			X		X		X		X		
05	Aralaganwila Wama/Dakuna				X			X				X		X		
06	Devagama Yaya '6'	X		X	X							X		X		
07	Devagama Yaya '5'		X	X	X			X				X				X
08	Madurutenna tract 7	X	X	X	X		X	X	X			X				X
09	Samagipura tract 8			X	X			X	X			X		X		
10	Medagama		X	X				X				X				X
11	Bamunakotuwa		X	X	X			X				X		X		
12	Perakum Galtalawa				X			X		X		X				X
13	Vijaya Galtalawa	X	X		X	X			X			X		X		

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Singhepura Block (Zone 3)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program		
													MEA maintained	Joint mgt.	Taken Over for O & M
01	Singhepura D6												X		
02	Singhepura D5							X					X		
03	Kanda Kaduwa D5			X									X		
04	Mutuwella D5	X		X				X					X		
05	Mutuwella D2,2												X		
06	Kudapokuna SD1, D4	X											X		
07	Kudapokuna D4												X		
08	Suriyawewa D1,2	X						X					X		
09	Dimbulana D2							X					X		
10	Dimbulana D1												X		
11	Jayawikkramagama Ekamuthu												X		
12	Jayawikkramagama LBL6												X		
13	Parakumyaya DCO												X		
14	Mahawellitenna Ekamuthu												X		
15	Mahawellitenna Gamunu												X		

ACTIVITIES OF DCOO - SYSTEM 'B'

Nos.	Bakamuna (Zone 2)	Factor	Comm. Fund	Seed Comm. Fund	Weighing Scale	Sprayers	Input Shop	Paddy	Buy Back	Coconut Cultivation	Outlet	ESI Work	Taking over program			
													MEA maintained	Joint mgt.	Taken Over for O & M	
01	Orubandi Siyabalawa	X	X	X	X		X	X								X
02	Radavogeoya		X	X	X											
03	Diggalpitiya			X												
04	Attanakadawela			X				X								
05	Yaya 32			X												
06	Madudamana			X												
07	502 Gaimulla				X		X	X								X
08	Jaburewele			X				X								X

Bamamuna Block G has 28 DCOO

Annexure C Commercialization Fund Grants

ANNEX-C

MASL/MARD COMMERCIALIZATION FUND

SUMMARY SHEET

August 16, 1996

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL-18AUG95)	PURPOSE OF GRANT	COMMENTS
1	BOGASWEWA POULTRY GROWERS	FEB 20, 1991	MAR 15, 1991	X		11,000	11,000	0	POULTRY FOR EGGS, BROILERS FOR LOCAL & CSO MARKETS	Poultry production now a general activity.
2	EIED POULTRY GROWERS	MAR 01, 1991	MAR 15, 1991	X		33,000	33,000	0	POULTRY FOR EGGS, BROILERS FOR LOCAL & CSO MARKETS	No files at MARD.
3	ARUNAPURA FISH BREEDERS	JAN 03, 1991	JAN 10, 1991	X		18,950	18,950	0	PROVIDE BREEDING STOCK AND AERATION & WATER	This project is very successful and fish production has expanded from 24 ponds to over 20 ponds without further project intervention.
4	KAPILA GROUP	MAY 28, 1990	MAR 15, 1991	X		429,345 (429,345)		0	CARROTS FOR EXPORT	CANCELLED 22 MARCH NO ACTION
5	A.I. EARTH- MOVERS	OCT 17, 1990	MAR 15, 1991	X		400,000 (175,000)	225,000	0	WHITE ONIONS FOR EXPORT & DOMESTIC MARKETS	CROP FAILED FROM POOR MANAGEMENT. NO FURTHER EXPENDITURES PLANNED.
6	NAVALANKA	MAY 08, 1991	JUN 22, 1991	X		1,000,000 (1,000,000)		0	HEARTS OF PALM FOR EXPORT	Cancelled due to inactivity.
7	EXPOLANKA	JUN 19, 1991	JUL 08, 1991		X	0	0	0	PINEAPPLE CULTV. & DRYING	INSUFFICIENT POTENTIAL FOR SYSTEM B FARMERS
8	PAHALA ELLEWEWA WOMEN'S ORG.	JUL 11, 1991	JUL 15, 1991 (PRC)	X		2,900	2,900	0	POULTRY RAISING	Poultry production is now a general activity.
9	RIDIPOKUNA WOMEN'S ORG.	JUL 11, 1991	JUL 15, 1991 (PRC)	X		2,900	2,900	0	POULTRY RAISING	Same as above.
10	BOGASWEWA WOME'S ORG.	JUL 11, 1991	JUL 15, 1991 (PRC)	X		2,900	2,900	0	POULTRY RAISING	Same as above.
11	DAMMINA WOMEN'S ORG.	JUL 11, 1991	JUL 15, 1991 (PRC)	X		2,900	2,900	0	POULTRY RAISING	Same as above.
12	NIDANWELA WOMEN'S ORG.	JUL 11, 1991	JUL 15, 1991 (PRC)	X		2,900	2,900	0	POULTRY RAISING	Same as above.
13	GHERKIN PICKLERS	AUG 26, 1991	APPROVED	X		41,000	26,284	0	FOOD PROCESSING & PICKLING	PROJECT SHOULD BE REORIENTED TO SYSTEM LOCAL PICKLE MARKET AS PACKERS TOO DEPENDENT ON MARD TRANSPORTATION. TO BE EVALUATED. In late 1993 re- activated by EIED. Now a sporadic pickling operation.

MASL/MARD COMMERCIALIZATION FUND

SUMMARY SHEET
August 15, 1995

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL 94-18 AUG 95)	PURPOSE OF GRANT	COMMENTS
14	DHARMASIRI KARIYAWASAN	OCT 02, 1991	OCT 15, 1991	X		10,000	7,250	0	MUSHROOM CULTIVATION	PRODUCER CEASED PRODUCTION AFTER SECOND CROP.
15	RUHUNUKETTE ULFO	OCT 31, 1991	DEC 06, 1991	X		65,000	65,000	0	INPUT SUPPLY SHOP	In operation.
16	KALUKELLE ULFO	DEC 13, 1991	JAN 10, 1992	X		50,000	50,000	0	INPUT SUPPLY SHOP	In operation.
17	SEVANAPITTYA ULFO	DEC 13, 1991	JAN 10, 1992	X		50,000	25,000	0	INPUT SUPPLY SHOP	2ND TRANCHE NOT RELEASED. ULFO was split into two DCOs.
18	RATNASIRI WOOD CARVERS	JAN 26, 1992	JAN 31, 1992	X		7,500	7,500	0	EXPERIENCED WOOD-CARVER, HIRING LABOR, MATERIALS	RECIPIENT MADE GOOD SALES AT 1992 MAHAWELI WEEK EXHIBITION. CONTINUES WITH SLOW SALES.
19	ST. ANTHONY'S INDUSTRIES	FEB 17, 1992	MAR 6, 1992	X		740,000 (740,000)	0	0	POULTRY BREEDING	PARENT STOCK & FEED FOR 6 MONTHS ONLY. NO ACTION. CANCELLED.
20	SINNATHAMB & GOMEZ	FEB 17, 1992	MAR 06, 1992		X	0	0	0	FRUIT CULTIV.	NOT INNOVATIVE. (No file at MARD.)
21	RASEELA INDUSTRIES	FEB 17, 1992	MAR 6, 1992	X		462,000 (462,000)	0	0	FOOD PROCESSING OF GRAMS, RICE ETC.	GRANTEE MUST FIRST INSTALL EQUIPMENT IN SYSTEM 'B' AND RPM MUST CERTIFY THAT IT IS NOT FROM SYSTEM 'C'. NO ACTION. CANCELLED.
22	TRICO OILS & FATS	FEB 17, 1992	MAR 06, 1992	X		1,135,000	687,500	0	FEED MILLING, MAIZE, SOY PRODUCTION	MOU SIGNED. WORK TO BEGIN SOON. GRANTEE MUST START CONSTRUCTION BEFORE GRANT ACTIVATED. FUNDS FOR CLEARING, FENCING, R&D REFUSED. SHOULD BE CANCELLED IF NO ACTION BY 9/93. Warning issued on 30Jun93. Grantee demonstrated that delays were administrative only. Grant to be increased for CEB connection. To date (12/93), building construction well under way. Original grant was for Rs 647,500. Mill ready for commissioning in July 1995, security permitting. (Workers have left the site.)
23	LANKA DEV. (RAINBOW)	FEB 02, 1992	MAR 06, 1992	X		960,000 (960,000)	0	0	DRIP IRRIGATION FOR H.V. CROP PRODUCTION	Land not granted by MASL. Grant cancelled.

MASUMARD COMMERCIALIZATION FUND

SUMMARY SHEET

August 18, 1995

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL 94-18 AUG 95)	PURPOSE OF GRANT	COMMENTS
24	KAMALA ERAMALDENIYA	MAR 11, 1992	MAR 20, 1992	X		3,200	3,200	0	GOTUKOLA PRODUCTION	
PLEASE NOTE: ALL GRANTS ABOVE APPROVED BY MAHAWELI SIGNATURES ON MARCH 1992 SUMMARY SHEET.										
25	IHALAGAMA PLANTATIONS	APR 10, 1992	SEP 18, 1992	X		780,000	0	0	AGRICULTURAL IMPLEMENTS MANUFACTURE	Grantee did not meet grant conditions.
	APPROVED: 28 AUGUST PRC/16 SEP LETTER FROM PCB									
26	ARUNAPURA ULFO	MAY 12, 1992	MAY 22, 1992	X		50,000	50,000	0	AG INPUTS SHOP	In operation.
	APPROVED: RPM'S LETTER OF 20 MAY 1992									
27	MAHAWEWA ULFO	MAY 12, 1992	MAY 20, 1992	X		50,000	50,000	0	AG INPUTS SHOP	In operation.
	APPROVED: RPM'S LETTER OF 20 MAY 1992									
28	SPAFCO	APR 01, 1992	JUN 11, 1992	X		605,000 (605,000)	0	0	MANUFACTURE OF MINERAL BLOCKS FOR CATTLE.	Grantee moved site to System C. Grant cancelled.
	APPROVED: PRC JUNE 11, 1992									
29	MAGRO-EX	APR 23, 1992	APR 25, 1992		X	0	0	0	SEED/EQUIPMENT FOR COMM. FARM	REJECTED BECAUSE MAGRO-EX IS NOT DESIGNATED LESSEE AND BECAUSE LEASE FEES NOT PAID.
30	J&P FARM	APR 28, 1992	JULY 18, 1992	X		79,780	57,870	0	CULTIVATION OF EXPORT CROPS FOR TESS & OTHERS	REQUESTED 2-WHEEL TRACTOR, ACCESSORIES ONLY GRANTED.
	Subsequent request for manag	APPROVED: RPM'S LETTER OF 16 JUNE 1992 March 20, 1993	June 17, 1993			60,000	0	0	Request for farm manager	
	Approved: see PCB ltr dated 17Jun93									
31	CIC	JUN 4, 1992	JUN 11, 1992	X		900,000	900,000	0	CULTIVATION OF BABY CORN FOR EXPORT TO UK VIA COLD CHAIN.	PRC APPROVED USING GRANT FOR SHIPPING COSTS ONLY Trials successful, but soon after trials CIC management scaled back operations to target local markets only in view of high air freight costs. CIC supplies local hotels, restaurant and stores with fresh and brined baby corn, and will be doing pickling baby corn and okra in the near future.
	APPROVED: PRC JUNE 11, 1992									

MASL/MARD COMMERCIALIZATION FUND

SUMMARY SHEET
August 18, 1995

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL 94 - 18 AUG 95)	PURPOSE OF GRANT	COMMENTS
32	IHELAWEWA ULFO	MAY 28, 1992	MAY 29, 1992	X		30,000	30,000	0	INPUT SUPPLY SHOP	
		APPROVED: RPM'S LETTER OF MAY 29, 1992								
33	RIDIPOKUNA ULFO	MAY 06, 1992	MAY 13, 1992	X		50,000	50,000	0	INPUT SUPPLY SHOP	In operation.
		APPROVED: RPM'S LETTER OF MAY 13, 1992								
34	NELUNWEWA ULFO	MAY 06, 1992	MAY 13, 1992	X		50,000	50,000	0	INPUT SUPPLY SHOP	In operation.
		APPROVED: RPM'S LETTER OF MAY 13, 1992								
35	PIMBURETTEWA ULFO	JUN 02, 1992	JUN 03, 1992	X		50,000	50,000	0	INPUT SUPPLY SHOP	In operation.
		APPROVED: RPM'S LETTER OF JUNE 3, 1992.								
36	AGRITECK SYSTEMS	APRIL 16, 1992	MAY 5, 1992	X		400,000 (400,000)	0	0	PERMANENT CROPS	Cancelled owing to inactivity.
		APPROVED: 5MAY92 PRC								
37	CTC	APR 01, 1992	MAY 05, 1992	X		0	0	0	MANAGER FOR COMMERCIAL FARM.	REJECTED - SYSTEM 'C' No files at MARD.
38	INFORMATICS	APR 01, 1992	MAY 05, 1992	X		0	0	0	MANAGER FOR COMMERCIAL FARM.	REJECTED - SYSTEM 'C' No files at MARD.
39	SUNFROST	JUN 04, 1992	AUG28/SEP16,19	X		650,000	259,601	0	SILVERSKIN ONION TRIALS AND PRODUCTION	TRIAL CONDUCTED. SHOWED SILVER SKIN ONIONS UNPROFITABLE.
		APPROVED: 28AUG PRC;16SEP PCB LTR								
40	KAPILA	JULY 29, 1992	AUG28/SEP16,19	X		50,000	0	0	PLANTING PERMANENT CROPS	Grant cancelled.
		APPROVED: 28AUG PRC;16SEP PCB LTR								
41	SAPUKOTANA	AUG 1, 1992	AUG28/SEP16,19	X			0	0	MANAGER FOR COMMERCIAL FARM	Did not apply for a manager. Cancelled.
		APPROVED: 28AUG PRC;16SEP PCB LTR								
42	PANTIS	JUNE 29, 1992	AUG 4, 1992	X		195,000	0	0	RICE MILL	Grant cancelled because of inactivity.

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MAS/MARD COMMERCIALIZATION FUND

SUMMARY SHEET
August 18, 1995

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES 1APRIL94-1AUG95	PURPOSE OF GRANT	COMMENTS
		APPROVED: 4AUG92 RPM LETTER								
43	KALANSURIYA	AUG 4, 1992	AUG 4, 1992	X		20,000 (20,000)	0	0	ANIMAL HUSBANDRY	Cancelled.
		APPROVED: 4AUG92 RPM LETTER								
44	AMEEN	MAY 14, 1992	JUNE 20, 1992	X		8,750	8,750	0	PLANTING MATERIALS	500 plants granted to farm. Now growing.
		APPROVED: 16JUL92 RPM LETTER								
45	KALUKELE FO YOUTH GROUP	JUNE 7, 1992	JULY 16, 1992	X		19,440	19,440	0	HAND SPRAYERS	FO YOUTH GROUP CONTRACTED TO SPRAY CROPS.
46	BORAWEWA FO	JUNE 9, 1992	JUNE 9, 1992	X		50,000	50,000	0	INPUT SUPPLY SHOP	In operation.
47	MANKWELA FO GOVI SANVIDANAYA	JUNE 10, 1992	JUNE 10, 1992	X		50,000	50,000	0	INPUT SUPPLY SHOP	In operation.
48	MEDAGANA FO	NOV. 27, 1992	DEC. 12, 1992	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.
49	BAMUNUKOTUWA FO	NOV. 11, 1992	JAN. 7, 1993	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.
50	PIMBURATTEWA FO	OCT. 27, 1992	DEC. 2, 1992	X		15,000	15,000	0	INPUTS SUPPLY SHOP	In operation.
51	AMEEN	JULY 27, 1992	NOV. 4, 1992	X		200,000	22,335	0	CULTIVATE EXPORT CROPS. PLANT MAT'L AND MANAGER	Some plant and seed material furnished, but Ameen did not apply for a manager.
52	MILLANA FO	DEC. 8, 1992	DEC. 16, 1992	X		50,000	50000.00	0	INPUTS SUPPLY SHOP	In operation.
53	ELLEWEWA FO	DEC. 10, 1992	DEC. 23, 1992	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.
54	MADURANGAL FO	DEC. 17, 1992	DEC. 23, 1992	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.
55	ALUTWEWA FO	DEC. 14, 1992	DEC. 24, 1992	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.

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MASUMARD COMMERCIALIZATION FUND

SUMMARY SHEET

August 18, 1996

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL 8-18 AUG 95)	PURPOSE OF GRANT	COMMENTS
56	KOTHMALA FO	NOV. 14, 1992	JAN. 1, 1993	X		50,000	25,000	0	INPUTS SUPPLY SHOP	In operation.
57	MADURUTENNA FO	JAN. 9, 1993	JAN. 13, 1993	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.
58	AMUNUGAMA FARM (NASPA FARM)	JUNE 27, 1992	NOV. 4, 1992	X		90,000 45,000 60,000	89,680 45,000 50,000	0 0 0	SEEDS, PLANTS AND MGR SALARY	Farm performing at modest level.
59	ANURAPURA FO	FEB. 13, 1993	FEB. 24, 1993	X		15,000	15,000	0	WEIGHING SCALE	WEIGHING SCALE SET UP.
60	MADURUTENNA FO	FEB. 10, 1993	MARCH 3, 1993	X		15,000	15,000	0	WEIGHING SCALE	WEIGHING SCALE SET UP.
61	ORUBENDI SIYAMBALAWA BLOCK G	JAN. 7, 1993	FEB. 17, 1993	X		50,000	50,000	0	INPUTS SUPPLY SHOP	In operation.
62	DHARMASIRI, K. M. NO: 178 ARALANGANWILA LIVESTOCK FARM	FEB. 23, 1993	FEB. 23, 1993	X		5,350	5,350	0	IMPROVEMENT OF LIVESTOCK	To be evaluated.
63	Kalingawila FO	NA	April 8, 1993	x		300,000	287,212	0	Seed Commercialization Fund	
64	Muthuwella Siriperakum FO	NA	April 8, 1993	x		300,000	195,125	0	Seed Commercialization Fund	
65	Thiepanagama FO	NA	April 8, 1993	x		300,000	161,118	0	Seed Commercialization Fund	
66	Malgupokuna FO	NA	April 8, 1993	x		300,000	60,290	0	Seed Commercialization Fund	
67	Mahadamana FO	NA	April 8, 1993	x		300,000	101,541	0	Seed Commercialization Fund	
68	Ihajawewa FO	NA	April 8, 1993	x		300,000	249,708	0	Seed Commercialization Fund	
69	Medagama FO	NA	April 8, 1993	x		300,000	169,890	0	Seed Commercialization Fund	
70	Diggalpitiya FO Block G	NA	April 8, 1993	x		300,000	292,468	0	Seed Commercialization Fund	
71	Orubadi Siyambalawa FO Bloc	NA	April 8, 1993	x		300,000	249,817	0	Seed Commercialization Fund	
72	Sooriyawewa FO	NA	October 25, 1993	x		258,000	258,000	0	Homestead Development Fund	
73	Dimbulan Parakum FO	NA	October 25, 1993	x		337,000	337,000	0	Homestead Development Fund	
74	Jayawickramagama FO	NA	October 25, 1993	x		61,000	61,000	0	Homestead Development Fund	
75	Malthregama FO	NA	October 25, 1993	x		172,000	172,000	0	Homestead Development Fund	

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MASUMARD COMMERCIALIZATION FUND

SUMMARY SHEET

August 18, 1996

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL-15/1996)	PURPOSE OF GRANT	COMMENTS
76	Mahassenpura FO	NA	October 25, 1993	x		215,000	215,000	0	Homestead Development Fund	
77	Nagatenna FO	NA	October 25, 1993	x		151,000	151,000	0	Homestead Development Fund	
78	Nilini FO Kurulubedda	NA	October 25, 1993	x		97,500	97,500	0	Homestead Development Fund	
79	Dewagama Tract 6 FO	August 8, 1993	January 7, 1994	x		15,000	15,000	0	Weighing Scale	
80	Dewagama Tract 5 FO	December 10, 1993	January 3, 1994	x		25,000	25,000	0	Ag. Input Supply Shop	
81	Ellewewa D3/D4 FO	March 23, 1993	January 7, 1994	x		15,000	15,000	0	Weighing Scale	
82	Orubendi Silyambalawa FO	January 20, 1994	February 17, 1994	x		15,000	15,000	0	Weighing Scale	
83	Bimpokuna FO	February 26, 1994	March 10, 1994	x		15,000	15,000	0	Weighing Scale	
84	Vajira D6/104B FO	February 15, 1994	March 3, 1994	x		15,000	15,000	0	Weighing Scale	
85	D3, D4 Ellawewa FO	February 9, 1994	April 12, 1994	x		15,000	15,000	15,000	Input Shop	
86	D2/104B Eksath FO	February 24, 1994	April 12, 1994	x		15,000	15,000	15,000	Weighing Scale	
87	D5/105A Kudavajwa FO	March 29, 1994	April 12, 1994	x		15,000	15,000	15,000	Weighing Scale	
88	D6 Mahasen FO	February 10, 1994	April 26, 1994	x		50,000	50,000	25,000	Input supply shop	
89	D6 Mhasen FO	February 10, 1994	April 26, 1994	x		15,000	15,000	15,000	Weighing Scale	
90	Radavigeoya FO	February 2, 1994	May 5, 1994	x		50,000	25,000	25,000	Input supply shop	
91	D2/104A Bimpokuna FO	May 5, 1994	June 8, 1994	x		50,000	25,000	25,000	Input supply shop	
92	D6/104B Vajira FO	June 15, 1994	July 6, 1994	x		50,000	50,000	25,000	Input supply shop	
93	Dewagama D4, D5 FO	January 25, 1994	July 7, 1994	x		25,000	25,000	25,000	Input supply shop	
94	Vilayaya D, Canal FO	July 8, 1994	July 18, 1994	x		15,000	15,000	15,000	Weighing Scale	
95	D3, D4/104 Thispanagama	July 28, 1994	September 3, 1994	x		15,000	15,000	15,000	Weighing Scale	
96	501/D5, D6 Samagi FO	July 12, 1994	July 18, 1994	x		15,000	11,045	11,045	3 Sprayers	
97	501/D2, 3, 4, 4A Jayabima FO	July 12, 1994	July 18, 1994	x		8,000	7,363	7,363	2 Sprayers	
98	D6/104B Vajira FO	June 17, 1994	July 18, 1994	x		16,000	14,726	14,726	4 Sprayers	
99	D7/104 Mahasen FO	September 9, 1994	September 13, 1994	x		15,000	15,000	15,000	Weighing Scale	
100	D13, 14 Mahadamana FO	August 12, 1994	September 12, 1994	x		15,000	15,000	15,000	Weighing Scale	

MASL/MARD COMMERCIALIZATION FUND

SUMMARY SHEET
August 18, 1996

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES APRIL 94-18 AUG 96	PURPOSE OF GRANT	COMMENTS
101	Vilaya FO	August 5, 1994	September 12, 19	x		50,000	25,000	25,000	Input Shop	
102	D3,D4/104 Thispanagama FO	July 28, 1994	September 16, 19	x		25,000	25,000	25,000	Input Shop	
103	Vijaya FO	December 24, 1993	September 17, 19	x		25,000	25,000	25,000	Input Shop	
104	Vijaya FO	September 14, 199	September 17, 19	x		15,000	15,000	15,000	Weighing Scale	
105	Siri Perakum FO	September 15, 199	September 17, 19	x		15,000	15,000	15,000	Weighing Scale	
106	D6 Asiapura FO	September 11, 199	September 16, 19	x		65,000	15,000	15,000	Weighing Scale	
107	D4.SD1 Madurangala FO	September 14, 199	September 16, 19	x		15,000	15,000	15,000	Weighing Scale	
108	D5.D7 FO Sueligama	June 17, 1994	September 22, 19	x		15,000	15,000	15,000	Weighing Scale	
109	Dewagama yaya 5 FO	September 11, 199	September 28, 19	x		15,000	15,000	15,000	Weighing Scale	
110	D2 Mahasen FO	September 14, 199	September 28, 19	x		15,000	15,000	15,000	Weighing Scale	
111	103/D9 Gamunu FO	September 11, 199	September 28, 19	x		15,000	15,000	15,000	Weighing Scale	
112	D5 Samagi FO	September 14, 199	September 30, 19	x		15,000	15,000	15,000	Weighing Scale	
113	D5/105A Kudawewa FO	August 30, 1994	September 30, 19	x		50,000	25,000	25,000	Input shop	
114	501/D1 Saddatessa FO	September 14, 199	October 3, 1994	x		15,000	15,000	15,000	Weighing Scale	
115	D4/105B FO	September 15, 199	October 10, 1994	x		15,000	15,000	15,000	Weighing Scale	
116	D3.D4 Mahaperakum FO	September 22, 199	October 11, 1994	x		15,000	15,000	15,000	Weighing Scale	
117	101/D1 Kotmala FO	September 21, 199	October 11, 1994	x		15,000	15,000	15,000	Weighing Scale	
118	D10 FO Nelumwawa	September 21, 199	October 21, 1994	x		15,000	15,000	15,000	Weighing Scale	
119	Siri Perakum FO	August 27, 1994	October 21, 1994	x		25,000	25,000	25,000	Input shop	
120	D4/405 Perakum FO	September 14, 199	October 21, 1994	x		15,000	15,000	15,000	Weighing Scale	
121	D1 Sewanapitiya FO	September 14, 199	October 31, 1994	x		15,000	15,000	15,000	Weighing Scale	
122	Mahawewa D6 Mahasen FO	October 28, 1994	October 31, 1994	x		15,000	15,000	15,000	Weighing Scale	
123	D2.D3 Vijaya FO	October 12, 1994	November 12, 199	x		15,000	15,000	15,000	Weighing Scale	
124	D2.D3 Vijaya FO	October 12, 1994	November 12, 199	x		50,000	25,000	25,000	Input shop	
125	Perakum FO	October 1, 1994	December 28, 199	x		15,000	15,000	15,000	Weighing Scale	
126	501/D1 Saddatessa FO	September 14, 199	January 23, 1995	x		50,000	50,000	25,000	Input shop	

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MASUMARD COMMERCIALIZATION FUND

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August 18, 1995

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES (APRIL 94-18 AUG 95)	PURPOSE OF GRANT	COMMENTS
127	Samagi FO	October 6, 1994	January 12, 1994	x	15,000	15,000	15,000	Weighing Scale	
128	D1 Mahasen FO	November 25, 1994	January 27, 1995	x	15,000	15,000	15,000	Weighing Scale	
129	D4/405 Perakum FO	December 7, 1994	January 27, 1995	x	50,000	25,000	25,000	Input shop	
130	S02/D1 Mahasen FO	Septem 21, 1994	December 5, 1994	x	50,000	25,000	25,000	Input shop	
131	D2 FO Bimpokuna	NA	April 8, 1994	x	49,468	49,468	49,468	Seed Commercialization Fund	
132	Samanala FO Millana	NA	April 8, 1994	x	41,042	41,042	41,042	Seed Commercialization Fund	
133	Vajira FO Bogaswewa	NA	April 8, 1994	x	38,444	38,444	38,444	Seed Commercialization Fund	
134	Sarana FO Millana	NA	April 8, 1994	x	38,856	38,856	38,856	Seed Commercialization Fund	
135	Gamunu FO P.Ellawewa	NA	April 8, 1994	x	34,946	34,946	34,946	Seed Commercialization Fund	
136	D14 Singhewewa FO P.Ellawe	NA	April 8, 1994	x	29,231	29,231	29,231	Seed Commercialization Fund	
137	D1/101 FO I.Ellawewa	NA	April 8, 1994	x	82,865	82,865	82,865	Seed Commercialization Fund	
138	101/D10 FO I.Ellawewa	NA	April 8, 1994	x	50,536	50,536	50,536	Seed Commercialization Fund	
139	Yaya 7 FO Madurutenna	NA	April 8, 1994	x	149,600	149,600	149,600	Seed Commercialization Fund	
140	Yaya 8 FO Madurutenna	NA	April 8, 1994	x	40,014	40,014	40,014	Seed Commercialization Fund	
141	Yaya 5 FO Dewagama	NA	April 8, 1994	x	38,099	38,099	38,099	Seed Commercialization Fund	
142	Yaya 6 FO Dewagama	NA	April 8, 1994	x	74,440	74,440	74,440	Seed Commercialization Fund	
143	Nawa Senapura FO	NA	April 8, 1994	X	19,792	19,792	19,792	Seed Commercialization Fund	
144	Randiyawewa FO Katuwanwila	NA	April 8, 1994	x	79,632	79,632	79,632	Seed Commercialization Fund	
145	501/D5.D6 Samagi FO Nidanw	NA	April 8, 1994	x	24,603	24,603	24,603	Seed Commercialization Fund	
146	D4.D5.Ekamuthu FO Arunapur	NA	April 8, 1994	x	12,842	12,842	12,842	Seed Commercialization Fund	
147	507/D2.D3 Aluthoya FO	NA	April 8, 1994	x	40,912	40,912	40,912	Seed Commercialization Fund	
148	501/D1 Saddatissa FO Kandeg	NA	April 8, 1994	x	23,204	23,204	23,204	Seed Commercialization Fund	
149	D1 Mahasen FO Arunapura	NA	April 8, 1994	x	3,250	3,250	3,250	Seed Commercialization Fund	
150	D6 Aselapura FO	NA	April 8, 1994	x	40,080	40,080	40,080	Seed Commercialization Fund	
151	D1 FO Mahindagama	NA	April 8, 1994	x	72,585	72,585	72,585	Seed Commercialization Fund	

MASUMARD COMMERCIALIZATION FUND

SUMMARY SHEET

August 18, 1995

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES	EXPENDITURES	PURPOSE OF GRANT	COMMENTS
							TO DATE	1APRIL94-18AUG95		
152	Kannagee FO Karapola	NA	April 8, 1994	x		25,042	25,042	25,042	Seed Commercialization Fund	
153	D2.SD3 Muthugala FO	NA	April 8, 1994	x		33,014	33,014	33,014	Seed Commercialization Fund	
154	D2 Mahasen FO Aluhtwewa	NA	April 8, 1994	x		64,942	64,942	64,942	Seed Commercialization Fund	
155	D5 Samagi FO Menikwela	NA	April 8, 1994	x		80,128	80,128	80,128	Seed Commercialization Fund	
156	Radawigeoya FO	NA	April 8, 1994	x		88,536	88,536	88,536	Seed Commercialization Fund	
157	Attanakadawala FO	NA	April 8, 1994	x		199,855	199,855	199,855	Seed Commercialization Fund	
158	Yaya 32 FO	NA	April 8, 1994	x		78,284	78,284	78,284	Seed Commercialization Fund	
159	Madudamana FO	NA	April 8, 1994	x		65,477	65,477	65,477	Seed Commercialization Fund	
160	Weliela FO	NA	April 8, 1994	x		88,154	88,154	88,154	Seed Commercialization Fund	
161	Jaburewela FO	NA	April 8, 1994	x		62,014	62,014	62,014	Seed Commercialization Fund	
162	D4 Goviseta FO	Decem 5, 1994	Febab 18, 1995	x		15,000	15,000	15,000	Weighing Scales	
163	501/D5, 6 Samagi FO	Decem 9, 1994	March 8, 1995	x		15,000.00	15,000.00	15,000.00	Weighing scales	
164	502/D6 Malligatenna	Janavr 1, 1995	March 3, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
165	101/D14 Sinha Wewa FO	Novem 4, 1994	May 24, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
166	D8/104/B Wajira fo	April 11, 1995	June 1, 1995	x		43,425.00	43,425.00	43,425.00	Tactor Repare Work Shops	
167	D4/105/A Dalukana FO			x		15,000.00	15,000.00	15,000.00	Weighing Scales	
169	D9 Rideepokuna FO	Octom 7, 1994	July 20, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
170	501/D1 Saddatissa FO	March 15, 1995	July 24, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
171	Eksath unit 502 FO	Septe 30, 1994	July 20, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
172	Radageviya Oya FO	Septe 30, 1994	July 26, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
173	Sadunplitiya FO	March 18, 1995	July 20, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
174	D1/405 Suranimala FO			x		15,000.00	15,000.00	15,000.00	Weighing Scale	
175	Mahawewa Mahasen FO	July 24, 1995	July 28, 1995	x		10,000.00	10,000.00	10,000.00	Gunny Treading Floor	
176	D8/ Nelumwewa FO	Septe 21, 1995	July 28, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
177	Wama/Dakuna FO	Novem 1, 1994	Augut 3, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	
178	Iddapichcha Wewa FO	March 28, 1995	Augut 18, 1995	x		15,000.00	15,000.00	15,000.00	Weighing Scales	

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MASUMARD COMMERCIALIZATION FUND

SUMMARY SHEET
August 18, 1996

NO.	GRANTEE	DATE OF APPLICATION	DATE OF DECISION	YES	NO	AMOUNT AWARDED	EXPENDITURES TO DATE	EXPENDITURES :APRIL24-18/1996	PURPOSE OF GRANT	COMMENTS
179	Maha Ulpota D2/104B FO	NA	June 20, 1995	x		25,000.00	25,000.00	25,000.00	Seed Commercialition Fund	
180	Dalukana D5/105A FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
181	D1/105B Dimbulagala FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
182	Ellewewa D3,4 FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
183	Pelatiyava D5/103 FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
184	Sadunpitiya FO	NA	June 20, 1995	x		25,000.00	25,000.00	25,000.00	Seed Commercialition Fund	
185	Mahwila FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
186	Ruhunuketa D3/4 FO	NA	June 20, 1995	x		25,000.00	25,000.00	25,000.00	Seed Commercialition Fund	
187	Monaratenna D1 Ekamutu FO	NA	June 20, 1995	x		25,000.00	25,000.00	25,000.00	Seed Commercialition Fund	
188	Kandakaduwa D5 FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
189	D4, Parakum Kalingawila FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
190	Sinha Madurangala FO	NA	June 20, 1995	x		10,000.00	10,000.00	10,000.00	Seed Commercialition Fund	
191	S.P.D. Combine	Feb 15, 1995	May 17, 1995	x		500,000.00	426,000.00	426,000.00	Banana Nursery for selected varieties Nursery planted	
Total						13,605,282.00	10,167,324.00	3,453,448.50		

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Annexure D Commercialization Fund Grant Application Forms and Agreements

1. සාමාන්‍ය විස්තර

- අ. බෙදුම් ඇති සංවිධානයක් නම්:
- ආ. ආරම්භ කල දිනය:
- ඇ. ලියාපදිංචි අංක:
 - 56 අ චේදන පවරුණු:
 - දිනය:
 - 56 ආ චේදන පවරුණු:
 - දිනය:
- ඈ. පුරුණ සාමාජිකත්වය ඇති සාමාජික සංඛ්‍යාව:

2. මූල්‍ය තත්වය

- අ. බැංකුවේ නම :
- ආ. ගිණුම් අංකය :
- ඇ. දැනට කිරීමේ ගිණුමක්ද/එසේම ගිණුමක්ද යන වග :
- ඈ. පසුගිය වසර 12 ඇතුළත සාමාන්‍ය වාරික ශේෂය :

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ANNEX - D

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3. පටුගිට මාස 12 ඇතුළත පවත්නා ආදායම් මාස

ආදායම් පරිච්ඡේද	ආදායම	ලැබීමට ඇති ආදායම් ආකාරවල වර්ගීකරණය	සේඛණ
සාමාජික ප්‍රදේ			
වෙළෙඳුම් නඩත්තු කොමිස්			
ගිණිමුද්‍රා මුද්‍රා			
වි අලෙවි			
ගිවිසුම් මත නිෂ්පාදන වැනුම් කොමිස් ප්‍රදේ			
සේවාවලට සැපයීම අලෙවි			
විද්‍යා මුද්‍රා මුද්‍රා			
අනෙකුත් ප්‍රදේ			
පල මුද්‍රා			
වෙනත් පැහැදිලි කරුණ			

4. ස්ථාවර වත්කම්

වත්කම	වටිනාකම

මෙහි පහත ඇති
 ලිපිනය :
 විමසීම් ස්වභාවය හා ඉඩ නඩු ප්‍රමාණ
 සඳහා කරුණ.

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6. අපේක්ෂිත ආදායම් :

7. අපේක්ෂිත ලාභය :

මේ පිරිවැය :

මේ සාදායම් :

අපේක්ෂිත ලාභය :

කාර්යාල අපේක්ෂිත ලාභය :

8. පසු විපරම් ඇතිවේ ශ්‍රමය : එකපාරික ප්‍රමාණය මෑතම සඳහා කොරාගත් පසු විපරම් ඇතිවේ ශ්‍රමය පිළිබඳව පිටුවක විස්තරයකින් පැහැදිලි කරන්න.

9. වෙනත් වාර්ෂික ආකාර

දිව්‍යාචනාව	දිනය	මුදල් ප්‍රමාණය	දැනට පවතින ස්වභාවය	
			දිව්‍යාචනාවේ සේෂය	ඇලී ලාභය

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10. මෙදුම් ඇල සංවිධානය ආරම්භ කිරීමේ කාර්ය

දිනය/සාමාජිකයන්/පුද්ගලයන්, නම	ආයතනික සංවිධානය	ලිපිනයේ පුළුල් ප්‍රමාණය	ගෙවීම් ඇති ප්‍රමාණය

ලිපිනයේ දී ඇති විස්තර නිරවද්‍ය බව අප මෙයින් සහතික වෙමු. එවැනිම මහවැලි ආරම්භ වී සිටින සංවිධානයක්/සංවිධාන ව්‍යාපෘතියක් අදාළව සහ මෙහෙයවීමට මෙදුම් ඇල සංවිධානයේ අවශ්‍යතා සපුරා ගැනීම සඳහා මෙම දිනට පුද්ගල වශයෙන් මෙහෙයවීම අප මෙයින් එකඟ වෙමු.

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 මෙදුම් ඇල සංවිධානයේ සභාපති

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 මෙදුම් ඇල සංවිධානයේ සාමාජිකයෙක්

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ಶರೀರದ
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1. ವಿಷಯ ಕಲ್ಪನಾಕಾರ : (ವಿಷಯ ಕಲ್ಪನಾಕಾರದ ಕಲ್ಪನೆ, ರೂಪರೇಷೆ ಮತ್ತು ವಿಷಯದ ಕಲ್ಪನೆ)

2. ಜನಪ್ರಿಯತೆ ಕಲ್ಪನಾಕಾರ : (ಜನಪ್ರಿಯತೆ ಕಲ್ಪನಾಕಾರದ ಕಲ್ಪನೆ, ರೂಪರೇಷೆ ಮತ್ತು ವಿಷಯದ ಕಲ್ಪನೆ)

3. ಜನಪ್ರಿಯತೆ ವಿಷಯದ ಕಲ್ಪನಾಕಾರದ ಕಲ್ಪನೆ.

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Annexure E . Agreements for coconuts along the D-canals program

1994 වර්ෂයේ දී බෙදුම් ඇලවුම් දීමේ පොලු වගා
ශීර්ෂ අදාලව ම කළාතේ බෙදුම් ඇලු ගොවි සංවිධාන සහකරු
ආර්ථික ජප්තිය/ආර්ථික ව්‍යාපාරික වදාලක වගකීම
ශීර්ෂිත පොලු - වැඩ සහකරු අංක II

වැඩ සහකරු අරමුණු

1. බෙදුම් ඇලු ගොවි සංවිධාන වල ආදායම් උත්පාදන හැකියාවන් වර්ධනය කිරීම හා ඒ
කමින් බෙදුම් ඇලු භෙදෙහුම් හා කළුකු වැඩ කරගෙන යාම සඳහා ගොවි සංවිධාන
වලට අරමුදල් ලබාදීම.
2. ඇලු පාරවල හා ඇලු රක්ෂිත අතපසුවීමේ අලුලා ගැනීමේ අවශ්‍ය කරුණු
3. නිවැසුම් හැකියාවන් වැඩි දියුණු කිරීම සඳහා පාරිච්චිතව කොන්කා හා කිසිපාදක
රහිත ඉඩම් ප්‍රයෝජනයට ගැනීම.
4. පරිසර විද්‍යාත්මක භූමිය පවත්වාගෙන යාමට හා පරිසර සංරක්ෂණ අවශ්‍යතා
සපුරා ගැනීමේ අවශ්‍යතාවයන් සලකා දීම.
5. අනාගතයේ පොලු අවශ්‍යතා සපුරා ගැනීම හා දැවයින් වෙතත් පැක්වල සංරක්ෂණ
කාර්යයන් සඳහා පවා හෙලක හස් වෙනුවට හස් පිටුවා ගැනීම.

බෙදුම් ඇලු ගොවි සංවිධාන පෝරා ගැනීමේ නිර්ණායකය:

1. බෙදුම් ඇලු ගොවි සංවිධානයේ ඉදිරිපත් කරන ලද ඉල්ලීම (ඇනෙක්ෂ් 1)
2. සුදුසු රක්ෂිත බිම් ප්‍රමාණය
3. ආර්ථික ව්‍යාපාරිකයේ ව්‍යාපාරිකාරක/උද්‍යාන විද්‍යාඥ විසින් පාරි විද්‍යාත්මක ක්‍රමයක්
පිළිබඳව සම්පූර්ණ කරනු ලබන විවේචන.
4. කොට්ඨාස කළමනාකරු සහ කේටාඩින ව්‍යාපාර කළමනාකරු විසින් නිර්දේශ කරනු
ලබන
5. බෙදුම් ඇලු ගොවි සංවිධානයේ ස්ථාවරභාවය.

ඉහතින් සඳහන් කරන ලද අරමුණු සාධනේ කට ගැනීම සඳහා හෙවැල ආර්ථික
ජප්තිය/ආර්ථික ව්‍යාපාරික විසින් අංක II දරණ පොලු වගා ශීර්ෂ වැඩ සහකරු ස්ථාන
කිරීම යෝජනා කරනු ලබන අතර භහු සඳහන් සහකරු ලබාදීමට වගකීම වෙයි

1. කොමිෂන් පොලු පාලන සාමාජික

2. එක් හුලුම පොතොර පාත්තුවක් පාටයින

3. (ඇතුළත අංක ii හි දැක්වෙන පොල් රතා කිරීමේ ආංශලයේ සම්පිණ්ඩ අනුකූලව) තොද පත්පතේ කොපාරි පරපතා පාලු පෙනුමෙන් පාලුපතට රු. 50/- ක ප්‍රාග්ධන ගෙවීමේ 1995 ජූලි අවසානයේදී ගෙවනු ලැබේ. ජනපති කමිටුවේ පාලුපත පාලු පිටුවීමේ අවසන් දිනය 1995 ජූලි 15 දින වේ.

4. පාලු පදනා රක පාලු පිටුවීමේ හුලුම පාටයිනෙන් 25% පාලු ප්‍රකාශයක් පාරි ගිව කොට්ඨාසී පාලු ඉදිරිපත් කිරීමෙන් ලබාගත හැකිවනු ඇත.

මින් පසු "ලාබුම් කරා" පහසුකම් හැදින්වෙන සෙදුම් ඇලු ගොවි සංවිධානය විසින් පහත පදනම් අවසාන පසුපාලුමේ පහසුකම් සෙසින් කාරකය ලැබේ.

1. පොල් පාලු ලබාගැනීමේ පදනා ලාබුම්කරා විසින් අනුභූ ඇති ආකාරයකින් (ඇතුළත අංක 1) ලිපිත ඉල්ලුමක් කේවාසික ප්‍රාග්ධන පාලුපතට අනුකූලව පාරි ගිව කේවාසික පෙර ඉදිරිපත් කල හුලුම.

2. පාලු පිටුවීමේ උපරිත කාර්යසාධනය ලබාගැනීමේ පදනා හුලුම පහසුකම් පහසුකම් ලාබුම්කරා අවසාන විධි විධාන පලපාලනයි.

3. පොල් පාලුපත ගෙවී හවතැනීමේ අවසාන දක්වා හා ඉන් පසුව පොල් පාලු ආරක්ෂා කර ගැනීමේ පදනා හුලුම විදි විධාන පෙදීම ලාබුම් කරා විසින් කරනු ලැබේ.

4. ලාබුම්කරා ආදායමෙන් පොරපත් කෙටුම්පත් හා කඩත්තු පවසනු පදනා සෙදුම් ඇලු ගොවි සංවිධානය ලාබුම්කරු ලෙස හුලුම විදි විධාන ලාබුම් කරා විසින් පලපනු ලැබේ.

5. ප්‍රාග්ධන කාරක කාර්ය ආංශලය විසින් ක්‍රියා කරනු ලබන අවස්ථාවලදී පරිත් පර ගොනු කොට පෙදීම ද ලාබුම්කරා විසින් කරනු ලැබේ.

6. පාලුපත පිටුවීමේ උපරිත පහසුකම් ලබාගත හැකි වන පරිද්දෙන් ජනපති පාලු පත පහසුකම් ඇලු ගොවි සංවිධාන ප්‍රදේශය අලු ප්‍රාග්ධන පරලිපව ලාබුම්කරා කාරකයි.

අත්පත් කලේ

1.
 කේවාසික කාරක/පාරි ගිව ප්‍රාග්ධන කේවා.ප්‍රා.පල./බ පලපන

2.
 පහසුකම් ලෙස

..... සෙදුම් ඇලු ගොවි සංවිධානය
 දිනය.....

ඇමුණුම් අංක 1

**සෛද්ධි ඇලපල් දැනට පොල් පිටුවීමේ වැඩ සටහනකට
සහභාගිවීම සඳහා ඉල්ලුම් පත්‍රය.**

මේ පහත අත්සන් කරන.....
.....ටන මෙ/අපි අපගේ සෛද්ධි ඇල ගොවි සංවිධානයද, සෛද්ධි ඇලපල්
දැනට පොල් වගා කිරීමේ වැඩ සටහනකට සහභාගි කරවා ගන්නා ලෙස ඉල්ලමු.

1. 1.1 සෛද්ධි ඇල ගොවි සංවිධානයේ නම.....
- 1.2 ලියාපදිංචි අංකය.....
- 1.3 ඵලය.....
- 1.4 මුදිය.....
- 1.5 වගා වැඩසටහනකට සහභාගි වන ගොවිත් සංඛ්‍යාව.....
- 1.6 ඉල්ලා පිරින පොල් පැල සංඛ්‍යාව

මෙ/අපි සෛද්ධි ඇල පල් දැනට පොල් පැල පිටුවීමේ වැඩ සටහන සඳහා ඉ පහත
කිරීමේ පත්‍රයේ සඳහන් වන තොරතුරු හා අයදුම්පත අනුකූලව කරනු ලබන බවට
වගකෙමි. (වැඩසටහන් අංක i පහ ii)

ඉල්ලුම්කරුගේ අත්සන

1. සභාපති මෙ.අ. සං.
2. මුද්ධි/ලප සභාපති/මෙ. ඇල
3. දිනය.....

.....
කාර්යාලය පවත්වන සඳහා පහත.

2 - 1 කෙටුම්පත්/කෙටුම්පත් වාර්තාගේ අවදේශය.....
.....

අත්සන දිනය.....

Annexure F DCO Tractor Agreements

ANNEX-F

එකඟතා ගිවිසුම පටුය

ගොවි සංවිධානය

සහ

ව්‍යාපාරයේ

ගොවි සංවිධානය වෙනුවෙන්

මෙහි මින් මතු සභාපති සයි සියලු ලබන ඉහත කී
සභාපති ගොවි සංවිධානයේ සහ බහුගෝල පසු එකී තනතුරට පත්වී
පත්කාලිනව එම සභාපති උපුලක නැතැත්තන් එක් පසෙකටද, මෙහි මින් මතු
හි පදිංචි සතුමෙහි හඳුන්වනු ලබන

අතින් පසෙකටද මෙම දෙපසය විසින් මෙහි පහත සඳහන්
ලියාපත්හිදී හා ස්ථානයේදී ලියා අත්සන් කරන්නට යෙදුන එකඟතා ගිවිසුමේ වග නම්

1. හි ලියාපදිංචි ගොවි සංවිධානයේ වර්තමාන සභාපති
නානතුර විසින් දරන බැවින් එකී සංවිධානය
නියෝජනය කරමින් මෙම ගිවිසුමට එකී සංවිධානයේ සාමාජික
පදිංචි පහත සඳහන් කොන්දේසි අනුව ගිවිසුමකට එළඹ ඇත.

2. මෙහි උප ක්‍රමලේඛයේ දක්වා ඇති විස්තර වලට අදාල වූ ක්‍රමවේද රචය මහවැලි
කෘෂිකාර්මික හා ප්‍රාමිස සංවර්ධන ව්‍යාපෘතිය මගින් ඉහත කී ගොවි සංවිධානය
වෙත පවරා දී ඇති අතර, එකී ගොවි සංවිධානය විසින් එකී රචයේ පාවිච්චිය
හා සන්නිවේදන අයිතිය වෙත පවරා දීමටත්,
එසේ පවරා ගැනීමටත් ඒ ඒ පාර්ශව තරුවන් එකඟ වූහ. එසේ එකඟ වී මෙහිදී
අනොන්‍ය වශයෙන් පහත සඳහන් ප්‍රකාර ගිවිස ගනු ලැබේ.

i. එකී වූ ක්‍රමවේද රචය පාවිච්චිය සම්බන්ධයෙන් එකී සන්නිවේදන භාර
ගැනීමට ප්‍රථම රුපියල් ගොවි සංවිධානය වෙත
ගෙවිය යුතුය.

ii. එකී රචය පාවිච්චිය සඳහා සෑම මසකටම රුපියල් බැගින් මාස
බැගින් මාස ගෙවිය යුතුය. මෙම ගෙවීම සෑම
මාසයේම දිනට පෙර ගොවි සංවිධානයේ
සභාපති වෙත කරනු ලැබිය යුතුය.

iii. රචය ප්‍රවේශයෙන් හා නිසි සැලකිල්ලෙන්
යුතුව පාවිච්චි කලයුතු අතර එය මනා ලෙස සහ නිසි පරිදි බහුගෝල
විසඳුමින් අවිනිශ්චිත කර සහපත් බාවන තත්වයේ පවත්වා ගත
යුතුය.

iv. රචයේ ආරක්‍ෂාව හා එහි අන්තර්ගත
සෑම කොටසක් කෙරෙහිම ආරක්‍ෂාව පිලිබදව වගකීම යුතු අතර එහි
ආරක්‍ෂාව සහතික කිරීම පිණිස සෑම පියවරක්ම ගත යුතුවේ.

- v. විසින් කුමන හේතුවක් නිසා හෝ වූ:ක්වර් රථය ගොවි සංවිධානයේ සභාපතිගේ ලිඛිත අවසරය නොමැතිව ව්‍යාපෘති ප්‍රදේශයන් පිටත වැට්ටු සඳහා නොයෙදිය යුතුයි.
- vi. විසින් වූ:ක්වර් රථයෙන් සේවය ලබාදීමේ පළමු ප්‍රසිද්ධිපාඨය ගොවි සංවිධානයේ පාර්ශ්ව අවසරය සඳහා ලබාදිය යුතුයි.
- vii. විසින් එකී රථය කවරාකාරයක හේතුවක් නිසාවත්, සභාපතිගේ පූර්ණ අවසරය ලිඛිතව ලබා නොගෙන අනවසරයෙන් දීම, බද්දට දීම, විකිණීම, බවටනය කිරීම, භාරදීම, හුවමාරු කිරීම හෝ කවරාකාරයක හෝ බැහැර කිරීම හෝ සත්කමය වෙනස්වීම හෝ නොකල යුතුයි.
- viii. රථය කවර හෝ අනතුරකට හෝ හාදනය වීමේදී හෝ රථයට හානි සිදුවීමකදී හෝ රථය විනාශවීමකදී හෝ නැතිවීමකදී වහාම ඒ බව අසල පොලිස් ස්ථානයට හා සභාපතිව දැනුම් දිය යුතුය.
- ix. රථය නඩා ඇති ස්ථානයේ ලිපිනය වෙනස් වනවිට එසේ වෙනස් වී දින 07 ක් ඇතුළත සභාපති වෙත දැනුම් දිය යුතුය.
- x. මෙම රථය සම්බන්ධයෙන් ගෙවිය යුතු වාරික මුදල් සියල්ල ගෙවා අවසාන වනතෙක් පූර්ණ රඳවා ගැනීමේදී ඇතුළත් විය යුතු වේ.
- xi. වාරික සියල්ල ගෙවා අවසානයේ වූ:ක්වර් රථය නඩා ගැනීමේ විෂයය..... හිමිවිය යුතුයි.
- xii. රථය පවත්වා ගෙන යන අන්දම පරීක්ෂා කර බැලීම සඳහා සභාපතිව හෝ ඔහුගේ මණ්ඩලයේ අයෙකුට ඉල්ලූ සෑම අවස්ථාවකම පහසුකම් සැලසිය යුතුයි.
- xiii. ඉහත හි කොන්දේසි වලින් කවර හෝ කොන්දේසියක් විසින් කවකල වුවද සභාපතිව හැරී යන අවස්ථාවක මෙම ගිවිසුම අවලංගු කොට රථය ආපසු ගොවි සංවිධානය වෙත පවරා ගැනීමට බලය තිබිය යුතුයි. එසේ කරනු ලබන අවස්ථාවක කිසිම වන්දියක් හෝ ලබා ගැනීමට ට අයිතියක් නොතිබිය යුතුයි.

මෙම ගිවිසුමට සාක්ෂි වශයෙන්..... ගොවි සංවිධානයේ..... වෙනුවෙන් එහි සභාපතිද,..... ද 1993 ක් වූ..... දින..... හිදී මෙම ලියවිල්ලෙන් මෙම වාසගවිත් පුත් නමින් ලියවිල්ලකින් අත්සන් කරන ලදී.

සඳහා සඳහන් උප ලේඛණය

ප්‍රකටව පවසේ විස්තර

- අ. විජය සහ මාලිගය
- ආ. බොවිගම ආකාරය
- ඇ. එන්එන් අංකය
- ඈ. වැඩි අංකය
- ඉ. ලියා පදිංචි අංකය
- ඊ. ඇතුළත් කර ඇති උපාංග
- උ. උපකරණ සහ අනිපේක්ෂා කොටස්

1.
සහායක, ගොවි සම්බන්ධතා

2.
අතිරේකව පවතින සාමාජික

සාකච්ඡා:

සාකච්ඡා:

- 1.
- 2.

- 1.
- 2.

1993.03.11
Contact F.N.

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අත් වැන්චරයේ පැවරුම් පත්‍රය

95/02/01

උතුරුමැද පලාතේ, පොලොන්නරුව දිස්ත්‍රික්කයේ, තමන්කඩුව පලාතේ, එහෙයට පත්තුවේ දිඹුලාගල, ලේකම් කොට්ඨාසයේ, ඇල්ලේවැව හම්මානගේ, අංක 205 ඒ දරණ ස්ථානයේ පිහිටි ඩී 3, 4, බෙදුම්භූමි ගොවි සංවිධානයේ සභාපති වන රත්නායක මුදියන්සේලානේ වෙළේ ගොදර නිවසක රත්නායක එම ආයතනයේ ලේකම් වන හිටිසාමි මිදියන්සේලානේ උඩකැපුරේ ගොදර ආබේධා (යන දෙදෙනාම විකුණුණාර පන්සා හෝ දිවනාකාර පන්සා වශයෙන් හඳුන්වනු ලබන අතර) එසේම එම ගොවි සංවිධානයේ සාමාජිකයෙක් වන අරලනාච්චි, ඇල්ලේවැව, අංක 154 අස්මන් හිවසේ පදිංචි රත්නායක මුදියන්සේලානේ වෙළේ ගොදර රංචේධා (තැණුම්කාර පන්සා වශයෙන් හඳුන්වනු ලබන අතර) යන පැරණිවැසියන් දෙදෙනාම අතර වර්ෂ වන්දනම් නවසිය අනුකරණ මුද්‍රාණයේ මහ විද්‍යාලයේ වෙතින් දින හතරැවෙල, පොලොන්නරුවේදී මෙයින් ඇතිකර ගත් විද්‍යාලිකයා මෙසේය.

01. මෙහි දිවනාකාර පන්සා උතුරුමැද පලාතේ, පොලොන්නරුව දිස්ත්‍රික්කයේ, තමන්කඩුව පලාතේ, එහෙයට පත්තුවේ, දිඹුලාගල ලේකම් කොට්ඨාසයේ, ඇල්ලේවැව ගොවි අංක 205/ඒ දරණ ස්ථානයේ කාර්යාලය පිහිටා ඇති ඩී 3, 4 බෙදුම්භූමි ගොවි සංවිධානය වේ.

02. පලමු වරදයේ සඳහන් ආයතනය වර්ෂ වන්දනම් නවසිය අනු වසේ අවුරුද්දේදී පමණ ආරම්භ කර ඇති අතර, විකුණුණුවාට ශ්‍රීයා පදිංචි කරන ලදී. මෙහි දිවනාකාර පන්සා හෝ විකුණුණුවාට දෙදෙනාගෙන් පලමුවැන්නා අදාළ ගොවි සංවිධානයේ සභාපති වන අතර, දෙවැනි දිවනාකාර හෝ විකුණුණුවා වන සංවිධානයේ ලේකම් වේ.

03. මෙහි දිවනාකාර පන්සා හෝ විකුණුණුවාට දෙදෙනාම මෙහි පහත සඳහන් උපලේඛනයේ සවිස්තරව දන්වා මු තමන් ආයතන සංකනයේ ඇති එම ආයතනයට අයිති දැනටමත් ලියා පදිංචි කොට අංකයක් ලබාදී නොමැති ගොවියන් නිවසාදනගත් වන තුන්වේ 85 වර්තමාන අදාළ රෝද දෙකේ වැන්චරය වේලරය හා රොටරිය සඳුරු හා අනෙකුත් භාණ්ඩ සමඟ මෙහි තැණුම්කාර පන්සා වෙත ලංකාවේ වලංගු මුදලින් රුපියල් 1,25000/=ක් ණය ක්‍රමය මත විනිමිමට වනා වී එසේම විකුණුණුවාට වාසනාව ඊට අදාළ උපකරණ සමඟ තැණුම්කාර පන්සා වෙත පවරා භාරදී එම ශ්‍රීයාට තහවුරු කිරීම සඳහා විකුණුණුවාට පන්සා විසින් මෙයින් ඔවුන්ගේ පුරුදු අත්සන තනි කිරීමට තමන් ලදී.

04. ඉහත ඩී 3 වැනි වරදයට අනුකූලව අදාළ වාසනාව, රටු අදාළ සඳුරු, වේලරය රොටරිය හා අනෙකුත් උපකරණ සමඟ මෙයින් අදාළ කරන්නේ ආයතනය නියෝජිතයන් කරන විකුණුණුවාට පන්සා හෝ ණය පහසුකම් මත පවතින ගොවියෙකුට පහසුකම් මත මෙයින් අදාළ ලබාගත් තැණුම්කාර පන්සා විසින් සම්පූර්ණ මුදලින් කොටසක් වන රු: 50,000/=ක් පමණක් ගොවිමට මසය වන ලදී. එසේම මෙයින් අදාළ කොටස ලදී. අදාළ රු: 50,000/=ක මුදල මෙයින් අදාළ තැණුම්කාර පන්සාගෙන් ලබාගත් දිවනාකාර පන්සා විසින් එම ශ්‍රීයාට තහවුරු කිරීම සඳහා මෙයින් ඔවුන්ගේ පුරුදු අත්සන තනි කිරීමට තමන් ලදී.

05. 3 වැනි පේදයේ සඳහන් පරිදි රු: 1,25000/=ක් මිල මුදලින් 4 වැනි පේදයේ සඳහන් පරිදි මෙයින් ~~සේවී~~ ඇති රු: 50000/=ක මුදල හැර ඉතිරි රු: 75,000/= මිල මුදල වාරික කුත්ති නොකඩවාම ~~හොටර්~~ වාම මීන් ඉදිරියේ ගෙවීමට වසා වා ගැනුම්කාර පත්ඡය විසින් එම ක්‍රියාව තහවුරු කිරීම සඳහා මෙයින් ගැනුම්කාර පත්ඡය විසින් ඔහුගේ පුරුදු අත්සන තබන ලදී.

06. ඉහත නි 3,4, හා 5 වැනි පේදවලට අනුකූලව ඉතිරි රු: 75,000/= මුදලින් පලමුවැනි වාරිකය වන රු: 25,000/දක් මුදල දැනට පවතින 1994/95 මාසි කන්තයේ අස්වැන්න නෙලාගෙන අවසානයේ දී ගැනුම්කාර පත්ඡය විසින් දිමනාකාර පත්ඡය හෝ ආයතනය වෙත ගෙවිය යුතුයි. දෙවෙනි වාරිකය වන රු: 25,000/ මුදල වර්ෂ 1995 සඳි කන්තයේ ගොයම් කටයුතු අස්වැන්න නෙලාගෙන අවසානයේ දී දිමනාකාර පත්ඡය වෙත ගැනුම්කාර පත්ඡය විසින් අනිවාර්යවෙන්ම ගෙවීමට හැකිය. අවසාන වාරිකය වන රු: 25,000/= ඉතිරි මිල මුදල 1995/96 මාසි කන්තයේ අස්වැන්න නෙලාගෙන අවසානයේදී දිමනාකාර පත්ඡයට ගැනුම්කාර පත්ඡය විසින් ගෙවීමට තවදුරටත් වසා වන ලද ගැනුම්කාර පත්ඡය විසින් එම ක්‍රියාව තහවුරු කිරීම සඳහා මෙයින් ඔහුගේ පුරුදු අත්සන තබන ලදී.

07. ඉහත නි 3 වැනි පේදයේ සඳහන් පරිදි රු: 1,25000/=ක සම්පූර්ණ මිල මුදල ඉහත නි 4,5,6 වැනි පේදවලට අනුකූලව ගෙවා අදාළ හතරෙන්ම නිදහස් නොව අවසාන වන තෙක් වාග්ගතව අදාළ ලියාපදිංචි පොත දිමනාකාර ආයතන සංකල්පයේ කඩා ගැනීමට හැකි වන අතර, වර්ෂ 1995/96 මාසි කන්ත අවසානයේදී ගැනුම්කාර පත්ඡය විසින් දිමනාකාර පත්ඡය වෙත අවසාන වාරික ගෙවීම මත ගැනුම්කාර පත්ඡය වෙත දිමනාකාර පත්ඡය විසින් මුදාහැරීමට හැකි වන අතර, ඉදිරියේදී වාග්ගතව අදාළ පොත ගැනුම්කාර පත්ඡය නිසින් නිතරානුකූලව පාරු කිරීමට හෝ හරවා ගැනීමට හැකිය.

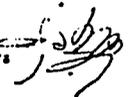
08. ඉහත නි 4,5,6/ පේදවලට අනුකූලව මිල මුදලින් අවසාන වාරිකය වර්ෂ 1995/96 මාසි කන්ත අවසානයේදී ගෙවා නිදහස් වන තුරු මෙම පැවරීමට අදාළ ගැනුම්කාර පත්ඡයේ සංකල්පයේ කඩාගෙන ඇති මෙම විකල්පිතයට අදාළ අත් වැරදි සඳහා අදාළ අදායම් බලපත්‍රය සහ රජයේ සහතිකය දිමනාකාර ආයතනය මගින් ලබාගැනීමට හැකිය. නමුත් 7 වැනි පේදයට අනුකූලව අවසාන වාරිකය ගෙවීමෙන් පසුව ගැනුම්කාර පත්ඡයට සම්පූර්ණයෙන්ම අයිති වන, සීමිත මෙම අත්වැරදි සඳහා මින් ඉදිරියේ පවතින පුරුදු වලට අදාළ ආදායම් බලපත්‍රය සහ රජයේ සහතිකය නිතරානුකූලව ගැනුම්කාර පත්ඡයේ නිකුත් කිරීමට හැකිය.

ඉහත නි උපලේඛනයේ ක්‍රියාත්මක කටයුතුවලට භාගිකා හරන ලද දැනටමත් ලියා පදිංචි නොව අංකයක් ලබා දී ගොවිකම් ගොරියන් රටේ නිමැවුණයන් වන කුන්දේ 85 වර්ගයට අදාළ රෝද/අත් වැරදි, සතුරු, වේලුරය, රොටරිය, සහ ඊට අදාළ මෙම පැවරුම් පත්‍රය සමඟ අමුණා ඇති ඉැඩ්ස්තුවේ වඩා හොදින් විස්තර නොව ඇති උපහරණ හෝ උපාංගද වේ.

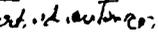
13

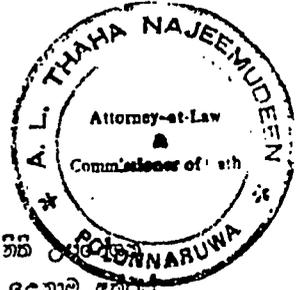
ආදාල වාහකයේ වැඩි අංකය 20 වී 00755 වේ.
එසේම එවැනි අංකය බී 30 වී 883 දරණ වේ.

සාක්ෂි:

01. 
 උඩවත්ත දොරන්දරගේ ප්‍රේමරත්න,
 ඩී.3,4 බෙදුම් ඇල, හොඹි සංවිධානය,
 අංක 205 වී, ඇල්ලේවැව.



02. 
 කාන්තන ආරච්චිලාගේ සෝමසිලක,
 අංක 13, මහදමක, ඇල්ලේවැව,
 අරලනංවිල.



ශ්‍රී ලංකා ප්‍රජාතාන්ත්‍රික සමාජවාදී ජනරජයේ ශ්‍රේණිධාරිතරණයේ නීති පිළිබඳව
 ඒ.එල්.නාඟා මහතා වන මා විසින් ආදාල පාර්ශවකරුවන්, සාක්ෂිකරුවන් සියලු දෙනාම අතිශය
 කිරීමට පෙරාතුව ඔවුන් සියලු දෙනාගේම ඉල්ලීම පරිදි ඔවුන්ගේ 'භාෂාවෙන්' නියමා තේරුම් කර
 යුතියි.

වර්ෂ 1994 ජූනි 1994 ජූනි 23 වෙනි දිනදීය.

නීති උපදේශක
 ඒ.එල්.නාඟා මහතා.

මෙම වූයම්පර තරඟ පවත්වා ගන්නා ලද්දේ ප්‍රධාන ලකුණු මතය.

01.	බෙහෙවින් පොත		01x
02.	වොචර්		01x
03.	සිසිල් රිෂ්ට්		02x
04.	කලිග්‍රේෂර් රිෂ්ට්		03x
05.	/පැන් බෙල්ට්		01x
06.	භස්තව		01x
07.	බොක්ස් පැනර්		02✓
08.	සෑර		01x
09.	සිට්ටින		01✓
10.	රොබි උල		04✓
11.	දුස්සුරුප්පු කිය		02✓
12.	පෙලි කැප්		01✓
13.	රබර් කවර		01✓
14.	වී.ඊ. කැප් 17X14		01✓
15.	එම 22X24		01✓
16.	එම 10X12		01✓
17.	එම 19x		01✓

18.	අවු		01✓
19.	ප්ලැස්ටික් කවර		01✓
20.	අමසර කොටස් පොත්		01x
21.	උපදෙස් පොත් (පිංතල)		01x
22.	සාක්ෂි ප්‍රියාකරන ඇඳලය		01✓
23.	දි.අ. අංකය..... 20 A. 00755		✓
24.	සාක්ෂි අංකය..... B. 30. A. 863		✓
25.	..19x 18. සෑරු.....		01✓
26.	..ඉළි.....		01✓
27.	..කිඹි.....		01✓
28.	..රැක. (සෑරු).....		01✓
29.		
30.		

ආරක්ෂක වාර්තාව:

01. සංකීර්ණය

සංකීර්ණය	නම	තනතුර	අංකය
කේ. එම්. ආර්. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන
කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන
කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන

02. ආරක්ෂක වාර්තාව. 94-96-97

ආරක්ෂක වාර්තාව

ලගඟ පදනම පදනම සහ සංකීර්ණය පිලිබදව වසඟ වෙලාව. අදාළ සේවි 85 වර්ගයේ මුද්දරය සහ පදනම නිවැරදිව ආරක්ෂිතව.

සේවි සංවිධානය	නම	තනතුර	අංකය
කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන
.....	H.M.W. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන
.....	W.M.W. ජයවර්ධන	කේ. ඩී. ජයවර්ධන	කේ. ඩී. ජයවර්ධන

ආරක්ෂක වාර්තාව. 94-96-97.

Annexure G Financial Statements from Selected DCOO

FOO FINANCIAL STATEMENT - Mahaweli System B - May 1995

DCO	LIABILITIES								EXPENSES			
	Year	Fees	Sheers	Grant	Profit	Loans	From ULFO	Total	Total	Cash in hand	Contract Expenses	Bank Balance
501/D2,3,4 Jayabima	1993	1800			2147			3747	3747	2285		1482
	1994	2480		7400	14977			24857	24857	13610		3848
	1995	3980		7400	18677			30057	30057	8832		13824
Madegama DCO	1992	9525		25000	14995			49490	49490			49490
	1993	10700		78805	45853			135158	135158	24230		110928
	1994	11625		78805	52607			143037	143037	26381		101953
Yaya 8 Samagipuna	1993	13180			11481			24661	24661	21508		3153
	1994	18480			33738	79748		131908	131908			101278
	1995	18530			71284			89814	89814			8923
502/D2,3 Vijaya DCO	1993	2575		40000	22515			65000	65000	54588		10503
	1994	2575		55000	48668			123758	123758	35405		73352
	1995	2575		55000 (20480)				78055	78055	13946		45108
Devagama Yaya 5	1994	14280		68780	28300			110380	110380	51300		8879
	1995	14280		68780	82310			166378	166370	22292		93897
D1 A DCO	1994	9955		22550 (1495)				28010	28010	5480		
	1995	9005		22550 (2991)				28583	28583	2101		2388
502/D7,8 Jayakatha	1993	1810			11299			12909	12909	919		11980
	1994	1810			20850			22460	22460			22460
	1995	1810			24821			26231	26231	2131		21099
Pimbanalawa Ekamuthu	1993	39308		190000	44509	21326		295143	295143	7182		62027
	1994	61283		190000	100869			352153	352153	13826		24141
	1995	61283		190000	140339			391623	391623	63086		28968
D4,5 Devagama	1993	14740			93594	294000		402334	402334	36791		36453
	1994	15920		40000	60184	354000		479104	479104	7841		61855
	1995	16560		40000	74131	354000		48469	48469	9626	32229	138437
D4, Govisetha	1993	1225		50000 (1095)				50129	50129	5832		9350
	1994	3325		50000	47999	30118		131440	131440	1266		94228
	1995	9978		90000	40085	33626		173886	173886			78495

Stock	Credit	Weighting Scale	Tactor	Other	Coconut	Equipment
						7400
						7400
	14702					
	30688					
		11500				9082
		15000				
	4000	15000				
	10280	14900				25000
	6540	14900				25000
	22560					
	22550					1500
28876	67323		125000			6743
	151518		125000	14750		18918
	142518		125000	14750		10310
	329060					
	406806					
	304106					
35945						
35945						
80392		15000				

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FOO FINANCIAL STATEMENT - Mahaweli System B - May 1995

DCO	LIABILITIES								EXPENSES			
	Year	Fees	Shares	Grant	Profit	Loans	From ULFO	Total	Total	Cash In hand	Contract Expenses	Bank Balance
D8/104 B Vajra	1993				35240			35240	35240	33189		2071
	1994	18054		250390	20056			287101	287101	60750	15	11180
	1995	18854		250390	20056			293250	293250	33547	1550	35532
Sedurpitaya DCO	1993											
	1994			50		0	4040			50		4040
	1995	2585		4095		0	4040	10701	10701	152		8423
D6Mahasen	1993	21970				357803	35008	414581	414581	95547	8700	5139
	1994	27290		40000	3348	212583		283221	283221	35870	8700	30974
	1995	27890		65000	40	212583		305313	305313	71845	12800	87240
D/5/7 Susirigama	1993	72630			10264	187280		250174	250174	67272		1108
	1994	73930		14000		187280		381210	381210	89347		
	0			0								
Sinha wewa	1993	690			(821)	1000		1690	1690	719		150
	1994	10055		20958	12823			44435	44435	5701	13753	4024
	1995	10055		35958	7428	15000		60037	60037	8451	10598	16638
101,10,11,12DCO	1993	13405						13405	13405	812	1168	11624
	1994	13405		22550	18883			52838	52838	478		29812
	1995	13405		22550	40823			78778	78778	7475	30809	15944
101D1 Kolmale	1994	2980		175578	17472			196030	196038	12747		5808
	1995	2980		175578	12539			191097	191097	6245	15000	6535
D34 Elewewa	1993	12375	5000	50877	38082			106811	106811	98988		1000
	1994	18550	5000	205777	83747			291074	291074	44830	44027	41124
	1995	18550	5000	215777	75936			313283	313283	72619	44027	73624
13/14 Mahedemana	1992	2220		125000	22421			149841	149841	10902		12894
	1993	10130		226000	18594			260724	260724	59081		13437
	1994	25225		226000	41015	7393		299532	299532	52390		17305
Dehanwewa Kakukale	1993	64870		178000	281117	48400		694708	694708	183975		39273
	1994	71780		178000	268494	163000		681254	681254	110383	39235	3629
Kandegama Seddelasse	1993	1822			(2042)	53811		53790	53790	225	14850	8185
	1994	4532			61745			66277	66277	2022		41896
	1995	15872		65000	171307	80000		296879	296879	41870		5042
502/D1 Mahasen	1995	35000		85895	28811			149506	149506	835		45087
507/D2/D3 Apisamegl	1993	8700		125000	39028	12842		183571	183571	17821		28858
	1994	7000		125000	92181	3982		228144	228144	2607		71358
	1995	5800		125000	92781	1355		224736	224736	780		73188

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Stock	Credit	Weighing Scale	Tactor	Other	Coconut	Equipment
5918	64507 60515	15000 15000	125000 125000	14660 14660		1591 7445
				2125		
78654 101475 41606	228540 63446 66066	15000 15000				30755 30755
14931	116967 116967		125000	16750 16750		33145 33145
	20956 18351	15000				
	22550 22550					
14157	23517 23317	15000 15000	125000 125000			
11825 5992 7792	125000 85000	15000 15000				15000 15000
	61280		125000			1045
1273	75239	14400	125000	12810		1045
89917	180242 333680	11500 11500	125000 125000			18617 22904
	30124 23904					
564	23904	14500		18000		30663
	76106	14000		578		12900
	6050 21722 18332		125000 125000 125000			6258 7457 7457

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'OO FINANCIAL STATMENT - Mahaweli System B - May 1995

CO	LIABILITIES								EXPENSES			
	Year	Fees	Shares	Grant	Profit	Loans	From ULFO	Total	Total	Cash in hand	Contract Expenses	Bank Balance
adunangala Singhe	1993	5980			(2752)			3328	3228	3228		
	1994	9910		15000	(2475)			22434	22434	6789		645
	1995	9910		25000		4178		39088	39088	6428		7660
agawawa M.	1993						15000	15000	15000			
	1994	5200		15000	3574	15019		38793	38993		22793	1000
	1995	5200		15000	21116	19		41342	41342		22793	3549
i Meniloveia	1993	22100		50000	64310			136410	136410	25913		31424
	1994	22100		50000	172305			244405	244405	77934		69248
	1995	22515		50000	191625			284140	284140	19658		14725
I DCO Giridamana	1993	20290		125000	988			148278	148278			1578
	1994			DOC has not Book keep' g Records								
	1995	20290		125000	25128	1800		170416	170416	1800		39618
? 104A Bimpokuna DCO	1993	10287		175950	93569	113510		393317	393317	47801	30992	48130
	1994	14383		288450	91527	52263		746624	746624	2459	115791	6901
	1995	22456		337918	164754	347782		872910	872910		121826	3817
1/4 Tispanegama	1993	3940		181118	14545			179804	179804	27088		44002
	1994	5880		201118	20954	60000		287953	287953	25623		53580
	1995	7780		201118	23680	60000		292558	292558	32223		48184
1/105A Sarana DCO Milane	1993				21428	300000		321428	321428	14198	6618	609
	1994	4755			32497	300000		337562	337562	28937	6618	1696
	1995	4755			27045	300000		331800	331800	19230	6618	5950
1/105 Manampitya	1993	from ulfo					250	250	250			250
	1994				34814		250	35164	35164			35164
	1995			15000	29620			44820	44820	782		43587
3/105A Kudawewa	1993											
	1994	11570		185000	84308	184100		444978	444978	382		7922
	1995	16070		227500	120683	183950		549083	549083	16001		55869
sheson	1993											
	1994											
	1995											

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Annexure H Monitoring and Evaluation

ANNEX-H

MARD Project Management Information System

Name of System:- SYSTEM B

Name of Block:-

Name of D-Canal Organization:-

DCO number :-

How many irrigated allotments in the DCO?-

How many legally settled farm families in the DCO area?-

When was this DCO established as an organization?-

Quarter for this reporting period:-

Below are a list of institutional development activities you are requested to evaluate each quarter. Please answer each question by circling the appropriate answer.

1. What portion of the members of the field canals select the field canal representatives?	(0-30%)/(31-50%)/(50-100%)
2. How often are DCO meetings held?	monthly/quarterly/seldom/never
3. After signing a joint management agreement, DCO participation in O&M is:	good/average/poor/NA
4. After signing a take over agreement, DCO participation in O&M is:	good/average/poor/NA
5. What portion of field canal representatives participate in major DCO decisions, such as signing of contracts and establishing business centers for paddy purchasing, etc.?	(0-30%)/(31-50%)/(50-100%)
6. This DCO is registered under:	not registered/registered under 55 A/ registered under 56A&B
7. How many farmers have paid an initial membership fee?	_____
8. How many farmers have renewed their membership fee this year?	_____
9. How well are the financial management and audit systems managed by the DCO?	good/average/poor/NA

10. How often does the DCO regularly monitor and evaluate its activities?	monthly/quarterly/seldom/never
11. Does the DCO coordinate with state organizations?	good/average/poor
12. Does the DCO coordinate with private sector companies?	good/average/poor
13. How well does the DCO office function?	good/average/poor
14. How well does the DCO stores function?	good/average/poor
15. How well has the DCO conducted the following activities: a. Marketing b. Input supply c. Seed production d. Crop production planing e. Another activity:- _____ (specify)	good/average/poor/NA good/average/poor/NA good/average/poor/NA good/average/poor/NA good/average/poor/NA

56 බි ඡේද පවතේ ලිපිපිටුවයි).

7. ආරම්භක සාමාජිකයාගේ මරණය හේතු වශයෙන් හෝ සංඝාතය වීම නිසා මරණය වීම.
8. කෙසේ වෙතත් සංඝාතය සාමාජිකයාගේ මරණය හේතු වශයෙන් හෝ සාමාජිකයාගේ මරණය හේතු වීම නිසා මරණය වීම.
9. කෙසේ වෙතත් සංඝාතය වීම නිසා කෙසේ වෙතත් හෝ මරණය හේතු වීම නිසා මරණය වීම.
10. කෙසේ වෙතත් සංඝාතය වීම නිසා සංඝාතයේ මරණය වීම නිසා කෙසේ වෙතත් මරණය වීම නිසා මරණය වීම.
(කොටස/කොටස/කොටස/කොටස).
11. කෙසේ වෙතත් සංඝාතය වීම නිසා සංඝාතයේ මරණය වීම නිසා මරණය වීම නිසා මරණය වීම.
(කොටස/කොටස/කොටස).
12. කෙසේ වෙතත් සංඝාතය වීම නිසා සංඝාතයේ මරණය වීම නිසා මරණය වීම නිසා මරණය වීම.
(කොටස/කොටස/කොටස).
13. කෙසේ වෙතත් සංඝාතය වීම නිසා සංඝාතයේ මරණය වීම නිසා මරණය වීම නිසා මරණය වීම.
(කොටස/කොටස/කොටස).
14. කෙසේ වෙතත් සංඝාතය වීම නිසා සංඝාතයේ මරණය වීම නිසා මරණය වීම නිසා මරණය වීම.
(කොටස/කොටස/කොටස).
15. කෙසේ වෙතත් සංඝාතය වීම නිසා සංඝාතයේ මරණය වීම නිසා මරණය වීම නිසා මරණය වීම.
(කොටස/කොටස/කොටස).

අනුමතය

- (අ). කොටස/කොටස/කොටස
- (ආ). කොටස/කොටස/කොටස/කොටස
- (ඇ). කොටස/කොටස/කොටස/කොටස
- (ඈ). කොටස/කොටස/කොටස/කොටස
- (ඉ). කොටස/කොටස/කොටස/කොටස

SYSTEM B

ZONE-1

- ELLEWEWA
1. IHALA ELLEWEWA
2. BANOHAGALA
3. KALUKELLE
4. MAULDAMAMA
5. PELATYAWEWA
6. PAHALA ELLEWEWA
7. MAHADAMANA
- DIMBULAGALA
8. VEERANA
9. BINPOKUNA
10. MAHAULPOTHA
11. BOGASWEWA
12. VEHERAGAMA
13. MILLANA
14. DALUKANA
15. KUDAWEWA
16. MANAMPITIYA EAST
17. MAHAWEWA

ZONE-2

- SAMAMPITIYA
1. KARAPOLA
2. MUTHUGALA
3. MADURANGALA
4. MALLINDA
5. MENIKWELA
6. BORAWEWA
7. GIRIDAMANA
8. ALUTHWEWA
9. HELUWWEWA
10. RIDEEPOKUNA
11. SADUPITIYA
12. KATUWANWILA
13. ATTUGALA
14. MALWELA
15. MAULPOKUNA
16. MONARATENNA
12. RUMUKETTA
18. SUSIRIGAMA
19. BOATTA

ZONE-3

- SIOHAPURA
1. RANDENIWALA
2. MUTHUWELLA
3. KUDAPOKUNA
4. KANDAKADUWA
5. SURYAWEWA
6. RUMUKETTA
7. MALWENNA
8. MAHAYELITENNA
9. PARAKUMYATA
9. KALINGAWILA
10. MAITHREEDAMA
11. MAHASENPURA
12. KURULUBEDDA
13. NAGASTENNA
14. MEEBASTENNA
15. RANORITENNA
16. RANSARATENNA
17. SURIYAGAMA
18. DUMIRAGAMA
19. SANDUWILA
20. MIHRITENNA
21. SEEWALWEWA
22. PULASTHWEWA

ZONE-4A

- ASELAPURA
1. NAMAIDAMA
2. MAHINDAGAMA
3. RIDEETENNA
4. SAMANALATENNA
5. JAYANTHIYATA
6. MENKDEHIYA
7. RUMAMPITIYA
8. RAMHALTENNA
9. SIDHAPURA
10. DEAWAGAMA
11. RATMALTENNA
12. GOMATHIYATA
13. GIRIPOKUNA
14. KOLONGASHANDIYA
15. INDURUWEWA
16. MADURUTENNA
17. DABADAWEWA
18. GALTALAWA
19. MEDAGAMA

ZONE-5

- DAMMINNA
1. KANDEGAMA
2. DAMMINNA
3. MICHANWALA
4. HALAWEWA
5. DIVILDAMANA
6. ARUNAPURA
7. ALUTHIYA
- VIJAYABAPURA
8. ALAWAKUMBURA
9. BOGASHANDIYA
10. DEAWAGAMA
11. RATMALTENNA
12. GOMATHIYATA
13. GIRIPOKUNA
14. KOLONGASHANDIYA
15. INDURUWEWA
16. MADURUTENNA
17. DABADAWEWA
18. GALTALAWA
19. MEDAGAMA

ZONE-6

- ASOKAPURA
1. KUDAWILA
2. MEEHINWAGOLLA
3. GANTHALAWA
4. MADURUDEHIYA
5. MAHAWELIGAMA
6. WEERAGASTENNA
7. ILUPPITIYA
8. SANDASIRIGAMA
9. RANWELITENNA
10. AMBAGASPITIYA
11. MEEERANDAWEWA
12. THALDASPITIYA
13. MORAGASTENNA
14. MUBAGAHENDIYA

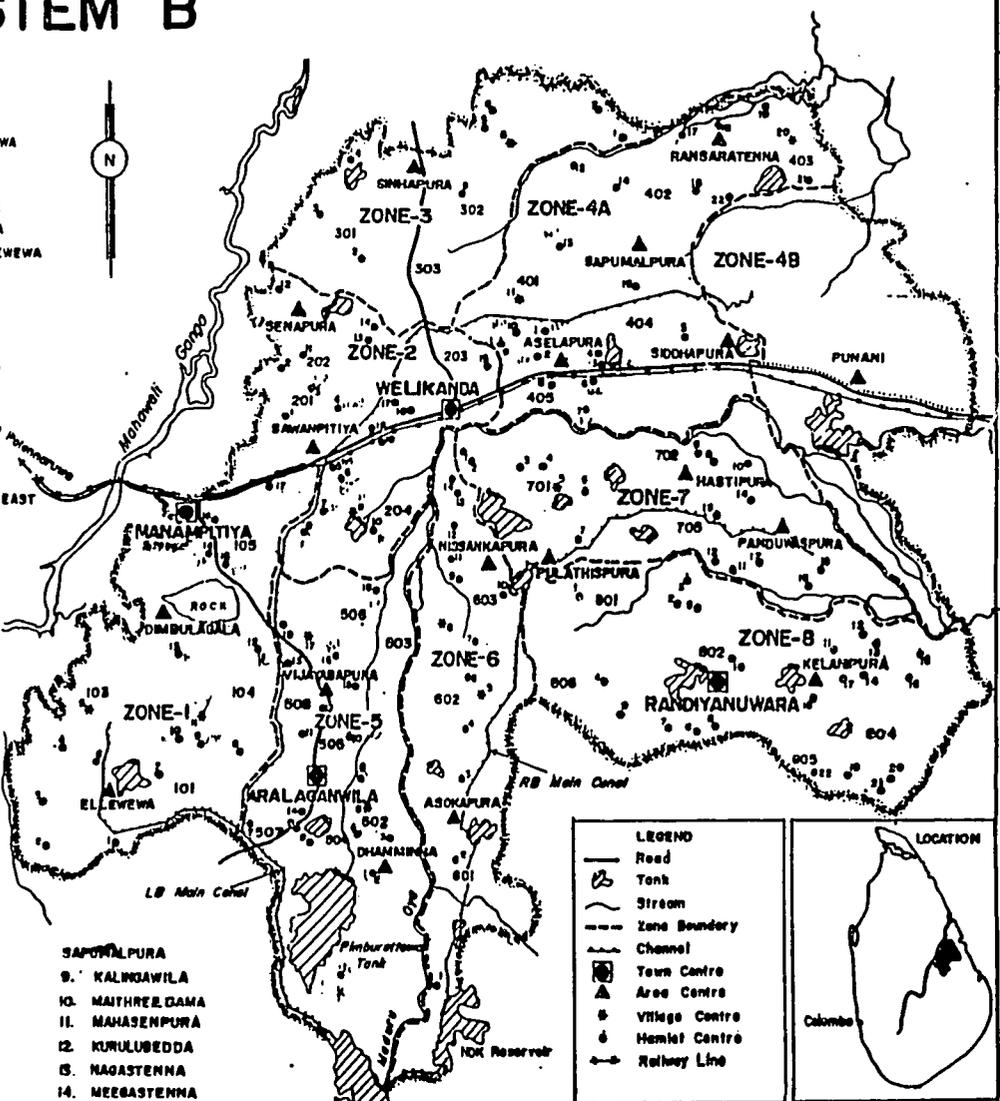
ZONE-7

- PULATISPURA
1. PINDIYAPOKUNA
2. MALDENIYA
3. TISARAGALA
4. SARUKETHA
5. MIHRIGAMA
6. IDDAGODA
7. DIMBULANA
8. MOHARAWELA
9. RANORIWWEWA
10. SANDUNGALA
11. JAYABIMA
12. MUWANWELA
13. RIDEEWEWA
14. MALKADUWA
15. LANDEGAMA
16. HANSAWELA
17. PALIGUTENNA

LEGEND

- Road
- Tank
- Stream
- - - Zone Boundary
- Channel
- ⊙ Town Centre
- ▲ Area Centre
- Village Centre
- ⊙ Hamlet Centre
- Railway Line

LOCATION



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