

## ***APPENDIX - O***

### ***Strengthening Plan of Farmers’ Organisation***

## **APPENDIX - O    STRENGTHENING PLAN OF FARMERS' ORGANISATION**

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## APPENDIX - O STRENGTHENING PLAN OF FARMERS' ORGANIZATION

### Chapter 1 SUITABLE COMMUNITY ORGANISATION FOR THE COMMUNITY DEVELOPMENT

There are many CBOs functioning in the community. However, the Death Donation Society and the Farmers' Organisation are the most active. At the PCM workshop and other meetings held during this study, farmers identified the Farmers' Organisation as the most suitable CBO to represent the rural community. In addition this conclusion was also arrived at after comparing and considering some facts which mentioned in chapter 9.2.

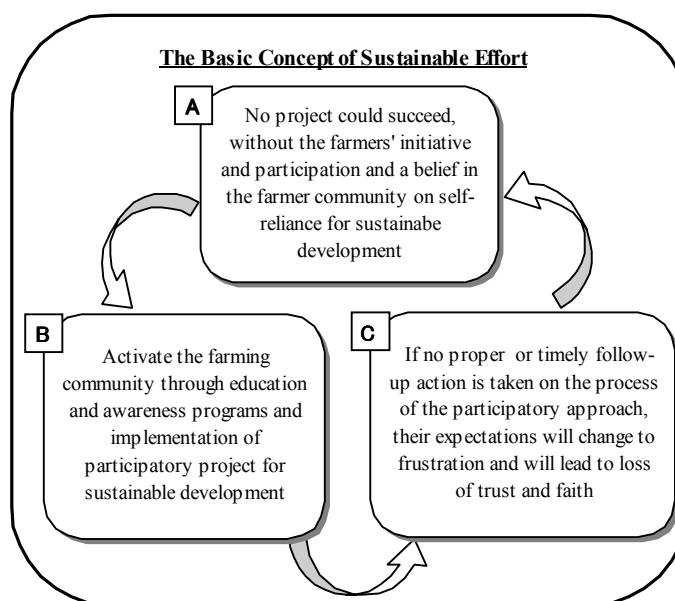
#### 1.1 How to Build Farmers' Organisation's initiative and Sustainable Development for the Community in the Hydrological Rural Area

The Farmers' Organisations' own initiative and participation, and the strengthening of Farmers' Organisations', are important and indispensable to the development of the community. The collaboration of water management and the maintenance of the irrigation system are inevitable.

The basic concept for sustainable development is shown in the diagram. To achieve sustainable development with Farmers' Organisations and farmers' initiative and participation, the proper conditions and a favourable environment is required, to start the development project.

Strengthening of Farmers' Organisation is implemented through the awareness programme.

A favourable environment means: (a) building the concept of self-reliance in the farming community, (b) having field officers with capabilities and positive (not negative) attitudes to bring out the potential and hidden talents of the community and (c) the parent organisations of field officers having an effective evaluation system, to monitor the performance of the field officers. In this connection, the most important period to motivate all those associated with this development



project is the first 1 to 1.5 years of the first part of the project implementation period. During this period an “Awareness Programme” should be initiated. This programme will motivate and create a consciousness about the participatory development project.

In addition to the awareness programme, other training programmes will also be implemented using participatory approaches, such as, PRA/PLA, in order to develop farmers’ initiative and self-reliance. Consequently, education, and training and awareness programmes for field officers, as well as for the community, are important and necessary.

In the long run, as a result of the strengthening of Farmers’ Organisations there will be an overall strengthening of the rural community. The establishment of the rural community’s initiative, improvements in the capacity of officers, together with an organisational change in the parent organisations that could provide appropriate co-operation and, providing adequate external inputs (funds, legal support, techniques, human resources, etc.) by the project are the critical elements leading to the strengthening of Farmers’ Organisations, the community and the project’s sustainability.

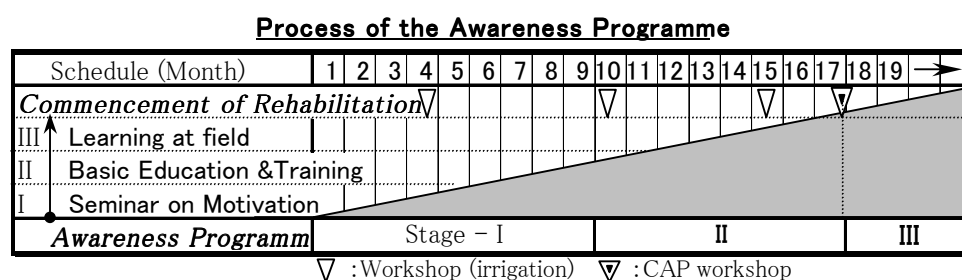
## Chapter 2 THE IMPORTANCE OF THE AWARENESS PROGRAMME

The necessity of the awareness programme is highlighted by the need to overcome the situation shown in cell [C], of the above diagram. If a project-implementing agency loses the trust of the farmers, it becomes difficult to re-establish that trust, and may result in the need for new projects, new policies and possibly a new approach to win back the farmers' confidence. Furthermore, if attitudes and approaches of staff towards farmers, are inappropriate and unacceptable, the farmer on his part, would tend just to obtain the maximum benefits, without any concern the project or its success. The farmers will again return to 'the dependency on external agencies and support syndrome'.

The need for a strong structural base and a favourable environment to implement a participatory development project and attain sustainability is shown in cell [B] of the diagram. To achieve this, sufficient knowledge, technology and capable officers, working closely with farmers, and the legal backing for the relevant organisations become important. However, this kind of favourable environment cannot be created in a short period of time. Therefore every process on the project is essential for sustainable development, and awareness programmes provide the initial inducement for this to take place (Process oriented approach).

### 2.1 The Implementation of the Awareness Programme

The awareness programme is to be implemented in the major irrigation schemes in about one and a half years, and in the smaller irrigation schemes in about one year. The awareness programme would be implemented in three stages, as shown below.



During the first stage, in order to share the development principles among all those who will be associated with the development project, education and training programmes will be conducted to build ideas and motivate them towards participatory development.

In the second stage, basic administrative, procedural, legal and technical knowledge will be provided through education/training programmes. In addition partici-

participatory surveys by the community will enhance and provide knowledge of actual ground situation to the participants. Further, these experiences and the knowledge gained will be utilised during the Community Action Planning (CAP) Workshop.

In the third and final stage, the development components, earlier identified by the study team, will be included in the Community Action Plan (CAP) to be implemented with consensus of the community, based on their initiative and sense of self-reliance.

Although the awareness programme called in this project will be completed at this point, all programmes in the project will follow the participatory approach, using suitable PRA/PLA tools and other suitable method, during the entire project period, in order to maintain a positive direction. Otherwise such a participatory approach will not practice after completion of this project. It means that this project is a learning and awareness process for all actors. In addition the field officers should take follow-up action for farmers at the field level in proper time.

The process and programme for the awareness programme and CAP workshop are shown below.

	Programme	Target Group	Implementing Agency	Activities/Result
1st Stage	Establishment of RATPA		CPCC, IMD	Establishment of Research and Advisory Team for Participatory Approach (RATPA)
	Preparation of Awareness Programme		RATPA, IMD	Revision of Awareness Programme, Making of guidelines, syllabus, handbook
	Implementation of Awareness Programme	Senior Officials, District/Divisional Agricultural Committee,	RATPA	1) Sharing of principles of sustainable development and motivation for participatory approach 2) Organizational change
	Implementation of Workshop	Field Officers attend to Divisional Agriculture FOG	RATPA	1) <b>Establishment of FOG</b> 2) Motivation for the participatory development approach
	Implementation of Education and Training		RATPA	1) Provide education and training programmes 2) Training of participatory approaches
	Holding Joint Meeting of FOs and CBOs	FOs & CBOs in each scheme	RATPA	Sharing of principles of sustainable development and motivation for participatory approach
	Holding General Meeting of FO & CBOs	All community representatives	RATPA	1) Sharing of principles of sustainable development 2) <b>Establishment of CCC</b>
2nd Stage	Implementation of Seminars	CCC	RATPA	1) Educational and training 2) Participatory Research 3) Sound out on community's ideas
	Implementation of CAP Workshop	Representatives of the community	RATPA/FOG/Animator	1) Making of a draft Action Plan, 2) FO absorbs CCC functions 3) Setting up Multifunctional FO
	Holding General Meeting	All community	RATPA	Obtaining agreement on the result of the CAP
3rd Stage	Implementation of Activities of Sub-Committees	Each sub-committee	RATPA, Each implementing agency	1) Making a complete action plan by each sub-committee 2) Submitting the action plan to relevant organizations 3) Implementation of project components

## 2.2 Implementing Organisation for the Awareness Programme

The awareness programme will be implemented by a special task team, named the Research and Advisory Team for Participatory Approach (RATPA). Each organisation mentioned below recommends a person who has enough field experience

and knowledge on the participatory approach. Also, facilitators with a good knowledge of conducting workshops and also possessing a special knowledge on the participatory development approach and techniques will be affiliated to the team.

#### **Implementation Team for Participatory Approach/RATPA**

1)	Kobbekauwa Agrarian Research and Training Institute (KARTI)
2)	International Irrigation Management Institute (IIMI)
3)	Irrigation Management Division (IMD)
4)	Department of Agrarian Services (DAS)
5)	NGO, Local/Overseas Volunteers
6)	Project Consultant

### **2.3 Target Group for the Awareness Programme**

The target group for the awareness programme will consist of the following:

- 1) Senior government Officials at head office,
- 2) Staff who attend the district/divisional agricultural committees,
- 3) Field officers working directly with farmers, farmer leaders and leaders of other community based organisations'

Even if they are not from the project area, the awareness programme will be open to all staff who are in the divisional agriculture committees, so that they get a proper understanding and will extend their co-operation to the development project.

<b>Target Group</b>	<b>Organization</b>	
1) Senior Government Officials	IMD, DOI, DAS, NCPC, NWPC, District Secretariat	To promote organizational change to implement participatory development
2) Members of District/Divisional Agricultural Committees	Agricultural Committee (IMD/RPM, DOI, ASC, NYSC, DAPH, DWC, WB)	To promote organizational change, to implement participatory development and recognize the importance of field officers capabilities to advance the development project with farmers' initiative.
3) Field Officers	Member of Organizations of the Divisional Agriculture Committee	To recognize the importance of participatory approach to uplift farmers' self-reliance and their initiative for community development. Understand the system of sustainable development.
4) FO leaders & CBOs leaders	ASC FO Federation, All CBOs Leaders in the community, CCC, General Meeting of FO	Recognize importance of farmers' initiative and self-reliance

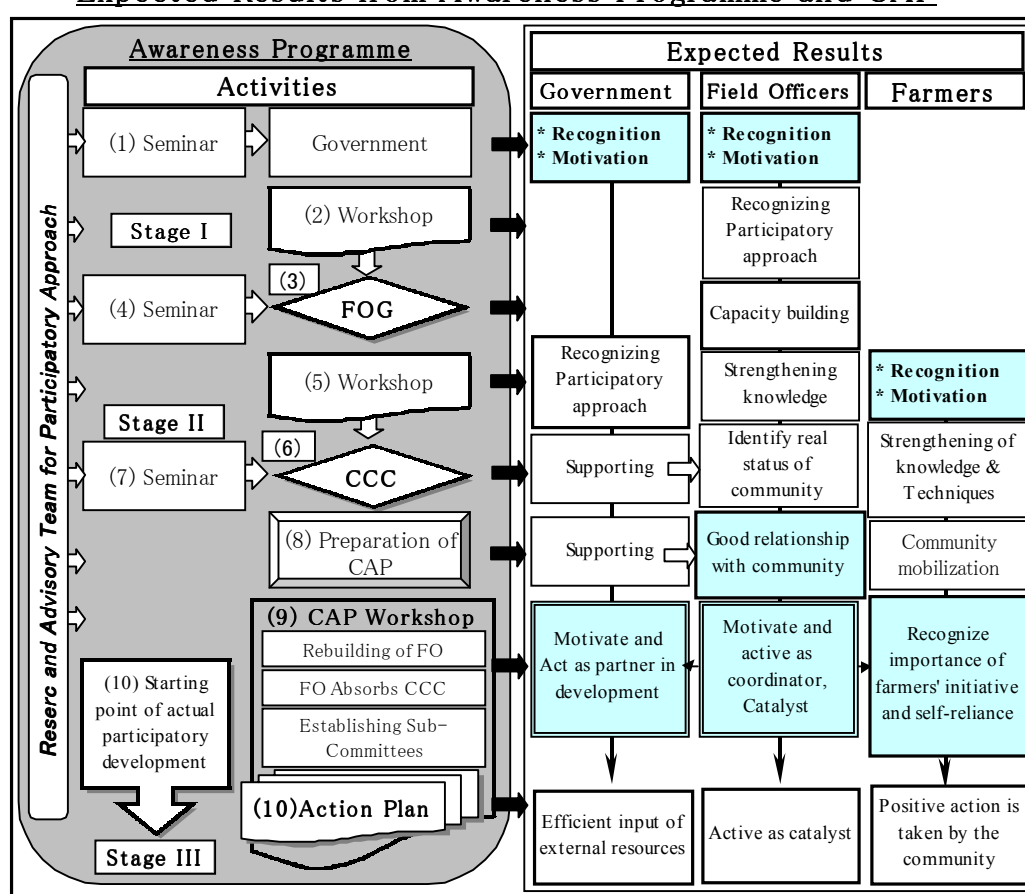
### **2.4 Expected Results of the Awareness Programme and Community Action Plan (CAP)**

Conducting the awareness programme is to satisfy an essential prerequisite before commencing the actual participatory development project. It is expected that all those involved in the project will have a thorough grasp of the participatory ap-

proach and would have developed the positive and initiative motivation to proceed with the project. In the last part of 2<sup>nd</sup> stage of the awareness programme, the Community Action Plan (CAP) is prepared. The results of the awareness programme, shown on the right side in the diagram below, will determine the success of the Community Action Plan preparation. All stages of the awareness programme should be successfully completed and the expected results achieved, if a comprehensive action plan acceptable to all stakeholders is to be prepared.

A critical requirement for a successful the CAP workshop is the capacity and support of the external organisations and in particular, the transparency of available funds, the overall development plans and other details (related external organisa-

### Expected Results from Awareness Programme and CAP



tions should answer what they could be done or not for farmers/community). Without the proper support and commitment of the external institutions, no sound community initiated action plan could be prepared and implemented.

### Expected result of CAP Workshop

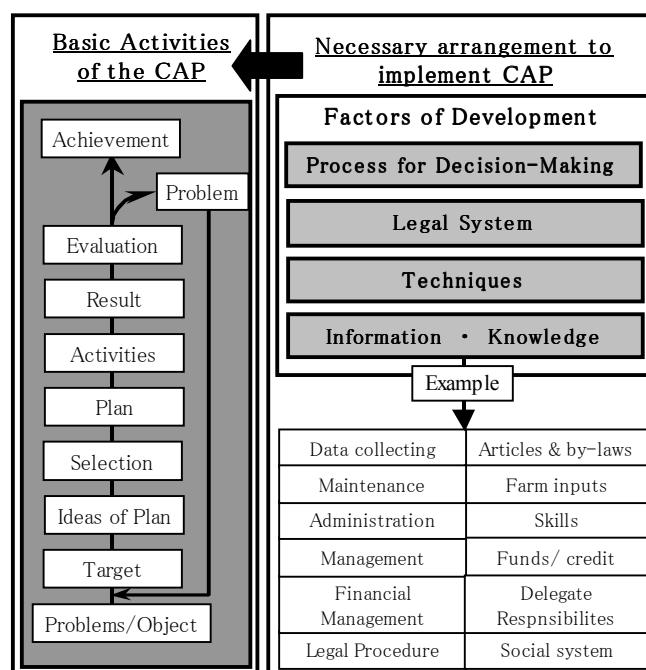
1)	Reorganization FO as a multifunctional unit (Multipurpose Organization)
2)	FO absorbs CCC Functions through discussion of the community
3)	Sub-committees set up in FO depend on the Community Action Plan
4)	All actors work as development partners
5)	<b>Making of draft Community Action Plans</b> (finalizing of the draft CAP will be done by each sub-committees after the workshops)



## 2.5 Necessary Arrangement to Implement CAP

The capacity of farmers is yet not sufficiently advanced to understand procedures and the legal aspects, for the farmers' to initiate action with self-confidence.

Therefore farmers should have the capacity to act on their own ideas. The starting points of farmers led action is the CAP workshop. However to commence the workshop, basic knowledge and capacity that expressed in left side of the figure as factors of development should be arranged and input necessary matters through education/training



programme in advance on the awareness programme. The basic procedure of the CAP workshop shows right side of the figure. Good prepared CAP workshop would be useful and utilises as a starting point of each programme in the project. It therefore, basic arrangement for the workshop is imperative and effective follow-up action should be taken by the external agencies. This thus becomes a learning experience for both the farmers as well as the officers.

### (1) Organisational set up in the community and external agencies

To carry out a CAP workshop successfully (which means producing a good action plan by the community representatives) after the awareness programme, it is necessary to establish two groups for the purpose of capacity building:

#### 1) Field Officers' Group (FOG)

At stage-1 (about 1.5 month after the commencement of the awareness programme), the Field Officers Group (FOG) will be instituted. This will be an intermediary group, co-ordinating activities between the community and the government. They would then, by playing the roles of facilitator, motivator and catalyst, help capacity building, through training, changing of attitudes and behaviour patterns, mobilising the community and providing support services,

### The Role of the FOG

1)	Rapport building among the members of the community
2)	Discuss and study together, to enhance their own knowledge on participatory management
3)	Share experiences and information, gather data, maintain records and finally, monitor its own activities
4)	Transferring participatory techniques to community, FO and other CBO leaders

Member of Field Officers' Group is estimated as follows:

<b>Field Officers' Group (FOG) - Scheme Base</b>	Palkad awela	Mahann aneriya	Periya kulama	Nachch aduwa	<b>Total</b>
Agrarian Sevices Center	4	4	4	4	16
Farmers' Animators	7	5	1	14	27
Department of Irrigation	2	1	1	3	7
Irrigation Management Division, IDO	1	0	0	3	4
Irrigation Management Division, Project Manager	1	0	0	1	2
National Youth Services Council	1	1	1	1	4
Women's Affairs	1	1	1	1	4
NGO (Women's Bank etc.)	1	1	1	1	4
Other relevant government officials	5	4	5	4	18
<b>Total</b>	<b>23</b>	<b>17</b>	<b>14</b>	<b>32</b>	<b>86</b>

### 2) Community Co-ordinating Committee (CCC)

The main function of the CCC is intercommunication with external institutions and among the members of the community, to maintain mutual understanding between the community and project. Therefore it is necessary to create a network for gathering and transmission of information to the community. The aim of setting up the CCC is to gradually establish democratic processes among the community. Although many CBOs operate in the community, some of them reflect the social differences and divisions normally present in the village societies based on, for instance, land ownership or political affiliations.

#### The role of the CCC is as follows:

1)	The public relations (liaison), set up multiple channels with external resources and among the community.
2)	Co-ordination of work between CBOs and rearrangements within the community to start the project.
3)	Promotion and preparation of the CAP workshop and implementation of the workshop as community representatives.

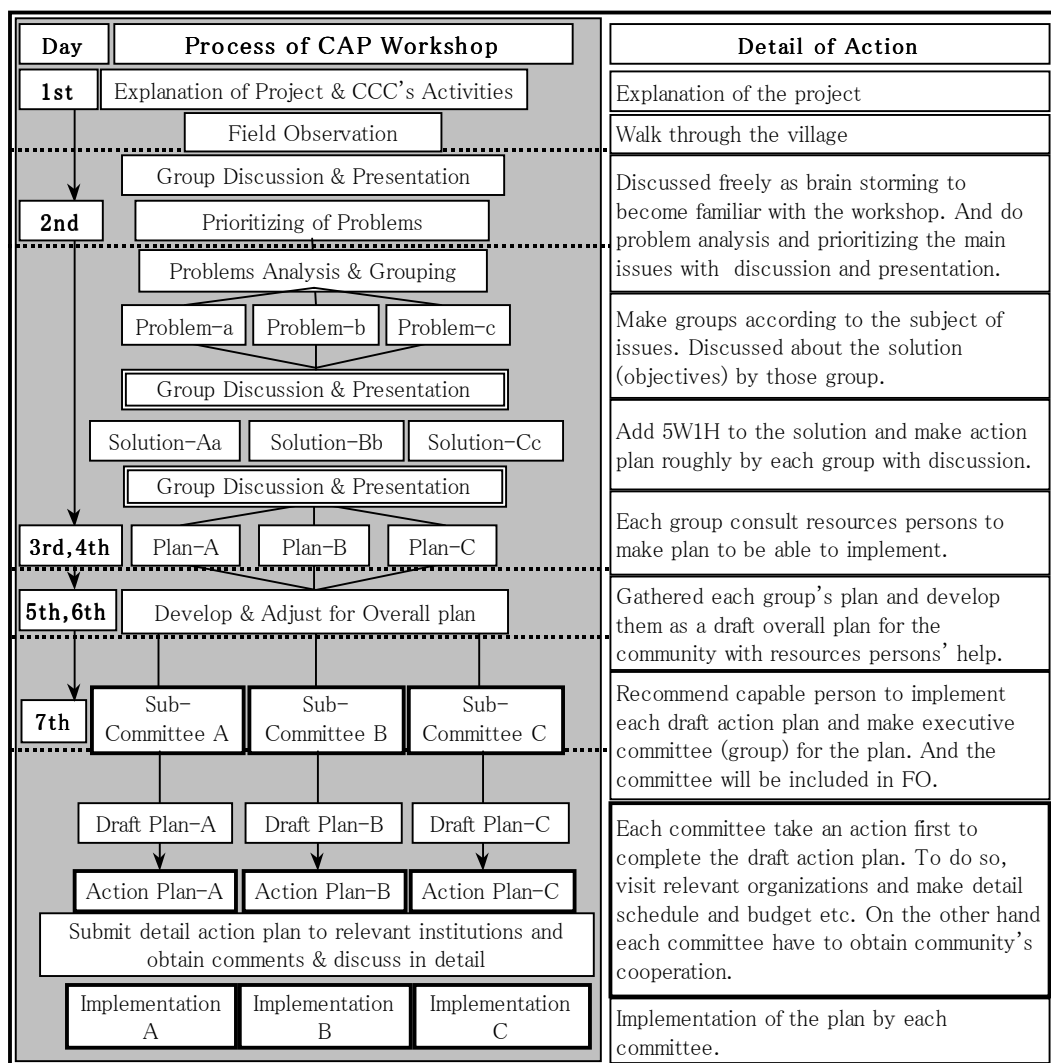
Depends on the number of existing CBOs in each community, therefore the numbers of representatives will vary as follows;

**No. of Members of Community Coordinating Committee (CCC)**

Name of Shemes and No. of CBOs' Representatives	FO representatives	CBOs Representatives	Total of Representatives	No. of FO Division	Total
Paludkadawala (Major)	2	10	12	7	84
Mahanannerya (Medium)	2	20	22	1	22
Mahanannerya (Minor)	2	10	12	5	60
Nachchaduwa (divided into 3 groups)					
1) Sena Samagi, Mahasen, Eksath, Isuru FOs	2	16	18	4	72
2) Al-aksha, Ranamayura, Parakrama, Samagi, Ranketa FOs	2	16	18	5	90
3) Gemunu, Wijaya, 26/27, Ruwanweli, Tissa FOs	2	16	18	5	90
Periyakulama	2	18	20	1	20
<b>Total</b>	<b>14</b>	<b>106</b>	<b>120</b>	<b>28</b>	<b>438</b>

## 2.6 Implementation Process of CAP Workshop

Detail process of the CAP workshop is shown below. The key points of this workshop is leave all responsibility to community representatives (participants) for making action plan and repeat group discussion and presentation to achieve mutual consent of all participants (community & resources persons).



### **Chapter 3    STRENGTHENING OF FARMERS' ORGANISATION**

As the result of the awareness programmes following matters are recognised or choice by farmers and community through workshops and joint general meetings of CBOs.

- 1) Farmers' Organisation is the most suitable community organisation for the community development.
- 2) Community Action Plans and their plan-implementation groups (Executive Committee) will be absorbed as sub-committees of the FO.
- 3) Understand necessary action and knowledge to implement development project by the farmers and community.

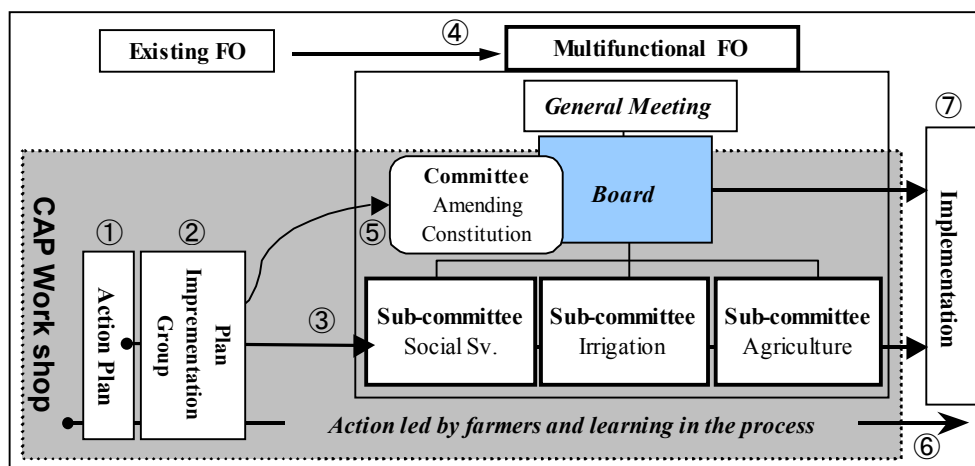
#### **3.1    Reorganisation of Farmers' Organisations**

##### **(1)    The Necessity and Purpose of a Re-organisation:**

With the consensus of the community, plan-implementation groups will be set up for each action plan through the CAP workshop. And those groups are involved in FO as sub-committees. Then in order to activate each sub-committee (action plan and the development component), the present FOs should be reorganised to function, with legal authority, for the benefit of the community. In addition, it will be an apt opportunity for changing the community's present attitudes and motivate them towards positive action.

##### **(2)    Method of Re-organising:**

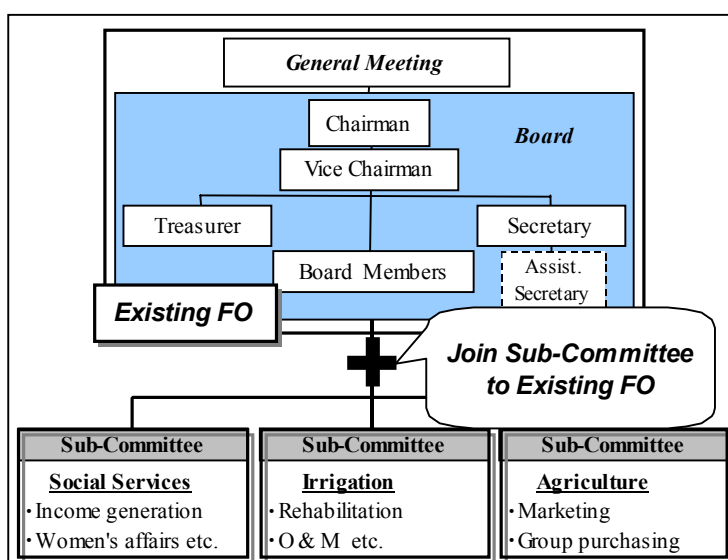
The reorganisation of the FOs will be done at the CAP workshop, as shown in the figure below. However, it must proceed carefully, because re-organisation of FOs is not the main objective of the community. The main objective is how to realise each action plan on their initiative. Then as the result of the discussions at the workshop, the community will select the FO (because FO is the most useful CBO, at present, for the farming community) and they would decide that the FOs need to be reorganised. Therefore the services of a good facilitator will be necessary to keep out any negative biases, and motivate all participants to work together through the workshop. On the other hand, project implementation agencies and other related government agencies have to provide definite facts and figures (not vague answers) to the community so that they could act.



- ① Make community action plan
- ② Suitable persons who can implement each action plan forms a group
- ③ The group will be included in FO's sub-committee at the meeting of the community
- ④ FO reorganised and a multifunctional FO established
- ⑤ Setting up an executive committee to amend the constitution for the multifunctional FO
- ⑥ Provide support programme to educate leaders and committee members to strengthen the multifunctional FO

### 3.2 Structure and Functions of the Multifunctional Farmers' Organisation

The fundamental structure of the Multipurpose FOs is almost same as that of the present FOs. Multifunctional FOs will have autonomous active sub-committees, which will be an addition to the existing FOs, as shown in the following figure. Each sub-committee is set-up on the basis of the results (objectives) of the action planning process. Consequently, each sub-committee's objectives and roles are very clear and very familiar for every farmer and community even for external officials. The rural community could therefore, understand and perceive what their organisation stands for.



### 3.3 Amending Constitution of Farmers' Organisation

However, the constitution of FOs has to be amended according to the community's ideas and to be of service to the community. In this connection, each Farmer's Organisation will have characteristics depicting the functions and activities of the different areas, each FO thus vividly reflecting the individuality of each locality. To establish a good amendment of the constitution, it is recommended that set up a special executive committee with leaders and committee members. And the project will provide education and training programme for this committee and other farmer leaders.

### 3.4 Educational and Training Programmes for Strengthening of the Farmers' Organisations

The following educational and training programmes are to be implemented for about a year, in order to develop the leaders' and committee members' capacity to manage the multifunctional activities of the FOs.

**Educational/Training Programmes for FO Leaders and Committee Members**

Subject	Contents	Implementation Method
Practical training for amending FO constitution	Making draft amendment to the constitution for a multifunctional FO. In the process, gain the necessary knowledge, together with legal procedures etc.	Setting up a special working committee for amending the constitution and the DO of the ASC supports and take follow-up action in time. People could learn from their own actions and the processes.
Basic education for the management of multifunctional FOs	Planning, participatory management system, Development and selection of plan, Participatory management, Organisational management, Financial management, Financial resources, Credit, Role and system of related government Organisation etc.	DAS and IMD will provide lectures to FO members on every item in the constitution. (the lectures will be given as a part of their ordinary working schedule, but project will support them)
Awareness and basic education for setting up a multiple information network	Setting up a communication system between external institutions and the community to maintain mutual understanding between the community and the project	Hold a joint workshop / seminar with some FOs in the scheme to strengthen the area network.

However a formal training will not be provided to deal with amending the constitution of the FOs. The programme will be action oriented and a system of learning in the process: farmers and leaders would learn to take actions by themselves and through these actions they could find out what they need to know to amend the constitution. Therefore, at first the FO should act on own their ideas.

Other training programmes will be conducted by ASC DO and IMD as a part of their ordinary working schedule, but the project will help them to improve and strengthen their system, by supporting collective activities, such as, co-operative purchasing/marketing, book-keeping and document-keeping etc.

## **Chapter 4    DEVELOPINGD AND PREPARING GUIDELINES AND TRAINING MATERIALS FOR AWARENESS PROGRAMMES**

Special attention is being paid to the development and preparation of guidelines and training materials (Text and manuals etc) for the awareness programmes and education/training programmes for FO leaders. Experience shows that, although there are innumerable manuals on various subjects, they are hardly being used after the initial training period. There are a number of reasons that have caused this situation. Among them, many of the manuals being, too theoretical, loaded with unwanted details and containing much material that is not routinely used, are a few of the more important reasons for their limited use. Consequently, it is proposed that a new set of comprehensive, but simple and practical, manuals and guidelines be prepared so that they would be used as a daily handbook, both by officials and farmers.

### **Expected Production of Handbook and Manual:**

<b>Contents of the Manual and Handbook</b>	<b>Quantity</b>	<b>Users</b>
1) Community Mobilization & Capacity Building	1,000	For field officers
2) Manual for Financial Management		For field officers and CBO leaders
- Book-keeping and accounting	3,000	
- Record keeping	3,000	
- Financial Management by Farmers	3,000	
3) Tools for participatory approach	1,000	For field officers
4) FO Registration and Maintenance Manual	3,000	Field officers and FO leaders
5) Manual for FO constitution	3,000	Field officers and FO leaders

## **Chapter 5    IMPLEMENTATION PLAN   - AWARENESS & FO STRENGTHENING PROGRAMME**

Detail overall awareness programmes are shown in Table O 5.1.

Awareness programme will be implemented for all CBOs/Community leaders to be recognised FO as a representative organisation of the community. Therefore strengthening of FO will be commenced the last part of the awareness programme.

### **5.1        Instructors and Facilitators for the Awareness Programmes**

Instructor will be employed expert on i) PCM/LFA, ii) Community action, iii) Micro finance and iv) gender. Almost instructors are attached to NGO in Sri Lanka and other research institutions with enough field level experience of participatory approach.

Facilitators for joint meeting of farmers and CAP workshop will be employed from governmental institutions and NGOs who have much experience with community action plan. Therefore National Housing Development Authority (NHDA) and its Ministry will be the most suitable institute to obtain institutional level co-operation to bring up such facilitators for this project.

### **5.2        Awareness Programme**

#### **(1)    Awareness Programme for Senior Officials in Head Office**

To sharing of principles of participatory development and proceeding organisational change in each relevant organisation, awareness programme for governmental officials will be implemented as follow;

#### **1)    Contents of Seminars and Expected Results for senior government officials:**

<b>Seminars</b>	<b>Expected Results</b>
Seminars on Participatory Development	Importance of the Participatory development approach is aware by High officials.
1) Historical background of rural development	Understanding the present development trends
2) Rural development principles and the participatory development approach	Understanding and sharing of concepts and principles of participatory rural development
3) Introduce models of participatory development systems	To display and explain the use of the participatory development approach in Sri Lanka through the Farmers' Organization in Gal Oya and on-site development of low-income communities in Colombo and their outcomes, in order to understand the practical and ground realities
4) Effectiveness of organizational development and its method of utilization (Organizational development and its evaluation, RRA)	Understand present issues and the real situation in the rural community. Understand the necessity of the following: Community derived organizations, Institutional development and organizational strengthening, Record keeping, Participatory monitoring and evaluation, Networking, Constitutions, Role of financial management etc.
5) Present conditions in each scheme	Comprehend local specific issues



## 2) Target Group and Numbers of Participants

Senior Officials:

The programmes will be implemented at in Colombo for 37 officials. Two (2) day's residential training/seminars will be implemented.

<b>Senior Officials</b>	<b>No.</b>
1) Provincial Council	2
2) District Secretariat	2
3) Department of Irrigation	6
4) Irrigation Management Division	6
5) Department of Agriculture	5
6) Department of Agrarian Services (DAS)	6
8) Other Government Institutions	10
<b>Total</b>	<b>37</b>

## (2) District Based Awareness Programme / Anuradhapura and Kurunegala

To sharing of principles of participatory development and proceeding organisational change in each relevant organisation in the District and Division, Awareness programme for governmental officials will be implemented as follow;

### 1) Contents of Seminars and Expected Results

<b>Seminars</b>	<b>Expected Results/Details</b>
1) Historical background of rural development	Understanding the present development trends
2) Rural development principles and the participatory development approach	Understanding and sharing of concepts and principles of participatory rural development
3) Introduce models of participatory development systems	To display and explain the use of the participatory development approach in Sri Lanka through the Farmers' Organization in Gal Oya and on-site development of low-income communities in Colombo and their outcomes, in order to understand the practical and ground realities
4) Effectiveness of organizational development and its method of utilization (Organizational development and its evaluation, RRA)	Understand present issues and the real situation in the rural community. Understand the necessity of the following: Community derived organizations, Institutional development and organizational strengthening, Record keeping, Participatory monitoring and evaluation, Networking, Constitutions, Role of financial management etc.
5) Presentation by Farmer Animators who joined PCM workshop and other participatory style workshops during the JICA study.	Understand the practical method of participatory approach that implemented at study. Become aware of the importance of government officials activities as Catalyst.

## 2) Target Group and Numbers of Participants

District Agricultural Committee based officials:

The programmes will be implemented in 3 places as follows and expected total participants are 155 persons.

<b>District Agricultural Committee Based</b>	<b>Kurunegala</b>	<b>Anuradhapura</b>	<b>Total</b>
Provincial Council	6	6	12
Provincial Ministry of Agriculture	5	5	10
Wayamba Development Authority	2	0	2
District Secretariat	6	6	12
Divisional Secretariat	2	2	4
Department of Agrarian Services (DAS)	3	3	6
Department of Irrigation (DOI)	3	3	6
Department of Agriculture	3	3	6
Other relevant Institutions	13	13	26
NGO	2	2	4
<b>Total</b>	<b>45</b>	<b>43</b>	<b>88</b>

(3) Divisional Based Awareness Programme for Srawasthipura, Thirappane and Galgamuwa Divisional secretariat divisions

1) Contents of Seminars and Expected Results

<b>Contents of Seminars</b>	<b>Expected Results</b>
1) Historical background of rural development	Understanding the present development trends
2) Rural development principles and the participatory development approach	Understanding and sharing of concepts and principles of participatory rural development
3) Introduce models of participatory development systems	To display and explain the use of the participatory development approach in Sri Lanka through the Farmers' Organization in Gal Oya and on-site development of low-income communities in Colombo and their outcomes, in order to understand the practical and ground realities
4) Effectiveness of organizational development and its method of utilization (Organizational development and its evaluation, RRA)	Understand present issues and the real situation in the rural community. Understand the necessity of the following: Community derived organizations, Institutional development and organizational strengthening, Record keeping, Participatory monitoring and evaluation, Networking, Constitutions, Role of financial management etc.
5) Presentation by Farmer Animators who joined PCM workshop and other participatory style workshops during the JICA study.	Understand the practical method of participatory approach that implemented at study. Become aware of the importance of government officials activities as Catalyst.
6) Explanation and make consensus to make a Field Officers Group (FOG).	Recognizing the importance of field officers' function and manners for sustainable development. Recommend to set up Field officers Group in the Divisional secretariat and obtain agreement for it.

2) Target Group and Numbers of Participants

Divisional Agricultural Committee based officials:

The programmes will be implemented in 3 places as follows and expected total participants are 155 persons. The duration of programme is 2days.

Divisional Agricultural Committee Based	Kurunegala	Anuradhapura		Total
	Galgamuwa	Srawas-thipura	Tirana	
Divisional Secretariat	22	22	6	50
Agrarian Services Center	10	5	5	20
Farmers' Animators	12	14	1	27
Irrigation Department	1	1	1	3
Irrigation Management Division IDO	1	3	1	5
IMD, Project Manager	1	1	0	2
Other Government Officials	14	15	14	43
NGO (Women's Bank etc.)	3	1	1	5
<b>Total</b>	<b>64</b>	<b>62</b>	<b>29</b>	<b>155</b>

- (4) Divisional Secretariat/PMC division Based Awareness Programme for Field Officers in Srawasthipura, Thirappane and Galgamuwa Divisional secretariat divisions

1) Contents of Seminars and Expected Results

Contents of Seminars	Expected Results
1) Historical background of rural development	Understanding the present development trends
2) Rural development principles and the participatory development approach	Understanding and sharing of concepts and principles of participatory rural development
3) Introduce models of participatory development systems	To display and explain the use of the participatory development approach in Sri Lanka through the Farmers' Organization in Gal Oya and on-site development of low-income communities in Colombo and their outcomes, in order to understand the practical and ground realities
4) Effectiveness of organizational development and its method of utilization (Organizational development and its evaluation, RRA)	Understand present issues and the real situation in the rural community. Understand the necessity of the following: Community derived organizations, Institutional development and organizational strengthening, Record keeping, Participatory monitoring and evaluation, Networking, Constitutions, Role of financial management etc.

2) Target group and numbers of participants

The programmes will be implemented in 4 places as follows and expected total participants are 122 persons. The duration of the programme is 2 days.

Field Officers - ASC & PMC Division Base	Kurunegala			Anuradhapura			Total
	Galga-muwa	Mahan-anneriya	Sub-Total	Tirap-pane	Srawa-sthipura	Sub-Total	
Agrarian Services Center	4	4	8	4	4	8	16
Farmers' Animators	9	3	12	1	14	15	27
Department of Irrigation	1	1	2	1	3	4	6
Irrigation Management Division, Project Manager	1	0	1	0	1	1	2
Irrigation Management Division - IDO	1	0	1	0	3	3	4
Grama Niladari	13	4	17	1	17	18	35
Other relevant Government Officials	7	7	14	7	7	14	28
NGO (Women's Bank etc.)	1	1	2	1	1	2	4
<b>Total</b>	<b>37</b>	<b>20</b>	<b>57</b>	<b>15</b>	<b>50</b>	<b>65</b>	<b>122</b>

(5) Education and Training Programme for Field Officers Group (FOG)

1) Contents of Seminars and Expected Results

Contents of Seminars	Expected Results
1) Learning of Laws and Articles (Agrarian Services Act and Irrigation Ordinance)	Understand both the Act and the Ordinance. Understand By-laws of Farmers' Organizations and other agricultural and irrigation activities based on the Act and the Ordinance.
2) Farmers' Organization and its activities (Policy, Procedures and institutions and agencies)	1) Understand all necessary procedures of how to establish a Farmers' Organization. 2) Especially, to enhance their capabilities to prepare By-laws for the Farmers' Organization. 3) Understand about the agencies of DAS, PCM and institutions such as the Agriculture committee, at District and Divisional level.
3) Participatory Approach (PRA, CAP, PCM)	Understand how to apply PRA to assess local needs and potential with farmers; in order to initiate a Community Action Planning process. Understand the necessary tools and techniques to carry on the participatory workshop as a facilitator.
4) Prepare for Community Action Planning (CAP)	Understand the purpose of the CAP workshop and the action plan

2) Target group and numbers of participants

Field officers groups are consist on field officers in the priority schemes as follows. And the groups will be set up in the divisional secretariat to be able to keep good network and mutual co-operation in the area. The programme will be implemented in 4 places and duration of 1 session of programme is 2 days.

Field Officers' Group (FOG)	Pal-kadawela	Mahan-naneriya	Periya-kulama	Nach-chaduwa	Total
Agrarian Services Center	4	4	4	4	16
Farmers' Animators	7	5	1	14	27
Department of Irrigation	2	1	1	3	7
Irrigation Management Division, IDO	1	0	0	3	4
Irrigation Management Division, RPM	1	0	0	1	2
National Youth Services Council	1	1	1	1	4
Women's Affairs	1	1	1	1	4
NGO (Women's Bank etc.)	1	1	1	1	4
Other relevant government officials	5	4	5	4	18
<b>Total</b>	<b>23</b>	<b>17</b>	<b>14</b>	<b>32</b>	<b>86</b>

(6) Awareness Programme and Education/Training Programme for Community Co-ordinating Committees (CCC)

1) Contents of Awareness programmes and expected results

<b>Contents of programmes</b>	<b>Expected Results</b>
1) Historical background of rural development	Understanding the changing of village in the hydrological areas and situation of rural areas
2) Rural development principles and the participatory development approach	Understanding the principles of participatory rural development approach by the community and the role of relevant organizations and community.
3) Introduce models of participatory development systems	To display and explain the use of the participatory development approach in Sri Lanka through the Farmers' Organization in Gal Oya and on-site development of low-income communities in Colombo and their outcomes, in order to understand the practical and ground realities
4) Community Based Organizations and its objectives and responsibilities	Understand present issues and the real situation in the rural community and relation of existing CBOs in the community.
4) Effectiveness of Farmers' organization and its method of utilization	Understand present issues and the real situation in the rural community. Understand the necessity of the following: Community derived organizations, Institutional development and organizational strengthening, necessity of Record keeping, Participatory monitoring and evaluation, Networking, Constitutions, Role of financial management etc.

## 2) Contents of Education/Training programmes and expected results

<b>Contents of Programme</b>	<b>Expected Results</b>
1) Learning of Laws and Articles (Agrarian Services Act and Irrigation Ordinance, Company Act)	Roughly understand each law's characteristic and availability. Understand By-laws of Farmers' Organizations and other agricultural and irrigation activities based on the Act and the Ordinance.
2) Farmers' Organization and its activities (Policy, Procedures and institutions and agencies)	1) Understand all necessary procedures of how to establish a Farmers' Organization. 2) Especially, to enhance their capabilities to prepare By-laws for the Farmers' Organization. 3) Understand about the agencies of DAS, PCM and institutions such as the Agriculture committee, at District and Divisional level.
3) System of decision-making. (process of decision, collection of information and development, sharing of information and available knowledge)	Understand the democratic discussion and decision – making system and community action planning process. Understand the necessary systems to carry on the participatory workshop in the community.
4) Prepare for Community Action Planning (CAP)	Understand the purpose of the CAP workshop and the action plan

## 3) Target group and numbers of participants

Due to many farmers organisation are established in a hydrological area such as Nachchaduwa, Palukadawala major irrigation schemes and Mahananneriya small irrigation scheme (cascade), make groups as follows depend on a location of each community. Each programme is implemented in 12 places as follows and total participants will be 438 persons per programme.

Name of Schemes and No. of CBOs' Representatives	FO representatives	CBOs Representatives	Total of Representatives	No. of FO Division	Total (Person)
<b>Palukadawala (Major)</b>					
1) Puranagama, Yaya-1, Yaya-2, Yaya-3 DC FOs	2	10	12	4	48
2) Yaya-4, Yaya-5, Yaya-6 DC FOs	2	10	12	3	36
<b>Mahananneriya (Medium)</b>	2	20	22	1	22
<b>Mahananneriya (Minor)</b>					
1) Kallanchiya & Aathikulama FOs	2	10	12	2	24
2) Ihalagama, Tambarewewa, Ihala Nan-neriya FOs	2	10	12	3	36
<b>Nachchaduwa (Major)</b>					
1) Sena Samagi, Mahasen FOs	2	16	18	2	36
Eksath, Isuru FOs	2	16	18	2	36
2) Al-aksa, Ranamayura FOs	2	16	18	2	36
Parakrama, Samagi, Ranketa FOs	2	16	18	3	54
3) Gemunu, Wijaya FOs	2	16	18	2	36
26/27, Ruwanweli, Tissa FOs	2	16	18	3	54
<b>Periyakulama (Medium)</b>	2	18	20	1	20
<b>Total</b>	24	174	198	28	438

### 5.3 Implementation of Training for CCC and FO

Awareness programme will be provided to the CCC groups to motivate community to lead a participatory development approach in this project. After complete the awareness programme and CAP workshop, FO will be recognised as a representative organisation of each community. After that education and training programme will be implemented for FO leaders and recommended committee/sub-committee members.

In addition, this training programme for FO will be conducted by ASC DO and IMD RPM as a part of their ordinary working schedule. The project will help them to improve and strengthen their capabilities and training systems, in order to take over field level programmes after completion of the project.

#### (1) Nachchaduwa Major Irrigation Scheme

##### 1) Awareness and education/training programme for CCC:

Awareness programme will be implemented in 6 places. Although there are 14 FOs in Nachchaduwa, make 6 groups of FO as follows to;

Contents of the awareness programmes are mentioned above.

Nachchaduwa (Major)	FO representatives	CBOs Rep.	Sub -total	No. of FO division	Total
1) Sena Samagi, Mahasen FOs	2	16	18	2	36
2) Eksath, Isuru FOs	2	16	18	2	36
3) Al-aksa, Ranamayura FOs	2	16	18	2	36
4) Parakrama, Samagi, Ranketa FOs	2	16	18	3	54
5) Gemunu, Wijaya FOs	2	16	18	2	36
6) 26/27, Ruwanweli, Tissa FOs	2	16	18	3	54
<b>Total</b>	12	96	108	14	252

2) Providing education and training for organisation of multifunctional FO:

The following educational and training programmes are to be implemented for about a year, in order to develop the leaders' and committee members' capacity to manage the multifunctional activities of the FOs.

In the case of Nachchaduwa, relationship between PMC/IMD RPM Office and ASC/DAS is not clear in the farmers' field level. Therefore farmers are sometime confusing each institution's duty and function for farmers. Thus both ASC DO and IMD RPM should establish good communication and proceed these training programmes for farmers. In addition, as Thuruwira FO is included in the PMC and RPM management, the FO could involve this kind of training.

Programme	Contents of education/training programme
Preparing of amendment of by-laws (to adopt multifunctional FO)	<u>Amending of FO constitution.</u> 1 Registration method of FO in Agrarian services Act 2 Objectives and function of constitution 3 Understanding model constitution – DOI & DAS 4 Understanding Irrigation ordinance & Agrarian Service Act 5 Understanding function of PMC and its power 6 Relation of FC group and FO in the constitution 7 Membership of FO – Tenant, leasing farmers 8 How to amending constitution for multipurpose FO 9 Institutional development and organisational strengthening 10 Leadership and its role and responsibility
Basic knowledge and techniques for community management	1 Introduction to sustainable community resources management 2 Related useful organisations for the farming community 3 Record keeping and participatory monitoring and evaluation 4 Role of financial management and system 5 Book-keeping and accounting 6 Saving and credit 7 Co-operative purchasing of agricultural inputs 8 Co-operative shipping of agricultural production 9 Participatory planning, monitoring and evaluation 10 Democratic decision-making system 11 DAS funds and acreage tax
Communication & Legal System	1 Sharing and learning system 2 Multiple communication system in the community 3 Community mobilization 4 Legal system other than agriculture and irrigation matters 5 Relationship with external agencies 6 Method of communication with government institutions 7 FO federation and its availability 8 Communication system – District Agricultural Committee, Project Managing Committee & Agrarian services Centre

(2) Palukadawala Major Irrigation Scheme

1) Awareness and education/training programme for CCC:

Awareness programme will be implemented in 2 places. Although there are 7 FOs in Palukadawala, make 2 groups of FO as follows; Contents of the awareness programmes are mentioned above.

<b>Palukadawala (Major)</b>	<b>FO repre- sentatives</b>	<b>CBOs Rep.</b>	<b>Sub - total</b>	<b>No. of FO division</b>	<b>Total</b>
1) Puranagama, Yaya-1, Yaya-2, Yaya-3 DC FOs	2	10	12	4	<b>48</b>
2) Yaya-4, Yaya-5, Yaya-6 DC FOs	2	10	12	3	<b>36</b>
Total	4	20	24	7	<b>84</b>

2) Providing education and training for organisation of multifunctional FO:

The following educational and training programmes are to be implemented for about a year, in order to develop the leaders' and committee members' capacity to manage the multifunctional activities of the FOs.

In the case of Palukadawala, relationship between PMC/IMD RPM Office and ASC/DAS is not clear in the farmers' field level. Therefore farmers are sometime confusing each institution's duty and function for farmers. Thus both ASC DO and IMD RPM should establish good communication and proceed these training programmes for farmers. And especially since waragamba-puranagama FO is only a traditional village in the Palukadawala Major Irrigation Scheme with traditional irrigation system and management, careful attention should be paid.

<b>Programme</b>	<b>Contents of education/training programme</b>
Preparing of amendment of by-laws (to adopt multi-functional FO)	<u>Amending of FO constitution.</u> 1 Registration method of FO in Agrarian services Act 2 Objectives and function of constitution 3 Understanding model constitution – DOI & DAS 4 Understanding Irrigation ordinance & Agrarian Service Act 5 Understanding function of PMC and its power 6 Relation of FC group and FO in the constitution 7 Membership of FO – Tenant, leasing farmers 8 How to amending constitution for multipurpose FO 9 Institutional development and organisational strengthening 10 Leadership and its role and responsibility
Basic knowledge and techniques for community management	1 Introduction to sustainable community resources management 2 Related useful organisations for the farming community 3 Record keeping and participatory monitoring and evaluation 4 Role of financial management and system 5 Book-keeping and accounting 6 Saving and credit 7 Co-operative purchasing of agricultural inputs 8 Co-operative shipping of agricultural production 9 Participatory planning, monitoring and evaluation 10 Democratic decision-making system 11 DAS funds and acreage tax
Communication & Legal System	1 Sharing and learning system 2 Multiple communication system in the community 3 Community mobilization 4 Legal system other than agriculture and irrigation matters 5 Relationship with external agencies 6 Method of communication with government institutions 7 FO federation and its availability 8 Communication system – District Agricultural Committee, Project Managing Committee & Agrarian services Centre



(3) Periyakulama Medium Irrigation Scheme

1) Awareness and education/training programme for CCC:

Awareness programme will be implemented for Ekamuthu FO jurisdiction area as follows;

Periyakulama (Medium)	FO representatives	CBOs Rep.	Sub -total	No. of FO division	Total
Ekamuthu FO	2	18	20	1	20

2) Providing education and training for organisation of multifunctional FO:

The following educational and training programmes are to be implemented for about a year, in order to develop the leaders' and committee members' capacity to manage the multifunctional activities of the FOs.

Since Periyakulama FO leaders are elders, youth leaders from other CBOs are very important to set up multifunctional organisation with good relations within the community. This FO's main activity is taking contract construction from DOI for O&M of irrigation systems. Therefore collective activities as FO other than irrigation are not so active and should make clear the relationship between the DOI and ASC regarding the management of FO and contents of the constitution of FO.

Programme	Contents of education/training programme
Preparing of amendment of by-laws (to adopt multi-functional FO)	<u>Amending of FO constitution.</u> 11 Registration method of FO in Agrarian services Act 12 Objectives and function of constitution at present FO. 13 Understanding model constitution – DOI & DAS 14 Understanding Irrigation ordinance & Agrarian Service Act 15 Understanding function of WMC and its availability 16 Relation of DOI and FO activities (need discussion with Thirappane ASC and Anuradhapura DD/DOI ) 17 Membership of FO – Tenant, leasing farmers 18 Institutional development and organisational strengthening 19 Leadership and its role and responsibility
Basic knowledge and techniques for community management	12 Introduction to sustainable community resources management 13 Related useful organisations for the farming community 14 Record keeping and participatory monitoring and evaluation 15 Role of financial management and system 16 Book-keeping and accounting 17 Saving and credit 18 Co-operative purchasing of agricultural inputs 19 Co-operative shipping of agricultural production 20 Participatory planning, monitoring and evaluation 21 Democratic decision-making system 22 DAS funds and acreage tax 23 Utilisation system of Farmer centre
Communication & Legal System	3 Sharing and learning system 4 Multiple communication system in the community 9 Community mobilization 10 Legal system other than agriculture and irrigation matters 11 Relationship with external agencies 12 Method of communication with government institutions 13 FO federation (Need discuss ASC base or DOI base) 14 Communication system (need selection of PMC or ASC )

(4) Mahananneriya Medium Irrigation Scheme

1) Awareness and education/training programme for CCC:

Awareness programme will be implemented for Ekabadda FO jurisdiction area as follows;

Mahananneriya (Medium) Kurunegala District	FO repre- sentatives	CBOs Rep.	Sub -total	No. of FO division	Total
Ekabadda FO	2	20	22	1	22

2) Providing education and training for organisation of multifunctional FO:

The following educational and training programmes are to be implemented for about a year, in order to develop the leaders' and committee members' capacity to manage the multifunctional activities of the FOs.

Since Mahananneriya Medium Irrigation Scheme are leading by elders and irrigation management system is also based on tradition, participation of youth and women are expected to be succeeded in multifunctional organisation. And collective activities as FO other than irrigation are not so active and should make clear the relationship between the DOI and ASC regarding the management of FO and contents of the constitution of FO.

Programme	Contents of education/training programme
Preparing of amendment of by-laws (to adopt multifunctional FO)	<u>Amending of FO constitution.</u> 1 Registration method of FO in Agrarian services Act 2 Objectives and function of constitution 3 Understanding model constitution – DOI & DAS 4 Understanding Irrigation ordinance & Agrarian Service Act 5 Understanding function of WMC and its function at present 6 Relation of DOI and FO activities (need discussion with Mahananneriya ASC and Galgamuwa IE/DOI) 7 Membership of FO – farmers not residing in the village 8 Institutional development and organisational strengthening 9 Traditional velvidana system and present leadership
Basic knowledge and techniques for community management	1 Introduction to sustainable community resources management 2 Related useful organisations for the farming community 3 Record keeping and participatory monitoring and evaluation 4 Role of financial management and system 5 Book-keeping and accounting 6 Saving and credit 7 Co-operative purchasing of agricultural inputs 8 Participatory planning, monitoring and evaluation 9 Democratic decision-making system and workshop 10 PMC fund and ASC fund for Medium irrigation scheme
Communication & Legal System	1 Sharing and learning system 2 Multiple communication system in the community 3 Community mobilization 4 Legal system other than agriculture and irrigation matters 5 Relationship with external agencies 6 Method of communication with government institutions 7 FO federation in the cascade with minor irrigation scheme (need discussion with ASC and DOI in the area) 8 Communication system - community level and institutional level

(5) Mahananneriya Minor Irrigation Scheme

1) Awareness and education/training programme for CCC:

Awareness programme will be implemented for in 2 places as follows;

Mahananneriya (Minor)		FO representatives	CBOs Rep.	Sub -total	No. of FO division	Total
1)	Kallanchiya & Aathikulama FOs	2	10	12	2	24
2)	Ihalagama, Tambarewewa, Ihala Nan-neriya FOs	2	10	12	3	36
Total		4	20	24	5	60

2) Providing education and training for organisation of multifunctional FO:

The following educational and training programmes are to be implemented for about a year, in order to develop the leaders' and committee members' capacity to manage the multifunctional activities of the FOs.

The FOs' in this minor scheme has been registered much later, between 1996 and 1999. But Kallanchiya FO in the Mahananneriya Minor Irrigation Scheme is still processing the registration at DAS at the time of the present study in 1999. As farmers' knowledge about FO is generally not sufficient rather than medium and major irrigation schemes, it is need basic information and education programme. In addition female's participation to the relevant meeting and other occasion is higher than other schemes.

Programme	Contents of education/training programme
Preparing of amendment of by-laws (to adopt multifunctional FO)	<u>Amending of FO constitution.</u> 1 Registration method of FO in Agrarian services Act 2 Objectives and function of constitution 3 Understanding model constitution – DAS 4 Understanding Agrarian Service Act and its objectives 5 Membership of FO – tenant farmers and leasing 6 Institutional development and organisational strengthening 7 Traditional velvidana system and present leadership
Basic knowledge and techniques for community management	1 Related useful organisations for the farming community 2 Record keeping and participatory monitoring and evaluation 3 Role of financial management and system 4 Book-keeping and accounting 5 Saving and credit 6 Co-operative purchasing of agricultural inputs 7 Participatory planning, monitoring and evaluation 8 Democratic decision-making system and workshop 9 ASC fund and acreage tax
Communication & Legal System	1 Sharing and learning system 2 Multiple communication system in the community 3 Community mobilization 4 Legal system other than agriculture and irrigation matters 5 Relationship with external agencies 6 Method of communication with government institutions 7 FO federation in the cascade with medium irrigation scheme 8 Communication system - cascade level and institutional level

# TABLES

**Table O 5.1 Plan of Implementation - Awareness Programme (CAP Workshops, Education and Training Programme for FO) - 1/5**

Activities	Expected Results	Schedule (Year)								Agencies in Charge	Target Group	Times	No. of Participants	Duration (day)	Total of participants	Inputs	Remarks
		1	2	3	4	5	6	7	8								
1. (Establishment of a Research and Advisory Team for Participatory Approach)	Implementation of the Awareness programme and multiple research and study for sustainable rural development.									CPCC							
2. Developing and preparing guidelines and training material for each awareness programme	Review and preparation of guidelines for each awareness programme									PMU (M&E)/RATPA						Expert in Participatory Approach	
3.1 Conduct seminar for the participatory development	Sharing of principles of participatory development, Organizational change									RATPA	Senior Officials: DOI, IMD, DOA, NWP, NCP, District Secretary	1	37	2	74	Text Book on PCM/LFA, PRA Text book, CAP Manual, Group Savings Manual, Report on Gal Oya, Report on Community Development, Video Tape of CAP, Format for survey for organizational improvement, Instructor, Stationary,	Seminar, Group activities, Group study
3.2 Conduct seminars for participatory development	Sharing of principles of participatory development, Organizational change									RATPA	District Agricultural Committee (Kurunegala)	1	45	2	90	Text Book on PCM/LFA, PRA Text book, CAP Manual, Group Savings Manual, Report on Gal Oya, Report on Community Development, Video Tape of CAP, Format for survey for organizational improvement, Instructor, Stationary,	Do.
3.2.1 Do.	Do.									RATPA	District Agricultural Committee (Anuradhapura)	1	43	2	86	Do.	Do.
3.3.1 Conduct seminars for participatory development	Sharing of principal of the participatory development, Organizational change									RATPA	Divisional Agricultural Committee (Galgamuwa)	1	64	2	128	Text Book on PCM/LFA, PRA Text book, CAP Manual, Group Saving Manual, Video Tape of CAP, Format for survey for organizational improvement, Instructor, Stationary,	Do.
3.3.2 Do.	Do.									RATPA	Divisional Agricultural Committee (Srawasthipura)	1	62	2	124	Do.	Do.
3.3.3 Do.	Do.									RATPA	Divisional Agricultural Committee (Tirappane)	1	29	2	58	Do.	Do.
3.3.4 Conduct seminars for participatory development & Workshops	Understanding the present development trends, FOG is established in each Divisional Secretariat									RATPA	Field officers in ASC Divisions (Galgamuwa & Mahananneriya)	1	57	1	57	Text Book on PCM/LFA, PRA Text book, CAP Manual, Group Saving Manual, Video Tape of CAP, Instructor, Stationary,	Seminar, Group discussion, Workshop
3.3.4 Do.	Do.									RATPA	Field officers in ASC divisions (Srawasthiipura & Tirappane)	1	65	1	65	Do.	Do.

**Table O 5.1 Plan of Implementation - Awareness Programme (CAP Workshops, Education and Training Programme for FO) - 2/5**

	Activities	Expected Results	Schedule (Year)								Agencies in Charge	Target Group	Times	No. of Participants	Duration (day)	Total of participants	Inputs	Remarks
			1	2	3	4	5	6	7	8								
4	4.1 Provide education and training programme	Obtain basic knowledge and techniques to follow the CAP workshop	■								RATPA	FOG - Palukadawala	5	23	1	115	Agrarian Services Act, Irrigation Ordinance, Model of Articles and By-laws of FO, Company Act (including NPO & NGO), Manual guide book on Co-operatives, Manual guide book on cooperative purchasing	Do.
	4.2 Do.	Do.	■								RATPA	FOG - Mahananneriya	5	17	1	85	Do.	Do.
	4.3 Do.	Do.	■								RATPA	FOG - Nachchaduwa	5	32	1	160	Do.	Do.
	4.4 Do.	Do.	■								RATPA	FOG - Periyakulama	5	14	1	70	Do.	Do.
5	5.1 Holding meeting of Federation of Farmers' Organizations	Understanding development outline, its procedures and participatory approach.	■								RATPA	Galgamuwa ASC (Palukadawala PMC)	1	20	1	20	Do.	Meeting
	5.2 Do.	Do.	■								RATPA	Mahananneriya ASC (Mahananneriya Medium & Minor)	1	20	1	20	Do.	Do.
	5.3 Do.	Do.	■								RATPA	Srawasthipura ASC (Nachchaduwa PMC)	1	20	1	20	Do.	Do.
	5.4 Do.	Do.	■								RATPA	Tirappane ASC	1	20	1	20	Do.	Do.
6	6.1 Holding joint general meeting - FO & CBOs	Obtain agreement on the participatory approach and the roles of the project and the community in it. Establishment of Community Coordinating Committee (CCC)	■								RATPA	Palukadawala, (Yaya-4, Yaya-5, Yaya-6 FOs' divisions)	1	80	1	80	Hand-out on Participatory Development, Hand-out on Community Action Planning	Public hearing and group discussion
	6.2 Do.	Do.	■								RATPA	Palukadawala, Puranagama, Yaya-1, Yaya-2, Yaya-4 FOs' divisions		60		60	Do.	Do.
	6.3 Do.	Do.	■								RATPA	Mahananneriya communities (Medium Scheme)	1	25	1	25	Do.	Do.
	6.4 Do.	Do.	■								RATPA	Mahananneriya Communities (Minor Scheme)	1	100	1	100	Do.	Do.
	6.5 Do.	Do.	■								RATPA	Nachchaduwa communities, 4 FO divisions (Sena Samagi, Mahasen, Eksath, Isuru)	1	84	1	84	Do.	Do.
	6.6 Do.	Do.	■								RATPA	Nachchaduwa communities, 5 FO divisions (Al-aksa, Ranamayura, Parakrama, Samagi, Ranketa)	1	105	1	105	Do.	Do.
	6.7 Do.	Do.	■								RATPA	Nachchaduwa communities, 5 FO divisions (Gemunu, Wijaya, 26/27, Ruwanweli,	1	105	1	105	Do.	Do.
	6.8 Do.	Do.	■								RATPA	Periyakulama Communities (Medium scheme)	1	23	1	23	Do.	Do.

**Table O 5.1 Plan of Implementation - Awareness Programme (CAP Workshops, Education and Training Programme for FO) - 3/5**

Activities	Expected Results	Schedule (Year)								Agencies in Charge	Target Group	Times	No. of Participants	Duration (day)	Total of participants	Inputs	Remarks
		1	2	3	4	5	6	7	8								
7.1 Provide education and training programme	Understand present issues and the real situation in the rural community. Understand the necessity of the following: Community derived organizations, Institutional development and organizational strengthening, Record keeping, Networking, Constitutions, Role of financial management etc.	■								RATPA	CCC/Palukadawala Group -1, (Puranagama, Yaya-1, Yaya-2, Yaya-3 FOs)	5	48	1	240	Agrarian Services Act, Irrigation Ordinance, Model of Articles and By-laws of FO, Company Act (including NPO & NGO), Manual guide book on Co-operatives, Manual guide book on cooperative purchasing, List of NGOs, List of CBOs related to government, Text book on Book-Keeping & Accounting, CAP Manual (Sinhala, Tamil), Facilitator (for participatory research), Instructor - ASC DO, Stationery	Seminar, workshop, Participatory research
7.2 Do.	Do.	■								RATPA	CCC/Palukadawala Group-2, (Yaya-4, Yaya-5, Yaya-6 FOs)	5	36	1	180		Do.
7.3 Do.	Do.	■								RATPA	CCC/Mahananneriya (Medium)	5	22	1	110		Do.
7.4 Do.	Do.	■								RATPA	CCC/Mahananneriya Minor Scheme Group-1, (Kallanchiya, Aathikulama)	5	24	1	120		Do.
7.5 Do.	Do.	■								RATPA	CCC/Mahananneriya Minor Scheme Group-2, (Ihalagama, Tambarewewa, Ihalananneriya FOs)	5	36	1	180		Do.
7.6 Do.	Do.	■								RATPA	CCC, Nachchaduwa Major Scheme Group-1, (Senasamagi, Mahasen FOs)	5	36	1	180		Do.
7.7 Do.	Do.	■								RATPA	CCC, Nachchaduwa Major Scheme Group-2, (Eksath, Isuru FOs)	5	36	1	180		Do.
7.8 Do.	Do.	■								RATPA	CCC, Nachchaduwa Major Scheme Group-3, (Al-Aksa, Ranamayura FOs)	5	36	1	180		Do.
7.9 Do.	Do.	■								RATPA	CCC, Nachchaduwa Major Scheme Group-4, (Parakrama, Samagi, Ranketa FOs)	5	54	1	270		Do.
7.10 Do.	Do.	■								RATPA	CCC, Nachchaduwa Major Scheme Group-5, (Gemunu, Wijaya FOs)	5	36	1	180		Do.
7.11 Do.	Do.	■								RATPA	CCC, Nachchaduwa Major Scheme Group-6, (26/27, Ruwanweli, Tissa FOs)	5	54	1	270		Do.
7.12 Do.	Do.	■								RATPA	CCC, Periyakulama	5	20	1	100		Do.
8 Implementation of Monitoring and Evaluation	Evaluate the progress of capacity building to the FOG, CCC and the intentions of the community	■								PMU/RATPA	FOG, CCC	1	-	7	-		PRA

**Table O 5.1 Plan of Implementation - Awareness Programme (CAP Workshops, Education and Training Programme for FO) - 4/5**

	Activities	Expected Results	Schedule (Year)								Agencies in Charge	Target Group	Times	No. of Participants	Duration (day)	Total of participants	Inputs	Remarks
			1	2	3	4	5	6	7	8								
9	Implementation of Community Action Planning Workshop		■								RATPA	CCC/Community representatives for 28 FO	1	700	7	4900	Facilitator, Assistant for the facilitator, Other Resource	PRA/Workshop
	1) Problem and Object Analysis	Analyze the main and common issues in the community with their solutions (object)									RATPA	(28 Places x 7days CAP workshop)	-	-	-	-		Do.
	2) Making of draft Community Action Plan	Community takes the initiative in planning and resources persons support it									RATPA		-	-	-	-	Do.	Do.
	3) Re-organize Farmers' Organization and CBOs	Farmers' Organization will be established as representative organization of the community									RATPA		-	-	-	-	Do.	Do.
	4) Establishment of a group to implement the plan	Appointment of suitable persons from the community to draft Action plan									RATPA		-	-	-	-	Do.	Do.
	5) Establishment of Sub-committee	The plan implementation group is set up in the FO as sub-committee									RATPA		-	-	-	-	Do.	Do.
	6) Reorganization of Farmers' Organization and establishing multifunctional FO	1) Establish the Farmers' Organization as multi-purpose organization with the consensus of the community 2) Establish a sub-committee to strengthen the Farmers' Organization									RATPA		-	-	-	-	Do.	Do.
	9.1 Holding joint general meeting of CBOs (other community based organizations participate at	Obtain consensus from community for the implementation of the project	■								RATPA	Each FOs and CBO representatives of 28 places	28		1	559	Facilitators, Stationery	Workshop style discssion
	9.2 Completion of Action Plan of each community	1) Finalize each draft community action plan by the respective sub-committee with field officers' assistance 2) Complete each action plan with the necessary budget 3) On-the-job type of training will be implemented while completing each plan 4) Expert on each subject (each action plan) will explain to the community	■								RATPA	Each FO and sub-committee of 28 places	-	-	-	-	Relevant governmental officials	Take action in the field by each sub-committee
	9.3 Submit each Community Action Plan to the relevant organization	Holding joint meetings with relevant institutions to implement the Action Plan	■								RATPA	FO & Farming Community of 28 places	-	-	-	-		Discussion with relevant institutions



**Table O 5.1 Plan of Implementation - Awareness Programme (CAP Workshops, Education and Training Programme for FO) - 5/5**

Activities	Expected Results	Schedule (Year)							Agencies in Charge	Target Group	Times	No. of Participants	Duration (day)	Total of participants	Inputs	Remarks
		1	2	3	4	5	6	7	8							
10 Implemetation of Community Action Plan/Development	Improve the Action Plan										-	-	-	-		
11 Providing education and training for organization of multifunctional									RATPA	FO leaders and Leaders of sub-committees	-	-	-	-		
11.1 Preparing of amendment of by-laws (to adopt multifunctional FO)	Amending of FO constitution								RATPA	All 28 FOs	56	20	1	1120	Manual, Hand book (produced by the Project)	On the job style
11.2 Basic knowledge and techniques for community	Understanding basic knowledge to manage multifunctional FO								RATPA	All 28 FOs	140	20	1	2800	Manual, Hand book (produced by the Project)	Seminar
11.3 Communication & Legal System	Establishing networ among community and with related external organaizations as a representative of								RATPA	All 28 FOs	84	20	1	1680	Manual, Hand book (produced by the Project)	Seminar