

FINAL REPORT
ON
MANNAR DISTRICT REHABILITATION AND RECONSTRUCTION
THROUGH COMMUNITY APPROACH PROJECT
(MANRECAP)
IN
SRI LANKA

MAIN REPORT

MARCH 2008

JAPAN INTERNATIONAL COOPERATION AGENCY

M&Y CONSULTANTS CO. LTD.

SLO

JR

07-004

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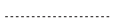
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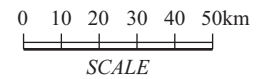
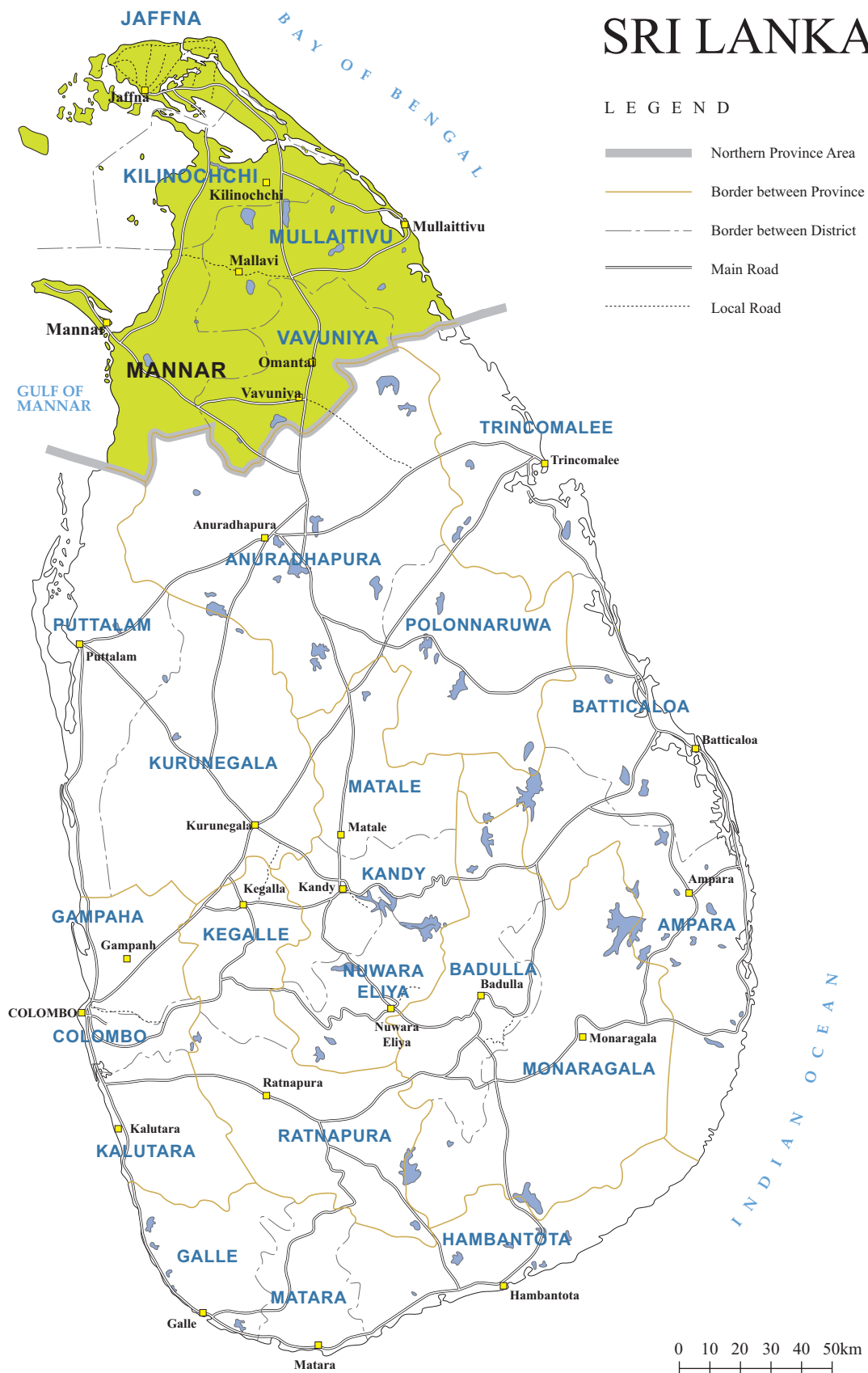
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SRI LANKA

LEGEND

-  Northern Province Area
-  Border between Province
-  Border between District
-  Main Road
-  Local Road

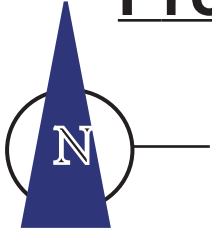


Area Map of the Northern Province in Sri Lanka



Mannar District

Project Focal Villages



Thevanpidy GN Division
(Joint Project with UN Agencies)

Ganeshapuram
Sewa Village

**Manthai West
AGA Division**

Pali Aru

Seethuvinayagarkulam
Kurai

Mannar DS Division

Santhipuram

Theththavadi
Maruthankulam

Vaddupiththanmadhu

Samayapuram

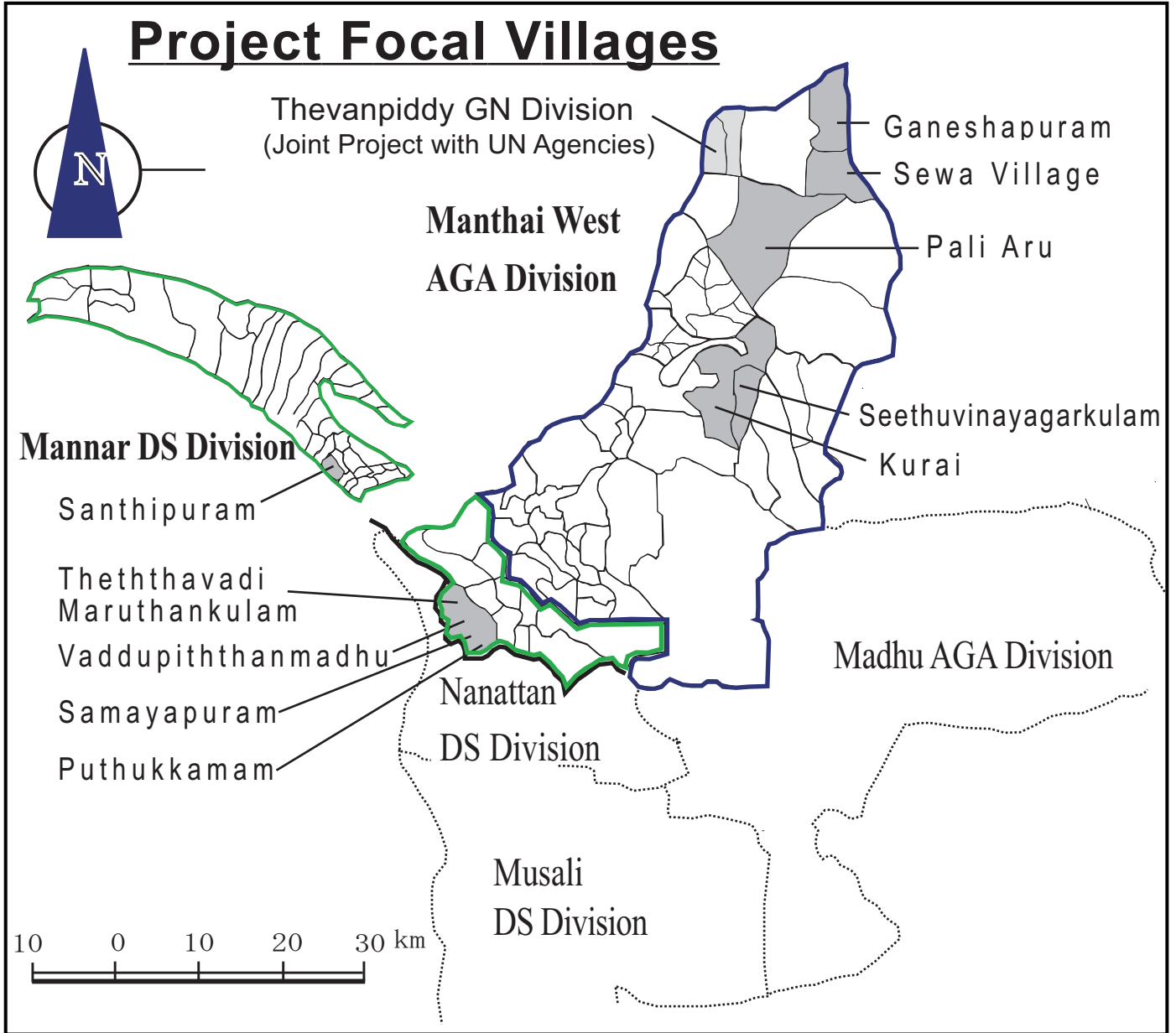
Puthukkamam

Nanattan
DS Division

Madhu AGA Division

Musali
DS Division

10 0 10 20 30 km



PREAMBLE

The ethnic conflict in Sri Lanka, which lasted for nearly 20 years from 1983, caused a massive loss of human lives as well as severe destruction of public and private assets and services in the country. Although the North Eastern Province had in the past achieved a high level of production in agriculture and fisheries, these have declined drastically due to the conflict since the 1980's. The Government of Sri Lanka (GOSL) and the Liberation Tigers of Tamil Eelam (LTTE) signed a cease-fire agreement (CFA) in February 2002 with facilitation of the Government of Norway. GOSL and LTTE started negotiation for the permanent peace thereafter.

Japan International Cooperation Agency (JICA) sponsored Needs Assessment Mission for rehabilitation and reconstruction of the conflict affected area in the North East region and surroundings in October 2002. Based on the assessment, JICA invited proposals for technical cooperation project to assist resettlement of Internal Displaced People (IDP).

M&Y Consultants Co., Ltd submitted a proposal for resettlement of IDP through community participatory development approach in Mannar District. JICA had meetings with M&Y Consultants after selecting the proposal as appropriate and contacted GOSL for formulate a Project. The Record of Discussions (R/D) was concluded in March 2004 and the concept of the Project was agreed upon as one with community participatory development approach. The Project aimed to rehabilitate and enhance the community affected by the conflict through Project activities consisting (1) preparation of a Community Action Plan (CAP), (2) rehabilitation of basic infrastructure through Community Managed Rehabilitation (CMR), (3) encouraging Socio-Economic activities mainly utilizing infrastructure rehabilitated under the Project and (4) enhancing cooperative relationships between the Government officers and the Community-based Organizations (CBOs) in the focal villages.

The Mannar District Rehabilitation and Reconstruction through Community Approach Project (MANRECAP) covering two Divisions in Mannar District, one is the Mannar District Secretary (DS) Division in the cleared area and the other is the Manthai West Assistant Government Agent (AGA) Division in the un-cleared area, commenced at the end of March 2004.

In the 1st year, the Project carried out CAP workshops in all focal villages so that people and communities would understand the concept of the Project and commenced initial works for CMR with technical guidance and training provided by the Project. Involving of Government officers in the Project implementation was also practiced from the beginning.

In the 2nd year, rehabilitation of infrastructure through CMR was full swing and some socio-economic activities such as micro finance activities were implemented. On the other hand the peace process was stagnated and towards the end of the year, the security situation in the area became gradually deteriorated and gave adversely affected the Project implementation.

In the 3rd year, planned activities, rehabilitation of infrastructure under CMR and socio economic activities were, though they were not at full extent, carried out despite the

deterioration of security situation was significant especially in Manthai West AGA Division. The rehabilitation of infrastructure under the Project planned to complete by the 3rd year was not fulfilled due to delay of construction works caused by the deteriorating security conditions and the Project was compelled to carry out CMR works also in the 4th year.

In the 4th and final year, despite the deterioration of security conditions, communities in the focal villages continued activities planned on CAP. In Manthai West AGA Division, CMR works on village roads including culverts, community water supply, restoration of an irrigation scheme, temporary diversion weir, marketing facilities were continuously carried out from the previous years, while new building constructions were compelled to be given up. The staff mobilization to the un-cleared area (Manthai West AGA Division) was limited and transport of construction materials and products of communities on economic activities were totally banned from the latter part of the year. In Mannar DS Division, not much CMR works except Santhipuram Water Supply scheme, which was additionally undertaken by the Project in the 4th year, were carried out, while many economic activities based on establishing small groups were carried out. Agricultural and social activities were continuously carried out from the previous years both in Mannar DS Division and Manthai West AGA Division. Further, there were many activities carried out in the 4th year in connection with handing over of the facilities rehabilitated under the Project to the Government authorities and entrusted communities for future operation and maintenance of them. In relation to handing over, workshops and study tours for Government field officers and community leaders were repeatedly carried out.

On 16th January 2008, CFA was officially abrogated by the GOSL, and thereafter no Japanese experts were able to enter to Mannar till a two days trip made on 3rd and 4th of March, just before leaving Sri Lanka. Some of works to close the Project were entrusted to the JICA Sri Lanka office.

The terminal evaluation of the Project was conducted by the Joint Evaluation Committee to evaluate the activities and outcome of MANRECAP. The Committee expressed that the Project purpose was mostly achieved and major outputs of the Project have been achieved since the prioritized infrastructures were rehabilitated, and the community in focal villages had been empowered through the application of CAP and CMR methods though the security conditions in the Project area had deteriorated.

There are many lessons learned through implementation of the Project as listed below:

- a. Participatory approach method including Community Action Plan and community contract is effective to strengthen communities even in conflict-affected areas.
- b. The working arrangement in the conflict area shall be carefully studied.
- c. Legal land title is a basis for people to participate community development activities particularly in IDP related projects.
- d. Interaction communication beyond ethnic barrier is important to understand each other, which may be one of measures to ease the conflict.

This Final Report was prepared to compile all activities and outcomes of the Mannar District Rehabilitation and Reconstruction Through Community Approach Project (MANRECAP) implemented for the period of four (4) years from March 2004 to March 2008 under the

annual Contracts between the Japan International Cooperation Agency (JICA) and M&Y Consultants Co., Ltd. at the time of completing the Project.

The Report consists of four (4) Chapters, namely (1) Background and Plan, (2) Project Activities, (3) Project Achievements and Problems Faced, (4) Lesson Learned and Recommendations.

The Japanese experts involved in the MANRECAP sincerely hope that some of experiences of MANRECAP would be used for future community development works, especially in the North East of Sri Lanka when the peace would prevail in the area.

It should be expressed that the Project achieved it's initial objectives in the adverse security conditions because all concerned organizations and officers such as JICA, GOSL especially the Secretaries of Ministry of Nation Building and Estate Infrastructure Development (MNB&EID), North Provincial Council, District Secretary of Mannar, and field officers of related Departments and Local Authorities understood the Project concept and provided timely guidance and assistances for implementation of the Project. It is specifically noted that the Sri Lankan staff of the Project and members of communities in the focal villages deepened understanding the concept of the Project through the Project implementation and tried to achieve the objectives through their hard working.

PHOTOGRAPHS

The 1st Year (JFY2004)



Group discussion to identify the needs of the village at Community Action Plan (CAP) Workshop (Kurai)



Walk through survey by community leaders and Project staff to specify and prioritize the needs (Puthukkamam)



Training on financial management for community-based organization (CBO) members (Puthukkamam)



Study Tour for CBO leaders and government officers on Community Managed Rehabilitation (CMR) to Mahaweli System C



Construction of foundation for Multi Purpose Hall by CMR (Ganeshapuram)



Women's Saving Group meeting of micro finance activity (Seethuvinayagarkulam)

The 2nd Year (JFY2005)



Construction of culvert incorporated with renovation of Attimodai-Kurai access road by CMR (Kurai)



Construction of Pali Aru diversion weir by a contractor



Training on operation and maintenance of the pumps and engines attached to the tube well for operators (Pali Aru)



Residential training on vegetable cultivation for CBO representatives at District Agriculture Training Center, Vavuniya



Study tour for Women's Saving Group members on income generation activities to Colombo



Training in palmyra based products in collaboration with Palmyra Development Board (Santhipuram)

The 3rd Year (JFY2006)



Construction of overhead tank for community water supply system by CMR (Theththavadi Maruthankulam)



Agricultural training on coconut cultivation in collaboration with Coconut Development Board (Pali Aru)



Production of seedlings of fruit trees and trees for reforestation in a shading house at plant nursery farm (Sewa Village)



Introduction of poultry farming in focal villages in Manthai West AGA Division



Pre-school in Multi Purpose Hall building constructed under the Project (Sewa Village)



Training program for government officers on cost effective construction technology for housing and pre-cast concrete components

The 4th and Final Year (JFY2007)







	
<p>Ratification meeting to confirm design and estimate for Santhipuram Water Supply Scheme (Santhipuram)</p>	<p>Temporary diversion weir completed by CMR with wooden piles and sand bags utilizing the weir foundation of permanent structure (Pali Aru)</p>
	
<p>Community water supply system constructed by CMR tentatively operating without overhead tanks (Pali Aru)</p>	<p>Chili Cultivation (Seethuvinayagarkulam)</p>
	
<p>Compost fertilizer production by small group (Vaddupiththanmadhu)</p>	<p>Discussion between the diploma course students and community members during the Project site visit as a part of a course (Santhipuram)</p>

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ABBREVIATIONS

3R	Relief, Rehabilitation & Reconciliation
4R Project	Repatriation, Rehabilitation, Reintegration and Reconstruction Project
ACAD	Assistant Commissioner of Agrarian Development
AGA	Assistant Government Agent
BAJ	Bridge Asia Japan (Japanese NGO)
BOD	Block Out Diagram
BOQ	Bill of Quantity
CAP	Community Action Plan
CCC	Community Center Committee
CBO	Community-based Organization
CDO	Community Development Officer
CFA	Cease Fire Agreement
CHA	Consortium of Humanitarian Agencies
CMR	Community Managed Rehabilitation
DS	District Secretary/Divisional Secretary
FO	Farmer Organization
GA	Government Agent = District Secretary
GN	Grama Niladhari
GoSL	Government of Sri Lanka
GTZ	Deutsche Gesellschaft fur Technische Zusammenarbeit
ICRC	International Committee of the Red Cross
ICTAD	Institute for Construction Training and Development
IDP	Internally Displaced Person
ILO	International Labour Organization
IOM	International Organization for Migration
JBIC	Japan Bank for International Cooperation
JCC	Joint Coordinating Committee
JFY	Japanese Fiscal Year
JICA	Japan International Cooperation Agency
LTTE	Liberation Tigers of Tamil Eelam
MANRECAP	Mannar District Rehabilitation & Reconstruction through Community Approach Project
MCC	MANRECAP Coordinating Committee
MNBD	Ministry of Nation Building and Development
MNB&EID	Ministry of Nation Building and Estate Infrastructure Development
MOU	Minute of Understanding
MPCS	Multi-purpose Co-operative Society
MPH	Multi Purpose Hall
MW	Manthai West
NERD	National Engineering Research and Development Centre
NECORD	North East Community Restoration and Development Project
NEIAP	North East Irrigated Agriculture Project
NEPC	North East Provincial Council
NGO	Non-Governmental Organization

NPC	North Provincial Council
NYSC	National Youth Service Council
NWS&DB	National Water Supply & Drainage Board
O&M	Operation and Maintenance
OFC	Other Field Crops
PDM	Project Design Matrix
PIC	Project Implementation Committee
PTA	Parent-Teacher Association
RB	Regional Bank
R/D	Record of Discussions
RDD	Road Development Department
RDS	Rural Development Society
Rs.	Sri Lanka Rupee
SIHRN	Secretariat of Immediate Humanitarian and Rehabilitation need in the North and East
SIRUP	Small Scale Infrastructure Rehabilitation and Upgrading Project
SLA	Sri Lanka Army
STAART	Sri Lanka Tsunami Affected Area Recovery and Take Off (Project)
UN	United Nations
UNDP	United Nations Development Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WFP	World Food Programme
WRB	Water Resource Board
WRDS	Woman Rural Development Society
WSG	Women's Saving Group
ZOA	Refugee Care Netherlands (NGO)

GLOSSARY

Assistant Government Agent (AGA)	AGA is a sub-level administrative body of the District Secretariat. It is almost same as the Divisional Secretariat (DS), however, DS has wider authority than AGA. All sub-level administrative bodies in the un-cleared areas are set up as AGA.
Community Action Plan (CAP)	Community Action Planning is a Participatory methodology, which consists of a series of structured workshops organized for community members. In the workshops, the community is directly involved in the decision making process of the development program in their village through identifying and prioritizing their needs, and designing their own Action Plan with solutions. The Action Plan as an outcome of the

workshops is called Community Action Plan (CAP), which is followed by a variety of issue-specific meetings and implementation of activities based on the plan.

Community-based
Organization (CBO)

All the organizations based on community. In Sri Lanka, several CBOs such as FO, RDS, MPCS, etc. are recognized by the Government and registered in accordance with the relevant rules and regulations.

Community contract

Community contract method is a type of contract which allows a CBO to be a contractor. The method is prescribed in the Government Procurement Guideline. Under this method, a contract is concluded between a Government Agency and recognized CBO(s) based on the contract rates decided by the Governmental Regulation. Under MANRECAP, contracts are concluded between the Project and CBOs, and approved by the Government Agent. Also, under this Project, community contract method is called Community Managed Rehabilitation (CMR). See Section 2.2.1 for the details of CMR.

Community Managed
Rehabilitation (CMR)

See *Community contract* above.

Government Agent (GA)

Chief administrator of a District = District Secretary

Grama Niladhari (GN)

Village level government administrative official

Maha

Sinhalese word for the North-East monsoon season approximately from October to March

Pradeshiya Sabha

An elected body at Divisional Secretary level in rural area, through which all rural development programs and public utility services are implemented.

Yala

Sinhalese word for the South-West monsoon season approximately from April to September

Chapter 1 BACKGROUND AND PLAN

1.1 BACKGROUND

The ethnic conflict in Sri Lanka, which lasted for nearly 20 years from 1983, caused a massive loss of human lives as well as severe destruction of public and private assets and services in the country. Although the North Eastern Province¹ had in the past achieved a high level of production in agriculture and fisheries in comparison to the rest of the country, since the 1980's these have declined drastically due to the conflict. The production of paddy had decreased to 84,000 tons in 2000 from a total production of 197,000 tons in 1980, especially in the Northern area. Similarly, the production of dried chilly had dropped from 11,000 tons to 4,000 tons, red onions from 49,000 tons to 5,000 tons and the fish catch from 65,000 tons to 8,000 tons during the same period. Social and economic infrastructure, such as irrigation, roads, electricity, drinking water and health and education facilities, have also been directly damaged or neglected for a long time. It is estimated that more than 800,000 people were displaced internally and externally during the conflict. The Government of Sri Lanka and the Liberation Tigers of Tamil Eelam (LTTE) signed a cease-fire agreement in February 2002 with facilitation of the Government of Norway. While 393,000 people returned or resettled by November 2004², many people are still in severe living condition.

In October 2002, M&Y Consultants Co., Ltd., sent three experts to a Japan International Cooperation Agency (JICA)-sponsored Needs Assessment Mission on Reconstruction and Development in the conflict-affected areas in Sri Lanka. In November 2002, based on the assessment, JICA called for proposals for a Technical co-operation program to assist the resettlement of Internally Displaced Persons (IDPs) in North and East regions. In December 2002, M&Y Consultants submitted a proposal focusing on the IDPs in the Mannar District and it was accepted by JICA in February 2003. After the proposal was accepted, JICA and M&Y Consultants carried out the Project formulation Survey jointly. Two JICA missions were sent to formulate the Project concept and the activity plan, in consultation with the relevant stakeholders in the field and in Colombo, in September and December 2003 respectively. Through discussions with the Government Agent, Mannar and the then Ministry Assisting Vanni Rehabilitation, it was decided to name the Project "Mannar District Rehabilitation and Reconstruction through Community Approach Project (MANRECAP)".

The selected project site was the Mannar District in the Northern part of Sri Lanka where the cleared and the un-cleared areas come into contact. Of the five divisions in Mannar District, the project decided to focus on Mannar Divisional Secretary (DS) Division in the cleared area and Manthai West Assistant Government Agent (AGA) Division in the un-cleared area which have the largest number of IDPs and returnees in the District.

After the Record of Discussions (R/D)³ was signed between JICA and the then Ministry Assisting Vanni Rehabilitation on 2nd March 2004, JICA sent a technical cooperation team

¹ On 16th October 2006, Sri Lankan Supreme Court ruled that the merger of the Northern and Eastern Provinces in 1988 was invalid and illegal. Thereafter, the North Eastern Province was de-merged to the Northern and Eastern Provinces.

² Source: GIS & Statistic Unit and UNHCR

³ R/D is attached as **Annex 1-1**.

consisting of experts from M&Y Consultants on 26th March 2004, and subsequently the project activities commenced.

1.2 PROJECT DESIGN

1.2.1 CONCEPT

The Project is planned to fill the gap between the Repatriation / Reintegration Projects supported mainly by the UNHCR and the Restoration/Rehabilitation Projects implemented by other donor agencies, and to promote a smooth shift from emergency humanitarian assistance to development assistance. In particular, the focus is on the “Rehabilitation” of basic infrastructure facilities needed by the community and “Reconstruction” of the capacity of community to undertake socio-economic activities necessary for a sustainable development. The Project thus aims to support the community to conduct Rehabilitation and Reconstruction activities – from formulation to implementation and management – on their own in a sustainable manner.

Figure 1-1 shows the expected conditions in the community on the termination of the Project.

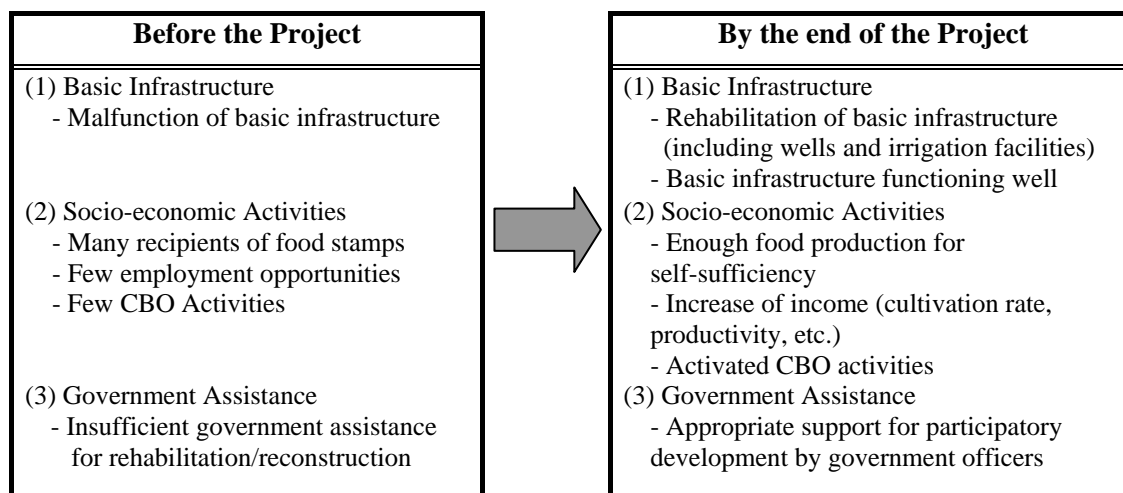


Figure 1-1: Prospects of the Project

1.2.2 PROJECT DESIGN MATRIX

Project Design Matrix (PDM) was prepared for easy understanding of the Project purpose, outputs, activities including pre-conditions and important assumptions as shown in **Annex 1-2** before the Project started. The PDM was modified based on the findings of the Mid-term evaluation conducted in February 2006, as attached as **Annex 1-3**. Project purpose, outputs, activities and their objectively verifiable indicators are stated in the modified PDM as follows:

Project Purpose “People in the project sites are able to act sustainably, in order to improve their livelihood and intensify community development.”

In order to promote a smooth shift from emergency humanitarian assistance to development assistance, the Project supports the rehabilitation of socio-economic infrastructure in the project area, and provides assistance to help people to formulate, implement and manage their own activities to improve their living conditions.

Specifically, the Project aims to; i) improve the access to public services such as water supply, ii) reduce the number of people receiving assistance under social welfare programs, and iii) improve the economic indicators such as cultivation ratio, the number of working days, and household income by the end of the Project. The Project will fulfill the purpose by strengthening the activities of Community-based Organizations (CBOs), and by building capacity of relevant government officials in participatory development.

<Indicators>

1. Number and performance of socio-economic activities continuously carried out in the focal villages by utilizing the skills and knowledge gained by Community Managed Rehabilitation (CMR)⁴.
2. Degree of socio-economic benefit created as a result of utilizing the community infrastructure constructed/ reconstructed by the Project.
3. Number of examples of cooperation between the villagers in the focal villages and government/ non-governmental organizations established by the initiatives of the villagers.

The Project outputs and activities are summarized as follows:

Output 1. “Community Action Plan (CAP) is formulated using the participatory method.”

Activity 1-1 : Select project sites from the selected clusters.

Activity 1-2 : Make Community Action Plan (CAP) through CAP Workshops in the Project sites.

<Indicators>

- 1-1 Number of CAP workshops held in focal villages
- 1-2 Level of satisfaction and understanding of villagers in focal villages on the objectives and benefits of the CAP
- 1-3 Level of adequacy of CAP in terms of needs and priority of villagers

Output 2. “Basic community infrastructure is rehabilitated.”

Activity 2-1 : Make plans of construction works of basic infrastructure to be rehabilitated basically by CBOs using community contract method⁵ based on the CAPs or by appropriate agencies.

⁴ See Section 2.2.1 for the details of Community Managed Rehabilitation (CMR).

⁵ Community contract method is a type of contract which allows a CBO to be a contractor. The method is prescribed in the Government Guideline. Under this method, a contract is concluded between a Government Agency and CBO(s) based on the contract rates decided by the Governmental Regulation. In MANRECAP,

Activity 2-2 : Provide training to carry out the community contract to CBOs and government officers.

Activity 2-3 : Implement construction works basically with the community contract method or professional method.

Activity 2-4 : Build necessary operation and management frameworks for rehabilitated basic infrastructure.

**Activity 2-1 and 2-3 were revised at Joint Coordinating Committee⁶ meeting in November 2004.*

<Indicators>

2-1 Number of planned activities completed

2-2 Level of villagers' satisfaction with the infrastructure constructed / rehabilitated by the Project

2-3 Adequacy of maintenance and usage of the infrastructure constructed / rehabilitated by the Project

2-4 Degree of self-reliance, confidence and sense of unity created among the villagers through the experience of community contract / Community Managed Rehabilitation (CMR).

2-5 Amount and usage of the profits obtained through community contract /CMR

Output 3. "CBOs acquire necessary abilities for socio-economic activities, mainly utilizing the infrastructure rehabilitated by the Project."

Activity 3-1 : Support economic activities (agriculture, fishery, processing, sales, etc.) carried out by CBOs.

Activity 3-2 : Support social activities (mutual assistance, social welfare, mothers' classes, youth clubs, traditional events, peace education, etc.) carried out by CBOs.

Activity 3-3 : Guide CBOs in management of the socio-economic activities as mentioned above.

<Indicators>

3-1 Number of skill trainings, and villagers' level of skills and knowledge obtained by the activities of the Project

3-2 Number and performance of socio-economic activities commenced in the focal villages by utilizing the skills and knowledge gained through the Project.

Output 4. "Cooperative relationships between the Government officers and the CBOs in the focal villages are enhanced."

Activity 4-1 : Provide training opportunities for Government Officers on 'participatory development method'.

Activity 4-2 : Carry out study tours for Government Officers.

every contract is concluded between the Government Agent (GA) on behalf of the Project and a CBO. Also, under this Project, community contract method is called Community Managed Rehabilitation (CMR).

⁶ See Section 1.2.4 for the details of the Joint Coordinating Committee.

<Indicators>

- 4-1 Number of trainings completed and level of participation of Government officers in the planned trainings
- 4-2 Level of understanding on participatory development approach of the relevant Government officers such as GA, Divisional Secretary (DS), and Grama Niladharis (GNs) of the focal villages
- 4-3 Number of examples that the relevant Government officers have extended assistance to the focal villages and the Project
- 4-4 Degree of interest of North East Provincial Council to the participatory development approach.

1.2.3 SCHEDULE

MANRECAP has planned its activities to be implemented through a period of four (4) years covering four main stages, namely formulation of Community Action Plan (CAP), rehabilitation of basic infrastructure by CBOs, promotion of socio-economic activities and finally empowerment of communities.

The conceptual flow of the Project activities in relation to the Project purpose is illustrated as follows:

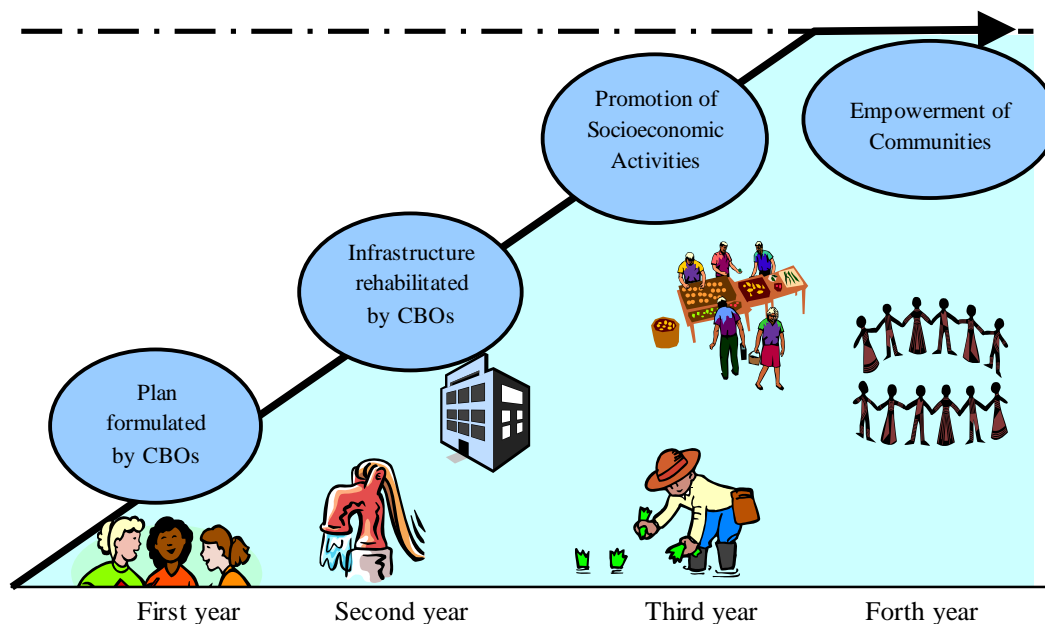


Figure1-2: Conceptual Flow of the Project

1.2.4 OPERATION AND IMPLEMENTATION FRAMEWORK

Structure of the Project Implementation

On the signing of R/D in March 2004, the Implementing Agency at the Central level was the Ministry Assisting Vanni Rehabilitation, whose Secretary took the prime responsibility for the implementation of the Project. However, after the change of the Government in April 2004

and the following reshuffle of the Ministries, the Secretary of the Ministry of Relief, Rehabilitation and Reconciliation was appointed to bear all responsibilities for the administration and implementation of the project. This was confirmed at the Joint Coordinating Committee meeting held on 6th August 2004. From September 2006, the responsibilities have been taken over by the Ministry of Nation Building and Estate Infrastructure Development (MNB&EID).

The implementing agency at the field level is the Mannar District Secretariat, where the Government Agent (GA) manages and operates the project at a field level, and coordinates the activities of the relevant organizations. The following figure shows the structure of the project implementation.

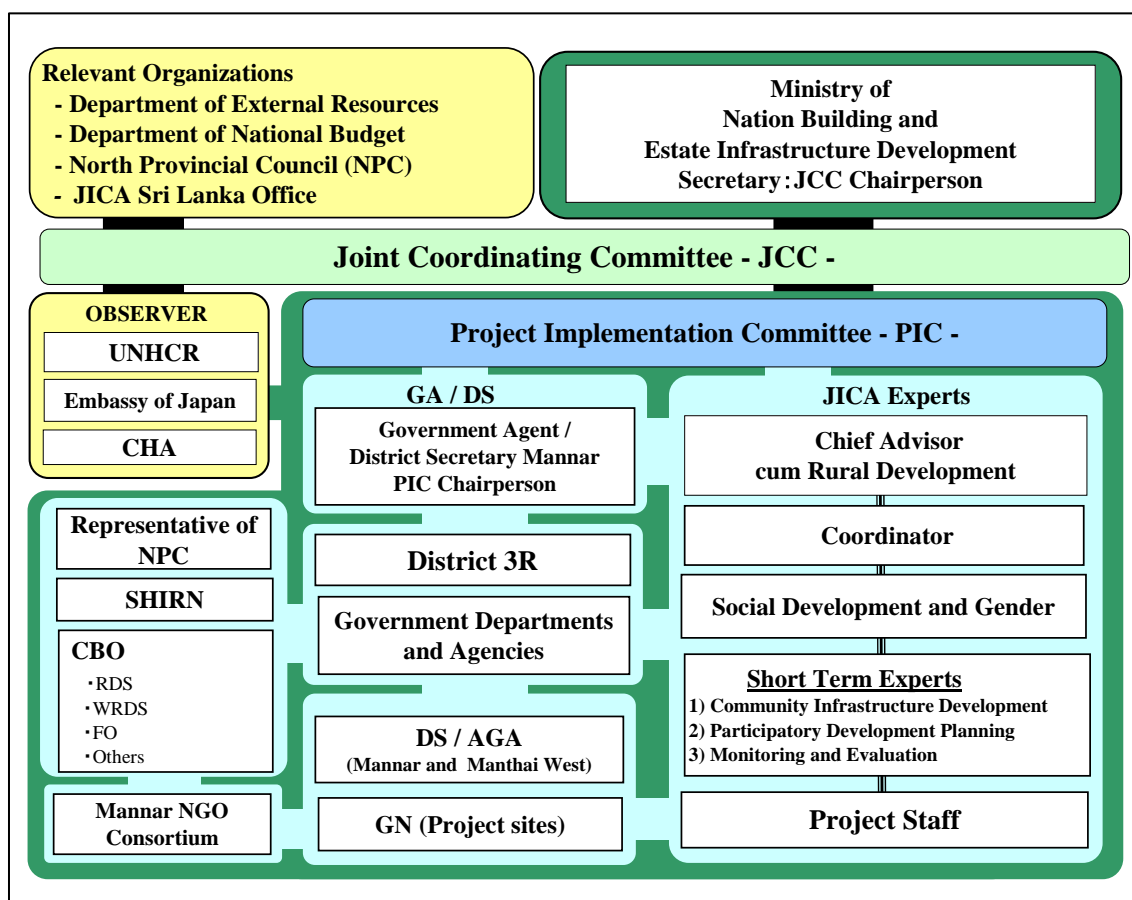


Figure 1-3 Structure of Project Implementation

Joint Coordinating Committee and Project Implementation Committee

The Joint Coordinating Committee (JCC) was established for the effective and successful implementation of the Project. JCC meets at least once a year or whenever necessity arises, for the following purposes.

- (1) To confirm the annual plan of operation of the Project
- (2) To review the overall progress of the Project as well as the achievements of the annual plan
- (3) To review and exchange views on major issues arising from or in connection with the project activities

The JCC, with the Secretary of the MNB&EID serving as the Chair, comprises of representatives of the North East Provincial Council, the Department of External Resources, Mannar District Secretariat as well as JICA experts, the JICA Sri Lanka Office and representatives of any other relevant organizations on invitation.

The Project Implementation Committee (PIC) was established for the smooth implementation of daily activities of the Project and the efficient and effective coordination of all project activities at the Mannar District level. PIC meets at least once a month or whenever a necessity arises, in order to fulfill the following functions:

- (1) To develop and formulate an annual plan of operation and with the close cooperation with the relevant institutions at the project sites
- (2) To review the progress of the project activities
- (3) To exchange opinions and information to make community rehabilitation work more effective

The PIC, with the Government Agent, Mannar serving as the Chair, comprises of representatives of relevant organizations (Divisional Secretariats, CBOs, Mannar District NGO Consortium, etc.) as well as JICA experts.

Project Staff

The Project staff consists of three long-term Japanese experts as well as three short-term Japanese experts and Sri Lankan staff members. Project Organizational Structure as of April 2007 is shown below.

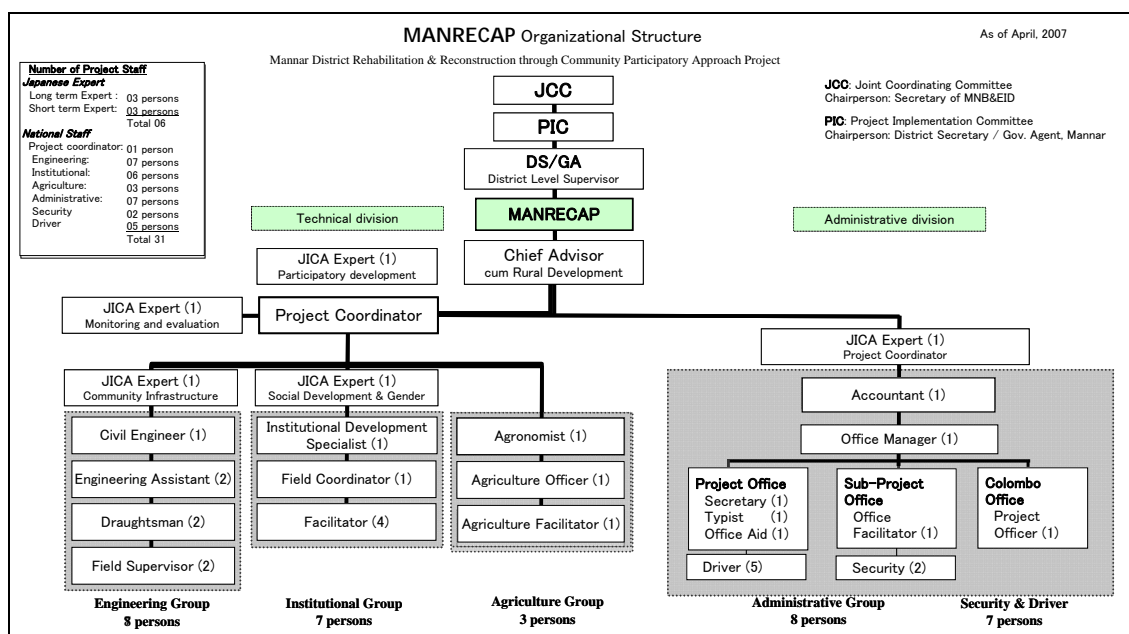


Figure 1-4: Organizational Structure

Chapter 2 PROJECT ACTIVITIES

For four years of the Project period, MANRECAP has implemented the following activities in accordance with the project purpose and outputs described in the Project Design Matrix (PDM). Detailed performance records of activities of the Project implementation during the four years are compiled in **Annex 2-1**.

2.1 COMMUNITY ACTION PLAN (CAP)

Output 1	Community Action Plan (CAP) is formulated using the participatory method
<i>Activities</i>	
1-1 Select project sites from the selected clusters ⁷	
1-2 Make Community Action Plan (CAP) through CAP Workshops in the Project sites	

2.1.1 SELECTION OF THE PROJECT SITES

The first activity of the Project was to select the Project focal villages from the two Divisions in Mannar District, namely Mannar DS Division in the cleared area and Manthai West AGA Division in the un-cleared area. In consideration of the input by the Project, the target number of households in the focal villages was set around 1,000.

The focal villages were selected according to the following procedure and criteria set through a series of discussions with stakeholders held during the Ex-ante evaluation in December 2003.

Table 2-1: Procedure for selection of the Project sites

Month / Year	Activities
December 2003	(During the Ex-ante evaluation) 1. Two Divisions in Mannar District, namely Mannar DS Division and Manthai West AGA Division were selected as target Divisions. 2. Criteria for selection of the focal villages were set (see Table 2-2 for details). 3. A short-list of the potential focal villages was prepared. (44 for Mannar Division and 56 for Manthai West AGA Division)
May – June 2004	1. Community profiles for the short-listed villages were prepared. 2. Focal villages were selected in accordance with the criteria mentioned above.
June 2004	The selection was confirmed in the Project Implementation Committee (PIC) meeting at the District level.
August 2004	The selection was approved in the Joint Coordinating Committee (JCC) meeting at the Central level.

⁷ The term “cluster” refers to a group of candidate project sites, expediently used during the Preparatory Study that is drawn up without for existing administrative Units in the Division. Thus, they do not have any administrative or legal basis in Sri Lanka.

Table 2-2: Criteria for selection of the Project sites

No	Item	Criteria
1	Security	(1) Clearance of landmines and Unexploded Ordnance (2) Civil order (including ethnic and regional tensions)
2	Poverty and status of the social vulnerability	(1) Poverty level (monthly income of 3,000 rupees or less) (2) Socially vulnerable people suffering from hardship
3	Connection with other Aid projects	(1) Humanitarian and restoration projects implemented by the Government of Sri Lanka (2) Large-scale rehabilitation projects by NEIAP ⁸ , NECORD ⁹ etc (3) Small-scale restoration projects by UNHCR etc

In addition to the above criteria, the following points were taken into account to select the focal villages; (1) rehabilitation needs, (2) potentiality of community development and project implementation¹⁰, and (3) avoidance of overlapping with similar types of projects conducted by other aid organizations.

After a close examination of the data and information gathered, 10 focal villages were selected for the Project implementation. Table 2-3 shows the selected focal villages.

Table 2-3: List of Focal Villages

AGA/DS Division	GN Division	Villages	No. of household *
Manthai West	Vellankulam	1 Sewa Village	42
		2 Ganeshapuram	404
	Pali Aru	3 Pali Aru	379
	Kurai	4 Kurai	30
		5 Seethuvinayagarkulam	27
Mannar	Puthukkamam	6 Puthukkamam	110
		7 Vaddupiththanmadhu	43
		8 Theththavadi Maruthankulam	26
		9 Samayapuram	48
	South Bar	10 Santhipuram	419
		Total	1528

* The data is as of July 2004.

Community profiles of the focal villages are attached as **Annex 2-2**.

2.1.2 CHARACTERISTICS OF THE FOCAL VILLAGES

Taking the characteristics and background of each focal village into consideration, 10 villages could be divided into 4 groups as follows.

⁸ NEIAP: North East Irrigated Agriculture Project funded by the World Bank

⁹ NECORD: North East Community Restoration and Development Project funded mainly by the Asian Development Bank

¹⁰ For example, size of the village should not be too small or too big. Also, fishermen's villages were excluded from the short-list because they had many IDPs who had not decided where to resettle, which would draw trouble in initiating community development activities. Moreover, fishermen's CBO, Fisheries Cooperative Society, had a clear vision for their activities, which might not go along with the Project's objective and activities.

- Group I : Sewa Village, Ganeshapuram, Pali Aru (Manthai West AGA Division)
- Group II : Kurai, Seethuvinayagarkulam (Manthai West AGA Division)
- Group III : Puthukkamam, Vaddupiththanmadhu, Theththavadi Maruthankulam, Samayapuram (Mannar DS Division)
- Group IV : Santhipuram (Mannar DS Division)

Characteristics of each group at the inception of the Project are given below.

Group I: Sewa Village, Ganeshapuram, Pali Aru (Manthai West AGA Division)

- (1) **Social background:** Most of the population in these villages consists of IDPs from other districts and resettled during the conflict. They do not have formal deeds, which make them feel uncertain about their future. Most of the families are recipients of dry rations.
- (2) **Industry:** A major source of income in the area is agriculture and soil is suitable for highland crops. However, as there is limited water for agriculture, most of the people work at private agricultural farms or construction sites as laborers. There is no other significant industry.
- (3) **Infrastructure:** Most of the houses and public buildings are temporary.

Group II: Kurai, Seethuvinayagarkulam (Manthai West AGA Division)

- (1) **Social background:** Many villagers were returnees from surrounding villages and India. Solidarity in community is strong, but there is a problem of sharing power between two villages.
- (2) **Industry:** A major source of income is agriculture. Currently, high land cropping is being carried out by pumping water from a river. Due to disintegration of the community during the conflict, irrigation systems cannot be utilized. People make their livelihood through highland cultivation, hunting, work as laborer and receipt of dry rations.
- (3) **Infrastructure:** Many houses and public buildings are temporary. A major problem is the poor access to main roads, especially during the rainy season. There is only one well in these two villages.

Group III: Puthukkamam, Vaddupiththanmadhu, Theththavadi Maruthankulam, Samayapuram (Mannar DS Division)

- (1) **Social background:** These villages except Samayapuram are farm villages. Samayapuram was developed as a housing scheme where 50 houses were constructed on government land.
- (2) **Industry:** Except Samayapuram, a major industry is paddy cultivation. Most of the villagers in Puthukkamam have their own land for cultivation, while many people in Vaddupiththanmadhu and Theththavadi Maruthankulam work as tenant farmers or as farm laborers. Most of villagers in Samayapuram depend on work as laborer.
- (3) **Infrastructure:** Puthukkamam and Vaddupiththanmadhu have community halls, but other two villages have no public buildings. Only a few families live in temporary huts. There are wells, but some of them are unable to use as water is saline.

Group IV: Santhipuram (Mannar DS Division)

- (1) **Social background:** It is a housing settlement village with IDPs and landless people from all parts of the District and a few from other Districts. As the people are from various places with different backgrounds, social cohesiveness is lacking.
- (2) **Industry:** Sources of income are mainly small-scale fishery, labor works and small-scale businesses. Some people work at Mannar town.
- (3) **Infrastructure:** Most of the people have permanent houses as Santhipuram is a housing settlement. Some areas have electricity. There are only four common water taps for more than 400 families. There is only one public building which is used as a school. Many village roads get flooded during the rainy season.

Other: Thevanpidy (Manthai West AGA Division)

It is a fishing hamlet and resettlement area of IDPs from Kilinochchi, Jaffna and other districts. Thevanpidy was selected as a project site of 4R¹¹ Project implemented by the UN agencies. However, taking people's request into consideration, the Project decided to collaborate with the UN agencies and support implementation of CAP workshops and construction of Teachers' Quarters through a CMR method.

2.1.3 COMMUNITY ACTION PLAN (CAP)

Basic concept of CAP

Community Action Planning is a Participatory method, which consists of a series of structured workshops organized for community members. In the workshops, the community is directly involved in the decision making process of the development program in their village through identifying and prioritizing their needs, and designing their own Action Plan with solutions. The Action Plan as an outcome of the workshops is called Community Action Plan (CAP), which is followed by a variety of issue-specific meetings and implementation of activities based on the plan.

1st (Japanese Fiscal Year 2004) year's activities

After the selection of the Project sites, two-day CAP workshops were conducted in all the focal villages to introduce the MANRECAP approach and to formulate the CAPs. A basic principle in conducting a CAP workshop was to lead the participants to find out both problems and solutions by themselves. The community nominated participants for the workshop considering their occupation, social rank in the village, gender and age composition etc. If any CBOs had existed in the community, their representatives were also invited to the workshop.

In a two-day workshop, the following activities were implemented.

- Opening ceremony in a traditional way,

¹¹ 4R project: Repatriation, Rehabilitation, Reintegration and Reconstruction implemented by the UN agencies such as UNDP, UNHCR and UNICEF.

- Explanation of the approach and objectives of MANRECAP,
- Introduction to the workshop,
- Identification of needs (group discussion and presentation),
- Preparation of village-level work plan (CAP),
- Preparation of resource inventory, and
- Formation of MANRECAP Coordinating Committee (MCC)¹².

Grama Niladharis (GNs: village level government administrative officials) have fully participated in the two-day workshops. Also, the government representatives such as the Government Agent (GA) and Divisional Secretary (DS) or Assistant Government Agent (AGA) participated in the opening ceremonies explained about the Project to community and encouraged people to actively participate in group discussions.

In addition to the 10 focal villages, another CAP workshop was conducted in Thevanpidy for implementation of community based activities in collaboration with UN Agencies.

The CAP workshops were conducted as shown in Table 2-4. In total, 9 two-day workshops were conducted with 490 participants.

Table 2-4: CAP Workshops conducted in the 1st year

No.	Village	Date	Number of participants			No of households *
			Male	Female	Total	
Manthai West AGA Division						
1	Sewa Village	10/07/2004	19	9	28	42
		15/07/2004	19	9	28	
2	Ganeshapuram	11/07/2004	16	12	28	404
		20/07/2004	16	12	28	
3	Pali Aru	21/08/2004	22	9	31	379
		01/09/2004	22	9	31	
4	Kurai	22/08/2004	13	10	23	30
		02/09/2004	13	10	23	
5	Seethuvinayagarkulam	22/08/2004	9	6	16	27
		02/09/2004	9	6	16	
Mannar DS Division						
6	Puthukkamam	24/07/2004	20	10	30	110
		01/08/2004	20	10	30	
7	Vaddupiththanmadhu	24/07/2004 31/07/2004	9	4	13	43
			9	4	13	
	Theththavadi Maruthankulam		3	4	7	26
			3	4	7	
Samayapuram	5	6	11	48		
	5	6	11			
8	Santhipuram	02/08/2004	12	17	29	419
		17/08/2004	-	-	27	
In collaboration with UN 4R project						
9	Thevanpidy (UN 4R project)	08/2004	23	7	30	-
		09/2004	23	7	30	
Total		1st day	151	94	246	
		2nd day	-	-	244	
		Total			490	

Note: * Data is as of July 2004.

¹² MANRECAP coordination committee (MCC) was established in each village represented by various CBOs.

As a result of these workshops, a total of 10 CAPs were prepared for MANRECAP focal villages and 1 CAP for Thevanpidy.

The main needs identified during the CAP workshops were categorized into 4 major sectors; (1) Irrigation, (2) Agricultural Development, (3) Rehabilitation of basic Infrastructure and (4) Social Development including acquisition of deeds for residential and cultivation lands. 8 target facilities to be rehabilitated are as follows:

- | | |
|------------------------|-------------------------------------|
| (1) Community Hall | (2) Pre School |
| (3) Teacher's Quarters | (4) Village Internal Road |
| (5) Market Facility | (6) Community Water Supply Facility |
| (7) Plant Nursery Farm | (8) Small Scale Irrigation Facility |

2nd (JFY 2005) year's activities

One year has passed since the initial CAPs were formulated and the need to review the CAPs was recognized by both the Project and the focal communities due to the rapid change in the situation, which is peculiar to the conflict-affected areas, such as the progress of resettlement program in Manthai West AGA Division.

Taking the above situation into consideration, the CAP review workshops were conducted at all focal villages on the following schedule to review the needs of the communities and formulate the modified CAPs. The workshops included self-evaluation exercise by the community members on the Project activities, identification of new needs and confirming commitment of both community members and the Project on their needs.

Table 2-5: CAP Review Workshops conducted in the 2nd year

No.	Village	Date	Number of participants			No of households *
			Male	Female	Total	
Manthai West AGA Division						
1	Sewa Village	20/09/2005	9	19	28	43
2	Ganeshapuram	13/09/2005	24	38	62	88
3	Pali Aru	12/09/2005	25	31	56	103
4	Kurai	15/09/2005	13	9	22	26
5	Seethuvinayagarkulam	15/09/2005	19	6	25	42
Mannar DS Division						
6	Puthukkamam	23/09/2005	26	5	31	108
7	Vaddupiththanmadhu	14/10/2005	5	18	23	63
8	Theththavadi Maruthankulam	02/09/2005	7	17	24	31
9	Samayapuram	14/10/2005	9	12	21	50
10	Santhipuram	14/12/2005	3	30	33	386
Total			140	185	325	940

Note: * Data is as of September 2005.

In the villages where the number of participants is low compared to the number of households, i.e. Pali Aru, Samayapuram and Santhipuram, many people are not in the village as they are engaged in day labor, especially in the Tsunami-affected areas. Additionally, in

Puthukkamam, the repayment date of a group loan conducted by another organization was set on the same day of the workshop, which led the low participation of women.

In most of the above workshops, Grama Niladharis (GNs) of the focal villages participated in the discussions and contributed by way of expressing actual situations and reality in their villages. The participation of GNs ensured their understanding of the Project implementation and further cooperation towards the Project.

3rd (JFY 2006) year's activities

According to the plan, CAP review workshops were planned to be conducted in July and August 2006 in all the focal villages to raise the awareness of the significance of community's initiatives in accordance with CAP, share the purposes and goals of their development activities with stakeholders, discuss the importance of group formation activity and enhance unity among community members. However, severe deterioration of the security situation and people's anxiety about their future was not conducive for both the Project and community members to conduct the workshops.

4th (JFY 2007) year's activities

Even under a volatile situation prevailing in the Project sites, the Project was able to conduct CAP review workshops in all of the focal villages. This was possible due to the cooperation and commitment shown by the communities in those focal villages.

The objectives of the CAP review workshop was to obtain i) communities' feed back on the ongoing and completed MANRECAP activities, ii) impact of Community Managed Rehabilitation (CMR) and other activities both visible and invisible, iii) communities' plan for the utilization, operation and maintenance of constructed /renovated infrastructures, and iv) prioritized needs for future development. The schedule of and the number of participants at the workshops is as follows:

Table 2-6: CAP Review Workshops conducted in the 4th year

No.	Village	Date	Participants		
			Males	Females	Total
Manthai West AGA Division					
1	Sewa Village	08/11/2007	3	7	10
2	Ganeshapuram	02/01/2008	6	3	9
3	Seethuvinayagarkulam	04/01/2008	6	4	10
4	Kurai	05/01/2008	3	4	7
5	Pali Aru	07/01/2008	3	2	5
Mannar DS Division					
6	Vaddupiththanmadhu	11/08/2007	7	9	16
7	Theththavadi Maruthankulam	11/08/2007	1	5	6
8	Samayapuram	11/08/2007	5	3	8
9	Puthukkamam	26/11/2007	6	10	16
10	Santhipuram	13/12/2007	5	23	28
Total			45	70	115

Those who participated in these workshops were representatives from CBOs, which have implemented construction works in the respective focal villages via CMR and will play a key role in the utilization, operation and maintenance of handed over facilities rehabilitated/constructed under the Project.

Feed back on the impact of the Project as a whole was most satisfying, in the sense that the communities have been empowered mainly through CMR works carried out by CBOs in identifying, planning and implementing developmental activities, and utilizing, operating and maintaining constructed facilities.

As the result of these CAP review workshops, following ideas and opinions on operation, maintenance and utilization of rehabilitated facilities were expressed by the participants, including officers at local authorities to help further activities to be done by both the communities and local authorities.

- (1) Community Center Committee (CCC)¹³ would be formed by the Local Authority in each focal village in Mannar DS Division for further sustainable operation and maintenance as a federal organization of each CBO in the village. However, at the focal villages in Manthai West AGA Division, it was apparent that CCC would not be able to be established by the time of termination of the Project due to the deteriorated security situation and absence of any officer in charge. Therefore, it was decided that a CBO would be identified by a community and, operation and maintenance of the facility would be carried out by it till the situation is normalized and CCC is established.
- (2) CBOs would provide funds for the CCC in order to do sustainable operation and maintenance under the supervision of Local Authority.
- (3) Local Authority's main roles would be (a) technical support, (b) monitoring of procedures of operation and maintenance and accounting of CCC, and (c) assisting funds for repairing cost, which is over the capacity of CCC.
- (4) Local authority would provide their common services to the CCC; e.g. subscription of newspaper, books for library etc.
- (5) Local authority would assist CAP workshops to prepare annual operation and maintenance schedule in collaboration with relevant government and non-governmental organizations.
- (6) MANRECAP would give an opportunity of study tour and seminar / training to the staff of Local Authority and members of CCC to learn practical operation and maintenance procedures and its system at an advanced area such as Wariyapola Urban Council, before closure of the Project.

Based on the above mentioned opinions, MANRECAP prepared the schedule and procedures of handing over the facilities, and schedule of study tour, seminar and training in concurrence with PIC and JCC.

The needs identified in the CAP workshops in the 1st Year of the Project and the degree of their achievement during 4 years are summarized and attached as **Annex 2-3**.

A short term Expert on Participatory Development Planning, Prof. Hosaka, has engaged in the Project from the beginning and recorded his observations in his reports, which is attached as **Appendix 1 of Additional Volume**.

¹³ See Section 2.3.3 for the details of *Community Center Committee*.

2.2 CMR & REHABILITATION OF COMMUNITY INFRASTRUCTURE

Output 2 Basic community infrastructure is rehabilitated.

Activities	
2-1	Make plans of construction works of basic infrastructure to be rehabilitated basically by CBOs with community contract method based on the CAPs or by appropriate agencies.
2-2	Provide training to carry out community contract method to CBOs and government officers.
2-3	Implement construction works basically with community contract method or professional method.
2-4	Build necessary operation and management frameworks for rehabilitated basic infrastructure.

2.2.1 DEFINITION AND PROCEDURE OF CMR

Definition of Community Managed Rehabilitation (CMR):

Acting upon Government Tender Guidelines, construction of small-scale infrastructure can be undertaken by approved CBOs such as Rural Development Society (RDS), Woman Rural Development Society (WRDS) and Farmer Organization (FO) (Amendment 2004). Rehabilitation or renovation of basic infrastructure by using this community contract method is called Community Managed Rehabilitation (CMR) under MANRECAP.

CMR does not mean only the rehabilitation of physical infrastructure. It also means the reconstruction of social as well as economic activities in a Community. As the term indicates, Community which undertakes CMR manages the whole process of rehabilitation of a facility, from planning to implementation of the construction and its maintenance. Through the process, the Community can enhance the knowledge and develop the skills on construction as well as financial and human resources management. Social cohesiveness in the Community and a sense of ownership toward the rehabilitated facilities can also be strengthened through discussions and participation in the CMR. Reactivation of productive activities is also expected by using rehabilitated infrastructure.

Procedure:

An outline of the procedure of CMR is shown in the following figure.

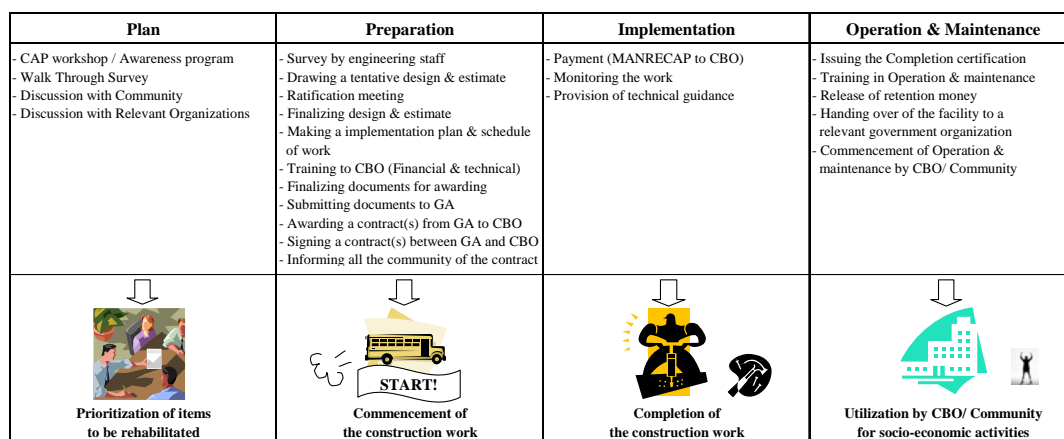


Figure 2-1: Procedure of CMR

In each stage of the procedure, the following activities are conducted.

(1) Plan

- **CAP workshop**
Items needed to be rehabilitated are identified and planned by community.
- **Walk through survey**
Members of MCC, Community leaders and MANRECAP staff walk in the area where problems exist to specify and prioritize the needs.
- **Discussion with the community and relevant government organizations**
A series of discussions is held with community and relevant government officers / organizations such as the Government Agent (GA), Pradeshiya Sabha and Grama Niladharis (GNs) regarding the rehabilitation work.

(2) Preparation

- **Survey by engineers**
Project engineering staff together with community members do survey on construction site, after getting the approval from the government agencies concerned.
- **Tentative design & estimate**
Based on the rough plan made by the community, Project engineering staff makes initial design and estimate.
- **Ratification meeting**
Design and estimate are finally confirmed in this meeting.
- **Final design and estimate**
Final design and estimate with Bill of Quantities (BOQ) are prepared based on the discussions at the Ratification meeting.
- **Preparation of Implementation plan and schedule of work**
Implementation plan and schedule of the construction work are prepared with the CBO and MCC members.
- **Provision of training**
In order to prepare the CBO to undertake the CMR, systematically planned training sessions are conducted in construction, contract management and financial management.
- **Awarding a contract**
CMR agreement is signed between GA, Mannar and the identified CBO.

(3) Implementation

- **Provision of technical guidance**
Technical guidance is provided at construction sites by project staff.
- **Monitoring of the work**
A system to monitor the progress with the community is developed. Facilitation is made for the CBOs for the procurement of construction material. Monitoring of the work, both on technical aspect and administrative matters are conducted by project staff.

(4) Administration of CMR

- **Issue of completion certificate/ handing over/ release of retention money**
Project Engineer issues a completion certificate and defect correction certificate and

retention money is released at the end of defect liability period. Completed infrastructures are handed over to a relevant government organization.

- **Report to the community**

The progress report and financial report of the CMR are prepared and presented to the whole community on completion of the work.

- **Provision of training on Operation and Maintenance**

Training on community based Operation and Maintenance of rehabilitated infrastructure is provided to the community.

2.2.2 ORIGINAL AND REVISED PLANS OF REHABILITATION WORKS

As mentioned in the Section 2.1.3, eight (8) target facilities to be rehabilitated were identified during the CAP workshops held in the 1st year. The original plan of rehabilitation works of the 8 target facilities was made based on the result of CAP workshops held at the focal villages at the inception of the Project in 2004. However, taking the changes in needs and the conditions imposed on the Project such as deterioration of the security situation into consideration, the plan was revised every year. Table 2-7 shows the original and revised plans and completed rehabilitation works under the Project.

Table 2-7: Original and revised plans and completed facilities

Target facilities to be rehabilitated		Unit	Original	Revised	Revised	Revised	Completed at Termination
			in 2004 (1 st year)	in 2005 (2 nd year)	in 2006 (3 rd year)	in 2007 (4 th year)	
1	Community Hall	no.	7	2	2	2	1
2	Preschool	no.	8	3	3	3	3
3	Teacher's Quarters	no.	9	3	3	3	3
4	Village Internal Road	Km	30	11.00	11.00	11.00	11.00
	- Culvert (small)	no.	44	21	21	36	36
5	Market facility	no.	8	5	5	5	4
6	Community Water Supply facility						
	- Well for drinking purpose ^{*1}	no.	15	12	12	13	13
	- Community Water Supply System	no.	15	12	12	13	14 ^{*2}
	- Well for agriculture	no.	6	0	0	0	0
7	Plant Nursery Farm	no.	6	6	6	6	6
8	Small scale Irrigation facility	ha	380	306	306	222	222
9	Multi Purpose Hall (Community Hall +Preschool)	no.	-	5	5	5	4
10	Access Road	Km	-	10.65	10.65	10.65	10.65
	- Culvert (large)	no.	26	37	40	30	30

Note: ^{*1} 12 Nos. of Tube Wells and one No. of dug well, which constructed in the 4th year.

^{*2} Water Supply System at Santhipuram was implemented additionally during the 4th year.

Based on the above plans, rehabilitation works have been implemented with the community contract method or by appropriate agencies under the Project. Details of the works are given below.

2.2.3 IMPLEMENTATION OF CONSTRUCTION WORKS THROUGH CMR

(1) CMR UNDER MANRECAP BUDGET

Based on the results of CAP (review) workshops, careful studies and a series of discussions with stakeholders such as community members and Government officers through meetings and workshops, a program of CMR works for each year was prepared and accordingly the works were implemented.

Most of the CMR works were divided into a few contract packages, taking the Government guideline of Rs.2 million per each contract¹⁴ at the maximum and managerial capacity of each CBO into account. In MANRECAP, every contract is concluded between the Government Agent (GA), Mannar on behalf of the Project and a CBO in the village.

Preparation for CMR

Throughout the Project period, the following activities/ supports were carried out for a successful implementation of CMR works.

(a) Design and estimate

All the designs and estimates of the facilities to be rehabilitated/ constructed were prepared by the national staff recruited by the Project in accordance with the various Government Guidelines in Sri Lanka issued by Institute for Construction Training and Development (ICTAD), Irrigation Department, National Water Supply & Drainage Board (NWS&DB) and so on and under the supervision of a Japanese expert to assure quality of the works. The Bill of Quantities (BOQ), which is a standard form of any agreement in Sri Lanka, were also prepared by the national staff and checked by the expert. The contract agreement of each work was prepared by the Project with the approval of JICA. These designs and estimates were ratified by the relevant communities before finalize an agreement.

For the better understanding of the contracts among CBOs and community members, a Tamil translation was attached to the contract documents prepared in English. Bill of Quantities of each CMR was fully translated into Tamil. A sample of the contract with Tamil translation is shown in **Annex 2-4**.

(b) Meetings

For the implementation of a successful CMR program, a well-planned work schedule should be in place. In order for CBOs to prepare their own work schedule in consideration of their resource availability, the Project held several meetings including ratification meetings with relevant CBOs and Government officers to provide necessary information and guidance. This process also brought ownership mind of the facilities to the community people.

(c) Trainings

Once a design and estimate of a CMR work was finalized, the Project conducted intensive training programs related to CMR in order for a CBO(s) to carry out the construction work

¹⁴ In the 1st Year, the maximum amount of one package was Rs.500,000, and it changed to Rs.2 M in the 4th Year.

properly, through which a CBO(s) obtained various knowledge and skills, and bargaining power with suppliers and other relevant organization. **Annex 2-5** shows the training programs conducted by the Project for the implementation of the CMR works.

(d) Supply of minor equipment

In addition, the following items of equipment and small machinery necessary for construction works were lent to CBOs awarded CMR contracts because of unavailability or inaccessibility of those items in the conflict affected areas.

- wheel barrow
- iron bar
- shovel
- bush cutter
- mamoty
- bowl
- plastic water tank
- generator
- water pumps
- 2 wheel tractor
- sprayer
- cement block making machine

1st (JFY 2004) year's activities

Despite the delay in commencement of the works due to the election and change of the Government in Sri Lanka in April 2004, shortage of skilled workers, and difficulties in transport of personnel and materials into the un-cleared area, the following facilities were completed or in progress by CMR in the 1st year. In total, CBOs completed Rs.9.1 million worth of work in the fiscal year. In this period, the following 8 facilities were rehabilitated and construction works of 4 facilities were in progress. More detailed records of CMR works are shown in the **Annex 2-6**.

Table 2-8: Results of CMR in the 1st year

Village	CMR Details	Awarded CBO	No. of contracts	Status of construction	Contract Amount (Rs.)	Actual payment (Rs.)
Manthai West AGA Division						
Sewa Village	Multi Purpose Hall	WRDS	5	Completed	1,962,719.14	1,899,947.04
	Plant Nursery Farm	FO	1	Completed	440,380.20	440,380.20
Ganeshapuram	Multi Purpose Hall	WRDS	5	Completed	2,205,794.46	2,103,771.38
	Plant Nursery Farm	FO	1	Completed	456,491.20	456,491.20
Pali Aru	Multi Purpose Hall	WRDS	5	Completed	1,997,036.57	1,983,526.52
	Teachers' Quarters ¹	RDS	1	In progress	230,707.15	230,707.15
Kurai	Emergency renovation of flood damaged road	RDS	1	Completed	42,550.00	37,087.00
Seethuvinayagarkulam	Emergency renovation of flood damaged tank bund	RDS	1	Completed	67,612.50	41,261.80
Thevanpidy	Teachers' Quarters ¹	RDS	1	In progress	231,012.45	231,012.45
Mannar DS Division						
Puthukkamam	Preschool ¹	WRDS	3	In progress	608,238.84	559,355.83
Samayapuram	Multi Purpose Hall ¹	WRDS	1	In progress	710,728.89	697,760.80
Santhipuram	Semi-permanent preschool building	RDS	1	Completed	99,000.00	99,000.00
Total			26		9,052,271.40	8,780,301.37

Note: ¹ The Works were not completed and continued to the 2nd year in separate contracts.

2nd (JFY 2005) year's activities

Due to unforeseen and unavoidable circumstances such as stagnation of the peace process and the enforcement of the Emergency Regulation after the assassination of the Foreign Minister in August 2004, some of the project activities planned for the 2nd year were delayed or not

implemented. Moreover, reallocation of land that took place in Sewa Village, Ganeshapuram and Pali Aru, pushed off village internal road construction planned for the 2nd year to the 3rd year of the Project due to the change of the road location to match the reallocation of lands. In the 2nd year, Rs.28.6 million worth of contract packages were paid to CBOs under CMR method. In total, the following 24 facilities were rehabilitated in this fiscal year. More detailed records of CMR works are shown in the **Annex 2-6**.

Table 2-9: Results of CMR in the 2nd year

Village	CMR Details	Awarded CBO	No. of contracts	Status of construction	Contract Amount (Rs.)	Actual payment (Rs.)
Manthai West AGA Division						
Sewa Village	Community Water Supply System	FO	4	Completed	1,740,000.00	1,715,464.52
Pali Aru	Teacher's Quarters	RDS	6	Completed	1,330,100.96	1,311,843.72
	Jungle Clearing for Karayankannadi Tank	FO	1	Completed	186,000.00	184,246.32
	Plant Nursery Farm	FO	1	Completed	624,903.53	624,903.53
Kurai	Access Road	RDS&FO	8	Completed	4,958,947.90	4,947,629.16
	Culvert (Large) for the above	RDS	1	Completed	915,313.12	915,313.12
	Community Water Supply System	FO	2	Completed	190,000.00	187,395.29
Seethuvinayagarkulam	Access Road	RDS&FO	8	Completed	4,553,246.40	4,542,767.97
	Culvert (Large) for the above	RDS	1	Completed	1,047,725.89	1,047,725.89
	Jungle Clearing for survey on Seethuvinayagarkulam Tank	RDS	1	Completed	81,189.00	33,003.88
	Plant Nursery Farm	FO	1	Completed	546,253.53	546,253.53
Thevanpidy	Teacher's Quarters	RDS	6	Completed	1,331,827.21	1,309,450.32
Mannar DS Division						
Puthukkamam	Preschool	WRDS	4	Completed	690,644.12	671,595.83
	Community Water Supply System	RDS	4	Completed	493,000.00	483,348.09
	Plant Nursery Farm	FO	1	Completed	538,373.88	538,373.88
	Village Internal Road	RDS	2	Completed	1,518,415.21	1,516,924.09
Vaddupiththanmadhu (VPM)	Community Water Supply System	FO	4	Completed	843,000.00	822,531.99
	Plant Nursery Farm	FO	1	Completed	535,319.53	535,319.53
Thethavadi Maruthankulam	Community Hall	FO	4	Completed	1,340,000.00	1,300,714.44
Samayapuram	Multi-Purpose Hall	WRDS	3	Completed	969,271.11	905,295.60
	Community Water Supply System	FO VPM ¹	4	Completed	1,065,000.00	1,062,364.62
Santhipuram	Preschool	RDS	5	Completed	1,700,000.00	1,654,805.76
	Village Internal Road	RDS	1	Completed	997,920.00	997,372.80
	Market Facilities	RDS&WRDS	5	Completed	704,360.00	700,523.62
Total			78		28,900,811.39	28,555,167.50

Note: ¹ Since RDS Samayapuram was in the process of registration, FO Vaddupiththanmadhu made contracts on its behalf.

² Expenses only in the 2nd year were counted.

3rd (JFY 2006) year's activities

In the 3rd year, the security situation in the focal villages in Manthai West AGA Division didn't allow Japanese experts to go there and give technical advice on the spot and national staff could work only within limited time in consideration of their own safety. Basic knowledge and techniques of construction works accumulated for the past two years of the Project activities, however, enabled CBOs in Manthai West AGA Division to manage, to monitor and to continue CMR works despite the fact that only limited support was given by the Project.

(a) Provision of necessary equipment

In the 3rd year, the following necessary equipment was procured to carry out the 4th year's CMR works and meet the requirements for the future operation and maintenance (O&M) of the infrastructure facilities rehabilitated/ constructed under the Project:

- 2 chainsaws to produce wooden piles for a temporary diversion weir at Pali Aru,
- 4 plate compactors to be utilized for rehabilitation of roads and tanks and their O&M,
- 1 submergible pump to construct a dug well at Seethuvinayagarkulam and implement O&M of existing dug wells and,
- 4 grass cutters for O&M of roads and tanks and production of materials for compost.

(b) Support for Procurement of Materials

In the implementation of CMR works, CBOs in the uncleared area came out to the cleared area and procured necessary materials by themselves with the support of the Project until the 2nd year. However, in the 3rd year, they had great difficulties in movement of personnel as well as materials through the Exit/ Entry point. Therefore, there were no other ways but the Project's procuring necessary materials instead of CBOs and bringing them to the uncleared area with the prior approval of the Army.

(c) Support for Monetary transaction with CBOs

Until the 2nd year, the Project remitted the money for the implementation of CMR works through banks to the relevant CBOs and they took necessary procedures with the banks. It was a part of capacity building of CBOs. However, bank branches in the uncleared area could not operate monetary transaction after closure of the Exit/ Entry point, so that the alternative measures, such as remittance through Multi Purpose Cooperative Society and sending money by hand with the prior approval of the Army, were taken by the Project.

(d) Implementation of CMR works

The budget cut by JICA caused reduction of CMR works in the 3rd year and carried over some works to the 4th year. The works in this fiscal year were also hampered by shortage of materials, especially cement, due to deterioration of the security situation particularly in Manthai West AGA Division. Due to such a situation caused by the security problems, some of the CMR works could not be completed in this fiscal year, so that the contracts of those works were divided into two; one was the contract for 3rd year and the other was for 4th year. The amounts of the contracts were revised accordingly.

In the 3rd year, Rs.14.2 million worth of contract packages were awarded to CBOs under CMR method. In total, the following 14 facilities were rehabilitated in this fiscal year. Table 2-10 shows the results of CMR works implemented in the 3rd year. More detailed records of CMR works are shown as **Annex 2-6**.

Table 2-10: Results of CMR in the 3rd year

Village	CMR Details	Awarded CBO	No. of contracts	Status of construction	Contract Amount (Rs.)	Actual Payment (Rs.)
Manthai West AGA Division						
Sewa Village	Village Internal Road	WRDS	3	Completed	1,585,000.00	1,576,417.39
	Culvert (Small) for the above ¹	WRDS	1	In progress	94,300.00	94,300.00
Ganeshapuram	Market Facilities ¹	WRDS	1	In progress	589,000.00	587,634.10
	Village Internal Road	WRDS	1	Completed	814,000.00	764,013.60
	Small Scale Irrigation (Drip Irrigation)	FO	1	Completed	64,000.00	64,000.00
Pali Aru	Market Facilities ¹	WRDS	1	In progress	687,000.00	657,853.81
	Village Internal Road	RDS	1	Completed	577,000.00	537,293.84
Kurai	Teachers' Quarters ¹	RDS	3	In progress	1,423,764.16	1,395,687.44
Seethuvinayagarkulam	Access Road	RDS&FO	4	Completed	3,856,824.20	3,856,824.20
	Culvert (Large) for the above	FO	1	Completed	677,596.42	677,596.42
	Renovation of Sub-project office	RDS	1	Completed	120,077.50	120,077.50
Mannar DS Division						
Puthukkamam	Small Scale Irrigation	FO	3	Completed	2,030,000.00	2,029,928.58
Theththavadi Maruthankulam	Community Water Supply System	FO	1	Completed	900,000.00	900,000.00
Santhipuram	Market Facilities	RDS	1	Completed	730,000.00	729,765.67
Total			23		14,148,562.28	13,991,392.55

Note: ¹ Part of the works was carried over to the 4th year. The works planned in the 3rd year were completed. The contract amounts mentioned in this table are revised ones for the 3rd year.

4th (JFY 2007) year's activities

In the 4th year, deterioration of the security situation and the closure of the Uyilankulam entry/exit point made it difficult to transport construction materials to the un-cleared area (Manthai West AGA Division). Accordingly the Project was compelled either to curtail the works or to modify the designs of facilities so as to construct with the fewest materials with the consent of communities, authorities concerned and JICA.

On the other hand, JICA approved to transfer the fund left over by the above decision to laying the distribution pipelines for drinking water supply at Santhipuram. Accordingly, the CMR for Santhipuram Water Supply Scheme was implemented with the cooperation of National Water Supply & Drainage Board (NWS&DB). The design of the work was fully prepared by NWS&DB and the contract documents basically followed the MANRECAP standard with a few amendments to meet the requirements of NWS&DB.

Table 2-11 shows the results of CMR works implemented in the 4th year. More detailed records of CMR works are shown as **Annex 2-6**.

Table 2-11: Results of CMR in the 4th year

Village	CMR Details	Awarded CBO	No. of Contracts	Status of Construction	Contract Amount (Rs.)	Actual Payment (Rs)
Manthai West AGA Division						
Sewa Village	Culvert (small) ^{*2}	FO	1	Completed	628,000.00	388,087.15
	Market Facilities (at Vellankulam)	WRDS	0	Given up	Given up	0.00
Ganeshapuram	Village Internal Road	WRDS & RDS	2	Completed	3,351,000.00	3,350,803.65
	Culvert (small) ^{*2}	FO	1	Completed	1,366,000.00	1,056,532.13
	Community Water Supply System ^{*1*2}	WRDS	1	Completed	1,725,000.00	451,810.67
	Market Facilities (at Vellankulam) ^{*1}	WRDS	1	Completed	391,000.00	286,681.52
Pali Aru	Village Internal Road	WRDS & RDS	2	Completed	2,730,000.00	2,729,890.00
	Culvert (small) ^{*2}	FO	1	Completed	1,224,000.00	929,387.13
	Community Water Supply System ^{*1*2}	WRDS & RDS	2	Completed	2,242,000.00	882,306.25
	Market Facilities (at Vellankulam) ^{*1}	WRDS	1	Completed	256,000.00	180,812.36
	Small Scale Irrigation (Temporary Weir)	FO	1	Completed	653,000.00	652,486.97
Kurai	Teacher's Quarters ^{*1}	RDS	1	Completed	591,000.00	468,408.64
	Multi Purpose Hall	FO & RDS	0	Given up	Given up	0.00
Seethuvinayagarkulam	Community Water Supply System ^{*2}	RDS	1	Completed	1,999,000.00	1,202,892.46
	Community Hall	WRDS & FO	0	Given up	Given up	0.00
	Small Scale Irrigation	FO, WRDS & RDS	3	Completed	4,406,000.00	4,373,711.50
	Renovation of Sub-project office	WRDS	0	Given up	Given up	0.00
Mannar DS Division						
Puthukkamam	Small Scale Irrigation	FO	1	Completed	1,887,000.00	1,854,185.33
Santhipuram	Water Supply Scheme	WRDS & RDS	3	Completed	4,150,000.00	3,721,904.06
Total			22		27,599,000.00	22,529,899.82

Note: *1 Part of the work was carried out in the 3rd year.
*2 The agreement was amended.

Village-wise Summary of Infrastructure works for 4 years

A summary of CMR works in each focal village for 4 years of the Project implementation is shown in the table below.

Table 2-12: Village-wise Summary of Infrastructure Works for 4 Years

Village	Items	Road & Culverts				Tube Well				Community Water Supply				Market Facility				Pre-School				Teacher's Quarters				Small Scale Irrigation				Plant Nursery Farm				Community Hall				Multi-Purpose Hall							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4								
Manthai West AGA Division																																													
Sewa Village					2								2																																
Ganeshapuram					2								2																																
Pali Aru					2								2																																
Kurai																																													
Seethuvinayagarkulam																																													
Thevanpiddy (UNDP)																																													
Mannar DS Division																																													
Puthukkamam													2																																
Vaddupiththanmadhu																																													
Theththavadi Maruthankulam																																													
Samayapuram																																													
Santhipuram																																													

Legend: ■ : Implemented ▨ : Not originally planned but implemented × : Planned but not implemented

Note: 1 Figures in bar indicate the number of facilities rehabilitated/constructed. Facilities with no figures indicate that the number is one.

Works carried out in two years are indicated with bar for two years.

2 Emergency temporary works carried out in the 1st year are not included in the table.

*1 Drip irrigation demonstration

*2 Construction of Diversion Weir were implemented in the 2nd and 3rd years, but suspended, and temporary weir were constructed in the 4th year.

Village-wise details of the works

(a) Manthai West AGA Division

Sewa Village

No	Facility	Project year	Summary of the work
1	Multi Purpose Hall	1 st	Commenced in August 2004 and completed in March 2005
2	Plant Nursery Farm	1 st	Commenced in February 2005 and completed in March 2005
3	Community Water Supply System	2 nd	The system was established incorporating two tube wells constructed in the 1 st year. The work was commenced in October 2005 and completed in March 2006.
4	Village Internal Road & culverts	3 rd - 4 th	Road work was completed in the 3 rd year. Part of the culvert work was carried over to the 4 th year due to unavailability of cement. The work was completed in the 4 th year with an amendment to the design of the culverts due to shortage of cement.
5	Small-scale irrigation facility	3 rd	One unit of Drip irrigation facility was installed at the Plant Nursery Farm. Also, 10 units of Drip irrigation facility were provided to the selected beneficiaries for home gardening as demonstration.
6	Market facilities	4 th	The construction work to be entrusted to a CBO in Sewa Village was given up in July 2007 taking difficulty in transporting cement, steel bar and other materials to the un-cleared area and construction period left into account.

Ganeshapuram

No	Facility	Project year	Summary of the work
1	Multi Purpose Hall	1 st	Commenced in August 2004 and completed in March 2005
2	Plant Nursery Farm	1 st	Commenced in February 2005 and completed in March 2005
3	Village Internal Road & culverts	3 rd - 4 th	The work was initially planned in the 3 rd year. However, as jungle clearing after reallocation of the official land was delayed, only side ditch excavation and filling were carried out in the 3 rd year. The balance work including construction of culverts was carried out in the 4 th year and completed with an amendment to the design of the culverts due to shortage of cement.
4	Market facilities	3 rd - 4 th	Although construction of Vellankulam market facilities was commenced by Ganeshapuram WRDS and Pali Aru WRDS, the work has been hampered due to difficulty in transporting cement, steel bar and other materials to the un-cleared area. As of the end of January 2007, it was apparent that the works would not be completed by the end of the 3 rd fiscal year. Therefore, the work was split into two parts and the second part of the work was carried out in the 4 th year. The works were terminated in January 2008 leaving a little portion of works incomplete, though the market started functioning.
5	Small-scale irrigation facility	3 rd	One unit of Drip irrigation facility was installed at the Plant Nursery Farm. Also, 4 units of Drip irrigation facility were provided to the selected beneficiaries for home gardening.
6	Community Water Supply System	4 th	Although the CMR work was planned in the 3 rd year, it was not carried out in connection with the land reallocation issue and unavailability of materials in the year and only procurement of PVC pipes was conducted in the year. In the 4 th year in January 2008, 6 nos. of 2000L Plastic tanks were provided so that people can transport water from the deep wells already constructed, though construction of overhead tanks was compelled to give up taking difficulty in transporting cement, steel bar and other materials to the un-cleared area into consideration.

Pali Aru

No	Facility	Project year	Summary of the work
1	Multi Purpose Hall	1 st	Commenced in October 2004 and completed in March 2005
2	Teacher's Quarters	1 st - 2 nd	Although the work was commenced in January 2005, it was delayed since the price of materials increased dramatically in Manthai West AGA Division during the period of the construction and the revision of the contracts became inevitable in order to continue the work. With the JICA Head Quarters' approval to the revised contracts in November 2005, the works were expedited and completed in March 2006.
3	Small-scale irrigation facility	2 nd	Jungle clearing for the survey and design of Karayankannaddi Tank (see Section 2.2.4 for detail) was commenced in August. and completed in October 2005.
4	Plant Nursery Farm	2 nd	Commenced in December 2005 and completed in March 2006.
5	Market facilities	3 rd - 4 th	Same as <i>Market facilities</i> of Ganeshapuram.
6	Village Internal Road & culverts	3 rd - 4 th	Same as <i>Village Internal Road & culverts</i> of Ganeshapuram.
7	Community Water Supply System	4 th	Same as <i>Community Water Supply System</i> of Ganeshapuram.
8	Small scale irrigation (temporary weir)	4 th	As the construction of the Pali Aru Diversion Weir, a permanent structure, and the following development of Karayankannaddi Irrigation Scheme had been compelled to be given up halfway due to difficulty in transporting cement, steel bar and other materials to the un-cleared area, construction of a temporary diversion weir to irrigate 160 ha of Adampankulam command area, where farmers of 3 focal villages of the Project have been cultivating, was planned in the 4 th year. It was constructed with wooden piles and sand bags utilizing the weir foundation constructed as a part of the permanent structure in collaboration with the Provincial Irrigation Department. Although it took sometime to transport a manual-piling device to the un-cleared area, the work was completed in September 2007 and water was diverted to the Adampankulam scheme.

Kurai

No	Facility	Project year	Summary of the work
1	Emergency work (Road & culverts)	1 st	Emergency renovation of flood damaged road (construction of a culvert) in December 2004
2	Access Road & culverts	2 nd	Rehabilitation of the first stretch of 8.65 km out of 10.65 km of Attimodai - Kurai - Seethuvinayagarkulam access road was commenced in August 2005 and completed in March 2006 (in collaboration with Seethuvinayagarkulam).
3	Community Water Supply System	2 nd	The system was set up utilizing an existing open dug well on the premises of the Irrigation Department as a water source. The work was commenced in January and completed in March 2006.
4	Teacher's Quarters	3 rd - 4 th	The work was commenced in April 2006 (in the 3 rd year). Initially the work progressed well. However, the work has been hampered due to difficulty in transporting cement, steel bar and other materials to the un-cleared area. Therefore, the work was split into two parts and the second part of the work was carried out in the 4 th year. The work was not fully completed though the building fulfills the required function with furniture provided and teachers were accommodated.
5	Multi Purpose Hall	4 th	This was compelled to give up at the end of July 2007 taking difficulty of transporting cement, steel bar and other materials to the un-cleared area and construction period left into consideration.

Seethuvinayagarkulam

No	Facility	Project year	Summary of the work
1	Emergency work (Small-scale irrigation)	1 st	Emergency renovation of flood damaged bund of Seethuvinayagarkulam tank in October 2004.
2	Small-scale irrigation	2 nd	Jungle clearing for the survey of Seethuvinayagarkulam Tank was commenced in Jul. and completed in October 2005.
3	Plant Nursery Farm	2 nd	Commenced in December 2005 and completed in March 2006.
4	Access Road & culverts	2 nd – 3 rd	Rehabilitation of the first stretch of 8.65 km out of 10.65 km of Attimodai – Kurai – Seethuvinayagarkulam access road was commenced in August 2005 and completed in March 2006 (in collaboration with Kurai). The rehabilitation work of the last stretch of 2.0km of the road was commenced in April and completed at the end of December 2006, using a roller pulled by a 4-wheel tractor, though the work was delayed due to unavailability of graders and rollers for the finishing touch to the work.
5	Renovation of Sub-project office	3 rd	The work was done by RDS, Seethuvinayagarkulam.
6	Community Water Supply System	4 th	Construction of an open dug well was taken up in the 4 th year. Although substantial progress was made with construction of the open dug well, construction of an overhead and a ground tank was not carried out except procurement and transportation of pipes due to restriction of transportation of cement and steel-bar to the un-cleared area. However, the pipes were laid and stand posts were constructed. In January 2008, three 2000L Plastic tanks were provided so that people there can transport water from the open dug well already constructed, though construction of overhead tanks was compelled to give up taking difficulty in transporting cement, steel bar and other materials to the un-cleared area into consideration.
7	Community Hall	4 th	Same as <i>Multi Purpose Hall</i> of Kurai.
8	Small scale irrigation	4 th	Restoration of the Seethuvinayagarkulam tank was completed.
9	Renovation of Sub-project office	4 th	Same as <i>Multi Purpose Hall</i> of Kurai.

Thevanpidy (collaboration with UN agencies)

No	Facility	Project year	Summary of the work
1	Teacher's Quarters	1 st – 2 nd	Although the work was commenced in January 2005, it was delayed since the price of materials increased dramatically in Manthai West AGA Division during the period of the construction and the revision of the contracts became inevitable in order to continue the work. With the JICA Head Quarters' approval to the revised contracts in November 2005, the works were expedited and completed in March 2006.

(b) Mannar DS Division

Puthukkamam

No	Facility	Project year	Summary of the work
1	Preschool	1 st – 2 nd	Commenced in October 2004 and completed in August 2005.
2	Community Water Supply System	2 nd	Commenced in January and completed in March 2006.
3	Plant Nursery Farm	2 nd	Commenced in December 2005 and completed in March 2006.
4	Village Internal Road & culverts	2 nd	Rehabilitation of village internal road of approximately 2.8 km was implemented by RDS, which arranged by their own funds to make road formation and hire construction equipment required for the work through various Governmental and private institutions. The work was commenced in February and completed in March 2006.
5	Small-scale irrigation	3 rd – 4 th	Rehabilitation of Puthukkamam Tank was commenced in October 2006 in the 3 rd year and completed in the 4 th year.

Vaddupiththanmadhu

No	Facility	Project year	Summary of the work
1	Plant Nursery Farm	2 nd	Commenced in December 2005 and completed in March 2006.
2	Community Water Supply System	2 nd	Commenced in January and completed in March 2006

Theththavadi Maruthankulam

No	Facility	Project year	Summary of the work
1	Community Hall	2 nd	Commenced in December 2005 and completed in March 2006.
2	Community Water Supply System	3 rd	The work was completed in January 2007.

Samayapuram

No	Facility	Project year	Summary of the work
1	Multi Purpose Hall	1 st – 2 nd	Commenced in December 2004 and completed in August 2005.
2	Community Water Supply System	2 nd	Commenced in January and completed in March 2006. CBO provided individual connection by earning of CMR.

Santhipuram

No	Facility	Project year	Summary of the work
1	Pre-school	1 st	A semi-permanent building was constructed in October 2004 to meet an urgent need.
2	Pre-school	2 nd	Construction of a permanent building was commenced in May and completed in September 2005.
3	Village Internal Road & culverts	2 nd	Rehabilitation of village internal roads of about 1.6 km was implemented with a cost sharing method, in which the Community undertook the earth filling at their own expenses, whereas the Project borne only the cost for gravel supply. Under this cost sharing CMR, RDS arranged necessary heavy equipment such as graders and rollers, mainly utilizing the profit gained from the previous CMR, and provided necessary manpower on a voluntary basis. The work was commenced in September 2005 and completed in January 2006.
4	Market facilities	2 nd – 3 rd	Construction of fences and the outlet of the Multi-purpose Cooperative Society at a newly established marketing complex was

No	Facility	Project year	Summary of the work
			completed in March 2006 (in the 2 nd year). Construction of an open market building was completed in August 2006 (in the 3 rd year).
5	Water Supply Scheme	4 th	<p>During the CAP workshop in the 1st year, the people at Santhipuram placed the first priority on water supply scheme. However, the total fund required for the work was far beyond the budget provided for MANRECAP.</p> <p>Accordingly, MANRECAP contacted the National Water Supply & Drainage Board (NWS&DB) and suggested obtaining a fund from the Small Infrastructure Rehabilitation and Upgrading Project (SIRUP) financed by the Japan Bank for International Cooperation (JBIC). MANRECAP prepared the map of the area as the NWS&DB requested. The NWS&DB drafted the design, estimated the cost and procured pipes and other materials for the work under the SIRUP budget in 2005.</p> <p>The tender to lay pipes was called by the NWS&DB in 2006, but it was unsuccessful due to very high bid prices, and the SIRUP loan period was terminated. GA suggested to the NWS&DB that they would carry out the work through community contract and requested MANRECAP to assist the NWS&DB for implementation of the pipe laying work.</p> <p>MANRECAP had repeated discussions with the NWS&DB and found a shortage of the fund to complete the scheme while both parties agreed to carry out the pipe laying work through community contract and preparatory works such as registration of CBOs with the NWS&DB were carried out.</p> <p>At the end of July 2007, it was decided to give up construction of buildings in the Manthai West AGA Division due to difficulty in transporting materials and limited time available. MANRECAP requested JICA to approve re-allocation of the fund from the construction works in Manthai West to the pipe laying work of the Santhipuram Water Supply Scheme and JICA approved it. The work commenced in early August and has been substantially completed at the end of September.</p>

(2) CMR UNDER THE MINISTRY'S COUNTERPART BUDGET

In addition to CMR works under the Project budget, the Ministry of Nation Building and Estate Infrastructure Development (MNB&EID)¹⁵ provided its Counterpart Fund for various CMR works.

The designs, estimates and contract agreements including BOQ of rehabilitated/ constructed facilities were prepared by the Project staff. The Government Agent on behalf of the Ministry and the president of a CBO duly signed each contract funded by the Ministry in the same way as the contract of CMR under the Project budget.

¹⁵ Former Ministry of Relief, Rehabilitation and Reconciliation (3R Ministry), and Ministry of Nation Building and Development.

2nd (JFY 2005) year's activities

Rs.3.1 million worth of contract packages were awarded and 15 works were completed. Table 2-13 shows the details of CMR works carried out under the Ministry's Counterpart Fund in the 2nd year of the Project¹⁶.

Table 2-13: Results of CMR in the 2nd year (Counterpart Fund)

Village	CMR Details	Awarded CBO	No. of Contracts	Contract Amount (Rs.)
Manthai West AGA Division				
Sewa Village	Public Toilet for MPH	WRDS	1	143,170.95
	Pump House	WRDS	2	272,000.00
	Jungle Clearing for Resettlement Area	WRDS	1	92,055.00
Ganeshapuram	Public Toilet for MPH	WRDS	1	143,170.95
	Pump House	FO	2	272,000.00
	Jungle Clearing for Resettlement Area	WRDS	1	611,895.00
Pali Aru	Public Toilet for MPH	WRDS	1	143,170.95
	Pump House	WRDS	2	272,000.00
Mannar DS Division				
Puthukkamam	Public Toilet for pre-school	WRDS	1	143,170.95
	Pump House	RDS	2	272,000.00
Vaddupiththanmadhu	Pump House	FO	1	136,000.00
Theththavadi Maruthankulam	Pump House	FO	1	136,000.00
Samayapuram	Public Toilet for MPH	WRDS	1	143,170.95
	Pump House	FO/VPM	1	136,000.00
Santhipuram	Public Toilet for pre-school	RDS	1	143,170.95
Total			19	3,058,975.70

Details of the works

Public Toilets

6 sets of public toilet for the public buildings constructed in the 1st year and the first half of the 2nd year under the Project were constructed with the CMR method by the respective CBOs, which constructed the main buildings.

Pump House

11 Pump houses for the tube wells constructed under the Project were constructed

Jungle Clearing for Resettlement Area

To facilitate the official land allocation in Sewa Village and Ganeshapuram, WRDSs in respective villages were awarded CMR for jungle clearing.

3rd (JFY 2006) year's activities

Table 2-14 shows the details of CMR works carried out under the Ministry's Counterpart Fund in the 3rd year of the Project¹⁷.

¹⁶ Besides the CMR works mentioned in this section, furniture and play ground materials for the preschools constructed under the Project and equipment to monitor water quality of tube wells have been purchased under the Counterpart Fund.

Table 2-14: Results of CMR in the 3rd year (Counterpart Fund)

Village	CMR Details	Awarded CBO	No. of contracts	Final Payment (Rs.)
Manthai West AGA Division				
Sewa Village	Community Water Supply distribution system (Extension of water supply lines)	FO	1	999,232.34
	Water Tubs for Pre-School	FO	1	25,806.56
	Slide for Pre-School	WRDS	1	42,554.35
Ganeshapuram	Water Tubs for Pre-School	WRDS	1	25,806.56
	Slide for Pre-School	WRDS	1	42,554.35
	Jungle Clearing	WRDS	1	504,450.00
Pali Aru	Water Tubs for Pre-School	WRDS	1	25,806.56
	Slide for Pre-School	WRDS	1	42,554.35
Kurai	Community Water Supply distribution system (Extension of water supply lines)	FO	1	104,032.23
	Slide for Pre-School	RDS	1	42,554.35
	Jungle Clearing	RDS	1	363,875.00
Seethuvinayagarkulam	Jungle Clearing	RDS	1	585,367.20
	Slide for Pre-School	RDS	1	42,554.35
	Construction of Culverts	FO	1	189,006.60
	Sub-total			3,036,154.80
Mannar DS Division				
Puthukkamam	Community Water Supply (Supply line to overhead tank)	RDS	1	30,576.95
	Water Tubs for Pre-School	WRDS	1	24,031.62
	Slide for Pre-School	WRDS	1	42,250.00
Vaddupiththanmadhu	Slide for Pre-School	FO	1	42,250.00
Theththavadi Maruthankulam	Slide for Pre-School	FO	1	42,250.00
	Toilet for Community Hall	FO	1	80,666.13
Samayapuram	Slide for Pre-School	RDS	1	42,250.00
	Water Tubs for Pre-School	RDS	1	24,031.62
Santhipuram	Slide for Pre-School	WRDS	1	42,000.00
	Water Tubs for Pre-School	WRDS	1	25,854.15
	Sub-total			396,160.47
Total			24	3,432,315.27

Details of the works

Public Toilet

A toilet facility was constructed on the premises of Community Hall built under the Project in the Japanese Fiscal Year 2005 (2nd year of the Project) at Theththavadi Maruthankulam.

Community Water Supply Distribution System

Additional pipes and taps connected to the water supply systems constructed under the Project in the 2nd year have been provided under the counterpart fund for Sewa Village, Kurai and Puthukkamam.

Jungle Clearing for Resettlement Area

To facilitate the official land reallocation in Ganeshapuram, Seethuvinayagarkulam and Kurai, CBOs in respective villages were awarded CMR for jungle clearing.

¹⁷ Besides the CMR works mentioned in this section, tools and equipment for Income Generation Activities such as concrete moulds, fiber glass door and window frames and plastic containers were purchased under the Counterpart Fund. The total value amounts to Rs.567,669.60.

Facilities for Preschool

Water tubs and slides for playground were procured and installed on the premises of preschools in the focal villages.

Construction of Culverts

Two culverts which were not covered by the Project budget were constructed at the Kurai – Seethuvinayagarkulam Access Road.

4th (JFY 2007) year’s activities

Table 2-15 shows the details of CMR works carried out under the Ministry’s Counterpart Fund in the 4th year of the Project.

Table 2-15: Results of CMR in the 4th year (Counterpart Fund)

Village	CMR	Awarded CBO	No. of Contracts	Status	Contract / Budget Amount (Rs)
Manthai West AGA Division					
Sewa Village	Drug Storage at Vellankulam	WRDS	1	Given up	597,000.00
Ganeshapuram	Village Internal Road	RDS	1	completed	967,354.15
	Community Water Supply System	RDS	1	completed	1,900,000.00
Mannar DS Division					
Samayapuram	Village Internal Road	RDS	1	completed	1,480,000.00
Total			4		4,944,354.15

Details of the works

Village Internal Road

Construction of Village Internal Roads at Samayapuram in Mannar DS Division and Ganeshapuram in Manthai West AGA Division was carried out and completed.

Community Water Supply System

Laying extra distribution lines of Community Water Supply System at Ganeshapuram have been taken up under the counterpart fund in addition to the JICA-funded works. The pipes have been procured and installed by the end of September 2007.

Drug Storage at Vellankulam

Owing to a strong request from GA and people in the focal villages of Sewa Village, Ganeshapuram and Pali Aru, construction of a drug storage building, to which drugs are to be supplied by UNICEF, was to be undertaken using counterpart fund. However, the work was given up due to taking difficulty in transporting cement, steel bar and other materials to the un-cleared area into consideration.

(3) CMR UNDER NATIONAL WATER SUPPLY & DRAINAGE BOARD

4th (JFY 2007) year's activities

Laying a pumping main pipeline in connection with Santhipuram Water Supply Scheme was carried out by CMR financed by the National Water Supply & Drainage Board (NWS&DB). The NWS&DB entrusted Santhipuram WRDS with the work on its own budget. The pumping main pipeline is about 4.4 km consisting of 3.3 km of 225 mm diameter pipe and 1.1 km of 160 mm diameter pipe from the Thodakadu pump station to the elevated tank in the Mannar town. The works commenced in September 2007 in packages so that the amount of one contract did not exceed Rs.500,000. There were 5 CMR agreements between the NWS&DB and Santhipuram WRDS and the agreements were signed one after another depending on the actual progress. The works were completed in November 2007. Table 2-16 shows the details of the works.

Table 2-16: Details of CMR works of laying pumping main pipeline for Santhipuram Water Supply Scheme

Village	No.	CMR	CBO	No. of Contract	Contract Amount (Rs)
Santhipuram	1	Pumping Main Package 1	WRDS	1	484,348.56
	2	Pumping Main Package 2	WRDS	1	456,601.72
	3	Pumping Main Package 3	WRDS	1	484,348.56
	4	Pumping Main Package 4	WRDS	1	484,348.56
	5	Pumping Main Package 5	WRDS	1	484,348.56
Total				5	2,393,995.96

It was confirmed that the budget for this work under NWS&DB was provided by Sri Lanka Tsunami Affected Area Recovery and Take-Off Project (STAART) financed by the JBIC.

2.2.4 SUPPORTING ACTIVITIES FOR CMR IMPLEMENTATION

Technical guidance was provided at construction sites by mainly two field supervisors and other Project engineering staff. Maintenance of financial records of CMR works by CBOs was daily monitored by a Field Coordinator and four facilitators. While daily CMR activities were recorded in a log book at a site, detail calculation of progress of the CMR work was prepared on completion of each contract package and the final payment was calculated on completion of the total work.

Relevant Government officers also provided support for CMR. For instance, the Irrigation Department carried out a quality test of the soil and concrete for rehabilitation of Puthukkamam tank and the NWS&DB provided technical guidance and training for pipe laying works at Santhipuram. Collaboration with other government agencies in the Project focal villages in relation to CMR works are also described in Section 2.5.

2.2.5 OTHER CONSTRUCTION WORKS

Some of the infrastructure works such as construction of tube wells and rehabilitation of the flood damaged Pali Aru diversion weir were assessed beyond the scope of CMR and entrusted to capable agencies. The details are explained below.

(1) Construction of Tube Wells for Drinking water supply

In all MANRECAP focal villages, supply of drinking water was identified as one of the urgent needs. It was decided to construct tube wells in the focal villages after studying water quality of existing open dug wells and potential of ground water in the areas. Construction of tube well is a specialized job and the communities cannot carry out this work by CMR. Hence, this was contracted out to the Water Resource Board (WRB), a specialized government agency for this purpose.

1st (JFY 2004) year's activities

WRB completed construction of 7 tube wells in Manthai West AGA Division as Table below. Since the tube well constructed at Kurai did not yield adequate quantity of water for a diesel-operated pump, a hand pump was installed instead. In Seethuvinayagarkulam, saline water came out after digging 60 m in depth, thus it was concluded that construction of a tube well for drinking purpose in the area was very difficult. Hence, the construction was cancelled.

Table 2-17: Tube wells constructed in Manthai West AGA Division

Village	No. of Tube Wells
Sewa Village	2
Ganeshapuram	2
Pali Aru	2
Kurai	1
Total	7

2nd (JFY 2005) year's activities

5 tube wells were constructed in Mannar DS Division by the end of September 2005. The pump with a diesel engine for Kurai tube well mentioned above was removed and re-installed in one of the tube wells in Mannar DS Division. The following table shows the location and number of tube wells constructed:

Table 2-18: Tube wells constructed in Mannar DS Division

Village	No. of Tube Wells
Puthukkamam	2
Vaddupiththanmadhu	1
Samayapuram	1
Theethavadi Maruthankulam	1
Total	5

After completion of the construction, WRB conducted the following training programs for community members responsible for the operation and maintenance of the pumps and engines attached to the tube wells.

Table 2-19: Training program in Operation and Maintenance of Tube Wells

Location	No. of participants	Period
Mantnai West AGA Division		
Sewa Village/ Ganeshapuram/ Pali Aru	21 (7+6+8)	May 2005
- do -	21 (7+6+8)	September 2005
Mannar DS Division		
Puthukkamam/ Vaddupiththanmadhu/ Theththavadi Maruthankulam/ Samayapuram	21 (5+9+3+4)	December 2005
Total	63	

(2) Renovation of the flood damaged Pali Aru diversion weir

Rehabilitation of irrigation scheme received high priority in Community Action Plan (CAP) of agriculture-oriented villages. After the first set of CAP workshops, rehabilitation of Karayankannadi Tank in Pali Aru was adopted as a Project activity. However, the diversion weir for Adampankulam in Pali Aru river, from where water had been diverted, collapsed during flood in October 2004. Considering the urgent need in the area for irrigation water especially existing Adampankulam area, it was decided that the diversion weir was re-constructed under the Project.

1st (JFY 2004) year's activities

Detailed survey, design, cost estimate and preparation for tender documents was entrusted to a Sri Lankan consulting firm and completed by March 2005.

2nd (JFY 2005) year's activities

The following tender procedure was adopted to commence the construction work.

Table 2-20: Tender Procedures of Pali Aru Diversion Weir Works

No.	Event	Date
1	PQ ¹ Invitation for Short-listed Contractor	10 May 2005
2	PQ Close & BEC ² Evaluation, PIC ³ Approval	16 May 2005
3	Approval of Tender Document by JICA	17 May 2005
4	Tender Invitation	18 May 2005
5	Tender Closed & Evaluation	31 May 2005
6	Tender Evaluation Approval by BEC & GA	2 June 2005
7	Approval of Tender Evaluation by JICA	13 June 2005
8	Award to a contractor, <i>Ishak Construction</i>	13 June 2005
9	Contract Agreement Signed	15 June 2005
10	Initial Meeting with <i>Ishak Construction</i>	19 June 2005

Note ¹ Pre-Qualification

² Bid Evaluation Committee, which consists of the Provincial Irrigation Department, Mannar District Secretary's Office, a consultant and the Project, was formed to evaluate the bids.

³ Project Implementation Committee (see section 1.2.4)

Once the tender was awarded, necessary actions to transport equipment, materials and manpower into the un-cleared area were taken in accordance with the procedures prescribed by the Sri Lanka Army. Excavators and bulldozers were not allowed to take to the un-cleared

area by the Army till the Secretary of the Defense Ministry approved it on 24th July 2005. The equipment was transported on 26th July and the construction commenced on the same day. The long process of getting approval for the transportation of heavy equipment to the un-cleared area delayed the commencement of the work by more than one month.

The contractor, Ishak Construction, completed the preliminary works such as excavation, coffer dam, material supply and so on by the middle of September, and commenced the first concrete placing on 16th September 2005 for the upper-stream apron cutoff. The work, however, had to be suspended at the end of October since the rainy season started. The concrete quantity placed by that time was approximately 430 m³.

The contractor was ready to resume the work in the end of January 2006 after the rainy season. However, the Defense Ministry's approval to take backhoes and bulldozers to the un-cleared area has been delayed till 23rd March 2006.

The contractor claimed compensation for the suspension of the work and the extension of the working period. The Project evaluated the claim and agreed to pay compensation of Rs.251,110. Taking the all situations mentioned above into consideration, the Contract Amendment for the JFY 2005 was signed between the contractor and the Project. The total payment to the contractor in this fiscal year was Rs.7,604,085, out of Rs.20,728,000 of the total contract amount.

3rd (JFY 2006) year's activities

The contractor commenced to transport gravel as soon as the contract was made between the firm and the Project on 10th April 2006. They mobilized a bulldozer and workers on 19th April after having the approval of the Ministry of Defense and the Army Area Commander on mobilizing equipment, and completed construction of the access road to the diversion weir and temporary facilities at the site by 23rd April.

However, the situation has drastically changed after a suicide attack to an Army Commander took place on 24th April in Colombo, which caused the closure of the Uyilankulam Exit/ Entry point to the un-cleared area on the same day. Even after re-opening of the Exit/ Entry point, the contractor was reluctant to re-mobilize his staff as most of them are Sinhalese and no signs of improvement in the overall security situation in the area had been seen. As a result, it was determined to curtail the contract in December 2006 provided the contractor's bulldozer left at the construction site was taken back to the cleared area.

As a result of the efforts of MANRECAP staff and the Government Agent, the bulldozer was taken out from the un-cleared area on 15th January 2007, and the contractor submitted the final statement on 20th January, including request of compensation for an idling bulldozer and labors, and materials and tools left at the construction site. As the contractor did not agree to the Project's initial evaluation on the statement, the matter was referred to the Government Agent for adjudication in accordance with the contract agreement. He organized a committee and it was decided that the final payment to the contractor was Rs.2,728,000 at the adjudication meeting. It was also accepted by the contractor and payment was made accordingly.

By the end of the 3rd year, it was decided that the construction of the Pali Aru diversion weir and the following development of Karayankannaddi Irrigation Scheme would be given up halfway due to deterioration of the security situation in the area.

Construction of temporary diversion weir at Pali Aru to irrigate 160 ha of Adampankulam command area, where farmers of 3 focal villages of the Project have been cultivating, was carried out in the 4th year. It was constructed with wooden piles and sand bags utilizing the weir foundation constructed in the 2nd Year as a part of the permanent structure.

(3) Design of Karayankannaddi Irrigation Scheme

2nd (JFY 2005) year's activities

Survey and design of Karayankannaddi irrigation scheme was entrusted to a Consulting firm, *Project Management Associate International (Pvt) Ltd.* in Colombo on 30th June 2005. The firm sent a survey team to the site in August and completed the survey in September. The results of the initial survey show that 86.4 ha (216 acres) of land can be irrigated in the Maha¹⁸ cultivation season, taking the quantity of available water from Pali Aru diversion weir into account, though the storage capacity of the Karayankannaddi tank is small. The main part of the detailed design was completed in November and endorsed by the Provincial Irrigation Department. The design was ratified by the people who would benefit by the Scheme with the presence of the Provincial Irrigation Department, Department of Agrarian Development, Assistant Government Agent and Grama Niladari in the meeting held on 22nd February 2006.

However, by the end of the 3rd year, it was decided that development of Karayankannaddi Irrigation Scheme along with Pali Aru diversion weir would be given up due to deterioration of the security situation in the area.

(4) Supply of Construction Materials for Kurai Access Road

2nd (JFY 2005) year's activities

The construction of culverts for the Kurai access road required substantial quantity of materials such as rabbles and metals to be transported from the Government controlled area more than 100 km away from the Uyilankulam check point. Since the CBOs involved in rehabilitation of the access road had no experience to procure such materials from the suppliers in the Government controlled area, the Project procured and supplied the materials to CBOs. The amount for the procurement was Rs. 1,422,964.40.

2.2.6 OPERATION AND MAINTENANCE BY CBOS

2nd (JFY 2005) year's activities

Communities in focal villages have realized the importance of having a well-planned Operation & Maintenance program for the infrastructures constructed by them. During the CAP review workshops held in the focal villages, they discussed the matter in depth and

¹⁸ North-East monsoon season, approximately from October to March

decided to prepare a set of rules and regulations for operation and maintenance of constructed infrastructures such as Multi Purpose Halls, pre-schools and tube wells.

3rd (JFY 2006) year's activities

Taking into consideration that some CBOs made mistakes in handling water pumps attached to the tube wells constructed under the Project, a follow-up program on operation and maintenance of water pump was conducted by the Project in collaboration with Bridge Asia Japan (BAJ), a Japanese NGO specializing in mechanical and vocational trainings. 12 community members responsible for the operation and maintenance of the water pumps participated in the program from 7 villages.

2.2.7 HANDING OVER OF FACILITIES

The facilities rehabilitated or constructed under the Project were handed over from MANRECAP to the relevant authorities before completion of the Project for the future operation and maintenance (O&M) including major repairs, though day-to-day O&M is carried out by the respective CBOs.

There were two (2) categories of handing over: one was handing over to line government agencies and handled by them for operation and maintenance (O&M) in principle. Those are access road under Road Development Department, irrigation facilities under Central Irrigation Department, Provincial Irrigation Department and Agrarian Development Department, and Teachers' Quarters under Education Department. The other category was handing over of infrastructures/ facilities from MANRECAP to Pradeshiya Sabha or Urban Council officially, while O&M is handled by the community in principle. For the latter facilities, Memorandum of Understanding (MOU) between Pradeshiya Sabha or Urban Council and CBO for future O&M was agreed upon witnessed by MANRECAP.

3rd (JFY 2006) year's activities

Procedures and necessary documents to hand over the facilities were clarified by the relevant authorities such as Urban Council, Pradeshiya Sabha and Road Development Department. The Provincial Road Development Department fully took over the Kurai – Seethuvinyagarkulam Access Road in March 2007 and assured the future O&M.

4th (JFY 2007) year's activities

(a) Handing Over to Government Agencies

Facilities handed over to the relevant Government Department are shown in the following Table 2-21.

Table 2-21 Handing over of Facilities directly to the Government Agencies

No.	Facility	Village	Government Office Taking Over
1	Teachers' Quarters	Pali Aru (Vellankulam)	Education Department
		Thevanpidy	Education Department
		Kurai ¹	Education Department
2	Access Road	Kurai	Provincial Road Department
		Seethuvinayagarkulam	Provincial Road Department
3	Irrigation Facilities		
	Diversion Weir ²	Pali Aru	Provincial Irrigation Department
	Restored Tank	Seethuvinayagarkulam	Agrarian Development Department
	Renovated Tank	Puthukkamam	Central Irrigation Department
4	Community Water Supply System		
	Water Supply at school premises	Puthukkamam	Education Department
	Water Supply Scheme	Santhipuram	National Water Supply & Drainage Board

Note: ¹ Some works are left incomplete due to shortage of material, but it is functioning.
² Construction of permanent weir was halfway given up, but temporary weir was constructed.

(b) Handing Over to Pradeshiya Sabha/ Urban Council

Pradeshiya Sabha or Urban Council is the relevant body to facilitate O&M of infrastructures/ facilities such as village internal roads, community water supply systems, multi purpose halls, community halls, preschools and market facilities since only they have the cadre to support O&M and annual allocation of funds, which can be disbursed among the Community Center Committee (CCC)¹⁹ depending on the maintenance needs. Also, all Community water supply systems in the country are managed by them and library facilities by way of supply of Daily newspapers to Community Center is also in operation and this would sustain the utilization of Multi Purpose and Community Halls.

A Memorandum of Understanding (MOU) between Pradeshiya Sabha/ Urban Council and CCC or CBO for future O&M was agreed upon witnessed by MANRECAP, after the official handing over of the facility from the Project to Pradeshiya Sabha/ Urban Council.

Handing Over in Mannar DS Division

From September 2007, as indicated in the table below, a series of discussion was held with Urban Council - Mannar, Pradeshiya Sabha - Mannar, Divisional Secretary Office - Mannar and Assistant Commissioner of Local Government Office - Mannar in the presence of the members of CCC and the Project staff, and the following points were discussed: (a) regular monitoring by connected officers, (b) types and basic procedure of handing over methods, (c) roles and responsibilities of the Government authorities and CBO/Community, (d) funds for O&M. Such meetings are listed in the table below:

¹⁹ See Section 2.3.3 for the detail of *Community Center Committee*.

Table 2-22: Discussions and meetings held on handing over procedures

No.	Date	Nature of Meeting	Attendance by Govt. Officials
1	15/9/2007	Discussion on designing suitable O & M systems in Mannar	05
2	02/10/2007	Results of Operation & Maintenance feed back from community and their importance	05
3	06/10/2007	Preparation of Estimates for O & M	04
4	12/10/2007	Preparation of Draft Agreement of MOU for Handing over	04
5	14/10/2007	Preparation of Rules and Regulations for O & M systems	03
6	14/11/2007	Handing over procedures	03

On 29th November 2007 completed infrastructures/ facilities at Puthukkamam, Samayapuram, Vaddupiththanmadhu and Theththavadi Maruthankulam were officially handed over to the Secretary, Pradeshiya Sabha, Mannar, who in turn handed them over to the respective CCC for utilization, operation and maintenance in collaboration with Pradeshiya Sabha. The infrastructures/ facilities at Santhipuram were handed over to Urban Council, Mannar. List of infrastructures/ facilities handed over is attached below.

Table 2-23: Facilities handed over to Pradeshiya Sabha or Urban Council in Mannar DS Division

No.	Village	Infrastructure/ Facilities	From MANRECAP to	From Pradeshiya Sabha to
1	Puthukkamam	Preschool	Pradeshiya Sabha, Mannar	Community Center Committee
2		Community Water Supply System- adjoining Multi purpose Cooperative Society Building	do.	do.
3		Village Internal Roads	do.	do.
4	Vaddupiththanmadhu	Community Water Supply System	do.	do.
5	Theththavadi Maruthankulam	Community Hall	do.	do.
6		Community Water Supply System	do.	do.
7	Samayapuram	Multi Purpose hall	do.	do.
8		Community Water Supply System	do.	do.
9		Village Internal Roads	do.	do.
10	Santhipuram	Preschool	Urban Council, Mannar	do.
11		Village Internal Road	do.	do.
12		Market facilities	do.	do.

Handing Over in Manthai West AGA Division

All the facilities in Manthai West AGA Division were handed over to the Pradeshiya Sabha in January 2008, except plant nursery farms, which were handed over to Assistant Commissioner of Agrarian Development (ACAD), and facilities directly handed over to the Government agencies. However, since establishment of the Community Center Committees was not possible due to the security situation and absence of the officers in charge in the Manthai West AGA Division, each facility was handed over from Pradeshiya Sabha or ACAD to the most reliable and financially sound CBO in a village as shown in the following table:

Table 2-24 Facilities handed over to Pradeshiya Sabha in Manthai West AGA Division

No.	Village	Infrastructure/ Facility	From Project to	Name of CBO
1	Sewa Village	Multi Purpose Hall	Pradeshiya Sabha, MW	WRDS
2		Community Water Supply System	do.	WRDS
3		Village Internal Road	do.	WRDS
4		Plant Nursery Farm	ACAD	FO
5	Ganeshapuram	Multi Purpose Hall	Pradeshiya Sabha, MW	RDS
6		Community Water Supply System	do.	RDS
7		Village Internal Road	do.	RDS
8		Market Facilities	do.	RDS
9		Plant Nursery Farm	ACAD	FO
10	Pali Aru	Multi Purpose Hall	Pradeshiya Sabha, MW	WRDS
11		Community Water Supply System	do.	WRDS
12		Village Internal Road	do.	WRDS
13		Market Facilities	do.	WRDS
14		Plant Nursery Farm	ACAD	FO
15	Kurai	Community Water Supply System	Pradeshiya Sabha, MW	RDS
16	Seethuvinayagarkulam	Community Water Supply System	do.	RDS
17		Plant Nursery Farm	ACAD	FO

Documents for Handing Over

Sample documents relating to handing over of facilities to the Government Department and Pradeshiya Sabha are attached as **Annex 2-7** and **Annex 2-8** respectively and Memorandum of Understanding between Pradeshiya Sabha and Community Center Committee is attached as **Annex 2-9**.

2.3 ASSISTANCE FOR SOCIO- ECONOMIC ACTIVITIES

Output 3	CBOs acquire necessary abilities for socio-economic activities mainly utilizing the infrastructures rehabilitated by the Project.
Activities	
3-1 Support economic activities (agriculture, fishery, processing, sales, etc.) carried out by CBOs.	
3-2 Support social activities (mutual assistance, social welfare, mothers' class, youth club, traditional events, peace, education, etc.) carried out by CBOs.	
3-3 Guide CBOs in the management of the socio-economic activities as mentioned above.	

2.3.1 ASSISTANCE FOR ECONOMIC ACTIVITIES

Infrastructure development through CMR was one of the most prioritized activities under the Project, especially in the villages in Manthai West AGA Division where the resettlement program was to be implemented, because it was anticipated that community, CBO as well as people would be empowered through CMR implementation. On the other hand, the need to promote agricultural rehabilitation/ development and income generation activities was also raised in the CAP original and review workshops to ensure sustainable livelihoods. The Project intensified economic activities with CBOs and issue-specific small groups such as Women’s Saving Groups, together with infrastructure development proceeded, though the progress was affected by deterioration of the security situation.

Especially in 2007 (4th and final year of the Project), the security situation in the District badly deteriorated and during the latter half of the year it reached its pinnacle with the closure of the Uylankulam Exit/Entry Point and enforcement of restrictions on transportation of the building materials such as cement and reinforcement. The war situation severely affected socio-economic activities in the entire District. At the focal villages in Manthai West AGA Division, economic activities almost came to a standstill, due to the massive displacement of population in the South of the Division and temporarily settling in the Northern half of the Division mainly in and around MANRECAP focal villages. Thus, socio-economic activities in the 3rd and 4th year were mainly centered on MANRECAP focal villages in the cleared areas (Mannar DS Division).

Assistance for agriculture, fisheries, animal husbandry, etc

As per the needs identified in the CAP original and review workshops, activities related to agriculture, fisheries and animal husbandry were planned. The characteristics of agriculture of the focal villages are divided into, the first is the villages in Manthai West GA Division, where many IDPs who have no land settled and the second is the villages in Mannar DS Division, where paddy farmers or landless people at new settlements were predominant. Agricultural activities were planned initially for promoting other field crops (OFC) through the operation of Plant Nursery Farms established in the 1st and 2nd years. Due to deterioration of security conditions, systematic agricultural activities became difficult. However, the Project was able to implement agriculture related activities as Table 2-25 indicates.

Table 2-25: Summary of Agricultural activities for 4 years

Activity	Year	Manthai West AGA Division					Mannar DS Division				
		Sewa Village	Ganeshapuram	Pali Aru	Kurai	Seethuvinayagarkulam	Puthukkamam	Vaddupiththanmadhu	Theththavadi Maruthankulam	Samayapuram	Santhipuram
(1) Plant Nursery Farm	1st - 4th	✓	✓	✓		✓	✓	✓			
(2) Survey to activate agricultural activities	1st & 2nd	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
(3) Soil Analysis	2nd	✓	✓	✓	✓	✓					
(4) Agricultural training	2nd - 4th	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
(5) Potted cultivation	2nd - 4th										✓
(6) Cultivation of Other Field Crops	2nd - 4th	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
(7) Coconut cultivation (under the Project)	2nd - 4th	✓	✓	✓		✓	✓	✓	✓		
(8) Group Loan for paddy cultivation	2nd						✓	✓	✓		
(9) Poultry farming	2nd - 4th	✓	✓	✓	✓	✓		✓	✓	✓	✓
(10) Inland Fisheries	2nd - 3rd				✓						
(11) Cashew seedlings	3rd	✓				✓	✓	✓			
(12) Demonstration Paddy fields and Vegetable Plots	3rd						✓	✓			
(13) Micro Irrigation facilities	3rd	✓	✓					✓			

Details of each activity are illustrated below.

(1) Plant Nursery Farm: 1st (JFY 2004) – 4th (JFY 2007) year

Main objectives of the plant nursery farms were: (1) to serve as trial and demonstration sites of Other Field Crops (OFCs); (2) to provide seedlings for homestead to produce OFCs and fruits for self-consumption and improvement of nutritional condition, especially of children; and (3) to produce tree plants for reforestation to restore the environment affected by the conflict.

In the 1st year, two plant nursery farms were established in Sewa Village and Ganeshapuram in Manthai West AGA Division by CMR. In the 2nd year, four farms were established in Pali Aru, Seethuvinayagarkulam in Manthai West AGA Division, and Puthukkamam, Vaddupiththanmadhu in Mannar DS Division.

Trial plots for vegetables were made in the farms with the aim of encouraging vegetable cultivation at least in home gardens as it could improve the food security of the people in the focal villages in addition to earning additional income. The farms have been operated by Farmer Organization (FO) of respective villages, while the Project staff provided technical support.

Shading houses were established in the farms to produce seedlings of tree plants for reforestation to restore the environment affected by the conflict. Farmer Organizations (FOs) have grown seedlings of shade trees and fruit trees in polythene bags.

Distribution and planting of 3,000 seedlings grown in the Plant Nursery Farms was done during the 2nd year with the full participation of community members and school children of the focal villages. Planting was done on the premises of 4 Multi Purpose Halls, 2 Pre-schools and 2 Teacher's Quarters constructed under the Project and home gardens. Before commencement of the planting, an awareness program was conducted to confirm the necessity of planting fruit and shade trees. School children showed a keen interest to create a better educational environment by planting trees surrounding the schools.

In the 3rd year, seedlings produced in 6 plant nursery farms were planted on the premises of preschools and newly constructed market facilities in Santhipuram in Mannar DS Division and

Vellankulam in Manthai West AGA Division. About 750 numbers of seedlings were planted along the access road rehabilitated through CMR in Kurai. About 700 of Illuppai and Margosa seedlings were transported from the plant nursery farms in Puthukkamam and Vaddupiththanmadhu to Manthai West AGA Division for that purpose.

(2) Survey to activate agricultural activities: 1st (JFY 2004) and 2nd (JFY 2005) year

In the 1st year, for the purposes of increasing yield of agricultural products, marketing, improving nutritional status, several kinds of researches such as food habit survey, harvesting method research, marketing research were conducted.

In the 2nd year, marketing survey on agricultural products in Manthai West AGA Division was conducted to find out the possibility of commencing small businesses in the focal villages. Through the survey, demand and consumption patterns of communities were identified with the aim of introducing a marketing link between low-income groups in Colombo and the project area.

“Community to community direct selling system” has been discussed by the members of the Women’s Bank (see Section 2.3.2). Although necessary arrangements for implementing the “Community to community direct selling system” was made, it was unable to implement as planned due to the security situation prevailed in the area.

(3) Soil Analysis: 2nd (JFY 2005) year

Selection of crops according to the soil character and application of fertilizers considering the soil fertility were the main factors impacting on profitable and sustainable agriculture. According to agro-ecological zones of Sri Lanka, Mannar area is in the category of “Lowland Dry Zone” and agricultural potential in the area is higher than other areas in North East of Sri Lanka in general. Taking this fact into consideration, MANRECAP requested Department of Agriculture for soil analysis in the area and the Department conducted it in seven places. A summary of the analysis is given below.

Table 2-26: Summary of Soil Analysis

Village	pH	EC	Organic matter%	Texture	Suitable Crop
Sewa village	Neutral (7.2)	Low (0.159)	Low (1.1)	Sandy clay	Other Field Crop (OFC)
Ganeshapuram	Neutral (7.1)	V.low (0.028)	V.low (0.4)	Sandy clay	OFC
Seethuvinayagarkulam	Acidic (4.4)	V.low (0.049)	Vl,ow (0.9)	Silt Clay loam	OFC
Kurai	Neutral (6.6)	V.low (0.059)	Medium (4.4)	Sandy clay	Paddy, OFC
Karayankannadi (upstream)	Neutral (6.6)	V.low (0.077)	Medium (3.5)	Sandy clay	Paddy, OFC
Karayankannadi (midstream)	Slightly acidic (6.2)	Low (0.207)	Low (1.5)	Sandy clay	Paddy
Karayankannadi (downstream)	Slightly acidic (6.1)	Low (0.230)	Low (1.5)	Sandy clay	Paddy

Based on the analysis, Department of Agriculture made recommendation on the kind of fertilizer to be used for different crops in each area.

(4) Agricultural training: 2nd (JFY 2005) – 4th (JFY 2007) year

Based on the needs identified in the CAP workshops, MANRECAP developed necessary training programs for farmers covering paddy, other field crop (OFC), vegetables, potted cultivation, poultry farming, coconut cultivation and cashew seedlings etc. A summary of the training programs conducted is given in the **Annex 2-10**.

As a part of agricultural trainings, the Project printed and distributed 1,250, 735 and 4,606 agricultural guideline leaflets and books for farmers in the project area in the 2nd, 3rd and 4th year respectively. The list of the guidelines is given in the **Annex 2-11**.

After the Project terminates, such trainings and technical advice including monitoring of activities will be carried out by the Department of Agriculture, Agrarian Development Department and other relevant Departments and Authorities.

(5) Potted cultivation at Santhipuram: 2nd (JFY 2005) – 4th (JFY 2007) year

Potted cultivation was introduced at Santhipuram and 125 families started it in September 2005 (2nd year of the Project). In Santhipuram, potted cultivation is effective, as the soil is not suitable for vegetable cultivation and the backyard is not large enough for home gardening. Each family initially started and maintained 10 pots utilizing the waste water from the kitchen and some of them have increased the number of pots with the experiences got from the first 10 pots. Finally the number of pots increased up to 2,961 at the end of February 2006 in the 2nd year. Chillies, Brinjals, Okra, Capsicums, Long bean, Tomatoes, Snake gourd and Bitter gourd were the main crops cultivated.

In the 3rd year, 80 families started the third round cultivation in February 2007. Each family started from 50 pots utilizing the waste water from the kitchen and some of them have increased the number of pots with the seeds produced during the first and second potted cultivation. In the 4th year, 171 families did the fourth round of cultivation from November 2007 and the number of pots reached 5,975.

The production of potted cultivation was used mainly for home consumption and as a result, the food habit of those who had done potted agriculture has changed. It was observed that women and school children are paying more interest on potted cultivation and it is becoming popular in the area.

(6) Cultivation of Other Field Crops (OFCs): 2nd (JFY 2005) – 4th (JFY 2007) year

In the 2nd year, farmers of Sewa Village, Ganeshapuram, Seethuvinayagarkulam and Kurai in Manthai West AGA Division were encouraged and trained for OFC cultivation with improved agricultural practices and consequently many farmers started OFC cultivation. They were provided with the technical training and guidance and seeds by MANRECAP.

To encourage the OFC cultivation, in the 2nd year, with the aim of introducing home gardening, 560 “home garden kits” were distributed for 560 families in the focal villages. The kit

included 10 types of vegetable seeds and necessary guidelines for home garden activities. In addition to the preliminary explanations, depending on the need, on-the-spot support was provided for the families by the project staff. Cabbage, Capsicum, Tomatoes, Brinjal, Snake gourd and Okra were cultivated successfully. According to the information collected from the families in Manthai West DS division, about 5,500 kg of vegetable was sold up to March 2006 from home gardens. For example, selling of vegetables produced at Kurai and Seethuvinayagarkulam via Welfare Society on the premises of the GA's office in Mannar was initiated by Farmer Organizations (FOs) in March 2006. The activity, however, was ceased after several trials due to closure of the Exit/ Entry point to the un-cleared area.

In the 3rd year, related training programs in nursery bed management and other management practices were conducted. In the 4th year, related training programs in nursery bed management, vegetable cultivation field management practices and other related management practices were conducted.

In the 4th year, due to deterioration of the security condition many families at the focal villages in Manthai West AGA Division started cultivating OFCs in Maha (rainy season) in December 2007 mainly for their self-consumption. In Sewa Village 100% of families have been cultivating OFC in their homestead because all basic rehabilitation works such as land reallocation, settlement of families in each allocated land, fencing around their houses, water supply system etc. completed in this village. Meanwhile number of families cultivating OFCs in Ganeshapuram and Pali Aru is still small since many families have not yet settled in newly allotted land.

OFC seeds other than Maize were not supplied for focal villages in Mannar DS Division under the Project because the farmers could purchase from the Department of Agriculture or other markets by themselves.

(7) Coconut Cultivation: 2nd (JFY 2005) – 4th (JFY 2007) year

Potential for development of coconut cultivation in both Manthai West AGA Division and Mannar DS Division is significantly high and has a great demand for that from the villagers for their own consumption and selling. In Mannar, price of one matured coconut was around Rs. 10 in 2004, and rose to more than Rs.50 in January 2008 and coconuts were sold by half a nut.

In the 2nd year, initial awareness programs were conducted with the support of the Coconut Development Board and thereafter 400 families requested the assistance for coconut cultivation. As a first step, Coconut Development Board selected 10 acres and provided seedlings and fertilizers under the Government subsidy scheme. In the 3rd year, for focal villages in Manthai West AGA Division, the project contacted the Coconut Development Board and obtained coconut seedlings. In the 4th year, the same arrangement was made for both Mannar DS Division and Manthai West AGA Division. Additionally, seedlings were provided under the subsidy scheme of the Coconut Development Board.

The program will be implemented and monitored by the Coconut Development Officer, Mannar, after the Project terminates.

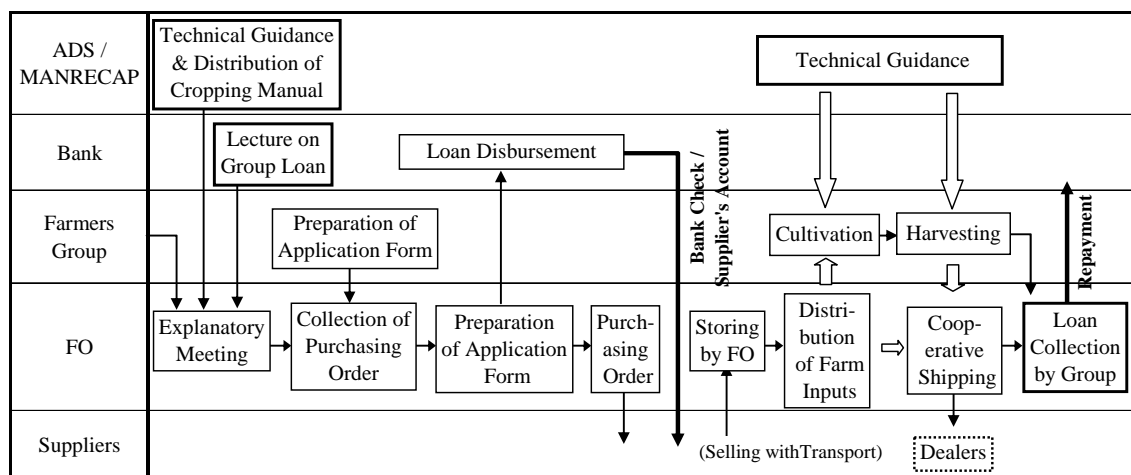
(8) Group Loan for paddy cultivation: 2nd (JFY 2005) year

In the 2nd year, since there were many defaulters of paddy cultivation loan in the focal villages in Mannar DS Division, the Project facilitated to provide group loan facilities for paddy cultivation so that the defaulters could also be eligible for the loan. The Project discussed with several banks and the Department of Agrarian Development for the 2005/06 Maha cultivation season. Accordingly, as an initial step, Hatton National Bank agreed to provide group loan facilities for 90 farmers for paddy cultivation to procure inputs by kinds, but not cash, as indicated in the table below;

Table 2-27: Agricultural credit for group purchasing

Village	Number of farmers	Amount/farmer (Rs.)	Total credit (Rs.)
Puthukkamam	50	20,000.00	1,000,000.00
Vaddupiththanmadhu & Theththavadi Maruthankulam	40	25,000.00	1,000,000.00
Total	90	-	2,000,000.00

Repayment of credit was completed at the end of April 2006. Satisfied with the progress of the repayment, the Bank intended to expand the credit scheme for other areas in the next cultivation season. However, it was not materialized because the Bank was reluctant to provide group loans due to unstable security situation prevailing in the area in the 3rd Year. The procedure adopted for credit system is indicated in the following figure.



- Main point:
- 1) Cultivation loan in kind with technical guidance
 - 2) Group loan with compulsory saving as collateral
 - 3) Group-wise formation & responsibility on repayment between FO
 - 4) Cooperative shipping (may utilize forward contract systems between rice mill and FO)

Figure 2-2: Procedures on Group Loan for Paddy Cultivation 2005/06 Maha

(9) Poultry Farming: 2nd (JFY 2005) – 4th (JFY 2007) year

Based on the result of the diet survey and discussions with Farmer Organizations (FO), it was identified that the need of improving the present diet of people in the area was high and consequently, the poultry farming was prioritized as the first step in the development of livestock husbandry in each village. In the 2nd year, CBOs together with the Project selected

beneficiaries for the poultry program focusing on families with many children and women headed.

It is important to note that the improved breeds (hybrid) of layers or broilers are not suitable to be reared under the prevailing difficult conditions of the communities in the area. Apart from the insufficient knowledge and skill on poultry farming, necessary equipment to maintain certain temperature at the initial rearing is also lacking in the area. In this regard, MANRECAP discussed with the Livestock Department to make a special arrangement to provide local breeds for the Project focal villages and accordingly it provided first batch of 100 chicks in March 2006. These chicks were reared under the strict supervision for one month of initial rearing and distributed for the community after appropriate guidance and training.

In the 3rd and 4th year, 2,255 chicks in total were distributed to the beneficiaries through respective FOs with the support of the Project as mentioned in the following table.

Table 2-28: Details of Distribution of Chicks

No	Village	2006								2007						Total	
		May		Jul		Aug		Nov		Mar		Apr		Aug-Dec			
		Chick	F'mly	Chick	F'mly	Chick	F'mly	Chick	F'mly	Chick	F'mly	Chick	F'mly	Chick	F'mly	Chick	F'mly
Manthai West AGA Division																	
1	Sewa village	107	10	0	0	135	9	0	0	0	0	0	0	0	0	261	19
2	Ganeshapuram	0	0	250	25		0	0	0	260	26	42	4	0	0	607	55
3	Pali Aru	0	0	50	5	105	7	120	8	31	3	50	5	0	0	384	28
4	Kurai	0	0	0	0	0	0	49	5	0	0	70	7	0	0	131	12
5	Seethuvinayagarkulam	0	0	0	0	0	0	50	5	0	0	130	13	0	0	198	18
	Sub-total	107	10	300	30	240	16	219	18	291	29	292	29	0	0	1581	132
Mannar DS Division																	
6	Puthukkamam	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	Vaddupiththanmadhu	0	0	0	0	0	0	0	0	0	0	0	0	187	19	187	19
8	Theththavadi Maruthankulam	0	0	0	0	0	0	74	7	0	0	0	0	150	15	231	22
9	Samayapuram	0	0	0	0	0	0	0	0	0	0	0	0	211	13	211	16
10	Santhipuram	0	0	0	0	0	0	0	0	0	0	0	0	45	5	45	5
	Sub-total	0	0	0	0	0	0	74	7	0	0	0	0	548	47	629	57
Total		107	10	300	30	240	16	293	25	291	29	292	29	593	52	2,255	194

With the introduction of this program it was expected that the people of the area could improve the present poor diet levels, especially the nutritional condition of children, by the consumption of eggs. Additionally, selling surplus eggs could supplement their income, especially for women headed families.

(10) Inland Fisheries: 2nd (JFY 2005) – 3rd (JFY 2006) year

In the 2nd year, the Project discussed with the Department of Inland Fisheries and prepared the necessary ground works to use the seasonal tanks and perennial tanks for inland fisheries. Accordingly, 10,000 fingerlings were put into the Kurai tank in February 2006. They formed a CBO, Fisheries Society, to manage the inland fisheries program. Necessary training and guidelines to form and strengthen the society was provided by the Project together with officials from the Department of Inland Fisheries.

In August 2006 (the 3rd year of the Project), 859 kg of matured fish was caught out of 10,000 fingerlings mentioned above and sold by the members of Fisheries Society in Kurai. The second round of 10,000 fingerlings introduced at the end of January 2007. A one-day training

program in fresh water fish cultivation was conducted on the spot. A planned activity of production of dry fish was not materialized because the inability of the Project to dispatch a resource person to the village to instruct how to make it or to take villagers out to the cleared area to conduct necessary training due to closure of the entry/ exit point to the un-cleared area.

(11) Cashew Seedlings: 3rd (JFY 2006) year

Cashew is one of the trees planted at home garden for income generation. The Project contacted the Cashew Corporation to promote cashew in the focal villages. The Cashew Corporation made farm contracts to grow cashew seedlings with CBOs. In November 2006, 2,760 seedlings were sold to Cashew Corporation by FOs, 1,060 nos. in Puthukkamam and 1,700 nos. in Vaddupiththanmadhu respectively, at the rate of Rs.3.75 per seedling under the farm contracts. Each FO earned Rs.10,350 from this program.

1,350 Cashew seedlings grown at 4 plant nursery farms in the focal villages, namely Sewa Village, Seethuvinayagarkulam, Puthukkamam and Vaddupiththanmadhu, for home garden cultivation were distributed to the farmers of those villages.

(12) Demonstration Paddy fields and Demonstration Vegetables plots: 3rd (JFY2006) year

In the 3rd year, demonstrations of paddy cultivation were conducted in Puthukkamam and Vaddupiththanmadhu. The main purpose of the demonstration was to show and propagate Integrated Pest Management in Paddy cultivation and other improved Paddy cultivation techniques. Also Demonstration vegetable cultivation plots were established at the nursery farms in Sewa Village, Ganeshapuram and Seethuvinayagarkulam to demonstrate new technical skills to village members.

(13) Micro irrigation facilities: 3rd (JFY 2006) year

(a) Micro irrigation facilities at Plant Nursery Farms

One unit of Drip irrigation facility was installed at each plant nursery farm in Sewa Village, Ganeshapuram and Vaddupiththanmadhu. Half an acre is irrigated by the facility. At the same time, micro sprinklers, which had been purchased and installed in the 1st year at plant nursery farms in Sewa Village and Ganeshapuram were rehabilitated for the better use.

(b) Micro irrigation facilities at Home gardens

10 and 4 units of Drip irrigation facility were provided to the selected beneficiaries in Sewa village and Ganeshapuram respectively for trial and demonstration purposes of water saving cultivation.. Women headed families, families with low incomes and families with many children were given priorities in selection of beneficiaries. Farmers in Sewa Villages showed successful water saving cultivation of fruit tree and vegetables at their home gardens.

In Santhipuram, 1 unit of Drip irrigation facility was installed in a selected beneficiary for the demonstrating purpose.

Income Generation Activities

The Project initiated income generation activities from the 1st year with providing trainings. However, most of the activities were at a standstill due to deterioration of security situation and difficulty of transporting materials and products.

The following table shows the list of training program conducted for the 4 years' Project period.

Table 2-29: Training programs for Income Generation Activities for 4 years

Village	CBO/ Group in charge	Activity	Commenced	Completed	No of participants
Manthai West AGA Division					
Pali Aru	WRDS	Training in Mat weaving (financially supported by ILO)	Aug 2006	Oct 2006	16
		Training in Mat weaving (supported by MANRECAP)	Feb 2007	Mar 2007	15
Kurai/ Seethuvinaya- garkulam	Women's Saving Group	Training in the processing of Wood apple	Nov 2005 and Jan 2006		51 in total
Mannar DS Division					
Puthukkamam, VPM ¹ , TMK ² , Samayapuram	WRDS	Training in Sari painting	Feb 2007	Mar 2007	22
Santhipuram	Women's Group/ WRDS	Training in Palmyra based products	Sep 2005	Mar 2006	16 in primary, 13 in intermediate course
	Youth group/ RDS	Training on Cost effective construction technology for Housing and Pre-cast concrete components	3 days in August 2006		2

Note: ¹ Vaddupiththanmadhu ² Theththavadi Maruthankulam

Details of each activity are presented hereunder. The 3rd year onward, income generation activities through organizing small groups in the focal villages, mainly Mannar DS Division, had been strengthened.

(1) Cement block making: 1st (JFY 2004) – 3rd (JFY 2006) year

In the CAP Review Workshops, cement block making was identified as an effective measure to earn additional income in most of the focal villages. The activity commenced by CBOs and community groups mainly consisting of youths in Sewa Village, Ganeshapuram, Pali Aru in Manthai West AGA Division since the 1st year and in Santhipuram in Mannar DS Division since the 2nd year of the Project, utilizing cement block making machines lent by the Project and skills obtained through CMR. Cement blocks as a building material produced by these groups were sold to people outside as well as to villagers as low cost building materials.

With such initiatives taken by CBOs and community members with the support of the Project, CBOs in charge of cement block making in four villages had steadily gained from the activity up to April 2006. The activity of three villages in Manthai West AGA Division, however, came to a standstill after the transport of cement to the un-cleared area was banned in May

2006 and all of reconstruction and housing projects in that area, which were potential buyers of those cement blocks, had been suspended since then. Also in Santhipuram, as a sand price became so high and procurement of cement became so cumbersome, production of cement blocks had to be almost suspended.

(2) Palmyra based products: 2nd (JFY2005) year

In Santhipuram, based on the CAP, the Project organized a training course in Palmyra based products in collaboration with Palmyra Development Board in the 2nd year. 16 women in the village successfully completed the five-month primary course in February 2006 and 13 out of them took another one-month intermediate course in March 2006 to enhance their skills.

The Project also supported the participants in the training course to conduct market survey on Palmyra based products in Mannar town. The purpose of the survey is not only to get marketing information on Palmyra based products, but also to let the participants know the prices and quality of the products sold in the market and help them to formulate a future plan of cottage industry in their village. The survey greatly motivated the participants since they saw the possibility to sell their products in the market.

3 women in Santhipuram who participated in the training course of Palmyra based products organized by the Project in the 2nd year have sold their products to the Palmyra Development Board and private shops in Mannar. The inventory of equipment provided by the Project during the training is kept by WRDS, Santhipuram.

(3) Mat Weaving: 2nd (JFY 2005) – 3rd (JFY 2006) year

In Pali Aru, WRDS took the initiative to recommence Bulrush based mat weaving which is a traditional cottage industry among women in this region. In the 2nd year, the Project supported WRDS to renovate a Mat weaving center which is located in the village but had been abandoned for a long time due to lack of fund. In August 2006, utilizing the renovated Mat weaving center, WRDS started a three-month training course in Mat weaving with the support of International Labour Organization (ILO) in collaboration with a local NGO, The Economic Consultancy House. 15 out of 16 participants successfully completed the course in October 2006.

The Project supported another one-month advanced course from February to March 2007 for the above mentioned 15 participants to enhance their skills and all of them have completed it successfully.

After the training, due to deterioration of the security situation in Manthai West AGA Division, beneficiaries were unable to collect and season the quantity of Bulrush needed for production.

(4) Food Processing: 2nd (JFY 2005) year

It was recognized by the people that food processing with locally available materials would be prosperous as income generation activities. A fruit called Wood apple is a specialty in Kurai and Seethuvinnayagarkulam and women there have strong wish to utilize it for an income generation activity, which was also expressed in their CAP workshops. The Project organized one-day training session in the processing of Wood apple twice, especially in Wood apple jam

making. The training programs were successfully completed in Kurai and Seethuvinayagarkulam in Manthai West AGA Division, and the participants with the support of the Project started negotiation with a possible buyer. However, due to poor harvest of the fruit in the 2nd year in the area, they had to give up the negotiation on the sale. In the 3rd year, closure of the Exit/ Entry point to the un-cleared area and the following the increase in sugar price made processing and marketing Wood apple unrealistic.

(5) Sari Painting: 3rd (JFY 2006) – 4th (JFY 2007) year

Sari painting is one of the promising cottage industries for women due to steady demand. In the 3rd year, the Project, based on the request from the women in the focal villages, commenced the training program in 4 villages in Puthukkamam GN Division, namely Puthukkamam, Vaddupiththanmadhu, Theththavadi Maruthankulam and Samayapuram. The first one month of the training program was completed in March 2007.

In the 4th year, an advanced training course to upgrade the skill was conducted from April to June 2007 for 12 participants who had the capacity to make Sari painting as a source of income. All of them successfully completed the course. In order to make the painted Saris more marketable, another 60-day training program was conducted to impart to the participants tailoring skills necessary to complete products for sales, utilizing 2 sewing machines belonging to WRDS, Vaddupiththanmadhu.

(6) Cost effective construction technology for Housing and Pre-cast concrete components: 3rd (JFY 2006) year

In August 2006, 2 youths from Santhipuram participated in the “Training program on Cost effective construction technology for Housing and Pre-cast concrete components” organized by the Project in collaboration with the National Engineering Research and Development Centre of Sri Lanka. Although 2 youths from Pali Aru in Manthai West AGA Division were also expected to attend this training program, the closure of the Exit/ Entry point prevented them from coming to the cleared area to join it.

The technology introduced through the *training program on Cost effective construction technology for Housing and Pre-cast concrete components* conducted in the 3rd year had been expected to create a new opportunity of an Income generation activity in Santhipuram. However, escalation of the price of sand and payment of water has hindered in gaining profit from the activity. Moreover, prohibition of taking sand from Mannar island imposed in December 2006 resulted in suspension of the activity there.

(7) Other income generation activities by small groups and individuals: 4th (JFY 2007) year

Small groups motivated in the focal villages were intently engaged in the following economic activities, mainly utilizing the facilities in the Plant Nursery Farms together with trainings, equipment and inputs provided by MANRECAP and available local resources. Those activities are shown below.

(a) Vegetable cooperative marketing in Samayapuram

In Samayapuram, a group consist of 11 members started marketing of vegetables. The following table shows details of the vegetable marketing activities.

Table 2-30: Result of Small Group Purchasing and Sales (August- December 2007)

No	Items	Month	Q'ty	Buying (Rs)	Sales (Rs)
1	Vegetables (Kg)	Aug.	21	995	1,320
		Sep.	13	1,435	1,490
		Oct.	12	640	951
		Nov.	15	805	1,287
		Dec.	13	930	1,164
Sub-total			74	4,805	6,212.00
2	Coconut (Nos.)	Sep.	80	1,600	1,760
		Oct.	20	520	580
		Nov.	15	375	405
		Dec.	16	250	277
Sub-total			131	2,745	3,022
3	Salt (Kg)	Oct.	3	60	90
4	Beetle (Pack)	Dec.	50	50	75
Total (Rs)				7,660	9,399

(b) Eggs Collection and marketing from Samayapuram

In Samayapuram, another group (12 members) carried out marketing of eggs by collecting them from the members of poultry farming. Following table shows the group result during the period from 17th July to 19th December 2007.

Table 2-31: Eggs Collection and Marketing from Samayapuram

Month of Sales	Unit price (Rs./egg)	No. of Eggs sold	Total Sales (Rs)
July 2007 (12 days)	8	177	1,416
Aug-07	9	602	5,418
Sep-07	10	881	8,810
Oct-07	10	947	9,470
Nov 2007	10	365	3,650
Dec 2007 (19days)	12	166	1,992
Total		3,138	30,756

(c) Rice flour preparation and Marketing at Theththavadi Maruthankulam:

A group of women at Theththavadi Maruthankulam started rice flour production and sales activities since July 2007. Details of this activity are indicated in the table below:

Table 2-32: Rice Flour Preparation and Marketing

No. of Sales time (2007)	Unit Price (Rs/Kg)		Q'ty of sale (Kg)	Sales (Rs.)	
	Purchase Cost	Selling Prices			
Jul	2	54	70 - 75	27	1,985
Aug	4	55	75	52	3,900
Sep	5	55	75	96	7,200
Oct	4	64	75	63	5,265
Nov	1	65	85	50	4,250
Dec	2	69	85 - 90	123	10,930
Total				411	33,530

(d) Compost production and marketing at Vaddupiththanmadhu:

Results of compost production and marketing at Vaddupiththanmadhu by 2 groups of 18 members are shown in the following Table:

Table 2-33: Production and Sale of Compost (Nov. - Dec. 2007)

No.	Purchaser	Unit Price (Rs/Kg)		Q'ty Sold (Kg)	Net Income (Rs.)
		Cost	Sales		
1.	Individual	10	15	474	7,110
2.	CBO	10	15	1,328	19,920
3.	GO & NGO institutions	10	15	509	7,635
4.	Private shops	10	15	375	5,625
5.	X'mas sales at Mannar town	10	15	790	11,850
Total				3,476	52,140

Production cost of compost is Rs.10 including labor charges as the most of materials such as cow dung, rice straw, grass, and so on, were available in the village at no cost at the beginning. Since the test conducted at the Coconuts Research Institute certified quality of the compost, this activity would be prosperous in future.

(e) Production of short eats at Santhipuram

Two groups of women started short eats production and sales in Santhipuram.

(f) Individual income generation activities

In addition to the income generation activities by small groups, individual activities were conducted. Two villagers in Sewa Village and one in Ganeshapuram sold red lady variety Papaw which seedlings were supplied by the Project. Besides, five FO members in Sewa Village sold vegetables cultivated at Multi Purpose Hall plots.

2.3.2 ASSISTANCE FOR SOCIAL ACTIVITIES

The focal villages selected for the Project are all in resettlement areas, which were directly or indirectly affected by the conflict. The population in those villages mostly consists of IDPs and landless people resettled during varying pre- and post- conflict periods. By its nature, people have been less confident of unity and mutual trust among themselves, and of working for the common purposes.

An important factor, which severely affected participation and unity among these communities, was that they did not possess land of their own, especially in Manthai West AGA Division. MANRECAP made an effort for the people in the focal villages to obtain substantial acreage of land ranging from half an acre (Pali Aru and Kurai) to one acre (Sewa Village, Ganeshapuram and Seethuvinayagarkulam) through GA, Mannar. Possessing land of their own both residential and cultivatable induced these communities to settle there, and to clear the land for cultivation. This also promoted participation in community developmental works to fulfill their basic needs and consequently unity within the community.

Besides, the Project has promoted activities to foster unity and mutual assistance among villagers by supporting group activities mentioned below.

(1) Land allocation for newly settle families: 1st (JFY 2004) – 3rd (JFY 2006) year

Land allocation was the first priority for the newly or temporarily settled IDP families in 3 villages, Sewa Village, Ganeshapuram and Pali Aru, in Manthai West AGA Division during the conflict period, as they did not possess any formal land deeds, which made them uncertain for their future. The Project discussed the issue with GA and his response was positive to the allocation of the land to the people. Accordingly the Project facilitated the process of land allocation contacting the Land Officer and requesting the Survey Department to carry out the needed survey in the 1st year. The process was complicated and time consuming, and jungle clearing was necessary before the survey was carried out.

The jungle clearing works for the land allocation was carried out under the counterpart fund for Sewa Village and Ganeshapuram and under UNHCR fund for Pali Aru, since Pali Aru was a village where UNHCR had been operating a welfare center for IDPs.

Land allocation was carried out in the 2nd year and the 3rd year. The new map of each village for land allocation is shown in **Annex 2-12**.

(2) Micro finance activity: 1st (JFY 2004) – 4th (JFY 2007) year

Since the Project introduced Micro finance activities to the focal villages in September 2004 and promoted the formation of Women's Saving Groups (WSGs) in collaboration with the Women's Bank²⁰ in Colombo, the activity has steadily expanded. These WSGs are affiliated with the Women's Bank and as of the end of December 2007, 38 WSGs with 411 members function in all the focal villages with their guidance and monitoring. These WSGs have saved Rs.473,487.50 and out of the savings, it loaned about Rs.369,155.00 to the group members as cultivation and emergency loans.

In August 2005, WSGs in the focal villages established three "Regional Banks"²¹, namely the Vaddupiththanmadhu branch and the Santhipuram branch in the cleared area (Mannar DS Division) and the Pali Aru branch in the un-cleared area (Manthai West AGA Division), with the support of the Women's Bank, to get more sustained benefits. All documents necessary for the operation of Regional Banks were translated into Tamil from the original version in Sinhalese prior to the official launch of the Banks. WSGs deposit their savings in the respective Regional Banks and the group members can obtain bigger loans from it.

The members of Women's Saving Group (WSG) and their families appreciated this activity as a social safety net, which ensured the access to loan facilities at any time to meet their urgent needs, which view was expressed in several villages during the CAP review workshops.

²⁰ The official name of the *Women's Bank* is *Sri Lanka Women's Development Services Cooperative Society, Ltd.*. People in shanty areas in Colombo established the Women's Bank in 1989, whose main objective was the provision of a mechanism for savings and credit for poor women. In 2003, the Women's Bank had more than 35,000 members and loaned out an annual total of 187 million rupees to its members from their own savings, shares and interests.

²¹ As new WSGs mature in the operation of savings and loans in groups, and micro finance services expand in the area, a branch called "Regional Bank" is established with 10-30 WSGs. The branch does most of operational decision-making, such as member enrollment, deposits and loans.

Until October 2005, representatives from the Women’s Bank in Colombo regularly visited the committee members of these Regional Banks in Mannar and provided advice on how to operate them in a fair and transparent manner. However, after November 2005, the representatives were not able to visit the Project sites due to the unstable security situation.

As an alternative, the Project appointed a treasurer of the Vaddupiththanmadhu Regional Bank as a resource person and supported her to visit other branches to provide advice for the proper operation. In addition, the Project arranged meetings for committee members of Regional Banks in the Project sites to meet the Women’s Bank representatives at Tirappane and Colombo to get instructions and suggestions for the documentation and management of saving activities.

Furthermore, a special promotional loan program to the conflict-affected areas was introduced in December 2006 with the support of the Women’s Bank. 36 Regional Bank members in Vaddupiththanmadhu got Rs.11,500 as the special loan to be utilized for paddy cultivation, as the formal cultivation credit facilities by Banks were not functioning in Mannar for 2006/07 Maha.

Because of these measures, even under the volatile situation, the Project could complete up to “Step. 21” of the procedures of Women’s Bank mentioned in **Annex 2-13**.

(3) Other social activities 1st (JFY 2004) – 4th (JFY 2007) year

Utilizing the public buildings such as Multi Purpose Halls (MPH), Community Centre and Preschools constructed through CMR, most of the communities have conducted educational activities as well as public meetings and functions as shown in the table below;

Table 2-34: Activities at MPHs/ Preschool constructed under CMR

As of December 2007

Village	CBO /Group in charge	Building	Activity	Number of participants	Frequency of the activity
Manthai West AGA Division					
Sewa Village	PTA	MPH	Preschool	27	5 days/ week
	WRDS		Evening classes for students	28	5 days/ week
	PTA		Sports meet for children	27 students 36 parents	Once/ year
	WRDS/FO		Committee/ General Meetings	CBO members	Once/ month
	Community		Wedding	-	Twice/year
Ganeshapuram	PTA	MPH	Preschool	31	5 days/ week
	Children’s group		Publication of hand written magazine	24	Once/ 2 months
	WRDS		Community library	All villagers	6 days/ week
	WRDS		Evening class for students	55	6 days/ week
	WRDS/RDS/FO		Committee/ General Meetings	CBO members	Once/ month
	PTA		Sports meet for children	31 students 72 Parents	Once/ year
Pali Aru	PTA	MPH	Preschool	16	5 days/ week
	WRDS		Evening class for students	35-45	6 days/ week
	WRDS		Training in Tailoring	25 Women	4 months

Village	CBO /Group in charge	Building	Activity	Number of participants	Frequency of the activity
Pali Aru	WRDS/RDS/FO & other NGOs	MPH	Committee/General Meetings	CBO members	Once/ month
Mannar DS Division					
Puthukkamam	PTA	Preschool	Preschool	12	5 days/ week
	WRDS		Training in Tailoring	30 Women	06 months
	WRDS		Clinic for Expectant mothers and children	15 Mothers 16 Children	Once/ month
	WRDS		Committee/ General Meetings	CBO members	Once/ month
	WRDS		Evening classes for students	35 students	5 days /week
Samayapuram	PTA	MPH	Preschool	12	5 days /week
	WRDS		Evening classes for students	65 Students	6 days /week
	WRDS/RDS		Committee/ General Meetings	CBO members	Once/ month
Santhipuram	PTA	Preschool	Preschool	45	5 days /week
	PTA		Sports meet for pre school children	45 Students 56-Parents	Once/ year

2.3.3 CAPACITY BUILDING OF CBOS

In order to enable CBOs and issue-specific groups such as Women's Saving Groups to plan and implement their own activities, the following assistance was provided by the Project.

(1) Formation and reformation of Community Based Organizations (CBOs): 1st (JFY 2004) – 4th (JFY 2007) year

At the inception of the Project in the 1st year, CBOs did not exist nor function properly in many focal villages. CBO registered with the government agencies is qualified to receive community contracts as well as to be considered as an organization, which can get assistance on socio-economic activities. Therefore the first step of the Project's facilitation was to assist communities to establish, register, and activate newly formed/ reformed CBOs such as Rural Development Society (RDS), Woman Rural Development Society (WRDS) and Farmer Organization (FO).

In the 2nd year, the Project facilitated to form FOs and supported their legal registration in Pali Aru, Kurai, Seethuvinayagarkulam and Vaddupiththanmadhu. In Puthukkamam and Theththavadi Maruthankulam, existing FOs were reformed to function in a more effective way. In addition, financial training programs were conducted for FOs in Pali Aru, Kurai, Seethuvinayagarkulam, Vaddupiththanmadhu and Theththavadi Maruthankulam at their requests.

In the 3rd year, responding to the people's aspiration, the Project supported formation of RDS in Samayapuram and its legal registration.

In the 4th year, the Project supported formation of RDS in Ganeshapuram and its legal registration. After the amendment of Constitution pertaining to Formation, Registration and Functioning of RDS and WRDS with effect from 1st July 2006 issued by the Director, Rural Development Department, North Province, RDS and WRDS in Santhipuram, WRDS in

Puthukkamam, RDS and WRDS in Samayapuram and WRDS in Vaddupiththanmadhu had general meetings to ratify the new Constitution.

(2) MANRECAP Coordinating Committee (MCC):1st (JFY 2004) – 3rd (JFY 2006) year

At the end of the CAP workshops in the first year, MANRECAP Coordinating Committee (MCC) was formulated in each focal village. MCC consisted of 5 to 10 representatives from all sectors and levels in the village. As the name implies, MCC was expected to function as a coordinating body in the developmental process in the village. Main tasks of MCC were (1) coordination with community, government agencies, donor agencies, NGOs etc for implementation of CAP, (2) identifying a suitable CBO(s) in the village to carry out the activities of the Project, (3) monitoring and evaluation of the CAP.

The Project facilitated them to have regular monthly meetings to discuss needs and progress of activities in the village. However, the unstable security situation, which frequently resulted in *Hartar* (forced boycott by the authority), and the delay in construction works under the Project was not conducive to hold regular meetings. Moreover, in the 3rd year of the Project, the Government introduced a developmental program called “GAMA NEGUMA (Village upliftment Programme)²²”, in which each village formulates their action plan through participatory workshops, sets up a committee, promotes village development activities and maintain a self-governing system at village level. Since the concept and approach of the program was similar to those of MANRECAP, MCC members were expected to be incorporated into the committee of the program and most of them were accepted as the committee members. Accordingly, function of MCC was absorbed to Gama Neguma Committee.

(3) Publication of Guidelines: 1st (JFY 2004) – 2nd (JFY 2005) year

Various guidelines on construction, financial management, self-employment etc were developed mainly by the Project staff and distributed to CBOs and community members for their reference. The list of deliverables prepared by the Project is attached as **Annex 2-14**.

(4) Training programs for CBOs: 1st (JFY 2004) – 4th (JFY 2007) year

CBOs acquired necessary techniques and knowledge to conduct CMR works and promote socio-economic activities in their villages from various training programs conducted by the Project. Training programs also provided a forum to exchange information among people from different project sites. The list of the trainings and seminars for CBOs is attached as **Annex 2-15**.

As a training program, study tours were also organized. A three-day study tour to Mahaweli system C in Sinhalese area was carried out with 13 farmer representatives from Sewa Village, Ganeshapuram, Pali Aru, Kurai and Seethuvinayagarkulam, and two project staff to see the improved agricultural practices and activities of Farmer Organizations (FO) in the 2nd year. Though the participants of the Study tour and the recipients were from two different ethnic groups, the welcome given by the farmers of System C was highly impressive and the

²²This is one of the President’s proposals during the Presidential Election in 2005. GAMA NEGUMA was instituted to coordinate and maintain inter-relationship between state institutions and rural community under *Mahinda Chintana (Mahinda Vision)* initiated by the President Mahinda Rajapaksa.

relationship built up was equally important as much as the learning experience gained from the tour. At the end of the tour, participants made a group presentation on the items they learned from the tour and a summary of that is mentioned below.

- Organize small groups and purchase agricultural inputs
- Water distribution by farmers
- Preparation of cultivation calendar by farmers
- Systematic book keeping in a FO
- Implementation of a group credit program by FO
- Implementation of CMR by FO
- Operation & Maintenance of irrigation system by FO
- Formation of small groups as a tool for strengthening FO

After returning to their villages, participants organized debriefing sessions on the tour for the members of FO.

Another one-day exchange program to see the establishment and management of plant nursery farms was carried out for farmers of Puthukkamam and Vaddupiththanmadhu in the 3rd year. 20 farmers visited plant nursery farms constructed under the Project in Sewa Village and Ganeshapuram in the previous year and exchanged opinions with farmers there.

(5) Publication of Community Bulletin: 1st (JFY 2004) – 4th (JFY 2007) year

Community Bulletins were published and distributed to all focal villages to promote sharing and exchange of experiences among the focal villages, and to encourage CBOs to carry out good practices done by other CBOs. A sample of the Bulletin is attached as **Annex 2-16**.

(6) Formation of Community Center Committee (CCC): 4th (JFY 2007) year

In order to ensure a sustained proper utilization, operation and maintenance (O&M) of handed over facilities constructed/ rehabilitated by the Project, Community Center Committees were formed in all the focal villages in the Mannar DS Division in collaboration with, and in accordance to the constitution and function of Pradeshiya Sabha, Mannar. One Community Development Officer (CDO) is appointed in each PS, who is in-charge for activities of Community Center Committee, mainly for O&M of facilities, such as public buildings, village roads, community water supply, marketing facilities and so on.

2.4 PROVIDING TRAINING FOR GOVERNMENT OFFICERS

Output 4	Cooperative relationships between the Government officers and the CBOs in the focal villages are enhanced.
Activities	
4-1	Provide training opportunities for government officers on “participatory development methods”.
4-2	Carry out study tours for government officers.

With the intention of building the capacity of relevant Government officers directly involved with community in the developmental activities, the following trainings, study tours and seminars were held.

2.4.1 TRAINING PROGRAMS ON PARTICIPATORY APPROACH

(1) Awareness programs of the Project: 1st (JFY 2004) year

In the field, all Grama Niladharis (GNs) attended the CAP workshops. In addition, 4 study tours were conducted to learn from successful cases for further improvement of the activities in their responsible villages. Those tours were on community contact activities at Mahaweli System C, the Women’s Bank micro finance activities, construction managed by a NGO and an exchange program among the Project sites. All GNs in the focal villages have acquired adequate knowledge of CAP and CMR procedures through those activities. The Project also organized a seminar on participatory community development for Government officers and NGO staff by Prof. Hosaka in September 2004, when he was on a short-term assignment for the Project. In PIC and JCC meetings, the concept and methodology of CAP and CMR was discussed in depth and fully understood by higher officers.

On 19th March 2005, the Project organized a seminar at Trincomalee to share experiences and outcomes of MANRECAP in the 1st year with the provincial officers, Government Agents, staff at UN organizations, NGOs and others. The Chief Secretary of the then North East Provincial Council appreciated the MANRECAP activities and suggested officers concerned to adopt a similar approach in implementing developmental works in other areas too.

(2) Community Development Training Program through Participatory Approach: 2nd (JFY 2005) year

A training program titled “Community Development Training Program through Participatory Approach” was conducted for field level Government officers by the Project in collaboration with Training Centre of the Management Development & Training Department in Trincomalee in December 2005. This training program aimed to impart the knowledge on the concept of Participatory Community Development to the field level Government officers who are the focal persons in the actual community development and will be the key persons to promote people-centered development in their focal villages. Moreover, their understanding on the concept will contribute the sustainability of the Project activities and its impacts.

11 field-level government officers such as Social Service Officer, Rural Development Officer, Agrarian Development Officer and Grama Niladari from both Mannar DS and Manthai West AGA Divisions participated in the training.

(3) MANRECAP Seminar on Community Participation and Strengthening CBOs: 3rd (JFY 2006) year:

MANRECAP has accumulated lessons learned on Community Participatory approach and working with CBOs in the Northern region since the inception of the Project in 2004. Those experiences and lessons learned are thought to be useful for relevant officers working at a field level, who are officially responsible for strengthening and supervising CBOs functions.

In order to share the above mentioned experiences and lessons learned with the field level officers such as Rural Development Officers, Social Services Officers, Cultural Officers and Project Assistants, a one-day seminar on Community Participation and Strengthening CBOs was organized by the Project on 12th February 2007 at Mannar District Office in collaboration with the Office of District Rural Development Officer.

This seminar was aimed at facilitating the field level officers to understand the importance and effectiveness of Community Participatory approach such as CAP and CMR method adopted by the Project, and to acquire knowledge about rules and regulations, and financial aspect regarding CBOs. The participants as well as District Rural Development Officer, who is the supervisor of those field level officers, appreciated this seminar very much since they had realized the necessity of this kind of training program but could not conduct them due to lack of funds.

2.4.2 ESTABLISHMENT OF DIPLOMA COURSE ON PARTICIPATORY COMMUNITY DEVELOPMENT

2nd (JFY 2005) – 4th (JFY 2007) year

Capacity development of the Government officers and relevant personnel in the North East is one of the most crucial areas for reconstruction of the post-conflict villages. While there is a training course on “participatory housing and community development” at Peradeniya University, a Tamil-medium program accessible in the North East was keenly called for.

In August 2005, after a series of discussions between the Project and all authorities concerned, it was decided that a Tamil-medium undergraduate diploma course on participatory community development would be established at Vavuniya Campus of Jaffna University with the initiative of the Project and in collaboration with the then North East Provincial Council. It was also confirmed that the course would be targeted for field level Government officials, donor-funded project staff and NGO staff working mainly in the North East region in Sri Lanka.

MANRECAP discussed the details of the course with the Vice Chancellor of Jaffna University, Prof. Mohanathas. Consequently they drafted the syllabi based on the guidelines given by the Project and the rules and regulations for the course. The draft was submitted to the Faculty

Board. The final syllabi and the rules and regulations were then prepared taking observations of the Board into account.

Prior to the launch of the course, the Project provided necessary equipment valued at about Rs.500,000 such as a photo copy machine and multimedia projector, video camera and TV set to Jaffna University to conduct the course. In addition, the Project provided booklets and manuals, which were utilized at seminars/ training programs/ workshops in the past for students following the course.

The program was finally fixed to be an undergraduate-level diploma course of a two-year duration, the first half having weekend coursework involving lectures, debate, workshops, presentations and English language training, and the second half involving assigned project work with regular professional consultation and academic advice. The eligibility for the admission was set so as to accommodate local administrators at the Grama Niladari level as well as community-oriented young field workers such as donor-funded project staff and NGO staff working mainly in the North East region. For the sustainability purpose, the course is self-financed with revenue from tuitions (Rs.20,000/ course) expected to be borne by sending organizations or through government training budget.

The course commenced on 4th August 2007 with 50 students selected from 169 applications, although the commencement was delayed due to the prevailing security situation. Professor Hosaka at his short-term assignment for the Project was invited to this newly started course to deliver a lecture on 12th August 2007. He lectured to the students on history and fundamental concept on participatory development approach for low income communities in the south Asia and Sri Lanka and introduced a process of activities and how to change stake holders' attitude through community driven development approaches, taking an example of the Women's Bank's saving activities and other similar activities.

All students have appreciated the way the course was conducted at Vavuniya Campus. Examination for the first semester was held in the middle of December 2007 and the 2nd year-semester commenced in the middle of January 2008. The first year-course structure and details of the students and their summarized expression of the course are as follows;

Course Structure:

- (1) History of Socio Economic Development in Sri Lanka
- (2) Political and Administrative System of Sri Lanka
- (3) Gender and Development
- (4) Sociology of Community Development
- (5) English for General Purpose I
- (6) Local Government and Rural Government
- (7) Management of Community Based Organizations
- (8) Legal Framework for Development
- (9) Conflict Resolution and Peace Building
- (10) English for General Purpose II

Details of Students and their expression;

- (1) Total registered number of student: 50 (One withdrew before commencement of the course)
- (2) Total number followed the First Semester: 49 (Male 35, Female 14, Average Age 35 years, maximum age 50 years, minimum age 22 years)
- (3) Break down of Students - Organizational wise: from NGO 18, from Government 18 & 13 from others.
- (4) Purpose to enter the course:
Some felt that the course will provide them an opportunity to find job in NGO. Others felt they could perform their duties with professional touch.
- (5) Observation after the first semester (results of discussion with students):
 - All students have appreciated the way the course was conducted.
 - Working students find it difficult to attend regularly.
 - Due to the present security situation especially students from far away localities find it difficult to attend the course regularly.
 - Lack of material for additional reading.
 - Students are not interested in learning English.

Expectation for the course is very high, however available limited facilities doesn't permit expansion of the course.

2.4.3 TRAINING IN JAPAN FOR GOVERNMENT OFFICERS

1st (JFY 2004) year's activities

Secretary of the then 3R Ministry and Government Agent of Mannar visited Japan from 12th to 24th December 2004 as the counterparts of the Project to exchange views with Japanese government officials on rehabilitation processes of the conflict affected areas and MANRECAP project implementation. They also visited several NGOs to observe their activities and to exchange the views on participatory community development.

2nd (JFY 2005) year's activities

From 9th to 28th January 2006, International Cooperation Seminar was conducted in Japan for four Government officials from the then Ministry of Nation Building and Development, North East Provincial Council, Mannar District Rehabilitation and Reconstruction Secretariat and Assistant Government Agent Office of Manthai West AGA Division. Participants learned the local government systems in Japan and visited *Michinoeki*²³ in Tomiura town and several other places to observe community based activities in Japan.

23 Michinoeki is a concept developed in Japan which is a roadside outlet shop combined with commercial services from local communities (e.g., the sales of local products) and public services targeting road users as well as local communities (sanitation, education and training and cultural activities).

2.4.4 STUDY TOUR RELATING TO HANDING OVER OF FACILITIES

4th (JFY 2007) year

With the view of handing over constructed/ rehabilitated infrastructures incorporating the community and relevant Government Departments, with the community taking the leading role, a study tour was held involving both parties.

In September 2007 a study tour to Wariyapola was held with officers from Urban Council and Pradeshiya Sabha together with CBO representatives participating. Project sites where community water supply system, rural tanks, Community Hall and rural roads are maintained by the community/ CBO facilitated by *Maintenance of Infra Structure Facilities for Alleviation of Rural Poverty Project* together with the system at Wariyapola Pradeshiya Sabha based on Participatory Development Approach was studied very intently by the participants.

The method of auditing cash transaction impressed the participants and it gave the Government officials and CBO representatives confidence that the system could be well adopted in MANRECAP villages where Community Water Supply Systems were established under the Project.

Consequent to this study tour in the latter part of September a review meeting incorporating the Government officials and CBO representatives was held. At this meeting the adoption of the systems implemented at Wariyapola was decided by the participants.

The 2nd study tour to Wariyapola was organized from 16th to 18th January attended by Pradeshiya Sabha officers and CBO representatives to deepen the understanding of participatory Operation & Maintenance of facilities.

2.4.5 OTHER TRAININGS

Training program on Cost effective construction technology for housing and pre-cast concrete components for Government and other relevant officials: 3rd (JFY 2006) year

The cost effective construction technology for housing and pre-cast concrete components introduced by the Project in collaboration with National Engineering Research and Development Centre of Sri Lanka (NERD) in August 2006 was highly appreciated by the Government Agent, Mannar as a pro-poor and participatory methodology of construction of houses. He requested the Project to impart this technology to Government officials engaged in housing and reconstruction programs in Mannar District in order for them to be able to support participatory developmental initiatives at the field level.

Taking the above request and the needs of the Project sites into consideration, the Project has organized two 2-day training programs for Government and NGO technical officials on the above mentioned subject in September with 18 participants and in December 2006 with 3 participants respectively.

After the training programs, the plan to construct a yard in Mannar to serve as a manufacturing center of pre-cast construction materials was considered with the initiative of the then Government Agent, Mannar, which would benefit the Project focal villages especially in Manthai West AGA Division since 220 houses were planned to be constructed by the Government with those pre-cast construction materials. Deterioration of the security situation, however, made the all parties concerned gave up the plan.

2.5 COLLABORATION WITH OTHER ORGANIZATIONS

In order to address priority needs identified by the community in a community participatory approach project and secure sustainability after its completion, collaboration with other agencies was indispensable. This was due to the fact that Community Action Plan prepared by a community was invariably an integrated plan with diversified aspects. These could not be addressed by a single agency due to limitation of the capacity.

Under MANRECAP, many activities were implemented in collaboration with other organizations. This was to ensure activities identified by communities which had to be addressed urgently but were beyond MANRECAP's mandate. Prior discussions were held with collaborating organizations and communities on the implementation plan, so that it was in the same line of MANRECAP's policy of community participation method. Especially in Sewa Village, Ganeshapuram and Pali Aru, where the government's resettlement program is in progress, collaboration with other agencies was intently undertaken to address their urgent needs such as land preparation for resettlement and construction of semi permanent houses.

Those activities implemented in collaboration with other organizations and various government agencies in the MANRECAP focal villages are summarized in **Annexes 2-17** and **2-18** respectively.

2.6 MONITORING AND EVALUATION

2.6.1 TRAINING IN MONITORING AND EVALUATION FOR THE PROJECT STAFF

2nd (JFY 2005) year

For the better understanding on monitoring and evaluation, one-day training session for the Project facilitators was organized in June 2005 by the Project.

2.6.2 MID-TERM IMPACT ASSESSMENT

2nd (JFY 2005) year

A mid-term Impact Assessment was carried out by the Project in February 2006, using a structured interview method, to understand the degree of people's participation in the Project activities and benefits and changes people in the community had experienced, and to improve

the quality of the activities. The total number of 1,086 questionnaires was collected from all the focal villages.

Through the assessment, it was found that in general, community people in the focal villages appreciated that their basic needs had been fulfilled to some extent with the support of the Project. However, their urgent needs such as water supply, land and housing were still unfulfilled at the time of this assessment in some villages such as Santhipuram, Ganeshapuram and Pali Aru, mainly because they were beyond the mandate and capacity of the Project, as land allocation was going on and the Project needed some time to coordinate with relevant organizations to meet the community's needs. At the same time, some of the comments in the questionnaire revealed that people in the focal villages had been empowered through the activities promoted by the Project and they were still in the process of further empowerment.

2.6.3 JOINT MID-TERM EVALUATION

2nd (JFY 2005) year

The Mid-term Evaluation was conducted jointly by JICA and the Sri Lankan Government from 27th February to 16th March 2006 to review the MANRECAP activities of the past two years and recommend modifications of the Project activities. For that purpose, the Joint Evaluation Committee, which consisted of 3 Japanese members as well as 3 Sri Lankan officials, was established and visited the Project sites. The details of the result of the Evaluation can be read in "Joint Mid-Term Evaluation Report on the project for Mannar District Rehabilitation and Reconstruction through Community Approach in Sri Lanka" prepared by the Joint Evaluation Committee dated 16th March 2006.

As the result of Joint Evaluation, the original "PDM" was revised in some respects, such as important assumption and project purpose.

2.6.4 MONITORING OF CBO'S ACTIVITIES

2nd (JFY 2005) – 4th (JFY 2007) year

In order to strengthen CBO's capacity to manage its own activities, continuous monitoring and support from the Project is indispensable. In that respect, the Project introduced a new monitoring system of CBO's activities. This monitoring activity was conducted for three times.

The monitoring was carried out under three categories:

- (a) CBOs Management ability pertaining to Financial aspects
- (b) CBOs Management ability pertaining to Institutional aspects
- (c) CBOs management ability pertaining to Socio-economic aspects

The results of monitoring show that there has been gradual improvement of CBO's ability in the three categories for the last two years of the Project.

Summary report of the Monitoring is shown in **Annex 2-19**.

2.6.5 BASELINE SURVEY

1st (JFY 2004) – 4th (JFY 2007) year

A baseline survey was conducted in the JFY2004 to grasp the conditions of focal villages. Despite deterioration of security situation in the Project area since the latter part of 2005 follow-up baseline surveys were conducted to find out the effects of the Project in 2006 and 2007.

Results of baseline survey shows that the number of families in Manthai West AGA Division was substantially decreased from 524 in 2004 to 334 in 2007 while that in Mannar DS Division was increased from 499 in 2004 to 546 in 2007. The decrease in number of families in Manthai West AGA Division is attributable to the closure of the Welfare Centers for IDP being operated by UNHCR in 2005.

One of the significant differences known through the Baseline Surveys is that assets possessed by the people were drastically increased during the Project period. In Mannar DS Division, number of all assets recorded as 1,554 in 2004 increased to 5,880 in 2007, while in Manthai West AGA Division these recorded 676 increased to 2,641. This indicates that livelihood of people in the focal villages has improved during the Project period.

Report of the Baseline Surveys is attached as **Annex 2-20**.

2.6.6 JOINT TERMINAL EVALUATION

4th (JFY 2007) year

The terminal evaluation of the Project was conducted by the Joint Evaluation Committee headed by Mr. M. Homma and 4 JICA staff and 4 Sri Lankan Government officials from 7th to 23rd October 2007 to evaluate the activities and outcomes of MANRECAP. The Committee expressed that the Project purpose was for the most part achieved and major outputs of the Project have been achieved since the prioritized infrastructures were rehabilitated, and the communities in the focal villages had been empowered through the application of CAP and CMR methods though the security conditions in the Project area had deteriorated.

2.7 COORDINATING COMMITTEES AND PUBLIC RELATIONS

2.7.1 JOINT COORDINATING COMMITTEE (JCC)

Joint Coordinating Committee (JCC) is a highest body (1) to confirm the annual plan of operation of the Project, (2) to review the overall progress and (3) to review and exchange on major issues. JCC is chaired by the secretary of the Ministry and met 1-4 times a year.

During the Project period, 10 JCC meetings were held with the participation from the Ministry of Nation Building and Development (present Ministry of Nation Building and Estate Infrastructure Development, MNB&EID), Department of External Department, Embassy of Japan and JICA Sri Lanka Office as well as the Project staff.

The minutes of the meetings and the participants' list are attached as **Appendix 2 of Additional Volume**.

2.7.2 PROJECT IMPLEMENTATION COMMITTEE (PIC)

Project implementation committee (PIC) chaired by GA was held in the field to review and monitor the Project activities and to coordinate relevant Government departments, UN Agencies, International NGOs with MANRECAP activities. During the Project period, 20 PIC meetings were held. The minutes of the PIC meetings and participants' lists are attached as **Appendix 3 of Additional Volume**.

2.7.3 SEMINAR ON TERMINATION OF THE PROJECT

A closing seminar was held on 14th February 2008 in Colombo to share the Project experiences and lessons learned by the Project. The Project invited participants from relevant organizations. The Project shared the experiences and discussed roles & responsibilities of Government organizations in sustainable utilization of the infrastructures/ facilities handed over from the Project and possibility of incorporation of community participation & community contract method into the future developmental works by the Government and NGOs. The details of the seminar are attached as **Annex 2-21**.

2.7.4 PUBLIC RELATIONS (PR)

The Project web site (<http://www.manrecap.com/index.html>) which consisted of English, Tamil, Japanese and Sinhalese pages was established in the 1st year. The web site was renewed periodically during the Project period.

The Project leaflets have been printed in Tamil and English in the 1st Year to be made use of for general public and relevant persons.

The project published a calendar with photos of the project activities every year in 2006, 2007 and 2008 and distributed to relevant organizations.

The Project has documented its activities in a film every year to record and to disseminate the concept and outcomes. In the final year, the integrated video documentation for the 4 years' Project activities was also prepared. The copies of the videos were distributed to relevant organizations.

2.8 LOGISTICS

2.8.1 ASSIGNMENT OF PROJECT STAFF

JICA technical cooperation project used to be organized by Japanese Experts assigned by JICA and Counterparts of the recipient country's Government officers. Since the Government officers in the North was not adequate to allocate counterpart staff to the Project as many projects had commenced their activities simultaneously after the CFA in February 2002, the Project with JICA's consent recruited own Sri Lankan staff. The Project organization structure was discussed in the preceding Section 1.2.4.

At the beginning of JFY2007, 31 Sri Lankan staff members were working for the Project; 1 Project coordinator, 14 in Administration including drivers, 6 in Institutional section, 7 in Engineering section and 3 in Agricultural section. The main office in Mannar and sub-project office in Manthai West AGA Division were closed at the end of February. Most of the Project staff resigned between December to February 2008.

2.8.2 MANAGEMENT OF EQUIPMENT

On the termination of the Project, the equipment procured under the Project was handed over to the Ministry of Nation Building & Estate Infrastructure Development and Government Agent, Mannar based on their requests to JICA. The detail of the equipment handed over was recorded in the list attached as **Annex 2-21**.

2.8.3 OFFICE ALLOCATION

For the implementation of the Project activities, 1 main office in Mannar town, 1 sub-project office in Manthai West AGA Division and 1 liaison office in Colombo had been in operation for 4 years. The main office and sub-project office were closed at the end of February 2008 and the liaison office was closed at the beginning of March 2008.

Chapter 3 ACHIEVEMENTS AND PROBLEMS ENCOUNTERED

3.1 RECORDS OF PERFORMANCE

Performance records of the Project activities are compiled as shown in **Annex 2-1**, and monitoring sheet for achievement based on the revised PDM is shown in **Annex 3-1**. Further, Village-wise activity profiles and photos of fixed-point observations are attached in **Annex 3-2** and **Annex 3-3** respectively.

3.2 ACHIEVEMENTS AND OBSERVATIONS

3.2.1 OUTPUT 1: COMMUNITY ACTION PLAN (CAP) IS FORMULATED WITH PARTICIPATORY METHOD

Changes in Community Action Plans (CAPs)

The results of the CAP (review) workshops conducted in 10 focal villages in the 1st and 2nd year revealed that the situation and needs of people significantly differ among villages and divisions. CAPs of the focal villages in Manthai West AGA Division indicated that most of the people were IDPs and struggling to have their own land with a deed. The main issues highlighted by them were land, construction of houses and supply of drinking water. In contrast, people in Puthukkamam, Vaddupiththanmadhu and Theththavadi Maruthankulam in Mannar DS Division prioritized agricultural development to ensure their livelihood since they already had their own land or leased land for cultivation. Samayapuram and Santhipuram are villages originally developed as Government housing schemes and their urgent need was the establishment of water supply as well as drainage systems to improve their living conditions.

As the Project activities progressed and the urgent needs were fulfilled, their focus shifted to new needs. For instance, in Sewa Village, people got their own land with a deed, constructed semi-permanent houses in collaboration with ZOA, a Dutch NGO and established a community water supply system under the Project, so that they planned to develop socio-economic activities to earn a livelihood as the next step in their reviewed CAP. However, closure of exit/ entry point and restriction on movement of staff and materials hindered the Project to support such activities fully. In other villages in Manthai West AGA Division, as their urgent needs of resettlement in the new land and construction of houses were suspended due to the security situation, they hoped the needs to be fulfilled as soon as possible. At the focal villages in Mannar DS Division, the focus in their CAPs was on income generation activities since most of the urgent needs of rehabilitation were fulfilled with the support of the Project.

Changes in communities' attitude

Initially, most of community leaders in the focal villages were reluctant to take responsibility of implementing developmental works such as CMR. The reasons could be lack of experience, strict regulation in the conflict-affected area and dependence on outside assistance. However, through process of CAP workshops people perceived their confidence and unearthed

their abilities, resources and potentiality to conduct development works. As a result, in most villages, community members actively participated in the meetings and physical works.

In addition, though people hesitated at the beginning, through the activities of the Project they got accustomed to expressing their opinions and making collective decisions to solve common problems. In an initial stage on some occasions, domination by a few active and talkative participants and gender-imbalance in representation at the workshops were observed. However, as the Project activities progressed, more people came forward to express their own opinions in front of public and Government officers. It is impressive that women in remote villages such as Kurai and Seethuvinayagarkulam confidently expressed their opinions in the workshops.

Changes in CBOs' capacity

At the inception of the Project in many focal villages, CBOs didn't exist or function properly. Therefore people were less confident in CBOs' capacity to conduct developmental works on their own. They, however, recognized that building a capacity of CBOs was crucial for the future development of their villages, through the process of formulation of CAPs. Afterwards, CBOs in the focal villages positively took responsibility of implementing developmental works such as CMR and other socio-economic activities.

3.2.2 OUTPUT 2: BASIC COMMUNITY INFRASTRUCTURE ARE REHABILITATED

(1) Advantages and Impacts of CMR

(a) Direct financial benefits

Tables 3-1, 3-2, 3-3 and 3-4 show the amount of labor component and actual profit made by CBOs against the final payments to each CBO under the contracts of CMR.

The tables show that substantial amount of payment was made as labor components (21%, 18 %, 30% and 47% of total payment on the average in the 1st, 2nd, 3rd, and 4th year respectively), which were paid directly to community members participating in CMR works. This indicates that CMR provided opportunities for people to get a direct benefit by being employed as skilled or unskilled workers. Since the CMR works in the 4th year were labor-intensive due to shortage of materials, labor component was higher than that in other fiscal years.

The average profit margin obtained by a CBO in charge is 8 % in the 1st year, 23 % in the 2nd year, 5% in the 3rd year and 29% in the 4th year as shown in Tables 3-1 to 3-4, though data in the un-cleared area were not fully available because MANRECAP senior staff was seldom able to enter the un-cleared area due to deterioration of the security situation to check account books recorded by CBOs for CMR works. Profit ratio of CMR works differed depending on the technical knowledge, motivation and management capability of each CBO. Although data of profit margin of the works are available only in Mannar DS Division, they show that the profit margin in the 3rd year is small and that in the 4th year is high. This may be attributed to the fact that the people were acquainted with the bad security situation and high

labor component in the works in case of CMR in the 4th year. Further, it should be noted that some of the CBOs reduced labor wages and increased the profit of CBOs with consent of members so that more funds were accumulated within CBOs through CMR.

Table 3-1: Labor Charge & Profit of Major CMR in the 1st year

Unit: Rs.1,000

Village	Works	CBO	Paid Amount	Labour Component (%)	Profit (%)
Manthai West AGA Division					
Sewa Village	Multi-Purpose Hall	WRDS	1,890	400 (21)	74 (4)
	Plant Nursery Farm	FO	440	21 (5)	63 (14)
Ganeshapuram	Multi-Purpose Hall	WRDS	2,100	439 (21)	135 (6)
	Plant Nursery Farm	FO	457	28 (6)	110 (24)
Pali Aru	Multi-Purpose Hall	WRDS	1,980	425 (21)	140 (7)
	Teachers' Quarters ¹	RDS	231	65 (28)	18 (8)
Thevanpidy	Teachers' Quarters ¹	RDS	231	67 (29)	18 (8)
Mannar DS Division					
Puthukkamam	Pre-School ¹	WRDS	1,244	277 (22)	78 (6)
Samayapuram	Multi-Purpose Hall ¹	WRDS	1,603	353 (22)	123 (8)
Santhipuram	Pre-School	WRDS	1,661	411 (25)	185 (11)
Total (Average)			11,837	2,486 (21)	944 (8)

Note: ¹Works were carried out in the 1st and 2nd years. Figures are only for the 1st year's works.

Table 3-2: Labor Charge & Profit of Major CMR in the 2nd year

Unit: Rs.1,000

Village	Works	CBO	Paid Amount	Labour Component (%)	Profit ² (%)
Manthai West AGA Division					
Sewa Village	Community Water Supply	FO	1,715	309 (18)	306 (18)
Pali Aru	Teachers' Quarters ¹	RDS	1,311	367 (28)	-2 (0) ²
	Plant Nursery Farm	FO	624	37 (6)	Data not available
Kurai	Access Road ⁴	FO & RDS	4,947	643 (13)	1,980 (34)
	Culvert (Large) ⁴	RDS	915	284 (31)	Included in above
	Community Water Supply	FO	187	47 (25)	34 (18)
Seethuvinnayagarkulam	Access Road ⁴	FO & RDS	4,542	590 (13)	2,861 (51)
	Culvert (Large) ⁴	RDS	1,047	325 (31)	Included in above
	Plant Nursery Farm	FO	546	33 (6)	Data not available
Thevanpidy	Teachers' Quarters ¹	RDS	1,309	367 (29)	-78 (-6) ²
Mannar DS Division					
Puthukkamam	Village Internal Road	RDS	1,516	227 (15)	0 (0) ³
	Community Water Supply	RDS	483	145 (30)	36 (8)
	Pre-School ¹	WRDS	671	154 (23)	78 (12)
	Plant Nursery Farm	FO	538	32 (6)	214 (40)
Vaddupiththanmadhu	Community Water Supply	FO	822	206 (25)	23 (3)
	Plant Nursery Farm	FO	535	32 (6)	98 (18)
Theththavadi Maruthankulam	Community Hall	FO	1,300	195 (15)	155 (12)
Samayapuram	Community Water Supply	FO	1,062	244 (23)	28 (3)
	Multi Purpose Hall ¹	WRDS	905	217 (24)	123 (14)
Santhipuram	Marketing Facility	RDS & WRDS	700	189 (27)	46 (7)
	Pre-School	RDS	1,618	372 (23)	185 (11)
	Village Internal Road	RDS	997	150 (15)	0 (0) ³
Total (Average) ⁵			28,290	5,165 (18)	6,187 (23)

Note:

¹ Works were carried out in the 1st and 2nd years. Figures are only for the 2nd year's works.

² CBOs lost on the CMR works due to escalation in the price of materials.

³ Only gravel materials are provided by the Project and other expenses were borne by CBO.

⁴ Road & Culvert were accounted in one book.

⁵ "%" for available figures

Table 3-3: Labor Charge & Profit of Major CMR in the 3rd year

Unit: Rs.1,000

Village	Works	CBO	Paid Amount	Labour Component (%)	Profit (%)
Manthai West AGA Division					
Sewa Village	Village Internal Road	WRDS	1,576.4	254 (16)	Data not available
	Culvert (Small)	WRDS	94.3	6 (6)	-2 (0) ¹
Ganeshapuram	Marketing Facility	WRDS	587.5	153 (26)	Data not available
	Village Internal Road	WRDS	764.8	646 (84)	Data not available
	Drip Irrigation	FO	64.4	6 (10)	0 (0)
Pali Aru	Marketing Facility	WRDS	657.9	179 (27)	Data not available
	Village Internal Road	RDS	537.3	455 (84)	Data not available
Kurai	Teacher's Quarters	RDS	1,423.8	399 (28)	Data not available
Seethuvinayagarkulam	Access Road	FO & RDS	3,856.8	501 (13)	Data not available
	Culvert (Large)	FO	677.6	210 (31)	Data not available
	Office Renovation	RDS	120.1	25 (21)	Data not available
Mannar DS Division					
Puthukkamam	Small Scale Irrigation	FO	2,030.0	979 (48)	83 (4)
Theththavadi Maruthankulam	Community Water Supply	FO	900.0	243 (27)	36 (8)
Santhipuram	Marketing Facility	RDS	729.8	190 (26)	78 (12)
Total (Average) ²			14,020.7	4,247 (30)	195 (5)

Note: ¹ Due to price escalation of materials and prolonged construction period, CBO faces a small loss.

² "%" for available figures

Table 3-4: Labor Charge & Profit of Major CMR in the 4th year

Unit: Rs.1,000

Village	Works	CBO	Paid Amount	Labour Component (%)	Profit (%)
Manthai West AGA Division					
Sewa Village	Culvert Small	FO	388.1	86 (22)	Data not available
Ganeshapuram	Village Road	WRDS & RDS	3,350.8	1,367 (41)	824 (25)
	Culvert Small	FO	1,056.5	257 (24)	Data not available
	Community Water Supply	WRDS	451.8	307 (68)	Data not available
	MF ¹ Vellankulam	WRDS	286.7	63 (22)	Data not available
	Village Road	RDS & WRDS	2,730.0	704 (26)	893 (33)
Pali Aru	Culvert Small	FO	929.4	205 (22)	Data not available
	Community Water Supply	WRDS & RDS	882.3	424 (48)	Data not available
	MF ¹ Vellankulam	WRDS	180.8	44 (24)	Data not available
	Irrigation Temporary Weir	FO	652.5	240 (37)	Data not available
Kurai	Teacher's Quarter	RDS	468.4	162 (35)	Data not available
Seethuvinayagarkulam	Community Water Supply	RDS	1,202.9	242 (20)	Data not available
	Irrigation	FO, WRDS & RDS	4,373.5	2,797 (64)	Data not available
Mannar DS Division					
Puthukkamam	Irrigation	FO	1,854.2	1,265 (68)	450 (24)
Santhipuram	Water Supply Scheme	RDS & WRDS	3,721.9	2,333 (63)	1,259 (34)
Total (Average) ²			22,529.8	10,496 (47)	3,425 (29)

Note: ¹ MF means Market Facility

² "%" for available figures

The communities have started various activities, including operation and maintenance of rehabilitated infrastructure and socio-economic activities with the profits gained by implementing CMR works. However, activities carried out by CBOs were not as originally planned due to the unstable situation in the Project areas. Some of such activities are shown in the following table:

Table 3-5: CBOs' Activities with the Profit of CMR

Village	CBOs in charge	CMR works (year of implementation)	Utilization
Manthai West AGA Division			
Sewa Village	WRDS	Multi Purpose Hall (1 st year)	Fencing of Multi Purpose Hall
Ganeshapuram	WRDS	Multi Purpose Hall (1 st year)	- Fencing of Multi Purpose Hall - Establishment of community library
Pali Aru	WRDS	Multi Purpose Hall (1 st year)	- Construction of tank for cement blocks - Purchase of material for cement blocks - Fencing of Multi Purpose Hall
Kurai	RDS & FO	Access Road & culvert (2 nd year)	Contribution for improvement of Access Road
Seethuvinayagarkulam	RDS & FO	Access Road & culvert (2 nd year & 3 rd year)	do.
Mannar DS Division			
Puthukkamam	WRDS	Preschool (2 nd year)	Loan for Income Generation Activities: Rs.10,000 x 15 members
	WRDS	Toilet for preschool (Counterpart Fund in the 2 nd year)	Fabrication of preschool gate
	WRDS	Water tub for preschool (Counterpart Fund in the 3 rd year)	
Theththavadi Maruthankulam	FO	Community Hall (2 nd year)	Loan for Income Generation Activities to 23 members
Santhipuram	RDS & WRDS	Preschool (2 nd year)	- Fabrication of preschool gate - Revolving loan to a Cement block making group - Rehabilitation of village internal road assisted by Urban Council, Mannar

It is worth mentioning that even in the adverse security situation in the Manthai West AGA Division, MANRECAP could continue CMR works with CBOs to a great extent, though most of rehabilitation and development works by international organizations and international NGOs in the area were stopped after the middle of 2006. Such MANRECAP activities were possible because MANRECAP had been implementing rehabilitation works under CMR with full participation of community. At the same time MANRECAP informed all authorities and parties concerned of all activities implemented, so that they understood well what MANRECAP was doing in the field and the Project was able to maintain good relations with them. Implementation of MANRECAP activities in the difficult situation was very much appreciated by the people and the officers concerned as they have secured an income through CMR to some extent when people had no other income sources.

(b) Utilization of knowledge and skills obtained through CMR

Each WRDS in Sewa Village, Ganeshapuram and Pali Aru in Manthai West AGA Division was enhanced their ability in management of construction works and won a contract with North East Community Restoration & Development Project (NECORD) for construction of permanent houses in each village in the 3rd year. Unfortunately, all works were suspended due to the non-availability of cement caused by the prevailing security situation.

Santhipuram shows the best practices of utilizing knowledge and skills obtained through CMR for other developmental works in the village. CBOs in the village sought collaborating

agencies, negotiated on the terms and conditions with them, and organized the works such as drainage improvement under Food for Work scheme of World Food Programme.

The following table shows such CBO activities by utilizing knowledge and skills obtained through CMR.

Table 3-6: Utilization of Knowledge and Skills obtained through CMR

Village	CBO in charge	Collaborating Agency	Activity
Manthai West AGA Division			
Sewa Village ¹	WRDS	NECORD	Construction of 1 permanent house worth Rs.250,000 through community contract (suspended)
Ganeshapuram ¹	WRDS	NECORD	Construction of 3 permanent houses worth Rs.250,000 each through community contract (suspended)
Pali Aru ¹	WRDS	NECORD	Construction of 1 permanent house worth Rs.250,000 through community contract (suspended)
Mannar DS Division			
Santhipuram	RDS	DS Office, Mannar in collaboration with World Food Programme	1.5 Km of Maruthodai Canal was renovated via Food for Work programme, so that rain water is drained properly. 93 Families participated for 13 days with each family allocated equal length from the total length of the canal.
	RDS	National Youth Services Council (NYSC)	500m Internal Roads were renovated with earth excavated from the above mentioned Maruthodai Canal. The activity was implemented by Youth Sports Club incorporating community participation. RDS donated Rs.10,000 to supplement the expenditure incurred.
	RDS	DS Office, Mannar	A 200m long internal road is nearing completion of renovation with the support of WRDS, Panankattikottu.

Note: ¹ Those three activities are suspended because of unavailability of cement in the area.

(c) Enhancing social cohesion

CMR is implemented in resettled villages, where social cohesion was weak. Social cohesion has been sprouted out through discussions at CAP workshops, and enhanced through collective decision-making and working together under CMR and various community activities.

(d) Using a constructed public building as shelter

People in Theththavadi Maruthankulam in Mannar DS Division have utilized a Community Hall constructed under the Project as shelter while the security situation got worse in order to avoid unnecessary contacts with soldiers at night. The Community Hall is the only public building in the village and JICA's logo on it provided safety for the people because it indicated that a foreign donor backed the community.

(e) Direct Benefit from Restoration of Irrigation Facilities

In Seethuvinayagarkulam, people in the village started vegetable cultivation utilizing the water from the tank restored under the Project. The extent of the cultivation is more than 3 hectares.

Another benefit of the Seethuvinayagarkulam tank is the control of floods around the village. Drainage water spread over the village in the past, collects in the tank and drains through the

spillway, which leads excess water to the Kurai tank. It improved environmental condition in the village.

(f) Assistance to IDPs through facilities rehabilitated under MANRECAP

Many IDPs from the Southern part of Manthai West AGA Division have been staying in and around the focal villages since April 2007. The facilities rehabilitated under the Project have been effectively used for the welfare of such IDPs. Water has been supplied from the wells constructed, and Multi Purpose Halls have been sometimes used as shelter not only for IDPs but also for the Government officers stationed in Manthai West AGA Division.

The following table shows the number of IDPs in the focal villages in September and December 2007.

Table 3-7: Number of IDP in the Focal Villages in 2007

Name of Village	Number of IDP (Nos.)			
	Sep. 2007		Dec. 2007	
	Family	Population	Family	Population
Kurai	222	992	329	1,145
Ganeshapuram	159	632	611	2,232
Pali Aru	206	988	233	1,036
Total	587	2,612	1,173	4,413

(2) Impact of the security situation on CMR works

CBOs responsible for CMR works in Manthai West AGA Division have been facing difficulties in procurement of materials.

Due to frequent closure of the exit/ entry point to the un-cleared area since August 2006 and total closure in September 2007, major construction materials such as cement and reinforcement bar were not allowed to take there and staff entry was disrupted. Even when it was opened, the procedure to take necessary materials to the un-cleared area was very complicated and cumbersome. Under the circumstances the Project was compelled to give up construction of new buildings such as Multi Purpose Hall, Community Hall and Market Facilities in Manthai West AGA Division at the end of July 2007.

Although the security situation had an impact on CMR activities, CBOs in the focal villages in the un-cleared area, where the support from the Project was limited due to closure of the exit/ entry point, were motivated towards self-help activities and more people participated in CMR works. For example, CBOs in Seethuvinayagarkulam manually completed most part of the rehabilitation work of access road, small scale irrigation (tank restoration), and community water supply scheme in the 3rd and 4th years because heavy machinery necessary for the works was not available there.

3.2.3 OUTPUT 3: CBOs ACQUIRE NECESSARY ABILITIES FOR SOCIO-ECONOMIC ACTIVITIES, MAINLY UTILIZING THE INFRASTRUCTURE REHABILITATED BY THE PROJECT

Assistance for Economic Activities

According to the initial plan of the Project, economic activities such as agricultural development and income generation activities were supposed to be commenced in the middle of the 1st year and accelerated from the 2nd year onward. Accordingly, the Project introduced various economic activities as mentioned in Section 2.3.1 and they began to show results in trial cultivation at plant nursery farms, implementation of backyard poultry farming and inland fisheries and home garden cultivation in agriculture, and production of cement blocks in income generation activities.

However, those activities especially at focal villages in the un-cleared area (Manthai West AGA Division) were severely affected by closure of the exit/ entry point to the area. Agricultural products grown in the focal villages with the support of the Project could not be taken to the cleared area due to closure of the entry/ exit point, so that farmers had to give up selling those products in the markets in Mannar town. It brought a limited income from the activities and farmers faced difficulties in getting funds for the next season. In addition, the Project was not permitted by the authority to bring chemical fertilizer such as urea from the cleared area to the un-cleared area. Utilization of agricultural machines was also limited due to unavailability of fuel. Even under such circumstances, people in the un-cleared area were motivated to cultivate vegetables for their consumption in their homestead and for market in the un-cleared area.

(1) Agriculture, Fishery, and Animal Husbandry Activities

The Project focused agricultural activities mainly on Other Field Crops (OFC) because many families do not have land to cultivate and OFC provides more income from small lands compared to paddy. The Project also facilitated to allocate land legally to such families. In this point of view, Plant Nursery Farms were established to demonstrate OFC and train people for OFC cultivation. Major items of agriculture, fishery, and animal husbandry activities implemented under the Project are briefly explained below:

(a) Cultivation of OFC

Cultivation of OFC in the focal villages in Manthai West AGA Division has been gradually increasing in the 4 years' Project period despite the fact that marketing was not easy due to closure of the entry/ exit point. In Sewa Village, most of people engaged in OFC cultivation from the 3rd year in the 0.4 hectares of newly allocated homestead. In Seethuvinayagarkulam, farmers expanded OFC cultivation lands utilizing water from the restored tank.

(b) Plant Nursery Farm

Plant nursery farms were established in the 6 focal villages in the 1st year and the 2nd year and utilized for demonstration and training of OFC, production of seedlings of OFC and fruits tree, and production of seedlings of trees for reforestation.

The demonstration of OFC in the plant nursery farms started in the 2nd year and continued till the Project ceased. The performance records of OFC demonstration are compiled in **Annex 3-4**.

The annual production of seedlings of fruits tree and trees for reforestation at the plant nursery farms are summarized in the following table, while details are shown in **Annex 3-5**:

Table 3-8: Summary of Tree Seedling Production

Unit: Nos.

No	Year	Manthai West AGA Division	Mannar DS Division
1	FY2005	4,080	1,200
2	FY2006	5,000	1,925
3	FY2007	1,615	nil
Total		10,695	3,125

(c) Potted Cultivation at Santhipuram

Potted cultivation at Santhipuram commenced in the 2nd year with 125 families and 2,961 pots expanded to 171 families with 5,975 pots. Potted cultivation in Santhipuram, which was a new settlement and in which land allocated was very small, contributed improvement of conditions of house-hold economy.

(d) Coconut Cultivation

Coconut is a basic item of diet in Sri Lanka. Thus people wanted promotion of coconut cultivation. The Project facilitated to expand coconut cultivation by contacting the Coconut Development Board. The Board provided technical guidance as well as offering subsidiary scheme to provide seedlings and fertilizer.

The following table shows coconut planting of each year in Manthai West AGA Division and Mannar DS Division:

Table 3-9: Coconuts Planting of Each Year

No.	Year	No. of Seedlings Planted (Nos.)			Remarks
		Manthai West AGA Division	Mannar DS Division	Total	
1	2005/06 Maha	-	-	700	Subsidiary Scheme
2	2006 Yala	735	589	1,324	Subsidiary Scheme
3	2006/07 Maha	-	-	1,000	MANRECAP
4	2007 Yala	525	236	761	Subsidiary Scheme
5	2007/08 Maha	-	-	1,000	MANRECAP
6	2008 Yala*	-	-	2,085	Subsidiary Scheme
Total				6,870	

Note: * Coconut Development Board agreed to provide under the subsidiary scheme.

As the result of the above planting, total extent of area under coconuts exceeds 40 hectares.

(e) Poultry Farming

Poultry farming introduced from the 2nd year under the Project contributed improvement of nutritious conditions of families through home consumption and ensured the families of an

additional source of income. Number of chicks distributed was 2,255 and it was increased to 3,887 in all as farmers have been rearing chicks from the produced eggs.

During April to December 2007, 194 families engaging in poultry farming consumed approximately half of 72 thousand eggs and 1,243 male chicks produced and marketed the balance. The value of marketed poultry products for the same period amounted nearly Rs.430,000.

As agricultural related activities, in addition to the above 5 major activities, Inland Fishery, Cashew seedling production and planting, Paddy related ones, and so on have been carried out under the Project.

(2) Income Generation Activities

Achievements of income generation activities are followings. In some small groups, e.g. cement block making and sari painting, members pooled some of their profits for future activities.

(a) Cement block making

Though cement block making activities were suspended in May 2006, Table 3-10 indicates a summary of cement block making activity initiated by the Project with CBOs up to September 2007.

The production cost of cement block including labor charge was approximately Rs.17.5 per piece and selling prices were varied from Rs.19 to 21 per piece. Net profit of CBO in this activity was substantial. In Santhipuram, as their experience was not adequate and price of sand was higher, the net profit was only Rs.0.7 per piece.

Table 3-10: Cement Block Making Activities in the focal villages

Village	CBO/ Group in charge	Commenced	No of blocks sold	Saving for future (Rs)	To whom sold
Manthai West AGA Division					
Sewa Village	WRDS /Youth Group	May 2005	4,448	4,348.00 ¹	MPCS, ZOA ¹
Ganeshapuram	WRDS /Youth Group	Jul 2005	34,312	46,977.00 ¹	Private party, ZOA ¹
Pali Aru	WRDS /Youth Group	Jun 2005	22,028	92,819.00	RDS, FO etc
Mannar DS Division					
Santhipuram	RDS /Youth Group	Dec 2005	9,565	6,502.00	RDS, WRDS etc

*1 ZOA provided cement and sand requirement.

(b) Palmyra based products

Production of Palmyra based products have been continuously carried out from the 2nd year of the Project. The earning per person ranges from Rs.400.00 to Rs.5,000.00 based on their talents and time spent.

(c) Mat Weaving

During the mat weaving training, they weaved 456 mats of good quality. They were bought by a local NGO, The Economic Consultancy House, at Rs. 100.00 per mat for a total of Rs.45,600. This was shared between the 20 participants as a earning of Rs.2,280 each.

(d) Sari Painting

12 women who participated in the training course of Sari painting conducted by the Project in the 3rd and early part of the 4th year started producing painted Saris. Out of 26 numbers of Saris produced, 19 numbers were sold for a profit of Rs. 500.00 per Sari and the total fund amounting Rs.9,500 was pooled by the group to purchase inputs for Sari painting orders in the future.

(e) Other income generation activities by small groups and individuals

Achievement of other income generation activities by small groups and individuals are stated in the following table.

Table 3-11: Income Generation Activities by small groups and individuals

Village	Activity	Profit via sales per month	Group Savings (Total)
Manthai West AGA Division			
Sewa Village	Sale of red Lady variety Papaw supplied by MANRECAP	Rs.3000 - 5000/ 2 persons	-
	Sale of Vegetables via Cultivation at Multi Purpose Hall plots by FO members	Rs.2000 – 3000/ person	-
Ganeshapuram	Sale of red Lady variety Papaw supplied by MANRECAP	Rs.2000 – 3500/ person	-
Mannar DS Division			
VPM ¹ , TMK ² , Samayapuram	Production and marketing of compost	Rs.52140 from Nov.-Dec. 2007	-
Theththavadi Maruthankulam	Preparation and marketing of Rice flour	Rs.8220 from Jul.- Dec. 2007	Rs. 3,486
Samayapuram	Cooperative marketing of vegetables	Rs.1739 from Aug.-Dec. 2007	Rs.2,055
	Collection and marketing of eggs	Rs.3486 from Jul.- Dec. 2007	Rs.17,380
Santhipuram	Production of short eats	Rs.4800/ group Rs.1500/ group	

Note: ¹ Vaddupiththanmadhu

² Theththavadi Maruthankulam

Assistance for social activities**(1) Micro finance activity**

Most of the WSG members expressed that the saving habit has built up their self-confidence and through discussions and talks in the weekly meetings unity and mutual understanding among members has been enhanced.

The details of cumulative fund and loan disbursement in each Regional Bank as of the end of December 2007 are shown in the following table;

Table 3-12: Cumulative fund and loan disbursement in three Regional Banks

Regional Bank	Number of Regional Branch members	Cumulative fund (Rs.)	Loan disbursement ¹ (Rs.)
Pali Aru	152	190,000.00	126,000.00
Vaddupiththanmadhu	96	250,000.00	219,000.00
Santhipuram	110	937,932.50	874,360.50
Total	358	1,377,932.50	1,219,360.50

Note: ¹ The figures include the refund to those who have left this activity, donation to the deceased members and purchase of consumable goods such as stationeries.

The above table shows that activities at Santhipuram branch have been very active while other two branches have not been active so much. It may be due to the deterioration of security situation especially in the Manthai West AGA Division.

The following table shows the main purposes of loans obtained from Regional Banks by Women's Saving Group members as of the end of February 2007.

Table 3-13: Main purposes of loans from Regional Banks

Purpose	Name of Regional Bank (RB) branch		
	Pali Aru	Vaddupiththan-madhu	Santhipuram
Education of children	50,400 (40%)	50,000 (30%)	200,000 (40%)
Health purposes of family	38,000 (30%)	31,940 (20%)	125,500 (25%)
Purchase of inputs for Paddy cultivation		100,000 (50%)	
Improvement of house			101,468 (20%)
Income Generation Activity			75,000 (15%)
Contingency	37,600 (30%)		
Total	126,000 (100%)	181,940 (100%)	501,968 (100%)

The purposes of loans reflect the needs of the members in each branch. For example, members of Vaddupiththanmadhu branch obtained loans for Paddy cultivation because they depend on it for their livelihood. Members of Santhipuram branch need loans for improvement of their houses because some of them are still being renovated and constructed them under the Government housing scheme on self-help basis.

This Micro Finance activity was appreciated by the members as a social safety net in places where there are no other loans available for them such as Pali Aru branch in Manthai West AGA Division. On the contrary, Puthukkamam, Vaddupiththanmadhu and Samayapuram lost their members because some members had been committed to other credit companies or institutions with bigger loans and could not follow the rules and conditions imposed by the Women's Saving Groups and Regional Banks.

(2) Other social activities

Social activities utilizing the public buildings constructed under the Project have been gradually expanding as mentioned in Section 2.3.2.

In Ganeshapuram, utilizing the profit gained through CMR, WRDS established a community library within a Multi Purpose Hall. In Sewa Village, after the community decided to commence evening classes for school children, they approached a faith-based organization for the teacher's allowance and successfully got an agreement on the payment. Pre-school in each village was properly run by the parents and evening classes were also organized at every village. People also organized sports meets and other functions. This attempt showed that they have developed necessary skills on managing their own affairs by themselves through MANRECAP activities.

Public buildings constructed by the Project became the focal point of each community and created unity and cohesion of a community. It is worth noting that communities of the focal villages in Manthai West AGA Division had been providing assistance to IDPs staying at their villages.

Although the Project initially planned to accelerate social activities after completion of public buildings, deterioration of the security situation and the subsequent delay in construction works hampered it. It is still noteworthy that in spite of such condition, the initial objectives of the Project have been fulfilled to a great extent.

(3) Capacity building of CBOs

At the beginning, CBOs were reluctant to take responsibility of implementing developmental activities such as CMR works. However, with the various trainings and proper guidance provided, CBOs gained confidence to carry out the works, especially CMR work. Through the past four years of experience, CBOs have built their capacity to plan and implement their own village activities such as evening classes, sports meets, re-registration of CBO, formation of CCC for O&M of facilities, etc. as mentioned in Section 2.3.3. It is worth noting that CBOs have made the best use of resources available in their villages in face of difficulty in transporting goods and materials from outside.

In addition, the decision-making process in a CBO became more open with the support of the Project, and as a result domination by influential individuals became less prominent and a sound leadership has grown and matured.

3.2.4 OUTPUT 4: COOPERATIVE RELATIONSHIPS BETWEEN THE GOVERNMENT OFFICERS AND THE CBOs IN THE FOCAL VILLAGES ARE ENHANCED

Assistance from the Government officers to the Project activities

With the efforts which have been made since its commencement, the Project concept of participatory development approach including CMR as an actual example has been understood by the government officers and others. This has led for a smooth implementation of the Project activities with the genuine assistance of officers at various levels. For example, Santhipuram got contracts with National Water Supply & Drainage Board, which appreciated the CBO's capability to conduct development activities as implementing organizations. Also, especially under the volatile security situation, without the sincere support of the Government

Agent, Mannar, the Project could not have implemented the activities so smoothly and efficiently.

It should be noted that the engineers of the relevant Government offices provided assistance and cooperation for the CMR works. Those officers visited the site frequently and worked together with the Project staff and CBOs. They understood the advantage of community contracts well and positively assisted in the implementation of the works. Their assistance is listed as follows:

Table 3-14: Assistance from the Government Officers for CMR

No	Village	CMR	CBO	Government Department	Officers
Manthai West AGA Division					
1	Pali Aru	Irrigation (Diversion Weir)	FO	Provincial Irrigation Department	DD, IE, TO
2	Kurai & Seethuvinayagarkulam	Access Road	RDS & FO	Provincial Road Development Department	CE, EE, TO
3	Seethuvinayagarkulam	Irrigation (Restoration of Tank)	FO, RDS & WRDS	Department of Agrarian Development	AC
Mannar DS Division					
4	Puthukkamam	Irrigation (Tank Rehabilitation)	FO	Central Irrigation Department	RDI, IE, QCO
5	Santhipuram	Water Supply Scheme	RDS & WRDS	National Water Supply & Drainage Board	DGM, DE, AO

Note: DD; Deputy Director, IE; Irrigation Engineer, TO; Technical Officer, CE; Chief Engineer, EE; Executive Engineer, AC; Assistant Commissioner, RDI; Regional Director of Irrigation, QOC; Quality Control Officer, DGM; Deputy General Manager, DE; District Engineer, AO; Area Officer

In connection with handing over the facilities, study tours were conducted for officers of Pradeshiya Sabha, Urban Council and CBO office bearers in September 2007 and January 2008, and repeated workshops in Mannar were carried out in order to confirm the procedure of handing over the facilities. As a result the officers clearly understood that CBOs and community people were the main actors of community related activities and officers should be facilitators and supporters for them.

Impact of the Project on Government Officers

Government officers related to MANRECAP have changed their mind and attitude through the workshops and involvement in MANRECAP activities. The officers understood the participatory approach and changed attitude, and people in the community were given the central position in their activities. Particularly the Chief Secretary of the North Provincial Council and the District Secretary, Mannar well understood the concept of MANRECAP and advised their officers of other Projects such as NECORD and NEIAP to introduce a participatory approach in various occasions. The concept and method adopted by MANRECAP was thus disseminated among other Projects in neighboring villages.

At the Closing Seminar held in Colombo on 14th February 2008, all presenters and participants including Senior Advisor of MNB& EID stated that all officers involved in MANRECAP activities well understood the concept of the Project and effectiveness of participatory approach including CAP and CMR. It is worthwhile to note that implementation of the Project for 4 years really gave a positive impact on the Government officers both for management level and field level.

Role of Diploma Course on participatory community development at Vavuniya Campus of Jaffna University

The course commenced on 4th August 2007 gave the Government officers and other students an opportunity to learn a participatory approach adopted by MANRECAP in Tamil language. All students appreciated the way the course was conducted at Vavuniya Campus. Although students from far away localities found it difficult to attend the course regularly due to the present security situation, in the future the course is expected to be a hub to exchange opinions and share experiences among people working in the North.

3.3 PROBLEMS ENCOUNTERED AND COUNTERMEASURES TAKEN

Deterioration of the security situation hindered the Project from implementing its activities as planned. The problems and issues encountered during the implementation of the Project and countermeasures taken to overcome them are illustrated below.

Security-related problems and their countermeasures

3.3.1 UNSTABLE SECURITY SITUATION

From the inception of the Project, security situation has been one of the determinants for a smooth implementation of the Project. Even during the 2nd year of the Project, the situation did not improve as expected, due to the stagnation of the peace process. Moreover, the situation became worse due to the enforcement of the State Emergency Regulation again in the country after the assassination of the Foreign Minister in August 2005. In Mannar District, the tension has reached its peak when 13 Sri Lankan Navy soldiers were killed by a claymore mine at Pesalai on the outskirts of Mannar in December 2005.

As a result of the continuous violation of the Cease Fire Agreement (CFA) by both parties in the conflict, the situation started changing from April 2006. After a suicide attack to an Army Commander at the Army Head Quarters in Colombo took place on 25th April 2006, the exit/entry point at Uyilankulam was closed for 4 days and various incidents followed. The security situation in Mannar further deteriorated by the massacre of a family of 4 in Vankalai and the death of 7 and injuring 44 civilians at an incident in the Catholic Church at Pesalai in June 2006. The security situation around Mannar continued to worsen and finally the exit/entry point was closed on 12th August. The point was opened once a week from September and 3 days a week from December 2006, although restrictions on movements of staff, vehicles and materials were imposed on all organizations irrespective of International Organizations such as UN, World Bank, Foreign Aid organizations such as JICA, GTZ, and NGOs.

After major military operations in the East by the Army, direct collisions took place surrounding the Madhu Church area from March 2007. Exchanges of mortar fires and offensives of the Army against the un-cleared area together with claymore explosions on the main road from Medawachchiya and Vavuniya to Parayanalankulam caused frequent closure of the Uyilankulam exit/entry point and the main road, which adversely affect the Project works. Throughout 2007 the security situation in the District was steadily deteriorated

especially from August, the security condition along the main road deteriorated as the Army intensified shelling to the un-cleared area. There were some incidents occurred in Mannar town such as throwing a grenade to a checkpoint in November 2007. The Government announced abrogation of CFA on 16th January 2008. Chronology of the peace process and security situation in Sri Lanka as well as Mannar and it's impacts on the Project is attached as **Annex 3-6**.

Under such a volatile situation, the following issued were addressed.

(1) Safety of staff to travel and work in focal villages

Under such a volatile situation, safety of staff as well as community people was the first thing to think of. The project maintained close contact with the Police and ICRC and shared the security information among staff every morning and set a limit to the working hours in the field and areas to travel and work.

(2) Closure of Entry/ Exit Point

The number of the days on which the exit/ entry point was opened is tabulated below.

Table 3-15: Number of Days Exit/Entry point opened (April – September 2007)

Month	Apr	May	Jun	Jul	Aug	Sep	Total
Calendar Days	30	31	30	31	31	30	183
Open Days	13	8	13	13	17	0	64
Ratio (%)	43	26	43	42	55	0	35

Source: ICRC, Mannar & Project Data

The Japanese Experts had very seldom traveled to the un-cleared area since August 2006. They with national staff were able to enter the Manthai West AGA Division on 13th and 14th August 2007 as the last occasion for the temporary Cease Fire during the annual festival of Madhu Church. Since September 2007, the Uyilankulam entry/ exit point was totally closed and entry/ exit to the un-cleared area was limited at the Omantai entry/ exit point on A9 Road.

(3) Evacuation of Japanese Experts

Although Japanese experts were evacuated repeatedly from Mannar to Colombo or Anuradhapura in the 3rd year, such evacuations were fer in the 4th year till November 2007 as the security incidents in Mannar town decreased. As the Government announced abrogation of CFA from 16th January on 2nd January 2008, all Japanese staff left Mannar on 15th January to watch implications of the CFA abrogation.

After the CFA abrogation, confrontation between both parties increased and LTTE's shelling targeting the Tallady Army camp, which is located close to Mannar town, caused death of soldiers. Due to this incident, Japanese experts were not able to return to Mannar town. All activities for closing the Project depended upon national staff resided in Mannar.

Finally, on 3rd and 4th March 2008, two Japanese experts, Chief Advisor and Project Coordinator, were allowed to enter Mannar to finalize handing over of facilities and equipment and to close the office, by extending their stay in Sri Lanka till the 2nd week of March 2008.

3.3.2 RESTRICTIONS ON MOVEMENTS OF STAFF, VEHICLE AND MATERIALS

Though there were smooth movements of vehicles, staff and construction materials to the un-cleared area through the exit / entry point at Uyilankulam at the beginning of the Project, the situation started changing with some sporadic incidences of violation of the Ceasefire Agreement by both parties in conflict from April 2006.

As a result of the continuous violation, the government imposed some restrictions on vehicular movements from the cleared area to un-cleared area and finally culminated in banning the transport of construction materials like cement, fuel and iron bars from 26th May 2006 to the un-cleared area, where 5 of MANRECAP focal villages and Pali Aru Diversion Weir are located.

Moreover, as mentioned earlier, the access through the exit/entry point to the un-cleared area was closed on the 12th August 2006. The required supplies for construction works, seed materials and fuel for Agricultural activities could not be transported to the un-cleared area. Also, there are no options than to cancel the Pali Aru Diversion Weir construction work, which was outsourced to a private contractor.

Although the Project encountered unavoidable difficulties since visits of staff from Mannar to the un-cleared area were limited, the Project staff residing in the un-cleared area worked continuously with CBOs by communicating with the staff at main office in Mannar over the phone and by utilizing materials, which were transported and reserved at the construction sites when the situation was normal.

The situations of the restrictions affected the Project are as follows.

(1) Transport of materials

In January 2007, the Army and Police totally changed the operation of the checkpoints in the cleared area to the followings.

1. At the Medawachchiya checkpoint (85km from Mannar), all goods are un-loaded, checked, re-loaded to a different lorry which is registered for operation in Northern area, and transported to Mannar area.
2. At the Parayanalankulam checkpoint (42km from Mannar), where Route A30 from Vavuniya joins Route A14, all goods are unloaded, and goods and lorry are thoroughly checked and reloaded for further transportation.
3. At the Uyilankulam checkpoint (12km from Mannar), all goods are un-loaded and reloaded.

The goods to be un-loaded and reloaded have no exceptions. Metals and natural gravels, all food items including vegetables and fish etc. were also the goods to be checked. It caused substantial increase in the price of goods in Mannar and difficulty to market fishes to outside, as a time-consuming process of loading and unloading damaged and spoiled fishes.

On the other hand, transportation of goods to the un-cleared area like Manthai West AGA Division was more difficult. Transporting construction materials such as cement, steel bars, fuel and heavy machinery was totally prohibited and approval of the Army for other goods such as PVC pipes, paint, furniture, etc should be obtained before taking them into the un-cleared area. In the 4th year, the Project requested the MNB&EID to obtain approval for at least transportation of steel bar and cement. The MNB&EID was kind enough to obtain approval of the Defense Ministry to transport 500 bags of cement. However, Vanni commander of the Army at Vavuniya approved only 50 bags to take to the un-cleared area. Consequently the CMR works were hampered and following works were compelled to give up:

1. Pali Aru Diversion Weir Permanent Structure (40% completed),
2. Karayankannaddi Irrigation Scheme
3. Multi-Purpose Hall at Kurai
4. Community Hall at Seethuvinayagarkulam
5. Warehouse of the Market Facility at Vellankulam

CBO obtained some bags of cement in Manthai West AGA Division paying extra money to a supplier from their profit of CMR for the works of Market Facilities, Teachers' Quarters and Culverts. In such a way, CBOs were able to carry out the works to enable those facilities to function as originally expected, though precise finishing works were left out.

Further, construction of ground tanks and elevated tanks for Community water supply systems at Ganeshapuram, Pali Aru and Seethuvinayagarkulam were given up too, though the function of the systems were tentatively achieved through the direct connection of pumps to distribution pipe lines.

(2) Staff and Vehicle Entry to the Un-cleared Area

Entry of staff and vehicle were also restricted. On every trip to the un-cleared area, approval of the Army was required for which names of staff traveling and details of vehicles to be used had to be submitted. As for drivers of those vehicles, Sinhalese and Moslem drivers were not accepted by the Army. Anyhow, the entry of staff was made whenever the Uyilankulam entry/ exit point was opened till August 2007. After the Uyilankulam entry/ exit point was totally closed in September 2007, staff entry was limited only from the Omantai entry/ exit point and no Project vehicles were allowed to enter the un-cleared area.

After closure of the entry/ exit point, the Project faced difficulty to send money and documents to the un-cleared area and to return the documents. To overcome the situation it was worthwhile to have a close contact with AGA office and other Government officers in the un-cleared area. Since officers of AGA office and teachers traveled regularly to the

un-cleared area through the Omantai entry/ exit point, documents and cash have been taken by them. This also helped continuation of the Project activities in the un-cleared area.

(3) Transfer of Payments of CMR

In addition to the above difficulties, the Project and CBOs had great difficulties in monetary transactions because the bank branches in the un-cleared area had to suspend their normal operation after the closure of the exit/ entry point. These difficult conditions forced CBOs in the un-cleared area to depend more on the Project support even though they are capable to take necessary measures of monetary transactions by themselves under the normal conditions. The Project assisted sending payments through Government officers entered the un-cleared area, MPCS, and other means, when no Project staff could enter the area.

3.3.3 IMPACT OF SECURITY SITUATION ON COMMUNITY PARTICIPATION

After the recommencement of 'Visible Hostilities' between the two parties, the following noticeable 'changes' from the normal pattern of life has been observed in the communities.

Adverse impacts

These changes directly or indirectly have an adverse effect on community participation and contribution.

(1) Recruitment for Trainings

There has been large scale recruitment of males from 20 to 60 years for Training in Home /'Frontier' Guards by parties involving the conflict. After the training, they have been rostered for Day/Night duties for specific days in a month. This adversely affected planned work specially if persons trained in masonry, carpentry and operating pumps/equipment were involved.

(2) Migration

Some people especially in Santhipuram have sought temporary asylum in South India due to uncertain and unsafe conditions in the village. A trained mason also migrated from the village, which directly affected the cement block making activity there.

(3) Loss of lives

Some people in the Project focal villages and relatives of the Project staff have died in the conflict. For a certain period after the death, whole village mourned for the person and all activities in the village were suspended.

(4) IDPs at the focal villages:

Since April 2007, after the Army commenced its offensive at Madhu area, IDPs from the conflict-affected area flowed into the MANRECAP focal villages in Manthai West AGA Division. The number of IDPs has increased since September 2007 as the Army intensified the offensives from Uyilankulam to Adampan in Manthai West. Communities in the focal villages have helped IDPs.

Positive Impacts

It was very difficult for the Project to tackle those issues under the circumstances of stagnation in the peace process. However, some positive impacts were also observed in the activities of communities:

- (1) Community people recognized the necessity and advantages of utilizing locally available resources to continue the CMR and other Project activities.
- (2) Taking difficulty in marketing of products into account, Seethuvinayagarkulam community bore the cost for rehabilitating a road to get access to an alternative market.
- (3) Since there were many IDPs in the focal villages, communities assisted IDP families by way of supplying drinking water, accepting IDP children to preschools, providing job opportunities by sharing CMR works, and so on.
- (4) Peoples' attitude for the Project activities: Although the security situation has been deteriorating, most of the people in the focal villages in the un-cleared area were positive for implementing CMR and other activities. Accordingly people arranged equipment for road and tank earthworks and completed most of them. Women's Bank activities have also been continued.

Other problems and their countermeasures

3.3.4 RECONSTRUCTION OF PALI ARU DIVERSION WEIR

The Pali Aru Diversion Weir was functioning to irrigate Adampankulam irrigation scheme located covering approximately 160 hectares of paddy fields of mainly Ganeshapuram at right bank of Parangi river. People of Pali Aru and Ganeshapuram proposed to divert water to an abandoned Karayankannaddi tank located at the left bank of the river at the CAP workshop. The Project determined to undertake the works constructing an intake at the left bank of the Diversion weir after obtaining agreement with FO of Ganeshapuram.

However, the Diversion Weir was collapsed by the flood in September 2004, and it was decided to rehabilitate the Diversion Weir under the Project as agreed by JICA. The construction works commenced in FY2005 with a contractor selected through a tender procedure. The works could not be completed in the 2nd year because restriction of material transport and closure of the entry/ exit point took place from the latter part of FY2005. The balance works were scheduled to complete in the 3rd year.

Due to deterioration of the security situation and frequent closure of the exit/ entry point to the un-cleared area, the contractor, who came from Anuradhapura, could not continue the construction work of Pali Aru Diversion weir located at Pali Aru in Manthai West AGA Division in 2006, because they faced difficulties to mobilize skilled labors and heavy machinery, and to transport construction materials. Accordingly, the contract for construction

of Pali Aru Diversion Weir was terminated in February 2007. As a result, the plan of Karayankannaddi irrigation scheme was also given up.

3.3.5 OFFICIAL LAND ALLOCATION

At the inception of the Project, the people in the focal villages such as Sewa Village, Ganeshapuram, Pali Aru in Manthai West AGA Division were allowed to live on the state lands without deeds and official documents due to the intermittent displacement and resettlement caused by the conflict. The communities were, thus, not interested in developing their lands which they were occupying as the ownership of the land was not ensured. Further, the development of their land by themselves could not be initiated, as they desired to have the ownership of the land legally devolved to them.

This issue of land ownership was taken up with the Government Agent, the AGA and relevant officials and a decision was taken at the PIC meeting held in August 2005. It was decided to alienate an acre (0.4 ha) for each family both dwelling and cultivation in Sewa Village and Ganeshapuram and half an acre (0.2 ha) in Pali Aru village based on the understanding that Pali Aru community would get 2 acres of irrigable paddy land per family after the restoration of Karayankannaddi tank scheme to be implemented under the Project in the year 2006.

Accordingly a block out diagram (BOD) and staking out plan was prepared for Sewa Village and Ganeshapuram by the Survey Department facilitated by the Project and the land was handed over to each family. The counterpart fund provided by then 3R Ministry was utilized in Sewa Village and Ganeshapuram for jungle clearing in the lands alienated to the community members who were selected by the legally constituted Land Office under Land Development Ordinance. Support for jungle clearing in Pali Aru was provided by UNHCR.

The planning and design of village internal roads and community water supply system in the villages was delayed due to the reallocation of lands and the demarcating the road traces according to the survey plan. Since the priority of the community is the ownership of the land, the construction of roads and community water supply was postponed for the year 2006, though it was originally planned in year 2005.

3.3.6 ADVERSE EFFECT OF TSUNAMI CALAMITY

A huge Tsunami wave seriously affected Sri Lanka's coastal areas on 26th December 2004 claiming more than 30,000 lives and damaging uncountable public and private facilities and properties. Although Mannar area was not directly affected by the Tsunami, many CBO members moved to the Tsunami affected areas in Mullaitive district seeking job opportunities for reconstruction works. In addition, male members of CBOs in Manthai West AGA Division who did not own lands for cultivation moved out regularly seeking jobs and affected CBO activities significantly, specially CMR activities.

The Project took necessary steps to motivate people to stay behind through various activities such as workshops, household visits, ceremonies and meetings. CAP review workshops conducted in the 2nd year were one of such attempts.

3.3.7 INTERRUPTION OF PROJECT ACTIVITIES

In accordance with the single year contract concept of JICA, the first year official activities ceased on 24th March 2005 and the second year official activities commenced on 22nd April 2005.

Some CMR contracts awarded in the first fiscal year had to be completed partially due to insufficient time before the fiscal year was over on 24th March 2005. Thus, part of construction of some buildings had to be carried forward to the next fiscal year, which started on 22nd April 2005. The interruption of construction activities discouraged CBOs involved in CMR and consequently additional time was needed to reorganize the people.

Further, employment of the Project staff was officially interrupted, which badly affected the continuation of the Project. One of the staff left the Project during the period and joined an NGO involved in Tsunami rehabilitation work.

Such situation improved in the 3rd year and 4th year, as the interruption of the contracts between JICA and M&Y Consultants were minimized. Assignment of national staff was interrupted for a few days as presence of Japanese expert in Sri Lanka is required for employment of national staff, which is on annual basis.

3.3.8 TECHNICAL PROBLEMS

(1) Specification of Kurai Access Road

As Kurai access road is within the purview of the Road Development Department (RDD) of North Provincial Council, the Project contacted Executive Engineer, RDD, Mannar and collected information of guidelines of design and estimate of road. The survey of road trace was jointly carried out with RDD staff, and they recommended a gravel quarry. As the RDD had no plans to rehabilitate the stretch of the road, Executive Engineer, RDD agreed to construct 5m full width and 3.5m width gravel road in June 2005. Accordingly, the Project obtained JICA approval on specifications.

On the other hand, the LTTE gave instructions in July 2005 that all roads to be rehabilitated in the un-cleared area should be asphalt paved. RDD, Vavuniya, strongly requested the Project that the access road should be paved. The Project had discussions with the RDD and the Planning and Development Secretariat, LTTE through GA and in PIC. In the discussions, it was decided that the Project access road construction was considered in the 1st stage and pavement would be carried out in the 2nd stage after finding necessary funds. However, at the

same time it was decided that the road width should be 6m in full and 4 m gravel pavement, subject to the approval from JICA, in lieu of 5 m and 3.5 m respectively.

Although CMR work was commenced soon after JICA approved the change of the design in August 2005, it caused a delay in the commencement of the work.

(2) Issues of Tube Wells

Kurai Well

After completion of the construction of a tube well at Kurai, the pumping test showed that discharge of the well was not adequate to use a diesel-operated pump. Accordingly, Water Resource Board (WRB) recommended the installation of a hand pump in lieu of a diesel-operated pump. The Project agreed to install a hand pump at Kurai and the diesel-operated pump would be used for a well to be constructed in the Mannar DS Division. In July 2005, a hand pump was installed at Kurai.

Technical Issue of Operating the Diesel-operated Pump

Based on a complaint made by the people of Pali Aru against the appropriateness of the engine and pump installed at the tube well in Pali Aru, a field workshop was conducted with the assistance of WRB in September 2005. At the workshop, it was found that the problem of the pump and the engine was due to the improper operation by the operators. The operators and some other youths representing 3 villages were trained at the workshop to handle the operation and maintenance of tube wells. Further, the community in consultation with the Project locked the pump with a chain to avoid operational problems by unauthorized personnel.

(3) Asbestos Sheet

At the beginning, asbestos sheets were used for roofing materials of buildings. However, it was considered that the asbestos sheets were not appropriate materials and the design of teachers' quarters was changed halfway in the construction works. It resulted in delay in CMR works and increase of cost. Anyhow, the works were completed before the end of March 2006 after the Agreement was revised while CBO involved did not have any profit from the works.

3.3.9 PROBLEMS ON AGRICULTURE ACTIVITIES

Besides the security situation, market facilities for agricultural products in the area were one of the constraints for farmers to get a reasonable income from products of their farmlands. Degree of the constraint was significantly different in the un-cleared and cleared areas. Farmers in the un-cleared areas were facing more difficulties in selling their products. People hoped that the market facilities, which were to be improved by the Project, would solve the problem, at least to some extent. Part of the facilities was constructed at Vellankulam for the communities at Sewa Village, Ganeshapuram and Pali Aru.

Another constraint in the area was non-availability of timely agricultural inputs, specially seeds and credit facilities. The Project discussed with relevant banks and suppliers regarding

cultivation loans and other inputs respectively. Further, it is necessary to build up confidence between farmers and banks as well as between farmers and suppliers to get the cultivation practices in line with the season.

The Project tried various activities to overcome such difficulties as stated below:

1. Taking, on a trial basis, agricultural products from un-cleared to cleared area, in 2005,
2. Arranging group cultivation loan in 2006 according to cultivation meeting,
3. Community to community direct sales through Women's Bank, Colombo.

Most of such activities showed certain prospects, but could not be sustainable due to deterioration of security in the area.

It is worthwhile to note that village people also initiated to overcome such a situation by improving an access road utilizing profits gained through CMR, operating market facilities at Vellankulam, and so on.

Chapter 4 LESSONS LEARNED AND RECOMMENDATIONS

During MANRECAP implementation, while many important lessons were learned from the community and community related activities under the Project, many lessons of utmost importance were learned after the resumptions of ‘visible hostilities’ between the Government Troops and LTTE and the consequent closure of Exit/ Entry point to Manthai West AGA Division.

4.1 LESSONS LEARNED

4.1.1 EFFECTIVENESS OF PARTICIPATORY APPROACH

From the feed back from CBOs and the community in MANRECAP focal villages in the CAP review workshops and from observations in other occasions, it is evident that the concept and approach of the Project were well understood and accepted by the communities. This is further evident by the successful implementation of identified activities via CMR. It is worth mentioning that even after the closure of the exit/ entry point to the un-cleared area, members of community could continue CMR works, though most of the reconstruction and development works by other organizations in the area were compelled to be suspended. It is because people in the focal villages considered CMR works as their own activities and unity and cohesion of communities were well established through the Project activities including CMR.

Beside MANRECAP activities, these communities were able to communicate with Government Ministries/ Departments and other funding agencies like NGO, and to plan and implement activities urgently needed by the community via CMR in collaboration with those Governmental and NGO. They have utilized knowledge, skills and funds obtained through CMR for further developmental works in their villages. The examples of their initiatives are described in the preceding Section 3.2.2.

However, improvement in the security situation is of great significance in order to ensure that the initiative shown by CBOs is sustained. As suspension of other reconstruction works continues under the prevailing security situation, CBOs might lose opportunities to utilize knowledge gathered and techniques used through the Project activities and there is anxiety that it might eventually undermine people’s motivation towards self-help.

4.1.2 EFFECTIVENESS OF CMR

It is worth noting that a lot of advantages have been observed in CMR as described below:

- (1) Cost: Since an estimate of a CMR work is based on the government approved rates, the total cost of the work is considered to be reasonable. As the tender for the Santhipuram pipe laying works showed, the tender price, especially in the conflict affected areas, became to be very high.

- (2) **Quality of Work:** The consultants from Colombo engaged in the design works for Pali Aru Diversion Weir expressed their appreciation of the quality of the buildings constructed by CMR. It can be stated that the quality of CMR works was high mainly because of the feeling of community ownership and commitment to the facilities to be rehabilitated.
- (3) **Construction Period:** Compared with other construction works such as school buildings in Manthai West AGA Division, CMR works under MANRECAP were carried out on schedule though certain delays were unavoidable due to various difficulties.
- (4) **Profit of CBOs and People:** In case of CMR, all labor charges went to the people engaged in the works and profit was saved within a CBO. In case of works under the contract, profit would be taken by the Contractor. It was also observed that many CBOs and communities engaged in CMR reduced labor payment to maximize saving in the CBOs.
- (5) **Skill Obtained:** Through CMR, people obtained technical skills such as masonry, carpentry, plumbing, etc. and management skills for planning, labor control, procurement, negotiation, among others, which provide other job opportunities to the people and empowered them, so that they could communicate with the Government officers actively and negotiate with shop owners
- (6) **Sustainability:** Since CMR created ownership mind among participants and people knew the detail technical knowledge of the facility established by themselves, sustainability of the facility would be ensured.
- (7) **Impact to a Community:** Cooperation among CBO members to implement CMR works created a sense of unity and cohesion among members.

It should be also noted that the construction works could not be continued if the works were entrusted to the private contractor in the un-cleared area after closure of the entry/exit point.

4.1.3 NECESSARY ARRANGEMENT WHEN WORKING IN CONFLICT-AFFECTED AREA

Working in the un-cleared area is potentially prone to unexpected changes in procedures. Lessons learned during the past four years of working in 5 focal villages in Manthai West AGA Division has provided the valuable experience to cope up with such situations as described below;

- (1) In order to secure the safety of staff, establishment and maintenance of good relationships with all parties concerned was of great significance. This includes transparent reporting to all parties.
- (2) Strictly following the rules and regulations enforced by relevant authorities, such as in the transportation of goods, transfer of staff, and so on, in order to avoid misunderstanding.
- (3) Establishment of reliable communication system by which staff in the isolated area can contact in an emergency since conveying and receiving messages in such time is crucial.
- (4) Stocking of building materials, fuel and any other indispensable commodities at Project sites helps to continue the Project activities even in the isolated area.
- (5) Practiced appropriate measures to cooperate with Government officers traveling to the un-cleared area, for instance, to seek their assistances to take payments for CMR work to CBOs, and for sending and taking documents to the un-cleared area when the Project staff could not enter the area.

4.1.4 LAND ISSUE

As mentioned in the preceding Section 3.3.5, the Project assisted to resolve the land issue, to meet the requirements of people in Manthai West AGA Division, with the fullest cooperation of the Government agencies such as GA's office, Land Department, Survey Department, and UN Agencies, NGOs and other organizations concerned. Although this operation took much time and energy of the Project staff, the people gained the benefit by resolving a major issue they faced.

However, it is a valuable lesson for project planners to take land issue into consideration when IDP related projects are implemented.

4.1.5 IMPLEMENTING MECHANISM

Flexible implementation mechanism is important in order to cope up with any situations, which arise in an emergency. In order to adjust to a changing situation and build trust between the communities and the Project during difficult time, flexibility in accounting system enabling a certain portion of the Project budget being used for other purposes such as emergency relief activities, would be helpful for the smooth implementation of the Project.

It is also indispensable to establish a system in which local staff takes responsibilities to implement the Project activities even under the volatile situation and during the absence of Japanese staff. For that purpose, capacity building of local staff and delivering of decision-making power to them within the Project is vital.

4.1.6 FUNCTION OF SUB-PROJECT OFFICE

It shall be specifically noted that the sub-project office at Iluppaikadavai has functioned as a key to communicate with staff in Manthai West AGA Division for giving instructions and suggestions on the Project activities, collecting information of the activities and security situation in the un-cleared area, contacting the Government officers and other organizations such as Multi Purpose Cooperative Society, NGOs, etc since the Uyilankulam exit/ entry point was so frequently closed. If sub-project office did not exist, Project operation in the un-cleared area would have been practically impossible.

It should be also noted that the sub-project office functioned even after closure of the entry/ exit point because the national staff assigned were recruited from local villages in Manthai West AGA Division.

4.1.7 COUNTERPART FUND

The executing agency of the Project, the MNB&EID provided counterpart funds for the Project implementation, in accordance with the R/D signed between the Government of Sri Lanka and JICA in March 2004. It is evident that maximum utilization of the counterpart fund was vital to address many issues, especially if they are beyond the mandate of the Project such as housing.

4.1.8 COMMUNICATIONS BEYOND ETHNIC BARRIER

At the beginning of the Project, many study tours and interaction of different ethnic groups were organized. Followings are samples of interactions and their implications:

1. CBO office bearers and field level officers visited Mahaweli System C area and exchanged experience of CMR and other CBO activities. Both ethnic groups identified the common issues they faced and promised continuation of interactions.
2. Sinhalese consultants came from Colombo for survey and design of Pali Aru Diversion Weir and Karayankannaddi Irrigation Scheme visited the un-cleared area and expressed their sympathy for the people living under very poor conditions.
3. Resource persons from the Women's Bank in Colombo, both Tamil and Sinhalese, surprised the poor infrastructure and livelihood conditions in the un-cleared area and expressed their willingness to assist people in the area.

Direct interactions and communication among people of different ethnicity contributed to understanding each other, and if such interaction is continued, mutual understanding would be perceived, which may become deterrent to the armed conflict.

4.2 PRECONDITION AND RECOMMENDATIONS

As discussed in the preceding sections, there are many lessons learned during the Project implementation. Based on them following findings are shared as precondition for the Project and recommendations.

4.2.1 PRECONDITION OF THE PROJECT

It is indispensable that the security situation in the Project area is stable to implement development activities. The original PDM stated that one of the pre-conditions is that the ceasefire is continued. Fortunately, MANRECAP was able to continue the activities even after resuming confrontation between both parties because bases of implementation of the Project activities were established to a certain extent before it resumed. On this basis, the precondition of PDM was changed at the time of "the Joint Mid-Term Evaluation" to "*the*

staff and organization related to the Project acknowledge the unstable environment and eternal factors of the Project”.

4.2.2 RECOMMENDATIONS

The followings recommendations are made to deepen and disseminate the MANRECAP experience in terms of participatory community development, subject to the conditions that the security situation is not a major issue,:

1. To Public Administration

- (1) To understand the Government’s systems of present rules and regulations for community development such as community based organizations, community contract, community center committee, etc.
- (2) To change a top-down attitude of officers as many officers involved in MANRECAP activities understood that one of the main functions of the officers would not be a dictator but a facilitator, who can nurture self-reliance among the people and community.
- (3) To communicate with people frequently to understand their needs, ideas and aspirations.

2. To Community and People

- (1) To have better communication among community members as well as with officers.
- (2) To establish small groups for improving communication among members.
- (3) To learn from other villages where people have had experience in participatory development approach.

On the other hand, safety and risks shall be carefully studied for future implementation of similar Projects in conflict-affected areas, though it was proved through the implementation of MANRECAP that the participatory approach and CMR for community development work were adaptable and efficient even in such areas.