

Half-Year Report

July 2004

Leadership training

Best practices

Impact assessment

Database

Vulnerability Profile

GIS

Participatory approaches

Project management



North East Provincial Council
Provincial Planning Secretariat

CIRM
CENTRE FOR INFORMATION
RESOURCES MANAGEMENT

The founding of CIRM

CIRM disseminates expertise and best practices

► Background

The Centre for Information Resources Management (CIRM) was officially announced on 5th October 2003 as a unit of the Provincial Planning Secretariat of the North East Province (NEP).

CIRM continues the knowledge base and institutional capacity of GTZ-IFSP in order to improve the capabilities of the institutions and organisations in the North East Province.

At present development initiatives by government institutions, non-government organisations as well as donor supported programmes and projects tend to develop their own procedures and methods for planning, implementation, monitoring and evaluation of projects.

Much time and money is spent for 'inventing the wheel' again. Furthermore, many assessments and evaluations done by donors have clearly revealed the need to develop and improve the capabilities for planning, co-ordination, integration, and outcome and process orientation.

A specifically community centred approach needs to be incorporated into the existing system. CIRM will concentrate on these challenges.

CIRM will focus on two aspects which both come under the focal point of CIRM: improving the capabilities of the institutions and organisations in the NEP in planning, coordinating and monitoring development activities. The first aspect is promoting the application of information technology to increase the efficiency of the provincial as well as the district administration.

The second aspect is the dissemination of best practices developed and applied by the IFSP Trincomalee and other organisations/projects in the NEP.



► Our objectives

The institutions and organisations in the NEP:

- are in a better position to address decisions on strategic development
- are in a position to better guide new donor supported projects and their own governmental and non-governmental bodies regarding the application of concepts, procedures and methods
- agree on and apply the harmonised and unified approaches, networking and communication about experiences
- achieve a higher degree of co-ordination and effective implementation
- apply best practices to increase the quality of development, promote transparency and contribute to good governance

CIRM profile

What and Who

- ▶ **CIRM is a unit of the NEPC with semi-autonomy status**

The Centre for Information Resources Management is a unit of the North East Provincial Planning Secretariat with a semi-autonomy status. CIRM shall have its focus and concentrated efforts on its defined objects. It has the mandate to work with government institutions, local and foreign NGOs, international agencies, and donor funded projects.

CIRM partly has to finance its expenses. This money is earned through assignments for local and foreign NGOs, international agencies, and donor funded projects. CIRM receives funds from the NEPC for the basic management requirements.

As a self-financing and semi-autonomous organisation, certain flexibility is given to CIRM for establishing itself; setting up the organisation structure. Powers/functions of CIRM are e.g.:

- Enter into joint venture, contractual or collaborative agreements with international, foreign or national organisations

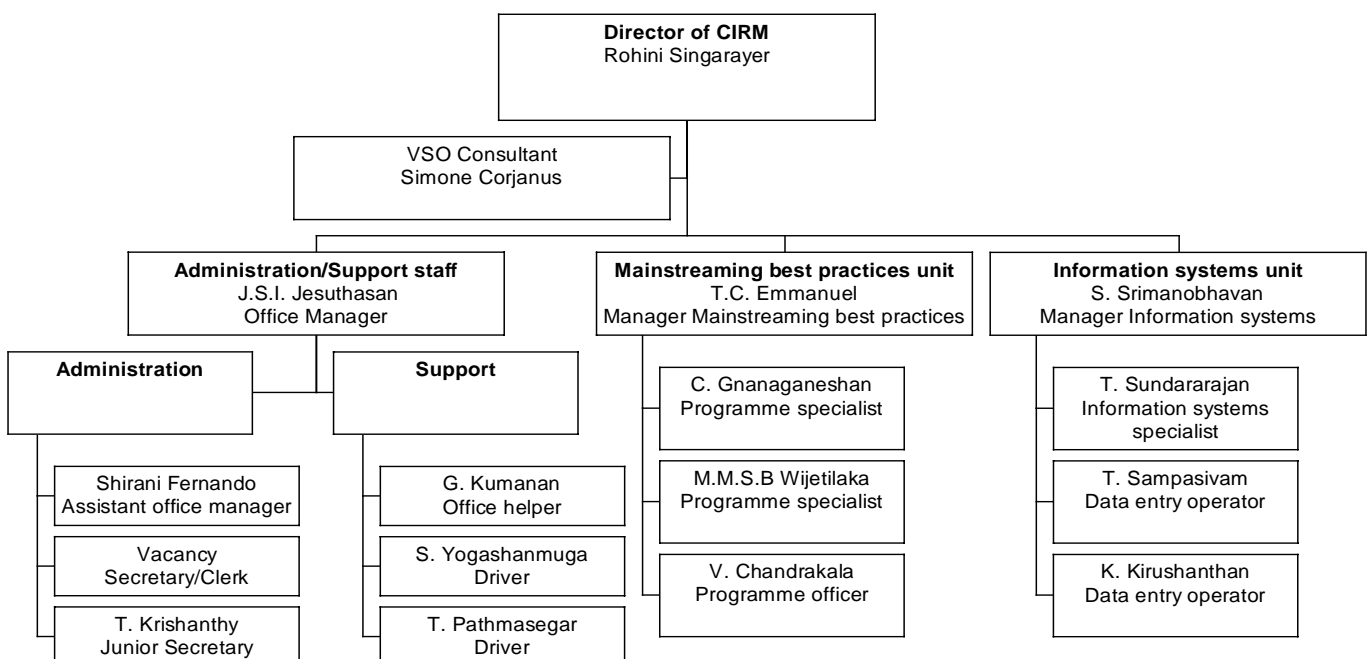
- Manage programming and budgeting, to raise and administer funds and to employ qualified personnel.
- Establish work standards for its employees, evaluate performance and take corrective action.

It is a challenging experience to establish CIRM as a self-financing and semi-autonomous organisation.

A board of management is established, of which Mr. S. Rangarajah, the Chief Secretary of the NEP, is the chairman. The board will consist of ex-officio members and nominated members from universities and private institutions involved in e.g. information technology. The main task of the board will be supervising and steering the management and reviewing the performance of CIRM.

CIRM has a director under whom come the Mainstreaming best practices unit, the Information systems unit and the support staff.

Organisational Chart



► **CIRM service profile**

The Mainstreaming best practices unit focuses on disseminating participatory approaches that are based on the best practices of GTZ-IFSP and other projects. The services/products coming from this unit are:

- Develop customised participatory approaches (e.g.: community mobilisation, participatory needs assessment),
- Develop manuals for dissemination of participatory approaches,
- Train and coach in participatory approaches, team building, project management, leadership and communication,
- Promote livelihood systems approach for need assessment and project design and
- Promote the application of the project planning matrix as a planning and management tool.

The Information systems unit focuses on the development of information systems within the institutions and organisations of the NEP.

The products/services coming from this unit initially are:

- Spatial and sector data based on GIS,
- Vulnerability-Poverty Profile,
- Customised databases,
- Train organisations/institutions in data analysis and the use of relational databases,
- Application of GIS in planning and decision making,
- Conduct impact assessments and
- Promote impact monitoring.

► **The CIRM team**

The CIRM team consists of 15 members of whom 9 members are professional staff and 6 are administration and support staff. As the workload is increasing it will be necessary in the near future to expand the team.

CIRM aims to let government officers participate in assignments in order to let them acquire skills and ideas. CIRM also has an external resource base of former GTZ-IFSP staff.



From left to right, starting at the top row: Rohini Singarayer, Shirani Fernando, Sugath Wijetilaka, S. Yogashanmuga, T.C. Emmanuel, C. Gnanaganeshan, T. Pathmasegar, S. Srimanobhavan, Simone Corjanus, T. Krishanthy, G.Kumanan, Azeeza Buhary, T. Sampasivam, V. Chandrakala, K. Kirushanthan, J.S.I.Jesuthasan (corner picture) and T.Sundararajan (absent).

Achievements so far

Focus on planning and decision-support tools

► Spatial data

For all eight districts in the North East Province CIRM is developing GIS based administrative boundaries maps. In the long term CIRM will also develop maps with sectoral information, which are interlinked with topographic features. Until end of June the administrative boundary maps of Vavuniya, Mannar and Trincomalee (existing from IFSP) were completed. The three maps are annexed to this report.

► Vulnerability-Poverty profile (VPP)

CIRM is developing a Vulnerability-Poverty profile for every district in the North East Province. The VPP provides collective information about the present vulnerability-poverty level of each village in a district. The profile is based on specific poverty dimensions resulting predominantly from the conflict, which together determine the poverty rank of a village. The profile distinguishes between vulnerable, poor and better-off villages.

The VPP has proven to be a useful tool for support in decision-making and impact monitoring in community development. We improved the concept of the initial VPP in order to make it more usable for different key stakeholders. The provincial administration acknowledges the VPP as an NEP planning tool. Major donor funded projects, like NECORD and NEIAP, also accept the VPP and use it in their programmes.

The VPP preparation activities started in the Batticaloa district in February by conducting a stakeholder workshop. The purpose of these stakeholder workshops is to explain the VPP and to obtain suggestions from the participants for district specific adjustments. The workshop in Batticaloa was followed by similar ones in Vavuniya and Mannar. Present at these workshops were the Govt. Agents, Deputy Directors Planning, Asst. Directors of Planning, Development Officers, Divisional Secretaries, Samurdhi Managers, staff from selected NGOs and from FSCT-GTZ.



The data collection is done with the support of the Samurdhi Development officers, as enumerators, in the villages. They receive an intensive training on how to obtain the relevant data and how to fill the questionnaire. The VPP for Batticaloa is an assignment on the request of the GTZ-Food Security and Conflict Transformation Programme in this district.

So far we have completed the stakeholder workshops and trainings for enumerators in the four districts of Vavuniya, Mannar, Batticaloa and Trincomalee, where an update of the previous VPP was done. Altogether 34 DS divisions and about 1500 villages are covered. In total nearly 900 enumerators have been trained up till now and data collection is in progress in the four districts. The GA's and the District Planning Secretariats closely work with CIRM in the VPP preparation.

Funding for developing the VPP's was secured as follows:

- VPP for Vavuniya district: NEERP
- VPP for Mannar district: JICA
- VPP for Batticaloa district: FSCT-GTZ
- VPP for Trincomalee district: NEERP.

The first to be released VPP report will be for the Vavuniya district in August. The Batticaloa VPP will be completed in September and Mannar in October.

The improvement of the VPP concept was supported by Centre for Poverty Analysis (CEPA) Colombo. Their expertise and experience in poverty analysis was very much useful to CIRM.

► **Conducting trainings on disseminating best practices**

CIRM team members served as resource persons for trainings on several subjects.

- Management Development Training Department in the NEP: MS Access, GIS and cartography for selected Development and Technical officers within the NEP.
- Management Development Training



Department in the NEP:

- ✓ participatory approaches for selected local NGOs and
- ✓ project management cycle for cultural officers of the NEPC.
- Co-operative Development Department: project management cycle and team building for co-operative development officers; funded by UNDP.
- Thrift and credit society Iqbal Nagar: leadership training for a women group; funded by UNDP.



► **Participatory Needs Assessment Training for NECORD**

CIRM developed and conducted two training programmes on Participatory Needs Assessment (PNA) for staff from the

NECORD project and a selection of its partner organisations (NGOs).

The two training sessions took place in the districts of Kilinochchi and Vavuniya and were attended by staff from partner organisations from the districts of Mullaitivu, Mannar, Jaffna, Vavuniya and Kilinochchi. Partners were World Vision, Sewa Lanka, Care, TRO and VERRO. The aim of the training sessions was twofold: to guide and support partner organisations of NECORD to a common PNA practice and to root PNA in the day-to-day work of NGOs.

The PNA training consisted of a three-day programme. During the first day the staff from NECORD, partner organisations and CIRM exchanged experiences on PNA as understood and practiced. The second and third day were reserved for fieldwork. The whole group went to a village to observe



the CIRM team facilitating PNA. Each day ended with a feedback session in which the group worked towards a common PNA practice, to be applied by the partner organisations of NECORD.

► **Customised database for NEHRP**

The North East Housing Reconstruction Programme (NEHRP) requested CIRM to develop a customised database to support the selection of beneficiaries for their pilot project.

NEHRP intends to provide financial assistance for reconstruction and repair of 800 houses in 27 villages all over the North East on a pilot basis during this year. A four-year programme is expected to include about 80,000 houses in all eight districts of the North East Province.

The World Bank is funding the NEHRP housing programme.

CIRM improved a questionnaire, which was drafted by NEHRP. The questionnaire was used to assess the houses damage in the selected 27 villages in 21 DS Divisions. Divisional Secretaries and Government Agents had to identify the beneficiaries based on the primary data collected through the questionnaire. The customised database was developed by CIRM to support this selection process.

As the selection of the beneficiaries was done at the divisional and district level, CIRM trained officers from the divisional and district secretariats as well as NEHRP staff. Throughout the use of the customised database, CIRM staff visited the DS Divisions for troubleshooting.

▶ **Institutional cooperation**

Since October 2003 the British NGO Voluntary Service Overseas, VSO, is cooperating with CIRM. Initially assigned to the Office of the Chief Secretary NEP, the VSO consultant took over support functions within the CIRM team. Tasks assigned include a survey on the potential of CIRM as seen by partner institutions, organisational aspects of CIRM, planning and programming for 2004 and assistance in developing the desired legal framework for CIRM.

In March 2004 a consultant from GTZ head office worked with the CIRM team for a week. Tasks included finalising the logical framework, developing strategies and approaches for an effective work programme and, identifying the interfaces between the two units of CIRM.

With the Colombo based Centre for Poverty Analysis (CEPA), CIRM is cooperating to further improve the Vulnerability-Poverty Profile.

The comprehensive experience in and knowledge on poverty analysis and monitoring contributes to networking and makes CEPA a very valuable partner for CIRM.

Advise and exchange

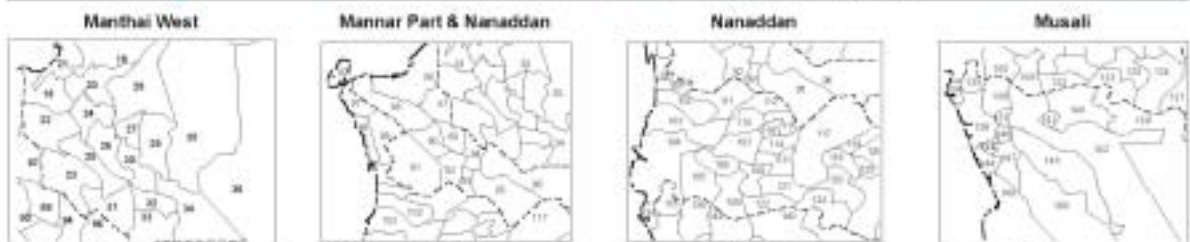
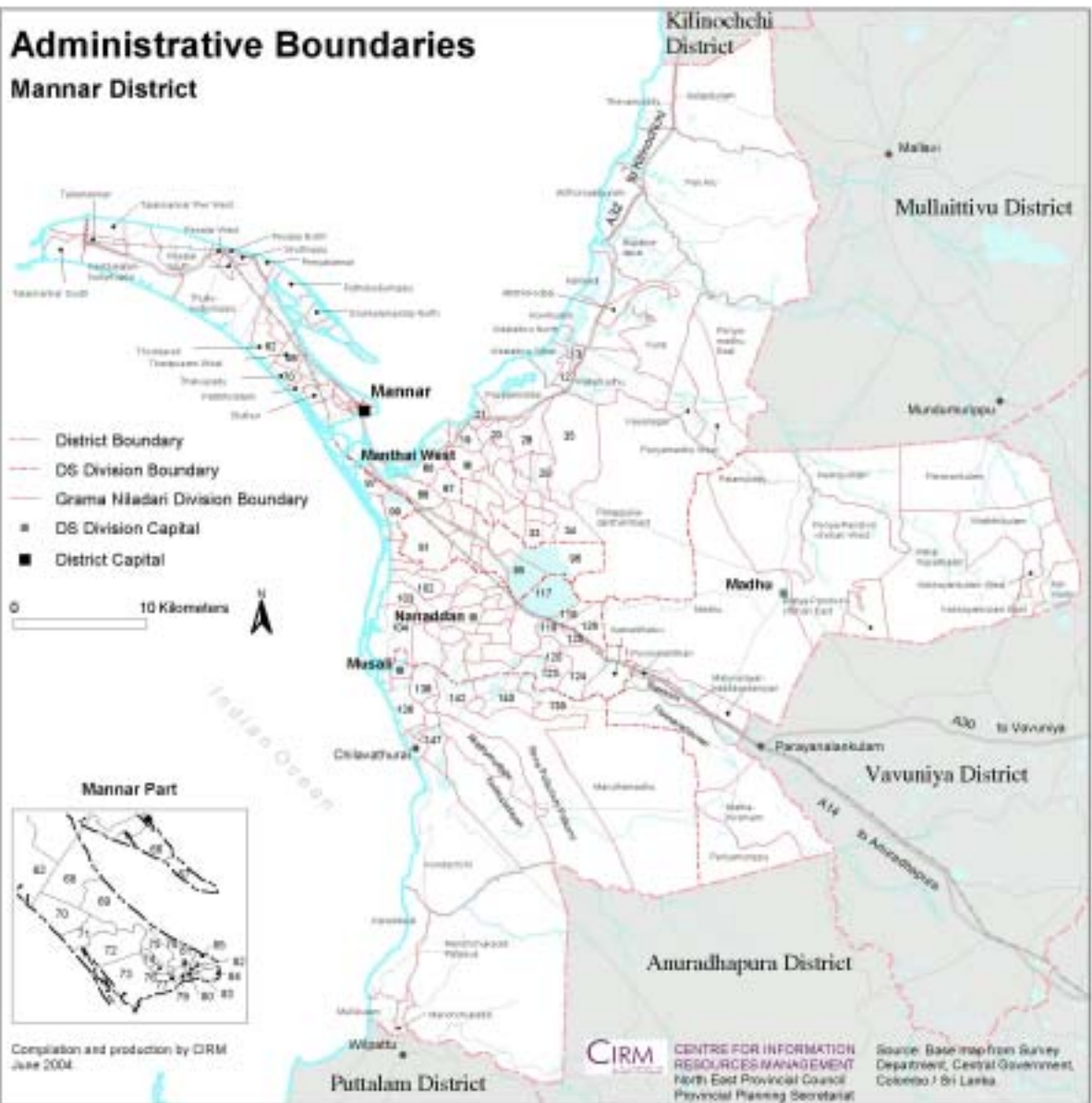
▶ NGO's, GO's, universities, consultants, etc. visit the CIRM office either for advises on best practises applied by the CIRM staff during their GTZ-IFSP period, information about the services and products of CIRM, exchange of knowledge or to utilise the IFSP documentations.

Many IFSP documentations, containing best practises, can still be bought at the CIRM office. Among these documents are e.g.:

- The VPP baseline information, Trincomalee 2000, for all villages in the district.
- Focused Impact Assessment 2003; in the 170 IFSP intervention villages.
- Community mobilisation; a concept for community mobilisation, 2000-2003.
- Participatory project management, 2003 with construction designs for community projects.
- Impact assessment of the Minor tank development programme, 2003.

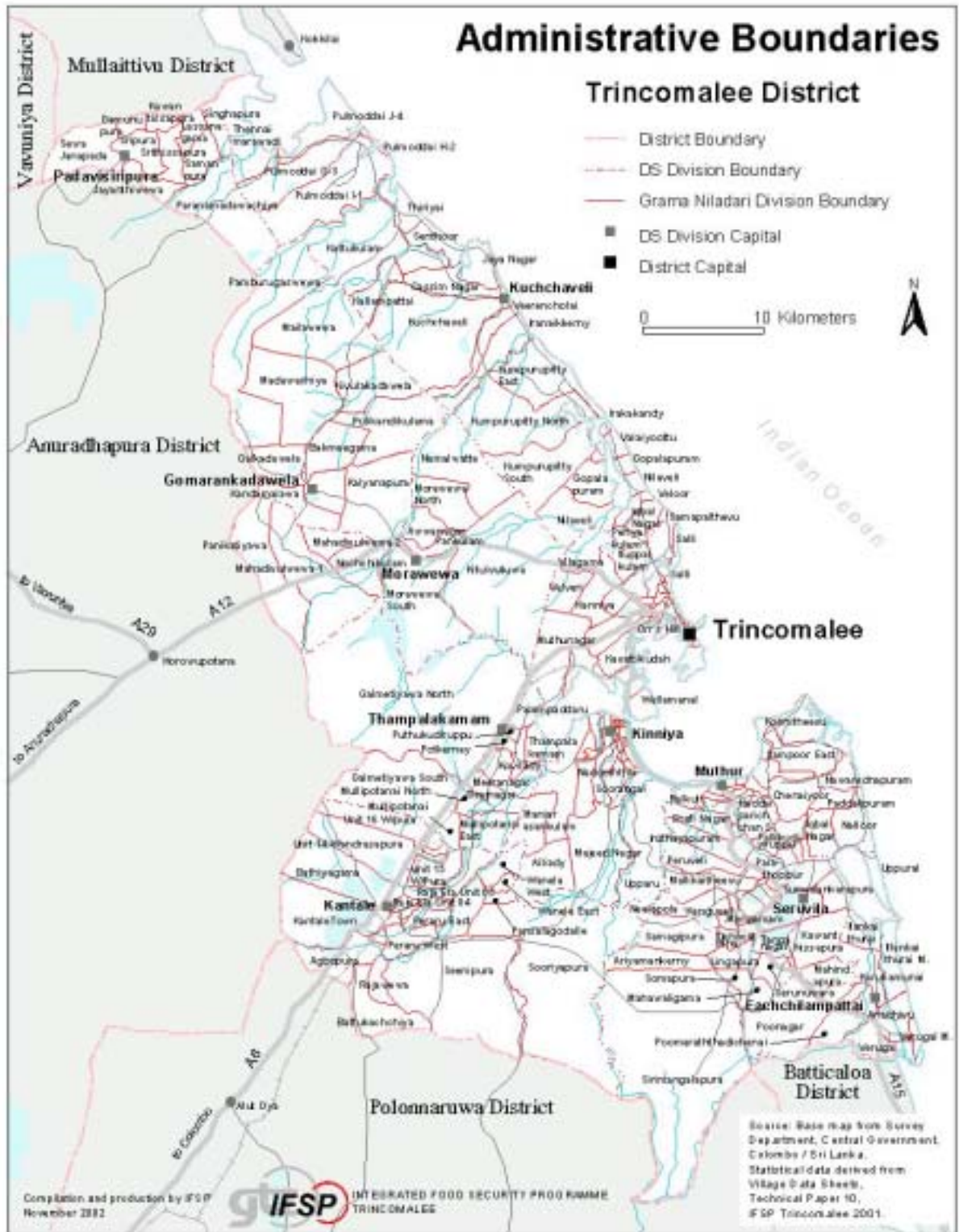


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DS Division	DS Division	DS Division	DS Division	DS Division	DS Division
01 Udalawatta Central	31 Kattankulam	61 Dindigul	91 Hakkalam	121 Akrothakulam	151 Murukkal
02 Udalawatta East	32 Vakkalam	62 Sakkadu	92 Kallakattakadu	122 Chundikul	152 Chundikul
03 Pappanaddan	33 Perampunakadu	63 Chakkalakkodu West	93 Puthanarum	123 Sakkal	153 Vippankulam
04 Veddiammattippa	34 Pappadipattankulam	64 Perampunakadu East	94 Uppakulam	124 Nanaddan	154 Pannakulam
05 Marakan	35 Perampunakulam West	65 Sakkal	95 Melkoddam	125 Pannakulam	155 Pannakulam
06 Musali	36 Perampunakulam East	66 Pappanaddan	96 Vakkalam	126 Pannakulam	156 Siva Pallechchi Pallechchi
07 Adampai	37 Thodavel	67 Perampunakulam	97 Uppakulam	127 Pannakulam	157 Akrothakulam
08 Pallechchi	38 Uppakulam South	68 Pappanaddan	98 Vakkalam	128 Pannakulam	158 Sivanthi
09 Nedirakkal	39 Uppakulam Central	69 Pappanaddan	99 Vakkalam	129 Pannakulam	159 Sivanthi
10 Somaput	40 Uppakulam West	70 Pappanaddan	100 Vakkalam	130 Pannakulam	160 Pannakulam
11 Karankal	41 Uppakulam East	71 Pappanaddan	101 Vakkalam	131 Pannakulam	161 Pannakulam
12 Adakulam	42 Uppakulam West	72 Pappanaddan	102 Vakkalam	132 Pannakulam	162 Pannakulam
13 Karankal	43 Uppakulam East	73 Pappanaddan	103 Vakkalam	133 Pannakulam	163 Pannakulam
14 Adakulam	44 Uppakulam West	74 Pappanaddan	104 Vakkalam	134 Pannakulam	164 Pannakulam
15 Karankal	45 Uppakulam East	75 Pappanaddan	105 Vakkalam	135 Pannakulam	165 Pannakulam
16 Adakulam	46 Uppakulam West	76 Pappanaddan	106 Vakkalam	136 Pannakulam	166 Pannakulam
17 Karankal	47 Uppakulam East	77 Pappanaddan	107 Vakkalam	137 Pannakulam	167 Pannakulam
18 Adakulam	48 Uppakulam West	78 Pappanaddan	108 Vakkalam	138 Pannakulam	168 Pannakulam
19 Karankal	49 Uppakulam East	79 Pappanaddan	109 Vakkalam	139 Pannakulam	169 Pannakulam
20 Adakulam	50 Uppakulam West	80 Pappanaddan	110 Vakkalam	140 Pannakulam	170 Pannakulam
21 Karankal	51 Uppakulam East	81 Pappanaddan	111 Vakkalam	141 Pannakulam	171 Pannakulam
22 Adakulam	52 Uppakulam West	82 Pappanaddan	112 Vakkalam	142 Pannakulam	172 Pannakulam
23 Karankal	53 Uppakulam East	83 Pappanaddan	113 Vakkalam	143 Pannakulam	173 Pannakulam
24 Adakulam	54 Uppakulam West	84 Pappanaddan	114 Vakkalam	144 Pannakulam	174 Pannakulam
25 Karankal	55 Uppakulam East	85 Pappanaddan	115 Vakkalam	145 Pannakulam	175 Pannakulam
26 Adakulam	56 Uppakulam West	86 Pappanaddan	116 Vakkalam	146 Pannakulam	176 Pannakulam
27 Karankal	57 Uppakulam East	87 Pappanaddan	117 Vakkalam	147 Pannakulam	177 Pannakulam
28 Adakulam	58 Uppakulam West	88 Pappanaddan	118 Vakkalam	148 Pannakulam	178 Pannakulam
29 Karankal	59 Uppakulam East	89 Pappanaddan	119 Vakkalam	149 Pannakulam	179 Pannakulam
30 Adakulam	60 Uppakulam West	90 Pappanaddan	120 Vakkalam	150 Pannakulam	180 Pannakulam

— Main Road — Railway
 - - - Minor Road — Tank, River





Vavuniya South



ID	GS Division	ID	GS Division
78	Rangtharane	88	Povalakulam Unit 2
88	Povalakulam Unit 4	91	Acce 25, 43, 80
91	Povalakulam Unit 5 & 6	92	Pariyadukalana
92	Track 7	102	Mantharamadawa
95	Avanttharane		

Vavuniya Town



ID	GS Division	ID	GS Division
35	Athapara	84	Vaddupuliyankulam
58	Peddinchipuliyankulam	95	Rambakulam
82	Vavuniya Town	99	Theralak
83	Pendankulam	74	Kovilkulam

— Main Road — Railway
 — Minor Road — Tank