

Summary of IFSP Lessons Learnt Presented at the Cultural Club Dambulla Workshop

Products Processes, etc.	Impacts	Sustainability ¹ , Replicability ²	Lessons Learnt (LL), Best Practices (BP), Recommendations (R)
Situation Analysis			
<p>Village data sheets and vulnerability profiles for all villages</p> <p><i>Data collection by local government staff</i></p> <p>Maps for major IFSP relevant thematic themes</p>	<p>Purposeful and poverty/vulnerability oriented selection of priority villages on micro level is possible</p> <p><i>Divisional GO staff learn to know 'their' villages (HRD)</i></p> <p>All departments and some NGOs demand the maps for planning purposes</p>	<p>Replicable: Regular updating easily possible within the DSs on the basis of information from all stakeholders</p> <p>Existing maps will be valuable for planning and orientation for some years</p> <p>Updating possible under the condition that relevant bodies have necessary capabilities</p>	<p>LL/BP: Poverty/vulnerability related information is needed early for priority village selection. IFSP Village data sheet approach is highly suitable</p> <p>R: High potential for use by other services providers (for village targeting according to poverty criteria)</p> <p>R: High potential coordinating different actors' activities</p> <p>R: Assure availability of data sheets on village level</p> <p>LL: Village data sheets suitable for vulnerability and poverty monitoring but only in connection with supplementary impact assessments</p> <p>LL/BP: In the absence of minimum basic maps, future IFSPs should produce basic maps as needed (demand)</p> <p>R: Integration of updating functions (data sheets and maps) into existing institutions from the beginning</p> <p>R: Minimum technical equipment and human resources development in relevant institutions necessary</p>
<p>Successfully tested and documented PNA approach (including operational field guide)</p> <p><i>Approach development and testing together with GO and NGO staff</i></p>	<p>People feel their needs are addressed and taken serious</p> <p>Clear increase of ownership of TG (plan/imp. process)</p> <p><i>High PNA capabilities for IFSP staff</i></p> <p><i>Limited PNA capabilities for GO and NGO staff</i></p>	<p>Not replicable for GOs and local NGOs due to</p> <ul style="list-style-type: none"> - limited funds for transport, allowances and visual materials - limited ability and willingness to address cross-cutting issues - limited willingness and understanding from top management <p>However, some</p>	<p>LL/BP: IFSP-PNA procedures proved to result in support activities needed by the communities as well as by particular poverty groups:</p> <p>One the one hand, poverty projects reach vulnerably groups to some extent.</p> <p>On the other hand, community projects benefit the whole community and assure cooperation of the 'better-off'</p> <p>LL/BP: Process of approach development by the officers themselves tremendously increased the quality of PNA</p> <p>R: Modify PNA procedures to make PNA suitable for future IFSP requirements in different environments. Particularly reorient PNA more towards existing potentials and visions (and less towards problems)</p> <p>R: High potential for use by donor supported programs for assessing needs of communities</p>

¹ Sustainability: in how far will the impacts reached on service provider and target group level remain?

² Replicability: in how far can/will approaches and products be used after the IFSP 'closes down'?

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		changes of attitude will influence regular extension work Replicable for donor supported programs	and poverty groups R: Create awareness with decision makers for the need to integrate PNA into existing institutions at an early stage of project implementation (policy dialogue, HRD, approach development etc.) LL/R: PNA is too slow in emergency situations. Parallel activities identified through other methods should start in villages without PNA for food security reasons
<p>Successfully tested and documented approach to Community Mobilisation</p> <p>Strengthening of CBOs</p> <p><i>Approach development together with IFSP, GO, NGO staff</i></p>	<p>Change of attitude towards self reliance</p> <p>Increased ownership feeling for project planning and implementation</p> <p>Demand for services from TG visibly increased</p> <p>Demand for services from CBOs visibly increased</p> <p>Management capabilities of CBOs visibly increased</p> <p><i>Increased CM capabilities with IFSP</i></p> <p><i>Limited CM capabilities of GO and NGO</i></p> <p><i>Some change of attitudes of GO/NGO towards peoples' needs</i></p>	<p>Not replicable for GOs and local NGOs due to</p> <ul style="list-style-type: none"> - limited funds for transport, allowances and visual materials - limited ability and willingness to address cross-cutting issues - limited willingness and understanding from top management <p>However, some changes of attitude will influence regular extension work</p> <p>Replicable for donor supported programs</p>	<p>LL/BP: IFSP community mobilisation approach suitable to gradually change attitude and practices of people from traditional 'receiver mentality' to more 'self-reliance', ownership and responsibility</p> <p>LL/BP: Process of approach development by the officers themselves tremendously increased the quality of the community mobilisation approach and methods</p> <p>LL: Existing potentials of GO and NGO needs to be fully used for community mobilisation</p> <p>R: Precondition for selective and purposeful cooperation with existing services providers necessitates a thorough institutional analysis during the initial stages</p> <p>LL: Community mobilisation is the start of a long-term process. However, field experience shows that even with first projects community attitudes can be changed</p> <p>R: High potential for use by donor supported programs (and to some extent also for GOs)</p> <p>R: The impact of community mobilisation on target group level should be assessed thoroughly and conceptual changes made for future implementation if necessary</p>
<p>Micro-project planning and screening procedures</p> <p>Successfully tested procedures for project review, project planning and supervision</p>	<p>Increase of trust of target groups with services providers due to</p> <ul style="list-style-type: none"> - high transparency of budgets and fund use - involvement of TGs in project 	<p>Replicable only to a limited extent for GOs and local NGOs due to</p> <ul style="list-style-type: none"> - limited rooting of procedures within their organisations - limited funds 	<p>LL/BP: Clearly designed technical 'packages' for community- and poverty projects including a clear policy for local contribution have to be available before micro project planning and implementation</p> <p>LL/BP: Planning- and coordinating process from needs identification to project implementation up to monitoring and evaluation has to be clear for all parties</p> <p>LL/BP: Roles and responsibilities of different</p>

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<p>Project book approach</p> <p><i>Approach development together with IFP and (partly) with services providers</i></p>	<p>identification and planning</p> <p>Increased ownership feeling for project planning and implementation</p> <p>Increase transparency of use of funds</p> <p><i>High review- and coordinating capabilities for IFSP staff</i></p> <p><i>Limited review- and coordinating capabilities for GO and NGO staff</i></p>	<p>and equipment for technical support and supervision</p> <p>Replicable for donor supported programs and to some extent for GO/NGO</p> <p>Easily replicable for donor programs, GO, NGO</p>	<p>parties in project planning and implementation have to be clear from the beginning as well</p> <p>LL: If packages, processes and roles during project planning and implementation are not clear from the beginning, delays in project implementation will occur.</p> <p>This can cause frustration amongst target population and loss of momentum created during PNA</p> <p>LL/R: Approach development should be rooted in the cooperating services providers from the beginning</p> <p>LL/BP: Project book highly suitable to increase ownership transparency and for supervision and monitoring and coordination of different services providers</p>
Infrastructure projects			
<p>Food-for-Work and Cash-for-Work</p> <p>Tank rehabilitation</p> <p>Drainage</p> <p>Road rehabilitation</p> <p>Schools</p> <p>Markets</p> <p>House construction</p>	<p>Clear income impact from FfW and CfW on poverty groups due to self-targeting</p> <p>Increase in rice production and income from tanks</p> <p>Road rehabilitation and markets a clear priority need of most villages (long term development)</p> <p>Schools clear priority for long term development</p>	<p>No additional social and economic infrastructure projects will be implemented in other villages without donor funding</p> <p>However, the clear focus of the IFSP on ownership and human resource development for operation & maintenance of rehabilitated infrastructure will increase the duration of functioning infrastructure</p> <p>Planning and O&M of irrigation will continue with Agrarian Services</p>	<p>LL/BP: Food-for-Work/assets and/or Cash-for-Work/assets has proven as an effective instrument for immediate relief of poverty groups from hunger and at the same time re-creating social and economic infrastructure</p> <p>LL: High level involvement of target groups during planning and implementation increases feeling of ownership and responsibilities for the structures</p> <p>LL: Readiness for local contribution has increased as well</p> <p>LL: Focus on O&M agreements and training measures for O&M, together with increased ownership, increases the chances of ownership for O&M as well (sustainability)</p> <p>LL/R: Sector departments should be involved in the planning process as far as possible. This increases ownership on institutional level and sustainability</p> <p>LL: Monitoring and supervision of infrastructure projects should intensively involve existing institutions (GO, NGO) and should be institutionalised as far as possible</p> <p>R: Supervisory and monitoring functions for operation & maintenance of infrastructure should be rooted as well from the beginning within services providers (sustainability)</p>

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Employment and income generating services			
Home gardening Fruit tree promotion Goat rearing Chicken rearing Small business Seed cleaning centre Other small scale business	<p>Many activities result from PNA and are, therefore, geared towards poverty groups</p> <p>Impacts not yet assessed but clearly very limited in terms of economic benefit and no. of beneficiaries</p> <p>Seed cleaning centre probably highly profitable for a large number of farmers</p>	<p>Income generating activities and small scale enterprises will continue to limited extend only</p> <p>Home gardening and fruit tree promotion will continue at least to some extend as little investment is necessary and manageable by existing services providers</p> <p>Maintenance of seed cleaning centre by the FO and with the support of the DoA likely</p>	<p>LL: Income generating activities and small scale enterprises which need considerable management skills, are difficult with poverty groups (usually low management skills, low resource endowment, often consumption or sale of assets for poverty reasons).</p> <p>LL/R: Concentrate on income generating activities for the poorer section with low investment, low managerial needs, low risks and within the reach of existing institutions concerning the extension and support needs</p> <p>LL/R: For activities with higher management skills do not choose the most vulnerable groups but those with higher management skills (if 'spill over' effects can be expected)</p> <p>LL/R: Avoid IGAs with high investments, risks and high managerial needs and relatively low returns</p> <p>LL/R: IFSPs should closely monitor small scale enterprises and income generating activities particularly during the early stages of implementation</p> <p>R: Impact monitoring of economic activities is necessary particularly during the early stages of implementation as well</p>
INSTITUTION AND CAPACITY BUILDING			
PLANNING <ul style="list-style-type: none"> • PPM • Structured and uniform work plan and reporting incl. D-base, maps, etc • Baseline surveys: health & nutrition • Surveys & inventory e. g. minor tanks, hydro geology, wells, solid waste management, GIS / IS, Mid-day meal evaluation, integrated nutrition and food security Poverty indicators • Vulnerability profiles • Unique targeting through dialogue & action, incl. contribution from CBO / partners 	<p>Transparent and participatory approach to planning has had an impact on the cooperating partners and service providers.</p> <p>Uniform work plan facilitates some inter-sectoral coordination of activities</p> <p>Easy reporting and accounting of GTZ and partner contributions</p> <p>Changes can be monitored since</p>	<p>Replicable: Baseline surveys are valid for some time and can be used as targeting mechanism.</p> <p>Relatively cheap to verify the progress based upon baseline survey (ex-post survey)</p> <p>PPM and work plan approach can easily be replicated by other organisations, not complicated</p>	<p>LL/BP: High degree of transparency and accountability is required, this can be achieved through PPM, structured work plans and accounting</p> <p>LL: Plans have to be coordinated with each other</p> <p>LL: It is good if plans are always developed as an integral part of the overall sectoral line departments plans</p> <p>LL: Conceptually immediate trust building measures have to be followed by a systematic community based approach</p> <p>LL: Community mobilisation should be planned as early as possible based upon the length of time needed to "mobilise" the communities sufficiently</p> <p>LL: Quick flexibility in times of disaster has proved an important asset, for that good transparent planning proved useful</p>

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<ul style="list-style-type: none"> Quick response and flexibility e. g. cyclone relief support IDPs 	baseline studies exist		
<p>CONCEPT DEVELOPMENT</p> <ul style="list-style-type: none"> PNA inc. manual, application and training, LSA, Com. Mob. Incl. feedback, coaching, conflict is addressed, "Packages", e. g. Mid-day Meal, sanitation, house, school garden, livestock 	<p>PNA has received wide recognition. The handbook has been widely distributed. The same holds true for Comm. Mobilisation. Additional quality improvements such as "coaching" and all the conflict related elements have had an impact in terms of quality of work and understanding</p>	<p>Replicable: The concepts are very well documented, including case studies and reports and are therefore easily replicable</p>	<p>LL/BP: Community mobilisation with the added value of PNA is well documented and can be taken over with very little additional adaptation.</p> <p>LL: Concepts need to be integrated into an overall strategy / approach to directly target the identified problems (i.e. malnutrition, etc)</p> <p>LL: Concepts that include specific development hypotheses have to be verified through a monitoring system (more cultivatable land leads to more rice, leads to more access of food amongst women in the household, etc)</p> <p>LL: The concepts require regular adaptation once a feedback is obtained from the field application (i.e. need for more economic information in PNA,s)</p>
<p>COORDINATION</p> <ul style="list-style-type: none"> Information systems (Analog / Digital) Integration e. g. DCC, DAPC, IFSP is agenda item, RRR-Groups, Prov. St. Pl. incl. in provincial and district level Subjects' integration through e. g. sector meetings, planning sessions, concepts application and promotion Transparency: Project book approach full info, transparency ownership 	<p>An excellent analogue information system has been established!</p> <p>A good digital system is also largely in place, including a very good web page</p> <p>The project has been partially absorbed into the system.</p> <p>The partner organisation did not manage to materialise the know-how spin-off from the project as fully as they could have</p>	<p>Replicable: The information system is replicable, however it should be kept simple!</p> <p>Project book approach is simply and easily replicable</p>	<p>LL/BP: Community mobilisation with the added value of PNA is well documented and can be taken over with very little additional adaptation (institutional / system limits)</p> <p>LL: Project book ensures transparency and it should be mandatory for all community development project activities!</p> <p>LL: Preparation of an exit and handing over strategy has to be commenced very early in order to ensure sustainability</p> <p>LL: Separate coordination functions from information / know-how transfer functions in order to more effectively institutionalise coordination</p> <p>LL: Projects should not take over role of coordination merely because of the absence of the government capacity to do so</p> <p>LL: Integration of subjects through sector meetings has succeeded mainly due to the projects efforts. How this level of integration can be sustained to also include other project experiences remains difficult without the institutionalisation of the coordination / knowledge transfer approach</p>
<p>HRD/HRM</p> <ul style="list-style-type: none"> HRM initiatives quality for better performance (quality analysis, responsibility, team), team management (four-eyes-principle), 	<p>Capacity of project staff has been greatly enhanced</p> <p>Capacity of selected service providers has also been enhanced but</p>	<p>Replicable: While the approaches are replicable the capability to replicate is not as well developed as hoped for, largely due to</p>	<p>LL: Replication mechanism and continuous supervision mechanism has to be developed beyond the project</p> <p>LL: Trainer of trainers need to be promoted and developed within the service providers</p> <p>LL: Mobilisers / or animators need to be identified and developed within the CBOs</p> <p>LL: RDOs and other existing service providers</p>

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<p>interdisciplinary (and holistic) approaches</p> <ul style="list-style-type: none"> Information & knowledge transfer to partners people, villages, e.g. documentation 	<p>not to the same level as for project staff</p>	<p>the conflict situation and the inherent system weakness of the service providers</p>	<p>need to be developed to the same quality levels as the project staff</p>
CONFLICT TRANSFORMATION			
<p>WORKING IN / ON CONFLICT</p> <ul style="list-style-type: none"> Work in conflict is possible dialogue, mixed teams (T, S, M), multilingual work / documentation Sensitising, encouragement, skills training, keeping neutral Promoting “peace lobby” through e. g. WS, exchange programme Nepal, documentation, applied research Application of IFS sector concept: IFSP responds to conflict” 	<p>Project was able to work in both cleared and uncleared areas throughout the conflict</p> <p>Impact of having worked in the uncleared areas is huge given the fact that few others were working in these areas</p>	<p>Replicable: The approaches and concepts used by IFSP are easily replicable since many are based on observing tried and tested approaches and attitudes</p>	<p>LL: Support based on clear technical criteria and procedures. Working in conflict area urges specific technical criteria for targeting as well as clear procedures within partners and villages to assure a transparent approach. For targeting IFSP uses the ‘Village Data Sheets’, which give a vulnerability profile of Trincomalee district and serve as baseline survey for entering in a village. All transactions, progress, meetings and decisions are kept in the project book, which stays at the responsible CBO in the village to ensure accountability.</p> <p>LL: Dialogue with the conflict parties to ensure transparency of activities and acceptance/support: Continuous communication has been practised to create, as far as this was possible, a certain degree of trust and confidence in the mandate and approaches of IFSP. IFSP actively promotes dissemination of knowledge, experience, achievements and constraints for its mandate among the conflict parties as well as among decision makers from the government.</p> <p>LL: Visible and active presence as a neutral, professional institution within an atmosphere of conflict. IFSP has been facilitating and, where necessary, was actively involved in the implementation of a large number of village development projects and intensive services to improve village and household food security and contribute to livelihoods development.</p> <p>LL: Contributing to dialogue fora and cooperation with stakeholders: From the very beginning IFSP has been communicating with all involved stakeholders. Dialogue fora were created with representatives from government departments, local and foreign NGOs and their apex bodies, UN and international agencies and research institutions and other agencies. IFSP contributed to conferences, seminars and workshops, thereby presenting nutrition and food security as a conflict-mitigating concept. Knowledge is shared with stakeholders through intensive documentation.</p> <p>LL: Multi-lingual documentation and</p>

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			<p>communication : IFSP provides its news and most of the basic documents (PNA Manual, Mid-day meal concept and drama, livelihoods systems approach, research papers) in all the three common languages (English, Sinhala, Tamil).</p> <p>LL: Continuous Context Analysis: IFSP has integrated conflict analysis of the context in 1998 as well as in 2003.</p>
HEALTH AND NUTRITION			
Village Health Volunteers (VHV), Village Health Committees (VHC)	Improved health, especially of individual households, evidence of incidence of illness is down	Replicable : The VHV and VHC approach is replicable, as long as incentives / payment issue & overlap with midwives can be resolved.	<p>LL/BP: A low cost system of health care in remote areas is urgently needed. If payment is provided it is doubtful whether they are actually “volunteers”</p> <p>LL: VHV were often the only health service providers available in remote communities during the period of conflict</p> <p>LL: Once the community became aware of the benefits to be derived by improving their own health they were much more willing to make use of the quality services being offered by the VHV.</p> <p>LL: Good approach for low-cost health care in remote areas. VHV have to be seen as part of a “team” with PHI and other MoH staff (e.g. midwives)</p> <p>LL: VHV requires certain build-up phase that may require payment. This has to be followed by an early withdrawal phase. VHV lends itself for privatisation</p> <p>LL: Communities need to learn that services are not always free and they may have to pay for quality services</p> <p>R: MoH has to declare clearly whether the VHV system should be continued, as defined its policy and how the midwives and VHV are expected to work together in a team</p> <p>R: The World Health Organisation (WHO) is presently looking into supporting health related activities in the district. WHO should be approached to see whether they would be willing to take over the minimal payments.</p>
<p>Behavioural change (maternal and child health)</p> <ul style="list-style-type: none"> • Talk of the month • Exhibitions • Drawing competition • Training influential people • Maternal Nutrition care 	Once communities get the knowledge and realise the benefits then improvements can be seen.	Replicable : The various measures are replicable, whereby it is a longer term process and not immediate. Longer-term commitment is required. PNA has to be	<p>LL/BP: Combination of different measures is needed to effect behavioural change.</p> <p>LL: Requires a structured community communication approach to reach as many people as possible. Requires an awareness strategy</p> <p>LL: More than one measure has to impact on the community simultaneously in order to effect a change in the community, in other words needs a integrated approach.</p>

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<ul style="list-style-type: none"> • Nutrition packages 		targeted more specifically to these issues of behavioural change.	<p>LL: Need to target particular sections of the communities more effectively. It is important that the community knows why it is important to target men at times is important in order to change attitudes</p> <p>LL: Need a more effective analysis of the constraining factors to target intervention more effectively. A KAP study (knowledge, attitudes, practices) lends itself as a good instrument for this and should be included in the PNA.</p>
<p>School feeding programme</p> <ul style="list-style-type: none"> • Mid-day meals • School gardens • Nutrition awareness 	<p>School attendance increased. Concentration of children is better.</p> <p>No evidence yet of weight changes amongst children (scales now being delivered)</p>	<p>Replicable: The approach of combining mid-day meals with assistance / contribution of parents and school gardens is a replicable approach. It reduces costs for the government</p>	<p>LL/BP: School-feeding programme combined with nutrition and health awareness at schools not only targets the children but the parents indirectly.</p> <p>LL: A low cost approach has to be developed if school feeding programme is to be sustained over time.</p> <p>LL: A clear exit strategy has to be developed from the start in order to ensure that the approach can be sustained (phased community contributions)</p> <p>LL: School gardens have to be developed as early as possible and care has to be taken to avoid them becoming “commercial” in nature (i.e. source of income for teachers rather than as a school feeding supplement).</p> <p>LL: Multi school meetings with parents, school development societies in form of stakeholder meetings is crucial as early as possible</p> <p>LL: Costs can be reduced to a minimum through school garden and parent contribution but the remaining difference has to be covered by the Government</p> <p>LL: Government must want and promote the self-sustaining approach promoted by IFSP and other donors (i.e. WFP) must also want to promote the approach rather than providing free-meals as is the current practise.</p> <p>LL: School gardens needs to combine a teaching / transfer element and provision of food-stuff element for the mid-day meals</p> <p>R: There is a need to support the schools for an additional year to ensure greater sustainability</p>
<p>Water and sanitation</p> <ul style="list-style-type: none"> • Construction of toilets • Drama performance • Posters • Well construction 	<p>Individual household toilets successful. School / communal toilets not as effective. Improvements in personal</p>	<p>Replicable: Where water is not available the toilets cannot be replicated. Toilets at schools are difficult due to the issue of cleaning. Waste disposal</p>	<p>LL/BP: Toilets at the individual and not communal level works well. Toilets have to be seen in conjunction with water availability.</p> <p>LL: A toilet construction programme must go hand-in-hand with a campaign that addresses both the use and maintenance of the toilets</p> <p>LL: School toilets is required but the issue of cleaning the school toilets has to be resolved first</p> <p>LL: Waste disposal, especially solid waste, is a</p>

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<ul style="list-style-type: none"> • Solid waste management 	<p>hygiene.</p> <p>Water through wells has big impact.</p>	<p>concept developed is replicable.</p>	<p>major issue that has to be taken up more effectively</p> <p>LL: For solid waste disposal a potentially viable approach has been developed but at present lacks the financial commitment from the various institutions involved in solid waste management in Trincomalee district.</p> <p>R: Viable concepts within the given cultural practices as to how toilets can be maintained should be explored and elaborated upon</p>
<p>Supplementary programmes</p> <ul style="list-style-type: none"> • Vitamin A Distr. • De-worming 	<p>Immediate impacts can be seen from Vitamin A and de-worming.</p>	<p>Replicable: Relatively cheap alternative that has a quick impact and is therefore replicable. However, it requires funds and resources on the part of the Government.</p>	<p>LL/BP: As an addition to other nutrition actions, Vit. A and de-worming are essential.</p>
<p>Coordination, M&E</p> <ul style="list-style-type: none"> • <i>Monthly meetings at all levels</i> • Primary Health care data base • Monitoring system • District activity plan 	<p>Impact on the programme / IFSP activities is positive</p>	<p>Replicable: If the meetings are an integral part of MoH and MoE activities then there are easily replicable. Data handling capability at an institutional level is still not assured.</p>	<p>LL/BP: Regular monthly meetings at all levels are essential for better planning, allocation of resources, coordination as well as a know-transfer.</p> <p>LL: Improved methods for conducting meetings have been well received but require a certain framework if the approaches are to be used / transferred within the institution</p> <p>LL: Conducting meetings in a participatory manner in a neutral location should be conducted for a limited period of time, thereafter the meetings should be undertaken in the institution again to see whether or not the approaches are adopted.</p> <p>R: Projects must develop a strategy that allows the institutions to transfer the knowledge (possibly training trainers)</p> <p>R: Meetings should be an integral part of the departments and not separate project affairs. Danger of proliferation of meetings as the number of development projects increases!</p>
<p>Capacity building of health service providers</p> <ul style="list-style-type: none"> • Behaviour change • Participatory methods • Gender • Mental health 	<p>Individuals in the service have been provided with a great deal of know-how. Individual capacity building has ensured better quality of work within the</p>	<p>Replicable: The ability of the institution to transfer the knowledge “horizontally” is very limited. Not enough done to ensure that the institution has</p>	<p>LL/BP: Huge amount of information and knowledge has been transferred to the staff. A lot of documentation on this has been developed.</p> <p>LL: The MoH itself has developed a lot of information, this is not available in Trincomalee or rather is not being distributed</p> <p>LL: It is important to find out first what the MoH has before developing additional materials.</p> <p>LL: The hypothesis that the institution will</p>

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<ul style="list-style-type: none"> HIV/AIDS 	community	the capability.	<p>transfer the knowledge to other areas does not work unless the replication mechanism is also implemented (trainer of trainers, expert pool, etc)</p> <p>LL: Prior to focusing on specific groups in society (youth, men, poor, etc) it is necessary that the communities and service providers are given an explanation as to why it is sometime necessary target interventions to these groups in society in order to effect changes</p>