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IFSP in Transition

INTEGRATED FOOD SECURITY PROGRAMME
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Acknowledgement

The consultant expresses his thanks to the IFSP team, particularly to the field staff who very actively participated during the various workshops and sessions and who substantially contributed with their vast field experience to the agreements made.

He congratulates the IFSP team for its tremendous efforts and successes during the past years not only concerning their work in the villages but also and particularly for the number of innovative and replicable methods and approaches and 'best practices' developed, successfully tested and documented in a user friendly way. Other development programmes and projects working in the North and East and elsewhere and the proposed new IFSPs should draw from this wealth of experience instead of 'inventing the wheel again' – which, unfortunately, is in many cases common practice.

1. Introduction - Tasks

The Integrated Food Security Program Trincomalee (IFSP), Sri Lanka, has entered its last year of implementation. A 'lessons learnt – best practices mission' was conducted in February 2003 with the aim to learn from the experiences gained during the implementation since the inception of the programme in August 1998 and to assess the 'products' developed in terms of their suitability for replication in other development programmes and the proposed new IFSP for the North and East.

The consultant was part of the 'lessons learnt – best practices mission', the results of which are documented in a separate report (Schall, N. et al, 2003). IFSP management requested the consultant to extend his stay in Trincomalee to assist the IFSP team and partner institution in the definition of activities for a smooth integration of functions into partner institutions as well as to address other essential issues (TOR, Annex 1). The consultant addressed his tasks during a series of meetings, working sessions and workshops where the opinion of relevant stakeholders concerning the different aspects were discussed and agreements on procedures made accordingly.

This report is organised as follows:

Chapter 2 presents a summary of the M&E system of IFSP and includes arrangements for assessment of major impacts. Annex 3 is related to Chapter 2 and presents an outline for a comprehensive impact assessment exercise to be conducted from April to May 2003.

Chapter 3 presents the results of discussions with the Chief Secretary NEP and the Provincial Planning Secretariat concerning the transformation of IFSP into a 'Centre of Information Resources Management'.

Chapter 4 documents the outcome of a workshop on employment options for the present field team of IFSP. During the same workshop, a feed-back exercise was conducted where the IFSP sub-teams engineers, community mobilisers and support staff reflected perceptions and expectations to each other. The result of the exercise is documented in Annex 5.

Annex 4 presents the result of a feed-back exercise between all sub-teams of the IFSP viz. management, engineers, community mobilisers, monitoring staff, office and support staff, while Annex 6 documents the outcome of a team building exercise for management.

Annex 7 finally documents the results of a series of workshops with the objective to define necessary follow-up activities by IFSP and partners for sustainably securing IFSP's impacts.

2. Monitoring and Evaluation - Impact Assessment

The M&E system of IFSP rests on two pillars: the socio-economic baseline and the Master Dbase. The socio-economic data base provides basic information for all villages in Trincomalee district (village data sheets – vulnerability and poverty profile, VAM). In addition, a sound financial monitoring and reporting system is in place which is, however, not covered in the following considerations.

2.1 Socio-Economic Data Base

This data base provides detailed information about the present conditions of each village (village data sheets – vulnerability and poverty profile, VAM) according to seven main indicators related to the availability of basic infrastructure (education, water and sanitation), the socio-economic situation (employment, living conditions and food production) as well as vulnerability. The indicators are used to calculate the vulnerability-poverty profile which is based on the degree of conflict affectedness, food insecurity and inadequate social services.

2.2 Master Dbase

This dbase provides information about the physical and financial progress of all projects supported by IFSP. Relevant information for all projects are stored for each village in MS Excel sheets and MS ACCESS (master list). A spatial data base (ArcView) allows to create **thematic maps**.

Information for monitoring purposes is collected in different ways:

- **Verbal reporting** during regular and ad-hoc meetings, monthly project review meetings and TPC meetings, sector meetings, regular meetings with CBOs and steering committee meetings
- **Written reporting** along reporting formats, surveys, case studies and other formal reports on project progress and impacts

2.3 Coverage of the M&E System

The results of the M&E system mainly concentrate on activity and output levels until now. The project has almost complete information on the number of projects by type, and village and the physical and financial progress of project over time. Some streamlining, e.g. merge the two data bases, skip MoRe Impact and completion of ongoing work e.g. consolidate and further enter data of the livestock projects and other sector projects is necessary and can be done with little efforts.

What is largely missing until now is information on the lower level impacts of village projects and small scale business and employment promotion activities. The use and sustainable use, i.e. the dimension of operation and maintenance of infrastructure projects needs to be assessed. Basically, to date only the impact of minor irrigation scheme development and the school garden – home garden programme is known as the result of a special impact assessment exercises.

The integration of lower level impacts into the regular monitoring system was recently achieved for the health and nutrition component (result 2) of IFSP but not for the other results. One reason for this is that the institutional set-up of the Department of Health Services traditionally pays more attention to the collection of detailed information than the other departments. Limited effort have yet been made to integrate impact monitoring into other services providers. Reasons are mainly the institutional limitations as well as structural constraints found in the public administration, e.g. collection of figures which are then presented as raw information without analysis and interpretation.

During the final stage of IFSP no further integration of impact monitoring functions are foreseen for service providers as there is firstly not sufficient time left to firmly root such functions within service providers sustainably and secondly, the IFSP team is extremely occupied with finalising village projects and addressing CBOs as well as with supporting the integration of returning IDPS under the 'quick impact programme'.

2.3 Impact Assessment

The original idea of the project management was to integrate impact monitoring and particularly the use, utilisation, operation and maintenance of assets created into the existing M&E system and to finally institutionalise related methods into the partner institutions. After thorough discussions among management and field teams it was agreed that the chance of institutional sustainability during the last stage of IFSP would be rather small despite the tremendous effort such an institutionalisation would require.

Instead, it was agreed to assess the lower level impacts, e.g. village and production infrastructure and small scale business with a comprehensive impact assessment survey covering specific assets created. Particular attention would be on the assessment of the question, in how far CBOs are now in a position to tackle development issues themselves without further outside support.

Annex 3 presents a proposal from the IFSP M&E section for an impact assessment exercise. The proposal is a good basis for the final design of such a survey. It was also agreed that one of the M&E section's members, i.e. the GTZ junior expert should be dealing with this issue as the other one is occupied with consolidating the data bases, entering information and liaison functions. IFSP management is to mobilise additional qualified local expertise to support the impact assessment.

It is recommended that the impact assessment exercise should be conducted at an early stage and not at the end of IFSP's lifetime. The reason is that the impact assessment would yield valuable information on how assets are used and maintained and, if not, why not. This would allow IFSP and partners to focus on such issues with further training and awareness creation measures during the remaining lifetime of the IFSP.

The following time frame was preliminarily agreed upon:

- March 2003: fine tuning and preparation of the survey; forming the IFSP core team and recruiting additional professional staff
- April/May 2003: conduct of the surveys, data analysis, report writing and presentations.

The impact assessment would cover the lower level impacts, e.g. change in attitude and practices like use and sustainable use and maintenance of facilities, but to some extent also higher level impacts, e.g. additional production and income related to results 1, 3 and 4. The exercise would not cover impacts related to result 2 (health and nutrition) because lower impact related to health and nutrition are covered – at least to some extent – in the regular monitoring system of the Department of Health Services.

In addition to conduct this main impact assessment exercise, it was further agreed that the M&E section should concentrate on the following tasks during the final stage of IFSP:

- Adjust and introduce the format for CBO assessment and train Community Mobilisers in the use of the formats on the ground
- Follow-up results of CBO assessment for further action concerning necessary support measures for CBOs during and after IFSP's lifetime.

It was also agreed not to assess higher level impacts, e.g. not to repeat the health and nutrition baseline survey of 1999 but to rely on the established impact hypothesis made between lower level (use) and higher level (impact) indicators. The consultant supports this decision

and believes that the underlying assumptions, e.g. if people use the water from the newly constructed well and maintain them properly (= able to use the asset sustainably), this would very likely lead to a decrease in water-borne diseases amongst the people is likely to be true. Secondly, it would be extremely difficult to separate the higher level impacts of IFSP itself from the higher level impacts of the changing economic situation which are/may be the result of the cease-fire of February 2002. And thirdly, the IFSP teams experience in a tremendous work pressure to assure a smooth transition and phasing out even without having to coordinate such an additional works.

3. Centre for Information Resources Management

3.1 Absorbing IFSP Trincomalee

Hon. Governor and Chief Secretary NEP recommend to transform IFSP Trincomalee into an 'Centre for Information Resources Management', CIRM. The main focus would be on promoting information technology (IT) to increase the efficiency of the provincial administration in steering and coordinating development efforts in the post-war/post conflict environment.

IFSP recently addressed a second main issue to be covered by such an CIRM namely the dissemination of 'best practices' and 'products' developed. Chief Secretary and Provincial Planning Secretariat see the need for related functions to be included in the proposed CIRM because at the moment, each and every donor supported programme and project as well as development initiatives by government institutions tend to develop own procedures and methods for project planning, implementation and monitoring and evaluation with much time and money spent for 'inventing the wheel' again. Further external support for development requires a concerted effort for integration into existing structures and programmatic of district and provincial sector institutions.

The proposed CIRM preferably to be established within the provincial administration, should have two main functions:

- Supporting decision making and coordination of development efforts of the provincial government through an efficient management information system (MIS) and by applying information technology respectively
- Supporting the efficient use and replication of 'best practices' and 'products' developed by different stakeholders (e.g. 'best practices' and 'products' developed by the IFSP).

First proposals concerning IT were elaborated by two consultancies (Bünning, 2000 and Austin, 2002). Proposals made (Austin, 2000) to employ a Technical Training Officer and a Data Base and Information System Officer for at least one year in order to further analyse the existing information system and develop and preferably institutionalise a suitable and appropriate information system within the administration of NEP are being implemented with support from IFSP-GTZ. Additionally, up to ten middle level officers from provincial sector departments were identified for training in various fields of IT and MIS.

Concerning the replication of 'best practices' and 'products' for development discussions were held with the Chief Secretary, the Provincial Planning Secretariat, IFSP management and the 'IFSP lessons learnt – best practices mission'.

3.2 Objectives of the Proposed CIRM

At present the provincial administration appears to lack sufficient information of the methods, procedures, concepts and approaches which have 'worked well' or 'have worked less well' in development efforts within the province, particularly methods developed by different donor supported projects. Decision making at the level of the provincial and district administration

appears to be constrained by structural limitations to encourage and coordinate the use of 'best practice' and replicable concepts and 'products'.

One of the main functions of the proposed CIRM should be the assessment, replication and coordination of 'best practices' and successfully developed 'products'. The tasks would be in particular:

- Identify 'best practices' and successfully developed 'products'(from GO, NGO and donor supported programs) which are potentially suitable for replication within the NEP in terms of needs assessment and targeting of support measures, community mobilisation, project planning and tendering of services, project implementation and cooperation with and among services providers, monitoring and evaluation etc.
- Document best practices in a way easily usable by other programmes and develop a 'code of conduct' with common denominators agreed upon for use in all development programmes and projects and by the service providers.
- Policy dialogue with donors during an early stage of program formulation to create awareness of the availability of suitable 'best practices' and 'products'.
- Policy dialogue with relevant decision makers on national level about the need of (donor) coordination and the need to use existing products rather than developing new ones.
- Development of sequences for training of staff in 'best practices' and 'products' in close cooperation with the Provincial Management Development Training Department (MDTD).
- Training-of-Trainers along these sequences and initiating training with donor-supported programmes staff but also with government departments and Divisional Secretaries in the use of 'best practices' and 'products'.
- Supervision and technical backstopping during the initial introduction of such 'best practices' and 'products' in the field and finally.
- Monitoring the implementation of 'best practices' and 'products' in the field and assess their suitability under different and changing environment.

Good performance of such functions would greatly enhance 'good governance'.

It could be assumed that government departments as well as managers of donor supported programmes and projects would apply and replicate 'best practices' and 'products' wherever available and suitable instead of developing their own practices or products.

It could be expected that the approach described, if implemented successfully, will finally contribute to higher level objectives:

- The provincial administration is in a better position to make decisions on planning in general.
- The provincial administration will be in a position to better guide new donor-supported projects as well as their own governmental and non-governmental bodies concerning the application of procedures and methods and hence, achieve a higher level of coordination.
- The harmonisation of approaches, particularly those geared at targeting and packaging of support measures (e.g. IFSP vulnerability assessment mapping, VAM - village data sheets and the packages approach for livelihoods development – including mechanisms for ensuring local contributions, PNA and community mobilisation, organised stakeholder dialogues etc.) will avoid the frequently observed duplication of efforts and services provision to target groups with different conditions.
- The use of already existing practices and products (in contrast to developing them again and again) will save considerable time and resources which could be used for 'real' development measures.

- Networking and communication about experiences with best practices and products applied would contribute to increase of quality.

3.3 Options for the CIRM

In principle, there are three options for the institutional set-up of such an CIRM (see Austin, 2002):

- Fully integrated into the Provincial Council (Chief Secretary in charge).
- Partly integrated into the Provincial Council (e.g. attached as a Department to the Provincial Council and related to Provincial Planning Department and MDTD) with a high degree of independence (semi-autonomous, independent budgeting, accounting and fund raising, employment of staff etc.).
- Fully commercial and independent from government.

These options were discussed with Chief Secretary NEP and members of the Provincial Planning Secretariat with the following results:

- The full integration into the Provincial Council would probably be the best option in view of sustainability. In addition, the functions to be assumed in this respect (see above) are typical regulatory functions of a province administration and should be performed under this umbrella. On the other hand, it is unlikely that such an institute would efficiently perform under full government regulations.
- A fully commercial option would probably be sustainable during the years to come provided donor-supported programmes are prepared to support such an institution. However, it is questionable whether one should make an institution with regulatory functions dependent of financial support from donors.
- Forming a semi-autonomous body under the Provincial Council but with a high degree of independence was considered the best compromise. Such organisational set-up would have the advantage to be integrated into the government structure and that government arrangements provide some form of job security for staff. Furthermore, decision makers can firmly insert their influence. On the other hand, the semi-autonomous status would allow the flexibility such an institute would need to react to requests from government and donor supported projects and would be finally in a position to raise and administer funds and to employ qualified personnel.

3.4 Personnel

Two main units are proposed for the CIRM: 'IT Unit' and 'Product Coordination Unit'. While the 'IT Unit' during the first year should be staffed as proposed (Technical Training Officer and Data Base and Information System Officer) at least two additional government officers conversant in IT should be deployed/seconded by the provincial administration to closely work with these two specialists during the first year and preferably take over their functions thereafter.

The 'Product Coordination Unit' should be staffed by a competent unit manager with high capabilities and experience in concept development and team management. This person should be supported by eight local experts (one for each of the districts in NEP) who have already good knowledge in concept development and implementation. Here it is proposed to recruit the eight 'best' IFSP field officers from the present group of Community Mobilisers, Engineers and Health Team for a period of three years (2004 to 2006). Each of these nine experts (manager and field staff) should be assigned a counterpart from the provincial administration to work as 'tandems' together with the experiences field level staff of the IFSP.

3.5 Office Space and Equipment

Chief Secretary NEP would have to secure either sufficient office space for the CIRM or to allocate funds for renting an office (if the second option is chosen, it is recommended to retain the present IFSP office 1). However, an integrated solution would be preferred. The CIRM could be initially be equipped with the facilities of the present IFSP offices and could also absorb vehicles. The Provincial Council is to cover all running costs.

3.6 Early Decision and Follow-up Activities

The institutionalisation and fully functioning of an centre with the dimensions described needs time. However, early decisions are recommended to ensure that the proposed CIRM institute is established and institutionalised within the Provincial Council. Options for financing the initial set-up should be worked out during the next months.

It is obvious that even though the IFSP staff is conversant with many of the products to be replicated, the CIRM would need outside support during its initial stages (2004 to 2006). The following support should be considered for both sub-units:

- up to 8 person-months short term consultancies (foreign)
- up to 12 person-months short term consultancies (local)
- supplementary equipment in the range of € 40.000 per year (2004 to 2006)
- contribution to operational expenditure.

3.7 Funding Options

Options for funding visible at the moment would be as follows:

- **Funding from government sources.**
- **Funding through an official request for a technical cooperation projects:** This option is preferred by the Chief Secretary. A project proposal would have to be worked out for this purpose and the Provincial Council would have to officially request such assistance. Such proposal would basically include the above mentioned support needs.
- **Funding within the proposed IFSP for the Wannu and Batticaloa:** It would be justifiable to strengthen the Provincial Council as part of the forthcoming IFSP. The appraisal mission should have to look into this issue.
- **Funding from ongoing development programs:** This option would be very well justifiable, because it is the mandate of the Provincial Council to coordinate activities of foreign funded projects and programmes (they are special projects under the NEPC). Funding sources could be residual means from the presently ongoing IFSP (for the initial period), NEIAP, NECORD and new projects forthcoming in under the umbrella of SIHRAN.

3.8 Sustainability

The sustainability of the proposed CIRM depends on two factors:

- The preparedness of a donor to favourably look at a respective project proposal from the Chief Secretary or, if that is not possible, the preparedness of programmes in the North Each Province (government and/or donor including SIHRAN) to support the CIRM in its initial stages (2004 to 2006). This preparedness depends a lot on the question whether the provincial administration can sensitise and convince decision makers of development programmes and heads of government departments on the need of such an CIRM.

- The ability of the provincial government to absorb the above functions and related government personnel fully into the government system and to be able to find the necessary minimum funding for operation from government sources.
- The ability of the proposed CIRM to generate own funds from commissions received from third parties, e.g. consultancies, special tasks and projects.

4. Employment Options beyond IFSP

It is quite understood that the IFSP staff is highly worried about their further employment opportunities from 2004 onwards. This issues has been discussed earlier with the IFSP management and the sub-teams and was addressed during the 'lessons learnt mission'.

The consultant arranged a brainstorming exercise with field staff, the results of which are documented in Annex 5. The field staff is particularly worried about the fact that job opportunities for them might be less at the beginning of 2004 than now. The employment opportunities seem to be excellent at the moment due to many projects looking for field staff with the qualifications the present IFSP personnel could offer. On the other hand, IFSP urgently needs their staff until the end of 2003 to continue the planned activities under the work plan 2003 – which has a strong focus on transfer – and particularly and firmly root present functions either with CBOs or services providers (see also the following chapters and related annexes).

It is advisable that the IFSP management takes identifies opportunities and starts initiatives to increase the likelihood of employment after 2003 in order to sustain field staff until the end of the final stage of IFSP. In principle, there appear to be four main options.

4.1 Job Opportunities with other Organisations

The recruitment by other projects and organisations is probably the most likely option which would be open already by now to most of IFSP the field staff as new government and non-government supported development projects have started recently or will start in the nearer future. It is proposed that the IFSP management links with the relevant institutions and organisations and prepares the ground for absorption and supports IFSP field staff to secure employment.

4.2 Employment Opportunities by the Proposed German Supported IFSP

GTZ might support the implementation of a proposed future IFSP in the North and. If and as soon as the decision to appraise the proposed IFSP is taken, the management of IFSP Trincomalee should ensure that the appraisers and thereafter, management of the future IFSP are aware of the high potential the present IFSP field team offers. It is recommended that the proposed IFSP take over the core team of IFSP Trincomalee since the availability of competent, motivated and experienced personnel would reduce the efforts for the take-off by at least half a year which would usually be required to establish a new field team. The competition for qualified staff amongst projects should be decided in favour of the proposed IFSP. It would be in the interest of the Sri Lankan – German development Cooperation and GTZ in particular to ensure that professional personnel developed by IFSP Trincomalee at comparatively high costs is absorbed under the efforts to harmonise German support for the North and East.

4.3 Centre for Information Resources Management

The Chief Secretary NEP has requested IFSP Trincomalee to strengthen the Provincial Planning Secretariat and its own offices through a 'Centre for Information Resources Man-

agement'. It is intended to transfer IFSP into such an institution with the aim to support the dissemination of best practices, data base management and GIS as well as to address cross-cutting topics relevant for more strategic post-war to post-conflict development. A proposal for such was outlined discussed and is now available for discussion with the relevant stakeholders (chapter 3).

If the 'Centre for Information Resources Management' will materialise some of the IFSP field staff would probably have good chances for employment for a period of at least two to three years. However, the proposal has to be discussed further that a final decision could be taken. The IFSP management is advised to promote further discussion and keep their field staff informed about the progress and their chances for employment.

4.4 Self Employment – NGO or Commercial Enterprise

There is the possibility that the IFSP field team or members of the sub-teams form an NGO or commercial services enterprise and offer their services as consultant to government or development programmes. If the IFSP field teams decide to seriously follow this option, they should take the first steps soon since it would require some time and initial efforts to firmly establish a firm or NGO. Assuming that IFSP staff would establish a firm or NGO by mid 2003 then the IFSP management could guarantee employment for specific tasks and/or consultancies. The IFSP management could out-source certain activities presently performed by Community Mobilisers and Engineers and thereby support them in establishing themselves. This would allow that the company or NGO established would develop 'roots' while still being under the umbrella of and being supported by IFSP.

Abbreviations

ADB	Asia Development Bank
ACF	Action Contre la Faim
AI	Agricultural Instructor
BMI	Body Mass Index
CAD	Computer Aided Design
BMZ	Bundesministerium für Wirtschaftliche Zusammenarbeit und Entwicklung
CATAD	Centre of Advanced Training in Agricultural and Rural Development (Seminar für Landwirtschaftliche Entwicklung der Humboldt Universität Berlin)
CBO	Community Based Organisation
CM	Community Mobiliser/Community Mobilisation
CBRD	Community Based Rural Development Project (IFAD financed)
CEFE	Competency-Based Economics through Formation of Entrepreneurs
CEPA	Centre for Poverty Analysis
DAPH	Department of Animal Production & Health
DOAD	Department of Agrarian Development
DDP	Deputy Director Planning
DO	Divisional Officer
DoA	Department of Agriculture
DoE	Department of Education
DoFARD	Department of Fisheries and Aquatic Resources Development
DOHS	Department of Health Services
DOI	Department of Industries
DPS	District Planning Secretariat
DS	Divisional Secretariat
DSE	Deutsche Stiftung für Internationale Entwicklung
EHED	Eastern Human Economic Development
ETM	Cambodia NGO for micro-finance
FFW	Food for Work
FLICT	Fund for Local Initiatives in Conflict Transformation
FO	Farmer Organisation
GIS	Geographical Information System
GN	Grama Niladari
GO	Government Organisation
GRET	Groupe de recherche et d'échanges technologiques
GS	Grama Sewaka (GS Division is the smallest administrative unit, Grama Sewaka is an officially appointed village headperson)
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit, GmbH
HRD	Human Resources Development
IFAD	International Fund for Agricultural Development
IFSP	Integrated Food Security Programme Trincomalee
JRP	Jaffna Rehabilitation Project
IIRM	Institute of Information Resources Management
IS	Information Systems
KAP	Knowledge, Attitudes, Practices
LTTE	Liberation Tigers of Tamil Eelam
MDTD	Management Development and Training Department
M&E	Monitoring & Evaluation
MIS	Management Information System
MoED	Ministry of Eastern Development and Muslim Religious Affairs
MOH	Medical Officer of Health
MoRe	Monitoring and Reporting
MPCS	Multi Purpose Cooperative Society
MPIPA	Ministry for Plan Implementation and Parliamentary Affairs
MRD	Ministry of Rural Development
NAQDA	National Aquatic Development Authority
NECORD	North Eastern Community Restoration & Development Project
NEP	North Eastern Province
NEPC	North Eastern Provincial Council
NGO	Non-Government Organisation
NHDA	National Housing Development Authority

PACT	Poverty Alleviation and Conflict Transformation
PC	Personal Computer
PHI	Public Health Inspector
PPM	Project Planning Matrix
PPS	Provincial Planning Secretariat
PIMU	Poverty Impact Monitoring Unit
PIV	Preliminary Investigation Visit
PIVDA	Participatory Integrated Village Development Approach Towards Food Security
PNA	Participatory Needs Assessment
PRA	Participatory Rural Appraisal
PRSP	Poverty Reduction Support Programme
RDD	Rural Development Department
RDO	Rural Development Officer
RDS	Rural Development Society
RRAN	Rehabilitation and Resettlement Authority of the North
RRR	National Framework for Relief, Rehabilitation and Reconciliation
Samurdhi	Government Poverty Alleviation Programme
SEDOT	Social Economic Development Organisation
SHIRN	Sub-Committee on Immediate Humanitarian and Rehabilitation Needs in the North & East
SLF	Sewa Lanka Foundation
SSM	Sarvodaya Sharamadama Movement
TDDA	Trincomalee District Development Association
TPC	Technical Project Committee
TO	Technical Officer
TOR	Terms of Reference
UN	United Nations
UNHCR	United Nations High Commissioner for Refugees
VAM	Vulnerability Analysis and Mapping
VLEW	Field Level Extension Worker
PDRD	Provincial Department for Rural Development
SWOT	Strength/Weaknesses/Opportunities/Threats
TZ	Technische Zusammenarbeit
UNICEF	United Nations Children Fund
VHV	Village Health Volunteer
WHO	World Health Organisation
WFP	World Food Programme