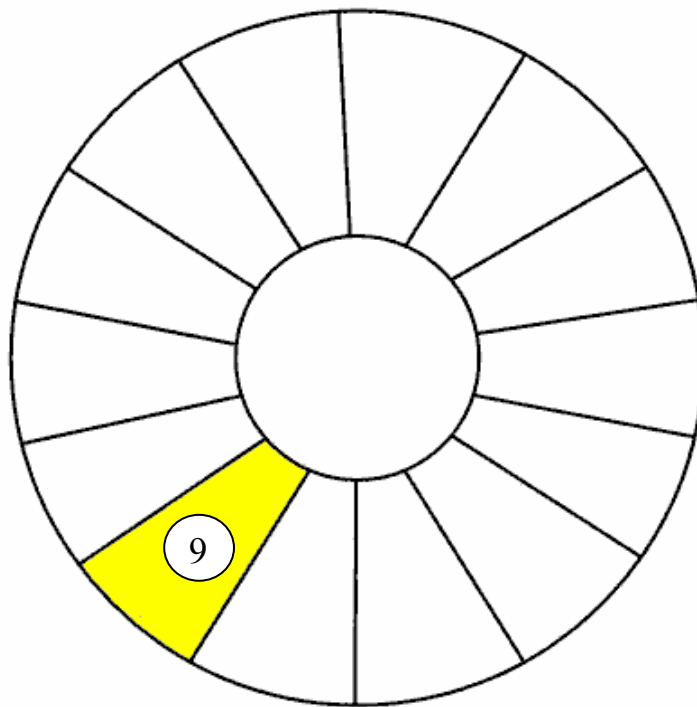**Gemidiriya Community Development and Livelihood Improvement Project**

Community Operations Manual

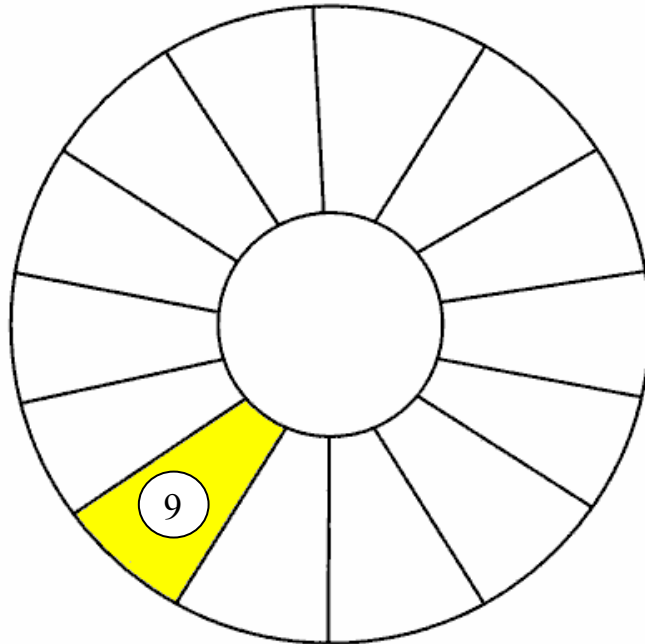# Chapter 9 - Social Audit & Conflict Resolution

9

September 2007

Gemidiriya Foundation

Ministry of Nation Building and Estate Infrastructure Development
No. 40, High Level Road,
Kottawa, Pannipitiya, Sri Lanka.

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9. Social Audit and Conflict Resolution

In this booklet we learn of:

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- What is Social Audit
- Composition, criteria of eligibility,
- Role and functions Social Audit Committee.

Part 2 Conflict Resolution
- What is Conflict Resolution?
- How conflicts arise?
- Promoting unity in village
- Practical examples of conflict resolution in VSHLI
- Communication tree to resolve conflicts
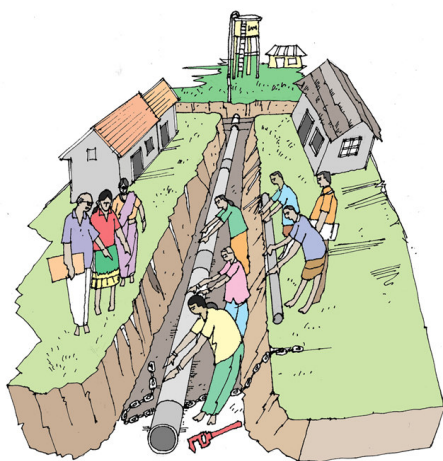
Part-1 Social Audit

1.1 Introduction

In Gemidiriya the village community has played the most important role in the progress of our village. The village community gives priority to the poorest, women and youth in our village. We have to make sure that all our activities lead to development of our village. Social Auditing is a method to help up us check whether we are progressing in the right direction.

Part-1 of the booklet is on Social Auditing and it will help us in the following

- Whether the money for Village Development is spent as per approved plans and guidelines in the COM
- The most deserving persons like the poorest, poor, women, youth etc receive the benefits from Village Development Activities.
- The Village Development Activities are undertaken in a participatory manner involving everyone in the village.
- There is no violation of the GEMIDIRIYA Golden Rules in all Village Developmental Activities.

1.1 What is Social Audit?

- Maha Sabha is the most powerful body in our village. All decisions are taken by the Maha Sabha. Maha Sabha appoints all other committees.
- Social Auditing is about checking whether the Board of Directors, permanent committees, other subproject committees and VSCO are performing the responsibilities as expected by Maha Sabha.
- The expectations of Maha Sabha are recorded in our Community Operational Manual, approved sub project proposals and also in the financing agreements signed with Gemidiriya Foundation.

- The Social auditing activity will be undertaken by an independent Social Audit Committee appointed by Maha Sabha.
- The Social Auditing will not only help us identify mistakes but also tell us how to correct the mistakes.
- The Social Auditing will help us find answers to the following questions
  − Are there any violations of Golden Rules?
  − Is there any wastage of our resources?
  − Are all the actions according to guidelines contained in the COM?
  − Are the activities beneficial to most of us in the village?

- Do the activities directly benefit the poorest, poor, women, youth etc in our village?
- Do the activities promote co-operation and harmony among all Community Members?

- In Short, Social Auditing is an independent and continuous evaluation of all the activates of our village organisation for ensuring compliance with Gemidirya Principles and Golden Rules, by the Social Audit Committee appointed by Maha Sabha.

1.2 Composition of Social Audit Committee

- Social Audit Committee consists of 5 members. In larger villages up to 7 members can be included.
- At least 3 out of 5 members shall be women.
- At least 3 out of 5 members are from poorest and poor families and at least 2 members are youth.
- The members of Social Audit Committee shall not be members in BOD or any other committee of the Village Organization.
- The members of the Social Audit Committee shall not be close relatives (blood relations or relatives by marriage) of the members of the BOD or other Committees.
- One member of the SAC shall act as internal auditor for verify accounting and procurement aspects.
- The members of SAC shall be selected to represent all habitations in the village.
- In villages where there are different ethnic groups, the members shall be selected to represent them all.
- The members can select one Chairperson to the SAC.

1.3 Criteria for selection of SAC Members.

Before selecting a person as a member of Social Audit Committee we must ensure that they have the following qualifications:
- A person respected, trusted and accepted by majority of households, especially those who do not have benefits.
- Persons having experience in village development activities.
- Persons well known for unbiased and objective actions with an image of "village above self".
- At least one of the members of the SAC must know accounting and auditing of accounts who will act as the internal auditor.
- Persons who have time and willingness to participate in meetings, auditing activities and other activities of the Village Organization.

- Persons who have not violated Gemidiriya Golden Rules or disqualified by the Maha Sabha earlier.
- Above all they must have full belief in GEMIDIRIYA Golden Rules.

1.4 Term of Office

- SAC Members are appointed for one year.
- Members who have done good work can be reappointed by Maha Sabha.
- One person can serve as SAC member continually for not more than 3 years.

1.5 Removal of Committee Members

- A member of the Social Audit Committee can be removed on the following grounds:
    - Resignation by the Member.
    - Member violating Golden rules .
    - Members involved in theft, fraud, and misappropriation of village fund, favouring friends and relatives, accepting undue financial and other favours.
- The following steps are needed to remove a SAC member.
    - Step-1-A resolution signed by at least one-fifth of the members of the Village Organization out of whom 50% shall be women to be given to the President of the Village Organization at least fifteen days prior to the Maha Sabha.
    - Step-2-The BOD will collect more information about the resolution and present a detailed report to the Maha Sabha meeting.
    - Step-3-The Maha Sabha will pass the resolution, attended by the at least 80%of the members of the Village Organization and out of those present at least 50% shall be women.
    - Step-4-The Maha Sabha will also decide to recover from the removed member any financial loss caused to the Village Organisation by the member.
- For Resignation on account of personal inconvenience, acceptance in the Maha Sabha alone is needed

1.6   Functions of Social Audit Committee

The main functions of the Social Audit Committee are:
- Continuously watch the functioning of all committees including BoD to make sure that they are functioning in a just and fair manner.
- Collect more details when violation of Golden rules, deviation from guidelines or other malpractices are noted/pointed out and report the findings to Maha Sabha.
- Verify and audit all records, accounts and procurement details of the Village Organization, sub project committees, VSCO etc. at least once in three months.
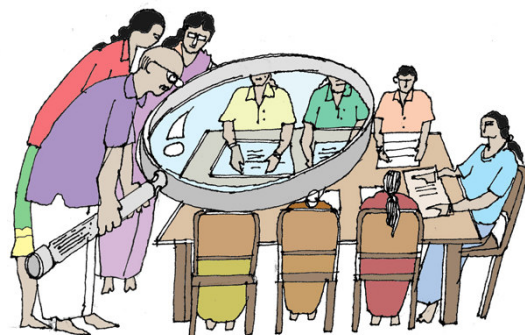
- Monitor the selection of beneficiaries for skill development, livelihood support and other individual support and ensure that benefits flow to the most deserving persons in the village.
- Monitor the various meetings conducted in the village and ensure that all information is available to everyone participating in the meeting.
- Monitor the steps in preparing Village Development Plan, Capacity Building proposal, Livelihood Fund proposal and Sub project proposals. These have to be prepared following process steps and guidelines contained in COM.
- Certify the milestones for obtaining installments of project funds.
- Verify all implementation completion reports and report findings to Maha Sabha for approval .
- Investigate complaints, reasons for disputes and conflicts when requested by Maha Sabha.
- During the preparation of **Village Development Plan**, the Social Audit Committees roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• Activities to help the poorest households, women and youth are included in the Village Development Plan • Overall allocation of VDP Fund among sub components is justified. • The list of poorest, poor, disabled and other most vulnerable are approved in the Maha Sabha • Active participation of poorest, women and youth in planning activities	• Attending the Participatory activities • Observing Community meetings • Verifying the VDP

- During the **Preparation of Capacity Building Fund Proposals**, the Social Audit Committees roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• Allocation of CB Fund among different activities are approved by Maha Sabha. • Terms of appointment and selection of Village facilitators, Village accountant etc. as per approved guidelines • Selection of Village facilitators done in a transparent manner and equal chances given to all interested persons in the village.	• Attending Maha Sabha meetings • Verifying the minutes of meetings • Verifying records of selection

- During the **Implementation of CBF Proposal** the Social Audit Committees roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• The village facilitators, village accountants are hired as per agreed guidelines. • The poorest, women and youth are adequately represented. • The village organization is gradually able to raise own	• Participating in Gram Sabha meetings • Observing BoD meetings

Main Items to be verified (What to Audit)	How to Verify
sources for meeting operational expenses. • The books of accounts and other records are maintained up-to-date. • The amount spent on salaries, office management etc are as agreed. • CB fund is used for providing various technical assistance for livelihood activities, subprojects etc. • The key financial information and list of beneficiaries are displayed in the village. • Selection for beneficiaries for exposure visits, trainings etc are done in a transparent manner giving opportunity to all those eligible. • The report on exposure visits training etc are used for the benefit of others in the village.	• Frequent visit to all the habitations and discussion with community members. • Discussions with subproject committee, VSCO etc.

• On the **functioning of the Village Organization**, the Social Audit Committees roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• The BoD is working towards enrolling maximum households as members in the Village Organization including the poorest. • BoD meeting is regularly held, required quorum is maintained, and minutes are recorded. • Women and youth members are regularly attending BoD and other sub committee meeting and participating in all discussions. • Maha Sabha meetings are regularly held with the required quorum and minutes recorded. • Women, youth, poorest etc are participating in Maha Sabha meetings. • The conflict resolution mechanism is working • The BoD takes priority in implementing SAC report as approved in Maha Sabha	• Attending Maha Sabha meetings. • Observing BoD meetings. • Verifying books of accounts and other records of the Village Organization • Regular discussion with Community members and visiting all habitations.

• On the **functioning of the Finance Committee and Procurement Committee**, the Social Audit Committee's roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• The composition of the committees are as per the COM • All books and records are maintained up-to-date. • Correctness of books • Financial loss if any • Quality of items procured • Meetings are regularly held and decisions recorded in minutes book.	• Observing meetings. • Verifying the records. • Physical verification of items procured.

- On the formation of **VSCO**, the Social Audit Committees roles are as follows:

Main Items to be verified (What to Audit)	How to Verify
- In the formation of small groups the poorest are not excluded. - The office bearers of small group, cluster and VSCO have adequate representation of poorest, women, youth etc. - Bank passbooks, books of accounts and other records are maintained up to date at small group, cluster and VSCO level. - The poorest are not excluded in the internal lending activity.	- Discussion with small groups - Observing meetings of small groups, cluster and VSCO - Verifying the minutes of SG, CC, VSCC - Comparing the list of beneficiaries with list of poorest, poor - Verifying bank passbooks.

- On **implementation of LSF sub project**, the Social Audit Committees roles are as follows

| Main Items to be verified (What to Audit)	How to Verify
- All members of the Village community including the poorest are aware of criteria for loan eligibility, conditions of loans etc. - Selection of beneficiaries for LSF assistants is done in a transparent manner and as per eligibility norms. - The poorest and other most vulnerable are not excluded from giving assistance. - Loan passbooks, books of accounts are maintained up-to-date. - The poorest also receive skill training. - At least 80% of those assisted with grants are brought in as member of the small groups - Small group members repay the loans regularly and a minimum 95% of repayment rate is maintained - Eligibility criteria for grants to poorest and skill development are known to poorest, youth etc. - Identification of beneficiaries are done in a transparent manner as per criteria. - All eligible youth are assisted with skill development assistance	- Discussion with Village community members - Observing small group meetings, cluster meetings and VSCO meetings. - Verification of loan application. - Random visit to house holds to check eligibility. - Verification of books of accounts of cluster and VSCO. - Verification of applications and visits to the house holds

- **On planning CISS sub projects**, the Social Audit Committee's roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• The priorities of all hamlets of the village have been considered. • The benefits of sub project cover 80% of the poorhouse holds. • The sub project has been prepared after adequate consultation with beneficiary groups about investment cost, operation maintenance, community contribution etc. • No poorest households or other vulnerable households have been excluded from the benefits. • Sub project benefiting women, youth etc. are taken up. • The sub project will not cause any harm to the landowners. • The sub project will directly improve the productivity or quality of life of the poor in the village.	• Attending the meetings • Discussion with beneficiary groups • Verification of sub project proposals and other records like estimates, environment report etc.

- On the **Implementation of CISS Sub** project the Social Audit Committee's roles are as follows

Main Items to be verified (What to Audit)	How to Verify
• Books of accounts are maintained up-to-date • Procurement activities are done in a transparent manner and as per COM • Quality of materials procured, works executed, services hired are as per order given. • All financial transactions are displayed. • At least one sub project benefiting a minimum of 90% of the poorest is implemented. • The operation and maintenance of the sub projects are undertaken regularly • Mobilization of cash and labor contribution as per plan	• Verification of books of accounts, financial statements. • Verification of procurement records. • Verification of works and materials. • Verification of implementation completion reports • Display Boards

1.7 Conducting SAC Meetings
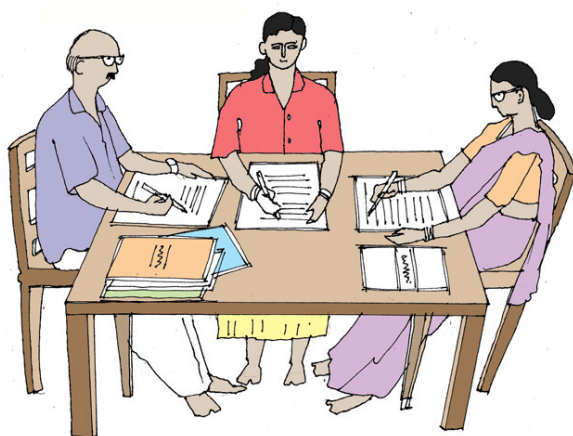
- SAC meetings have to be held monthly and minutes, submitted to the BOD and Maha Sabha.
- It is important to keep minutes of the meetings for the following reasons
- To implement different agreed decisions as required
- To ensure transparency at the stage of follow up of implementation of decision
- To keep information for future office bearers
- To document the procedures followed
- Minutes of the meetings are considered official only after those are read and approved
- Keeping minutes is the responsibility of the Secretary

• The format for keeping minutes of the meeting is given below.

Format for Keeping Minutes

Report No:

Date:

Place:

No of Members Attended:

Members Not Attended:

(Reasons for Not Attendance)

Agenda

Any amendments on matters arising from the last minutes

Decisions Taken (Decisions to be categorized according to the agenda. Keep brief notes of approved decisions)

Next meeting (Date, time and place)

Name & Signature:

1.8 Reporting SAC Recommendation

• The Social Audit Committee will report its findings to the Maha Sabha.
• Along with the findings Social Audit Committee will also recommend actions to be taken to correct the audit findings.
• Along with the report a Social Audit Committee will also include follow up done on the previous recommendations.
• The format for submitting the reports to the Maha Sabha filled with an example is given below.
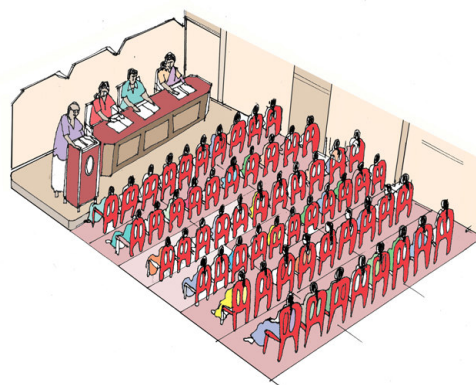
Format for Submitting Social Audit Findings to the Maha Sabha

   Date of Maha Sabha meeting   : ………….
   No of SAC Members attending Maha Sabha: ……………………….

During the period from .... to .... the Social Audit Committee audited the activities of the village organizations and the key findings are summarized below for the information and approval of Maha Sabha.

Serial No	Matters Checked	Audit Observations		Recommendation for correction
		Successful	**Failure**	
01 1.1	Infrastructure facilities Water project 10% cash contribution record		Receipt issued for Rs.100/= paid by Karunawathie but no cash book entry written	Enter this 10% in the cash book and submit within 3 days to the audit committee
1.2	20% Labor contribution record	All receipts issued entered in labor registry		
02	VSCO		No signature of Treasurer in the vouchers passed	All vouchers to be signed by the treasure and certified

• We hereby certify that all the above matters have been verified for correctness and necessary minutes of all the meetings are maintained.
• The following is the progress of key earlier recommendations of the committee.

Date	Key Recommendations	Action Taken so far

	Name	**Position**	**Signature**
01.			
02.			
03.			
04.			
05.			

1.9 Implementation Steps

- The Social Audit Committee will undertake their activities in steps as outlined in the following diagram.

```
┌─────────────────────────────────────┐
│  If SAC finds violation of           │
│  Golden Rules or other               │
│  anomalies or a member               │
│  complaints                          │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Step I: Discuss with BoD/ other      │
│ Committees to collect their          │
│ explanation                          │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Step II: Contact all those involved  │
│ and collect facts                    │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Step III: SAC members meet, discuss  │
│ and write the Report along with      │
│ recommendations                      │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Step IV: Report is presented to      │
│ Maha Sabha                           │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Step V: Maha Sabha decide to direct  │
│ those concerned to correct the       │
│ anomaly                              │
└─────────────────────────────────────┘
                 │
                 ▼
┌─────────────────────────────────────┐
│ Step VI: Monitor implementation of   │
│ the recommendations and report to    │
│ Maha Sabha                           │
└─────────────────────────────────────┘
```

1.10 Capacity Building of SAC

The Social Audit Committee needs to receive training on the following aspects.

- Training on Accounts (in companies, sub projects, savings and credit organization)
- Training on procurement procedure
- Training on standardization (Goods and services/ constructions)
- Training on small group mobilization
- Training on provisions relating to people's companies in the Companies Act- including memorandum of association and articles of association
- Training on Community Operational Manual
- Exchange of experiences
- Training on Environmental Matters
- Training on Social Responsibility

Part 2 - Conflict Resolution

2.1 What We Learn Under this Section

- How to buildup unity in the village?

- How do conflicting situations arise?

- How to resolve these conflicts?

- How to resolve conflicts arising in Gemidiriya

- Methods of resolving such conflicts

2.2 **What is Conflict Resolution?**

"Fair resolution through the facilitation role of a mediator, of a conflicting situation faced by two parties on account of lack of consensus."

2.3 **How Conflicts Arise?**

However careful we are in implementing a programme, some disagreements and dissatisfactions can arise. It is therefore important to understand how conflicts arise in such situations.

- The initial dissatisfaction or disagreement can be compared to a small cloud moving over a village, which can be removed by a small breeze.

- Some of the reasons for disagreements and dissatisfactions are:
    - Unequal sharing of benefits from a Sub-project
    - Bias in selection of Committee members
    - Improper distribution of village resources or a facility
    - Misappropriation of funds
    - Uneven community contribution for Sub-projects
    - Unsatisfactory evaluation of progress in implementing Sub-projects
    - Delay in release in project funds
    - Non-performance of support organizations or other service providers
    - Delays in the delivery of materials procured
    - Poor quality of materials procured/provided etc.
    - Procured materials been not up to required quality
    - Personal liking/dislike among community members at the stage of appointment
    - Difference of views on village facilities or other assets available
    - Use of funds and other assets fraudulently (misappropriation)
    - Different methods used in considering different projects
    - Non release of funds in time (as required)
    - Non performance of support services and organization
    - Non receipt of project material in time

- If we ignore the disagreements and dissatisfaction of members, they start complaining about their grievances. The small cloud has grown big enough for a downpour. We must have a mechanism for redressing the grievances of the members raised as complaints.
- When the complaints are not redressed or unaddressed, the cloud further grows with thunder and lightning. The problems or issues rise to the level of a serious conflict.
- As we see from the following diagram, the disagreements and dissatisfaction stages are easy to solve if addressed early and will not pose any threat to village development activities.
- Only when the issues are not addressed as they arise, they get out of hand and take the form of conflicts, and become a major threat to village development. The longer they are ignored the more difficult it will be to resolve them.
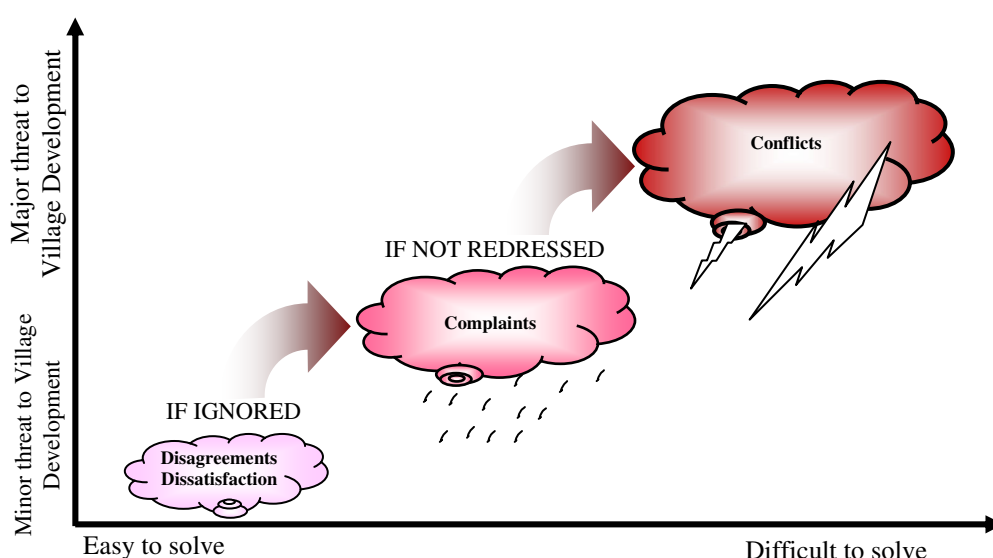
2.4 How to Buildup Cooperation

The following steps can be taken to safeguard our unity.

- Install a complaints box in the VO office enabling villagers to drop in their views, grievances, criticisms and charges. The Social Audit Committee should carefully review these complaints and guide the BOD and the Maha Sabha on taking corrective measures. The SAC should take the initiative in this connection.

- The VO should hold the meeting on agreed dates and time and provide correct information to the community.

- Prevent gossip

- Take action to share benefits as well as expenses equally among the members

- All activities should be carried out with a view to ensure transparency and mutual trust

- Be non-committed on un achievable expectations

- All functions such as ceremonies, youth and children shramadana work, Annual special events, cultural and elders programmes etc. to be organized in such a way as to buildup feelings of "Ours".

2.5   A Practical Example on Solve Conflicts

The narration given in the following box is related to a conflict situation, which arose in one of the VSHLI villages. We shall compare the cause of the conflict based on what we learnt above, and also learn how the villagers solved the conflict themselves:

Mrs. Chandrawathie (name changed), a member of a Sub-project Committee for water supply, devoted a lot of her time and energy to complete the pipe laying for the drinking water project. She requested that the Village Company must compensate her hard work by a payment to her. She also requested that similar payments be made to two other village girls who worked with her. The Board of Directors turned down her request.

① A Dissatisfaction

She then complained to the Hub Office of the VSHLI, but there was no solution. She then complained to Colombo Office of the VSHLI, which was also in vain.

② A Complaint ignored

As a result, she was feeling very depressed. She was angry that she was being discriminated against as a woman, specially because the Chairperson of the Sub-project Committee was paid for his work he performed but she was not paid. Nobody showed interest in getting a payment for her, nor to solve her grievance. Some of the members of the Village Organization sympathized with her and prompted her to take up her case with the World Bank.

③ Dissatisfaction fully grown as a conflict

The facilitator of the village, who has got some experience in resolving conflicts, sensed the seriousness of the conflict growing within the village. He urgently summoned a meeting of the Board of Directors, to solve the conflict.

4

First try to Solve conflicts ourselves

He invited an expert from outside to be an observer of the proceedings of the meeting. He explained to the Board of Directors the reason for calling the meeting and told them that must patiently listen to Mrs. Chandrawathie's grievance. Thereafter each of the members came out with their individual response on the issue. As an opportunity was provided to listen openly to both parties, the conflict could be resolved to the satisfaction of both parties. The facilitator further told them that he is there to facilitate a discussion, not to judge who is right or wrong. The observer will ensure unbiased proceedings of the meeting.

5

Key points on Conflict Resolution meetings

The meeting went on for 3 hours. Mrs. Chandrawathie presented her claim for payment. She said that the President of the Sub-project Committee has been paid and then why not she. She also made a claim on behalf of the girls who worked with her.

6

Bring in all possibilities

One member of the Board of Directors agreed that she worked hard for the timely completion Sub-project. Another member pointed out that the project guidelines do not permit making such payments. Yet another member suggested her to wait till the completion of the Sub-project and her payment can be made from the savings.

7

Speak about self not about others

The Chairperson of the Sub-project Committee who received the payments in recognition of his services, alleged that Mrs. Chandrawathie was claiming money from the Village organization for some days on which she has been doing her own work in her vegetable plot.

Do not react to emotional outburst

Mrs. Chandrawathie became emotionally upset and started shouting counter allegations. The meeting went totally and too boisterous. Mrs. Chandrawathie along with the two girls burst into tears. Hearing the sounds of shouting, some villagers came around the meeting hall as spectators to watch the event.

8

The facilitator intervened and brought the meeting back to order. He first apologized to Mrs. Chandrawathie for the remarks made by some office bearers. He referred to the guidelines on labor contribution and labor contribution accounting. He also said that as per the agreed rules and responsibilities of the Sub project Committee, The beneficiaries should be working towards bringing unity in the village and be ready sacrifice some of the benefits. He also explained the powers of the Board of Directors and responsibilities of the members. Thereafter the conflict and undecisive situation subsided.

(9) Be focused on solutions

The Board again discussed the facts brought before them and made the following decisions:

(10) Win – win for all

- Mrs. Chandrawathie should make a written claim to the Board of Directors for the payment.
- The two girls also should make separate claims to the Board of Directors, which will be verified and decision taken separately.
- Mrs. Chandrawathie agreed to reduce her claim to 48 days.
- The Board finally agreed to make payment for 45 days to Mrs. Chandrawathie.

At the end of the meeting everyone was happy and all the participants dispersed peacefully. There was no more shouting in the village about the issue.

2.6 Lessons we Can Learn from the Above Case?

(I) The Board of Directors did not pay attention to Mrs. Chandrawathie's grievance. Had it been done, it would not have resulted in a complaint of this nature.

(II) The complaint was also not properly redressed. She therefore had to appeal to the next higher level for redress

(III) Attention should be made to the fact that the villagers got divided into factions and a conflicting situation arose.

(IV) The Village Facilitator is able to help us solve the conflict ourselves

(V) The person facilitating a conflict resolution need to follow certain basic rules:
- Make clear the purpose of the meeting
- Everyone must be given a chance to speak
- While somebody is speaking the others must listen carefully
- Everyone must be given time to exchange views / interact
- Everyone must be willing to accept a solution of give and take (without sticking to own views)
- The Facilitator should not judge who is right or wrong but must help facilitate the meeting in an unbiased manner.

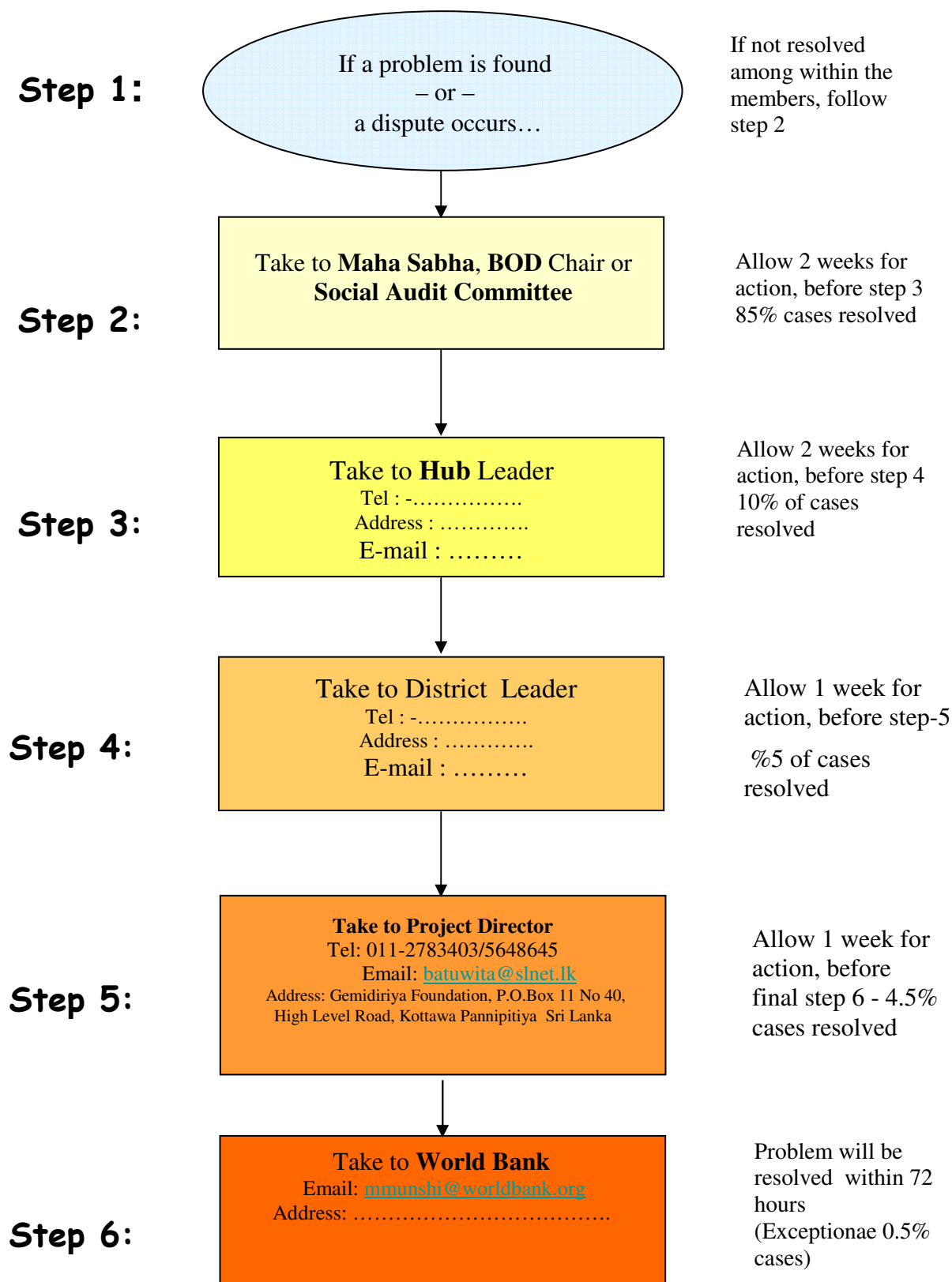(VI) Observe how the meeting progressed peacefully when everyone was given chance to express themselves.

(VII)   It can be observed that, when the Chairperson started speaking about others and passing judgments on others, the tension in the meeting increased.

(VIII)   When there are emotional outbursts, do not react immediately. Let the feelings be ventilated.

(IX)   The Facilitator again demonstrates his skill in helping us move ahead for a solution:
   - Apologize for the hurt feelings on behalf of everyone
   - Refer to established facts, guidelines, precedence etc. for possible solutions
   - Remind about roles and responsibilities and does and don'ts for bringing in unity
   - Open up as many new ideas as possible for all to think of solutions

(X)   Observe how, given the chance of facilitation to the Board of Directors the conflict sub sided and good solutions were made:
   - It made everyone happy
   - Arrived at a compromise
   - Acceptance of rules and guidelines
   - Avoiding a wrong precedence

2.7   The Arrangement for Redressing/Resolution of Complaints/Conflicts

- Despite all our efforts to avoid conflicts, it is possible that situations may arise where conflict will occur again. In such situations we have the following method for resolving the conflicts.

- Step 1: We will try and resolve the conflict among ourselves with in the community. In case we are not able to solve it we will take it to step 2.

- Step 2: We will bring it to the attention of our chair person, Social Audit Committee or even in the Maha Sabha. Most of our conflicts will be resolved this way.

- Step 3: If we are not able to find a solution we can inform the Hub Team Leader. We will allow 2 weeks to the Hub Team Leader to give us a solution.

- Step 4: If the Hub Leader is not able to find a solution we will inform, our District Leader. He/She will find a solution within a weeks time.

- Step 5: We will inform Project Director about those issues which we are not able to resolve in step 4. Project Director will try and solve the problem for us in less than one week.

- Step 6: Only in exceptional cases we may have issues which we are not able to solve in up to step 5. These issues we can sent to World Bank by email. We will get a solution with in 72 hours.

All the above steps are summarized in following diagram. We call it our Problem Solving Communication Tree.

Problem Solving Communication Tree

Step 1:

If a problem is found
– or –
a dispute occurs…

If not resolved among within the members, follow step 2

Step 2:

Take to **Maha Sabha**, **BOD** Chair or **Social Audit Committee**

Allow 2 weeks for action, before step 3 85% cases resolved

Step 3:

Take to **Hub** Leader
Tel : -……………..
Address : …………..
E-mail : ………

Allow 2 weeks for action, before step 4 10% of cases resolved

Step 4:

Take to District Leader
Tel : -……………..
Address : …………..
E-mail : ………

Allow 1 week for action, before step-5

%5 of cases resolved

Step 5:

Take to Project Director
Tel: 011-2783403/5648645
Email: batuwita@slnet.lk
Address: Gemidiriya Foundation, P.O.Box 11 No 40, High Level Road, Kottawa Pannipitiya Sri Lanka

Allow 1 week for action, before final step 6 - 4.5% cases resolved

Step 6:

Take to **World Bank**
Email: mmunshi@worldbank.org
Address: ………………………………….

Problem will be resolved within 72 hours (Exceptionae 0.5% cases)

2.8   Taking a Pledge Ourselves

Prevention of occurrence of conflicts is more effective than solution of problems. For this purpose taking a pledge ourselves and compliance to the same is of great significance.

- We should abide by Gemidiriya ideals and principles and follow Gemidiriya process

- We should strive for the common good of the village rather than for private gain and commit ourselves to promoting village unity and harmony

No	Name	Gender	Grade	District	Village
1	S M Harshani Deshika	Female	C	Badulla	Perahettiya
2	Chulani Prathapage	Female	C	Hambanthota	Bointhenna
3	R M P Hemamalee	Female	B	Moneragla	Plogahagama
4	M b Dissanayake	Male	C		Tarella
5	W M I P Weerasinghe	Male	C		Mahagodayaya
6	D K L P Weerakoon	Female	C	Ratnapura	Egodamalwala
7	W W M C Kumara	Male	A	Polonnaruwa	Ma-Oya
8	E M Luxman De Silva	Male	A		Pahalaellewewa
9	H M C G Dayarathne	Male	--	Badulla	Gemidiriya Staff
10	T K Prishanthi	Female	--	Matara	
11	M A C Sisira Kumara	Male	--	Ratnapura	