

V. GCEC Area

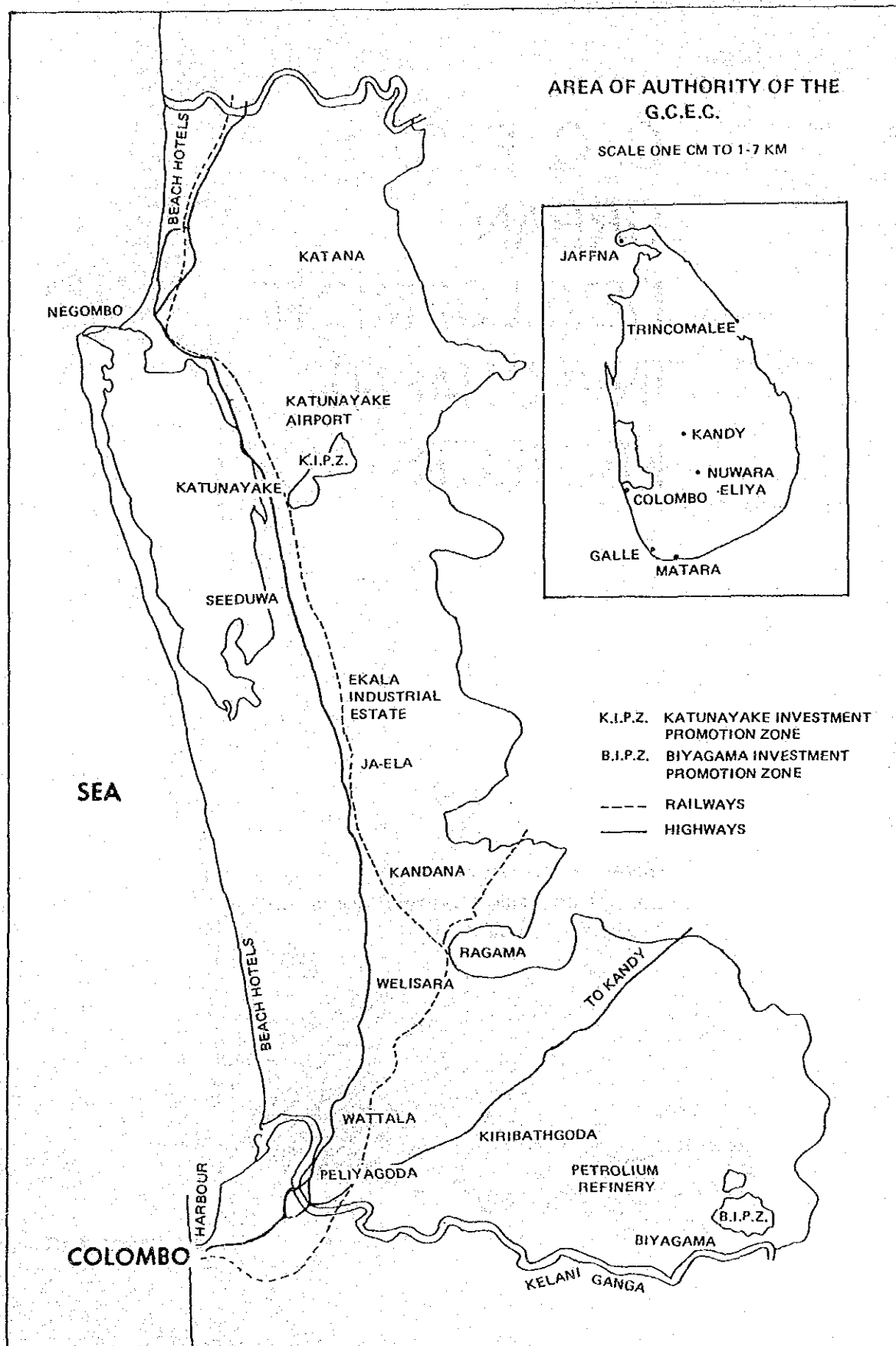
The rural area in the GCEC Area excluding the following is included in the study area.

1. Urban area defined in the Census (MC, UC, TC)
2. Demarcated area by GCEC
 - 1) Industrial Development Area
 - 2) Investment Promotion Zone (IPZ)
 - 3) Commercial Area
 - 4) Residential Area
 - 5) Tourist Development Area

Excluded GCEC Area from the study is shown in Fig. 1.

G. C. E. C. URBAN DEVELOPMENT INVESTMENT PROJECTS

REGIONAL PLANNING DEPARTMENT
GREATER COLOMBO ECONOMIC COMMISSION
COLOMBO. SRI LANKA.



URBAN DEVELOPMENT PROJECTS

OBJECTIVES OF PLANNED DEVELOPMENT

INTRODUCTION

The Greater Colombo Economic Commission (GCEC) was established in 1978 by the Law No. 4 of 1978 to promote export oriented foreign investment, to create employment opportunities, increase export earnings and to develop the 415 square kilometre area under its authority.

The GCEC area of authority adjoins the Colombo City limits in the North, the Kelani Ganga being the dividing line, and extends up to the Mahaoya. The region stretches up to 32 kilometres in length and is about 18 kilometres at the widest part in the South. It covers an area of nearly 450 square kilometres and had a population of 605,000 in 1971, of which a little more than 50% is urban. It is estimated that the population in 1983 would be 915,000.

There is a close interconnection between the Greater Colombo Economic Commission area and the Colombo Urban Area. The Katunayake International Airport serving Colombo is in the GCEC area, while the Colombo Port which is an outlet for industrial products is within the Colombo Municipal area.

The industrial character of the GCEC area has become evident with the setting up of the Investment Promotion Zone at Katunayake and the proposed zone at Biyagama. These two Investment Promotion Zones will create new job opportunities for nearly 76,000 workers:

Katunayake Investment Promotion Zone	46,000
Biyagama Investment Promotion Zone	30,000

The establishment of the Katunayake Investment Promotion Zone has created 14,042 direct jobs by June, 1981 and has influenced the rapid development of industrial growth outside the zone, providing the potential for generating employment opportunities for large numbers. Therefore the Commission has to develop the Area of Authority in a planned and orderly manner without creating any social or environmental problems for the future.

The Planning Approach:

It is hoped to provide the infrastructure development necessary to cater to the anticipated inflow of population and ensure an effective system of physical development, in the following manner:

- To provide the supporting infrastructure for industrial workers which includes housing, shopping, medical, educational and recreational facilities;
- To provide for the anticipated growth of other industrial and economic activities and the necessary complementary facilities including housing for those engaged in these activities;
- To safeguard the environment from the adverse impact of industrialisation and take positive steps for promoting tourism in potential areas within the area of authority;
- Create integrated communities (New Townships) in locations which would reduce investment on infrastructure.

Formulation and execution of Projects towards the realization of these goals and objectives are vital. The Commission expects to achieve these goals through private investment.

THE PROJECTS

Initially, the following projects have been identified as part of an effort to achieve this planned development:—

Project I — Parallel Road

Objective: To provide effective and quick movement of lorry, truck and other traffic connected with the Investment Promotion Zone and the Airport. It is necessary to establish an alternative link between the Investment Promotion Zone, Airport and Harbour.

The Katunayake Airport and Kandy road will be linked by a motorway with three lanes in each direction and connected by service roads. The total right of way will be 200 ft. The motorway will be 16 miles long (25.7 kilometres) and will pass through the Ekala Industrial Estate, Ja-ela and Ragama, joining the Kandy road near its junction with Kelaniya/Biyagama Road. (Map. No. 1)

The estimated total cost of this parallel road is Rs. 246 million. (Based on 1980 prices).

An alternative road alignment from Ekala Estate through Pamunugama and across the Kelani river has also been studied.

Project II — Seeduwa/Katunayake Expatriate Township

Objective: Since the setting up of the Katunayake Investment Promotion Zone the need for more expatriate housing has assumed paramount importance. To provide this facility, a new Township will be established. It is hoped, to construct in this new Seeduwa Township, 500 houses each with an average floor area of 3000 sq. ft. to provide accommodation to expatriates and Senior Executives who are working in the Katunayake Investment Promotion Zone.

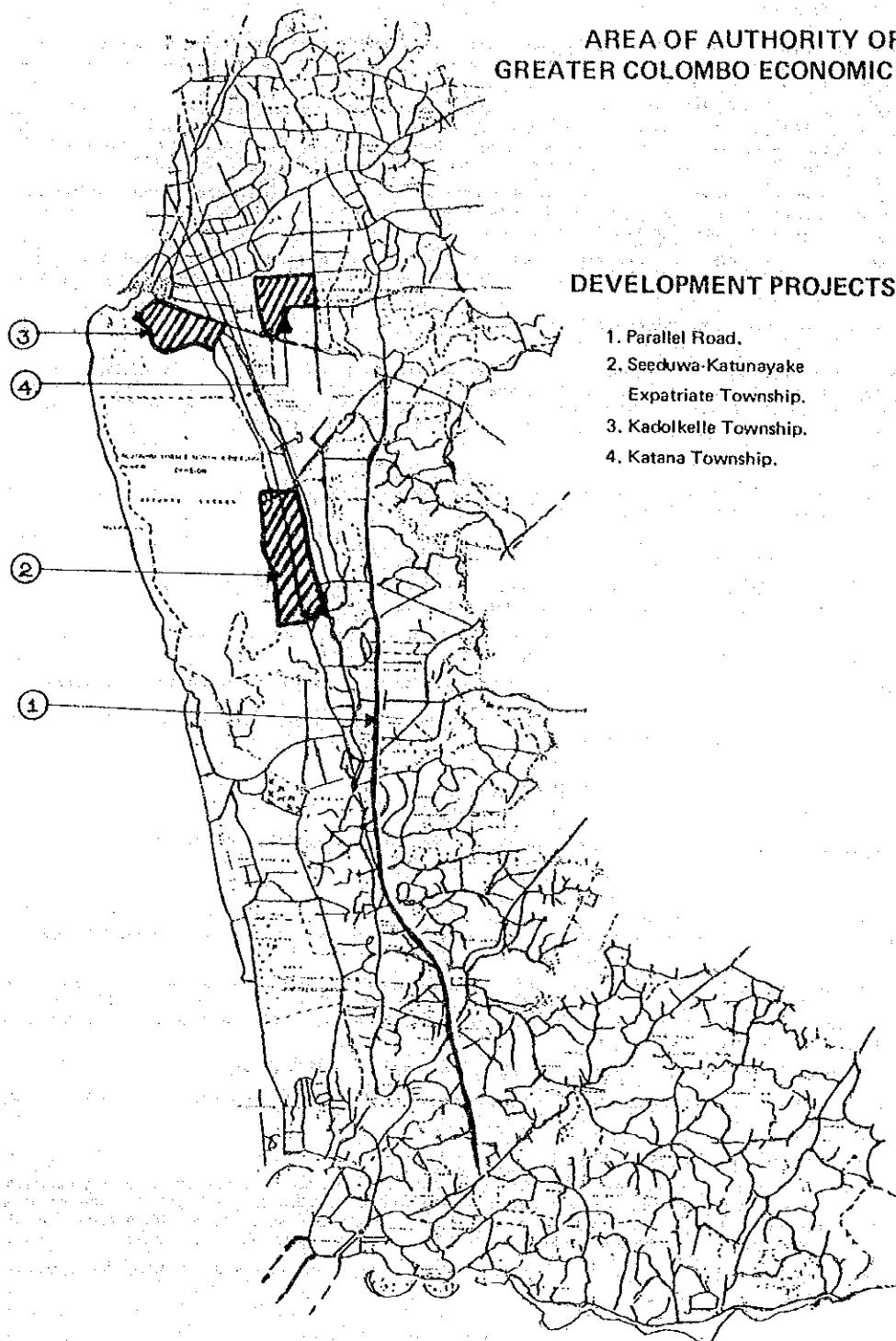
In the proposed new township it is hoped to provide other ancillary facilities, such as schools, markets, shops, recreation and health facilities.

Land Use Pattern

The following is a classification of land allocation according to usage.

Usage	Acreage	Percentage
1. Residential	250	36
2. Commercial	28	4
3. Industrial	14	2
4. Social	103	15
5. Transport	151	22
6. Open spaces	41	6
7. Land in reserve	103	15
	690	100

AREA OF AUTHORITY OF THE
GREATER COLOMBO ECONOMIC COMMISSION



MAP No I

Our intention therefore is to organise the public and private domains into a coherent and comprehensive system. The appropriate approach is the linear center of activities — the "spine" comprising commercial, light industrial, service, tourist and social facilities connected to the attached residential clusters.

The new concept takes the following existing structural elements into account.

- the main road from Colombo to Negombo
- the railway line with the existing station at Seeduwa
- airport zone — with resulting noise pollution
- the lagoon access point at N-15 to 17
- the scrub jungle areas
- the relatively few existing buildings (as surveyed in April, 1979)

A new railway station at Katunayake and four major bus stops on the main road form additional fix points for the linear spine. Major elements of the plan will consist of : —

- two commercial centres at the northern and southern ends ;
- a light industrial cum service area along the main road ;
- a tourist complex on the lagoon ;
- Commercial activity, markets, schools, health, etc., along a pedestrian — spine that links up all other elements of the new town.

This central spine is one of the major elements of the plan and its proper execution has to be assured by all developers, public or private.

Housing

This neighbourhood provides 250 acres for housing and it is planned to develop the same as a low density area. The average plot sizes are 20—40 perches. The Eastern Sector being highland and already a housing area, will provide smaller plots of 20—25 perches. The Western Sector borders on a lagoon of great scenic beauty, and has a great potential for tourist development. Hence bigger plots of 20—40 perches will be allowed in this sector to safeguard its natural beauty.

The proposed township is serviced by the Colombo/Negombo road which runs through the area and is the main regional distributor. The township has the advantage of four other existing local roads linking the main Colombo/Negombo road. The Katunayake/Colombo railway runs east of the proposed town at Seeduwa and it is proposed to have a railway station at Katunayake to serve commuter traffic. (Map No. 2).

The estimated total cost of this new township is Rs. 725.6 million. (Based on 1980 prices)

Project III — Kadoikelle Township

Objective : Negombo is the main regional service centre for the GCEC area of authority. With the setting up of the Investment Promotion Zone at Katunayake the need for upgrading the existing main town has become very important. As an immediate relief measure, it has been proposed that a new township comprising important utilities and amenities, such as a supermarket to serve the region, administrative complex, playground and parks etc., be created. It differs from the other proposed new township in that it will provide housing facilities to all income groups from the surrounding region and to migrants attracted here by the rapid industrial development of the area.

The proposed new township development is to take place at Kadolkelle, south of Negombo town, within the GCEC area of jurisdiction. The site allocated comprises of 350 acres and it is hoped to develop this in two stages, the initial development will comprise of 276 acres to the south of Archbishop Nicholas Marcus Fernadno Mawatha.

Planning Concept :

The Planning Concept sub-divides the town into areas, according to usage. The zones interpenetrate one another according to functions, and is linked by an internal access network. A range of housing lots will be necessary to suit the different income groups — basically two types of sizes could be considered; one allowing for a minimum plot size of 6 perches and another averaging 20 perches. Housing neighbourhoods will vary in density according to the plot sizes. The proposed township is to cater to a population of 5,000 persons and is to be self-contained. (Map No. 3.)

Land Use Pattern

The land allocation in this township is as follows :—

* Civic/Administrative/Commercial	16 acres
* Educational/Recreational	12 "
* Roads	38 "
* Planting	30 "
* Housing Type I	43 "
* Type II	20 "
* Open areas and lagoon	36 "
* Tourism	10 "
* Industries & Warehousing	47 "
* Existing built up area	24 "
Stage I Area	276 Acres

The estimated total cost of this Kadolkelle Township is Rs. 291.6 million. (Based on 1980 prices)

Project IV — Katana Township

Objective : The Investment Promotion Zone at Katunayake is expected to provide employment for 45,000 workers. It has become very important to build housing units for as many workers as possible in order to provide them with convenient living accommodation. This would also reduce the pressure on transport. For the first phase it is proposed to build dwelling units with ancillary facilities for 4,000 workers and two storied flats and dormitories accommodating 12,000 workers.

Planning Concept

The concept envisages the creation of a new urban centre which will form part of the Negombo Metropolitan area. A network of roads will link the new town with Negombo — the existing main roads will provide the basic grid for the development of the town. Each residential sector will be self-sufficient as far as the daily requirements of the community are concerned.

The proposal includes demarcation of areas for the town centre, technical and other educational institutions, hospital and central park, etc.

The first phase will consist of a programme to develop land that will eventually provide accommodation mainly for KIPZ workers. The chosen area is easily accessible to the KIPZ.

The area selected adjoins Baseline Road and connects up with the road leading to the KIPZ (Andiambalama-Kimbulapitiya road). The extent to be developed is approximately 230 acres. The area is covered mostly by garden lands and has only a few permanent structures.

Land Use Pattern

Land Use	Acres	Extent Hectares	Percentage
(A) Marketable			
1. Residential	125.78	50.92	55
2. Commercial	3.26	1.32	1
3. Institutional	13.20	5.34	6
4. Industrial	10.05	4.07	5
	152.29	61.65	67
(B) Non marketable			
5. Open spaces and recreational	22.41	9.07	10
6. Roads	49.54	20.05	22
7. Drainage	3.76	1.52	1
	75.71	30.64	33
Grand Total	228	92.29	100

Total land use patterns of the entire development scheme

	Extent	Percentage
1. Residential	2084	64
2. Commercial	135	4
3. Industrial	320	7
4. Public & Semi public	404	12
5. Open spaces (exclude local open spaces)	132	4
6. Agricultural	225	9
	3250	100

Housing

The composition of housing categories has been arrived at, keeping in view the need to achieve a neighbourhood conveniently and at the same time oriented towards the lower income groups. 34% of the units will be for the income group of Rs. 500/- to 800/-, 15% for the income group of Rs. 800/- to Rs. 1,200/- and 6% for the income group of Rs. 1,201/- and over. 45% of units will be in dormitories to accommodate single persons of all three income groups.

The plot sizes according to the categories of houses are as follows :— (Map. No. 4.)

Housing Accommodation :

Income Group	Sq. ft. per unit	No. of units	Area — Perches
Rs. 500 — 800	400	1348	5-8
Rs. 801 — 1,200	800	606	10
Rs. 1,200 and over	1,200 - 2,000	239	20
Dormitories	155	1800	—
		3993	

The estimated total cost of this Katana New Township project is Rs. 725.6 million. (Based on 1980 prices).

INCENTIVES

1. Foreign nationals who purchase land in Sri Lanka for investment under the GCEC will be exempted from the payment of property transfer tax.
2. Foreign nationals can repatriate capital and profits without any hindrance. This is guaranteed under the GCEC Investment Scheme ;
3. An Enterprise which has invested in any urban development project of the GCEC is entitled to import machinery, equipment and building materials required for the project free of Customs Duty ;
4. 100% tax holiday up to 10 years, depending upon the extent of the fixed capital investment ;

During the tax holiday period —

- No income tax on remuneration of foreign personnel employed;
- No tax on royalties ;
- No tax on dividends of resident (and non-resident) shareholders.

Banking Incentives —

GCEC enterprises may take advantage of the Foreign Currency Banking Scheme now being operated by most Commercial Banks in Sri Lanka.

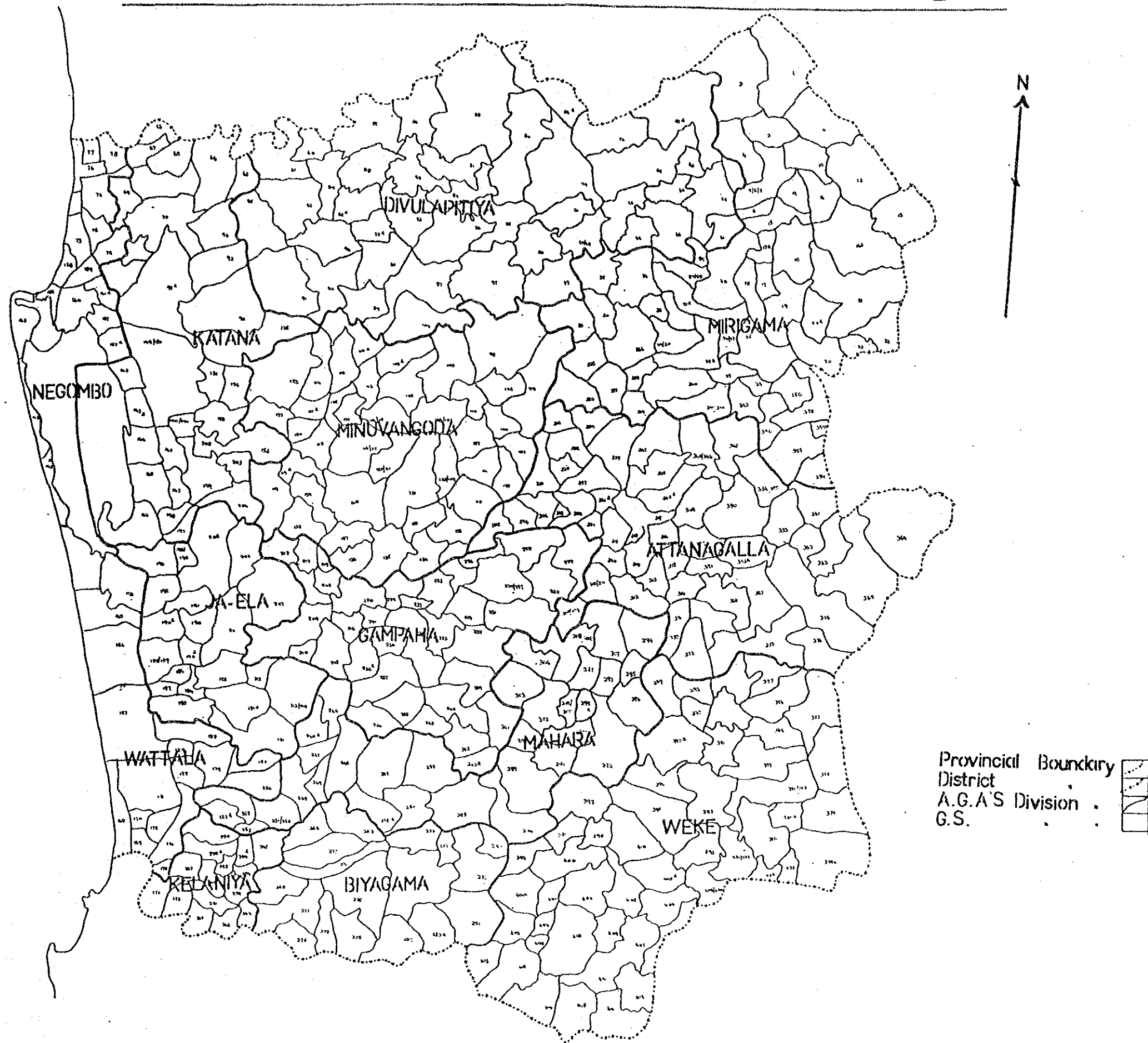
5. Capital assets, and returns shall not be liable to acquisition or nationalisation ;
6. Returns of the Capital Investments of non-resident shareholders and/or foreign companies can be transferred. Also proceeds and/or entitlement on liquidation can be transferred and shall not be subject to any exchange controls ;
7. Shares of the enterprise can be allotted or transferred within and outside Sri Lanka to residents or non-residents and shall not be subject to any tax or any exchange control.

For further details please contact —

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Telex : 21428 DG GCEC CE

VI. A.G.A. Division and G. S. Division

GENERAL ADMINISTRATION



DIVULAPITIYA - A.G.A.DIVISION

No.	G.S.DIVISION	
53 B	Divuldeniya	96. Kadawela -
54	Erabadda	97. Divulapitiya.
54 A	Polwatte	
55	Pathigoda	
56	Badalgama	
57	Godigamuwa	
58	Akaragama	
58 A (Ihala)	E/Madampella	
59 (Pahala)	Madampella	
60	Otharawadiya	
61	Ambalayaya	
62	Kongodamulla	
79	Walpita	
80	Welagana	
80 A	Mallawagedera	
81	Delwatura	
82	Kehelella	
83	Palliyapitiya	
84	Tammita	
85	Barawawila	
86	Hunumulla	
87	Hapuwalana	
88	Dunagaha	
88 A	Induragara	
89	Aluthapola	
90	Katuwallegama	
91	Dagonna	
98	Kalawarippuwa(east)	

MIRIGAMA - A.G.A.DIVISION

No.	G.S.Division
01	Loluwagoda
02	Kadangamuwa
03	Delwela
04	Kahadawa
05/06/07	Henegama
08	Mugurugampola
09	Purana Mirigama
10	Walbotale
11	Madurupitiya
12	Keenadeniya(Pirisyala)
13	Matura
14	Botale Pahalagama
14 A	Botale Ihalagama
15	Wilwatte
15 A	Naligama
16	Lindara
16 A	Halugama
17	Pohonnaruwa
18	Palmada
19	Henepola
20	Wewaldeniya Ihalagama
20 A	Wewaldeniya - Pahalagama
21	Madabawita
22	Danowita
23	KOtadeniya
24	Murutalawa
25	Hapitigama
26/27	Kaleli Pallewela
28	Mallahawa

MIRIGAMA AGA DIVISION

No.	G.S.Division
28 A	Wallawwila
29/30	Meedellawela
31	Bokalagama Pahala
31 A	Bokalagama Ihala
32	Kukulnape
33	Hanchapola
34	Muddaragama
35	Banduragoda
36	Gaspe
37/38	Uduulla
39	Kosatadeniya
40	Ganegoda
334	Kuurikotuwa
335	Uthuwambogahawatte
336	Borukgamuwa
337	Wandurawa
337 A	Maligatanna
338	Galgamuwa
339	MOtunna
340	Kumbaloluwa
341/44	Panawela
342	Pasyala
356	Allalamulla
357	Meepitiya
358	Weerasurikanda
359	Dambutuwa
360	Randawadunna

MINUWANGODA A.G.A.DIVISION

No.	G.S.Division
98	Mabodala
99	Yatagama(Naiwela)
100	Walpitamulla
101	Wadumulla
102	Essella
103	Watinapaha
105	Horampalla (south)
105 A	Horampalla (North)
106/107	Devalapola
108/109	Pethiyagoda
110	Doranagoda
111	Korase
112	Madamulla(south)
112 A	Madamulla (NOrth)
113	Wagowwa
114/115	Kalawana
116/117	Matammana
118	Paththaduwana
119	Kotugoda
119 A	Yagodamulla
120	Polwatte
121	Galloluwa
122	Unnaruwa
123	Yatiyana
124	Boragodawatte
125	Minuwangoda
126	Wattegedera
127	Balabowa
128	Wigoda

Minuwangoda AGA Division

No.	G.S. Division
129	Marapola
130/141	Weediyawatte
131	Pahala Udugampola
131 A	Ihala Udugampola
132	Dombawela
133	Watumulla
134	Asgiriya
135	Asgiriwalpola
136	Tammita
137	Madelgamuwa
138	Siyambalapitiya
139	Nadagamuwa
140	Khelbaddara
140 A	Uggalboda

Attanagalle A.G.A. Division

No.	G.S. Division
308/309	Koskandawela
310/311	Weeragula
312	Udathuththiripitiya
313	Bonagala
314	Ogodapola
315	Meewala
316	Bogoda
317	Kaththota
318	Thihariya (east)
318 A	Thiyariya (west)
319	Kalotuwawa
320	Mangalatiriya
321	Kalagedihena
322	Halgampitiya
322 A	Katuwasgoda
323	Raniswela
324	Bemulla
325	Pitiyegedera
326	Kandaoluwwa
327	Dadagamuwa
328	Pattalagedera
328 A	Talgasmowa
329 A	Hiripitiya (south)
330	Pattigoda
331	Magalagoda
332	Wattaddara
333	Eluwapitiya
343	Kalalpitiya
345/346	Napagoda
347	Uddammita
348	Nittambuwa (North)
348 A	Nittambuwa (south)
349	Maduwegedera
350	Walpola
351	Udugoda
352	Matalana
352 A	Kamburagale
353	Welagedera
354/355	Haggalla

ATTANAGALLE A.G.A.DIVISION

No.	G.S.Division
361	Godagama
362	Palpita
363	Walikadamulla
364	Alawala
365	Karasnagala
366	Urapola
366 A	Yatawana
367	Bopaththa
368	Aruppassa
369	Kahatowita
370	Paranagama
371	Opathella
372	Happitiya
373	Walgammulla
374	Rathabale
375	Madakotuwa
376	Bopagama

WEKE -- A.G.A. DIVISION

No.	G.S.Division
293	Waturugama
377	Pingamuwa
378	Hissalla
379 A	Ranwela
380	Dangalla
380 A	Ginihigama
381/82	Pallegama
383	Maddegama
384	Udagama
385	Kirindiwela
386	Millate
387	Mahaloluwa
388	Mailawalana
389	Indurugalla
390	Radawana(north)
390 A	Radawana(south)
391	Diyawala
392	Anuragoda
393	Palpita
394	Mandawela(north)
395	Mandawela(south)
396	Putupagala
397	Karagala
398	Demalagama
399	Halummahara
400	Palahala
401	
401 A	Parangoda
402	Kalukondayawa
403	Pahala Dompe

Wekw-AGA Division

No.	G.S.Division
404	Indolamulla
405	Dompe
406	Galpothugoda
407	Giridara
408	Wanaluwawa
409	Guruwala
410	Lunugama_Ihala
410 A	Lunugama -Pahala
411	Palugama
412	Pahala Mapitigama
413	Malwana
414	Udamapitigama
415	Welgama
416	Samanabedda
417	Thiththapaththara
418	Nikawela
419/420	KUmarimulla
421/22	Pattiyagama
423	Udugama
	Senasungoda

GAMPAHA A.G.A.DIVISION

No.	G.S.Division
222	Akarawita
223	Medagama
224	Ihalagama
225/227	Gampaha/Aluthgama
226	Baduwathugoda
228	Boraliwatha
229	Aluthgama-Bogamuwa
230	Maheepalagoda
231	Yakkala
232	Henarathgoda
233	MOragoda
234	Bandiyamulla
235	Oruthota
235 A	Ihala Yagoda
236	Pahala Yagoda
236 A	Ganemulla
237	Kossinna
238	Amunugoda
239	Balummahara
240	Iahala Imbulgoda
241	Nadungamuwa
242	Ambaraluwa (north)
242 A	Ambaraluwa (south)
243	Pahala Imbulgoda
244	Parakandeniya
244 A	Katuwalamulla

No.	G.S.Division	no.	G.S.division
245	Suripaluwa	(Kandumulla)	Kandumulla
246	Kandaliyaddapaluwa(east)		
246 A	Kandaliyadapaluwa(west)		
247	Mahara-Nugegoda		
248	Iahala Karagahamuna		
249	Pahala Karagahamuna		
251/52	Dalupitiya		
253	Natuduwa		
255	Pinnamada		
255 A	Enderamulla		
284	Naranwela		
285	Udupila		
286	Gonahena(east)		
286 A	Gonahena(west)		
287	Kirillawela		
288	Weboda		
289	Kirikiththa		
290	Atikehelgalla		
291	Henegama		
292	Wilibula		
294	Warapalana		
295	Batepola		
296	Amunukumbura		
297	Malwathuhiripitiya		
298	Pasgammana		
298 A	Neelamahara		
299/300	Buthpitiya		
301	Aramangoda		
302	Uruwala		
303	Sivuralumulla		

NEGOMBO - A.G.A. DIVISIONS

NUGOMBO G.S.DIVISION

No. G.S.Division

- 72 Dalupatha
- 73 Aththukala
- 74 Daluwakotuwa
- 75 Kattuwa
- 76 Pallansena(South)
- 77 Pallansena(North)
- 78 Kochchikade
- 156 Munnakkaraya
- 157 Bolawalana
- 157 A/Kurana
- 158 Wallavidiya
- 159 Periyamulla
- 160 Udayartoppuwa
- 161 A/Angurukaramulla
- 162 Pitipana
- 162 A/ Duwa
- 163 Palahena
- 163 A/ Kapungoda

KATANA -- A.G.A.DIVISION

No.	G.S.Division
63	Katana(East)
64	Katana(West)
65	Bambukuliya
66	Muruthana
67	Udangawa
68	Athgala
69	Walihena
70	Kandawela
71	Thimbirigaskatuwa
92	Kimbulapitiya
93	Kondagammulla
93 A	Kadirana(North)
94	Kalavarippuwa(west)
142	Kurana-Katunayake
143	Katunayake (North)
143 A	Katunayake(south)
144	Liyanagemulla
145	Bandarawatte
146	Ambalammulla
147	Seeduwa
148	Amandolowa
149/50	Avariwatte
151	KOvinna
152	Madawela
153	Heenatiyana
154	Davamottawa
155	Adiambalama
161	Maha Hunupitiya
197	Udammita
198	Alawathupitiya

CONTD....

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KATANA - AGA DIVISION

No.	G.S.Division
199	Raddoluwa
200/201	Thampala
202	Kuswela
203	Ganepola

JA-ELA A.G.A.DIVISION

No.	G.S.Division
181	Ragama(south)
181 A	Ragama(north)
183	Nagoda
184	Kandana
185	Batagama(south)
186	Rilaula
187	Nadurupitiya
188/189	Kalaeliya
190	Weligampitiya(east)
190 A	Weligampitiya(west)
191	Kanuwana
192	Tudella
194	Dadugama
195/96	Kudahakapola
205	Ekala-Kurunduwatte
206	Ekala
207	Niwandama
211	Batagama(north)
212	Walpola
213/214	Batuwatte

WATTALA A.G.A. DIVISION

No. WATTALA G.S. DIVISION
G.S. Division

168 Palliyawatte

169 Hekitta

170 Thibirigasyaya

171 Keravalapitiya

172 Hendala

175 Thelagapatha

176 Wattala

177 Mattumagala

178 Mahabage

179 Elapitiwela

180 Horape

182 Welisara

193 Delathura

250/254 Kurukulawe

KELANIYA - A.G.A.DIVISION

No.	G.S.Division
173	Paliyagoda-Pattiya
174	Paliyagoda - Gangaboda
256	Hunupitiya (north)
256 A	Hunupitiya(south)
257	Wanawasala
258	Wewalduwa
259	Warakanatta
259 A	Eriyawetiya
260	Dippitigoda
261	Vedamulla
262	Pethiyagoda
263	Sinharamulla
264	Kelaniya
266	Talawathuhenpita(south)
267	Talawathuhenpita(north)

BIYAGAMA - A.G.A.DIVISION

No.	G.S.Division
265	Pamunuwila
268	Pahala Biyanwela
269	Ihala Biyanwela
270	Makola(north)
271	Makola(south)
272	Meegahawatte
273	Karamalwatte
274	Siyambalape
275	Heiyantuduwa
276	Mabima
277	Gonawela
278	Talwatte
279	Pattiwila
280	Biyagama
280 A	Yambaraaluwa
281	Walgama
282	Kanduboda
283	Akurumulla

VII. Summary of National Agriculture, Food and Nutrition Strategy

Executive Summary

The aim of the National Agriculture, Food and Nutrition Strategy (NAFNS) is to assess Sri Lanka's agriculture and food situation and establish priorities for future sectoral development. The primary responsibility for the sub-sector strategy formulation rested with the interministerial task forces on: (1) crop agriculture, (2) smallholder tea and rubber, (3) coconut, (4) fisheries, (5) livestock, (6) land and water resources development and (7) nutrition. The National Planning Division was responsible for the overall co-ordination of the Strategy. This document is presented for further discussion and review.

One limitation on agricultural development is the quantum and share of resources allocated for investment. In 1982/83, nearly two-thirds of the total development expenditures went to irrigation and land settlement; of this, almost ninety percent was taken by the Accelerated Mahaweli Development scheme. A conscious policy decision is now required to accelerate agricultural activities outside the Mahaweli areas to ensure balanced sectoral development and regional balance in resource allocation.

Sustained agricultural development requires a steady stream of innovative research. At present arrangements for deciding agricultural research priorities are weak and communication between researchers and planners/policy makers is inadequate. The research system must therefore be streamlined through a Council for Agricultural Research Policy to advise government on research priorities and the promotion of inter-institutional research projects.

The transition from subsistence to commercial agriculture needs improved rural credit. The institutional credit system has expanded its branch network and has been successful in mobilizing rural savings. But it has performed poorly in extending short and medium term agricultural credit. In fact, a scenario of high default, declining volume of loan advances in real terms and rigid collateral requirements restricting small farmer access to credit still prevails. A major change in the rural credit machinery, including the incorporation of the informal credit network into the institutional mainstream, the review of collateral requirements and the extension of a network of regional and private banks is imperative.

Improvements in agricultural marketing must move in tandem with efforts to improve agricultural credit. Marketing of agricultural products suffers from insufficient liquidity for procuring increasingly larger product volumes and

inability to invest in improved linkages between farmers, traders and credit institutions. A special marketing program for rice in surplus districts and other selected products should be tested.

One of the major modalities in influencing changes in the agricultural sector has been the use of pricing policies, including taxes and subsidies. Government pricing policy will have to center on an overall scheme of economic liberalization that considers the reduction of subsidies on fertilizer and consumption and the establishment of a revenue collection system for irrigation water. In the sugar and dairy industries, some degree of price insulation from the international market is required to stimulate growth. Also, direct subsidy programs in the plantation crops sector will have to continue in order to reverse the deteriorating sectoral trend. There is an increasing awareness by the Government of the need for systematic and coordinated review of pricing policies, since past policies have been generally ad-hoc, cropwise and unrelated to each other. Thus a Price Policy Monitoring Unit to collate and analyze essential pricing data must be set up. Future pricing policy must be attuned to ease the transition from a rice deficit to a rice surplus economy, to promote efforts towards self-sufficiency in selected agricultural commodities and diversification of agricultural exports.

Agro-industries are a key element in the generation of off-farm employment and form the basis for rural industries. This sector is hampered by high import duties on essential inputs, high risk attached to this form of investment and shortage of technological know-how. It is essential to identify specific and future potential areas, take advantage of techniques developed in the Far East and provide a conducive policy atmosphere for agro-industrial development.

Export promotion of agricultural commodities is often hamstrung by the lack of a coordinated market promotion/penetration strategy, inadequate market information and restrictive or inconsistent trade regulations. The first step in promoting a more competitive trade regime should be the progressive removal of institutional and regulatory barriers to trade. An Overseas Market Information Unit must provide up-to-date information on commodity trends to the public and the private sector, obtained through an international brokerage service. A schedule of joint public and private sector trade missions, to established and potential markets, must be regularized and actively promoted.

The unresponsiveness of agricultural institutions to effective development planning/management is a formidable obstacle in running an agricultural support service which could adapt to development requirements. Improvements must begin with the rationalization of public enterprises if necessary, and enlisting private sector expertise where it could help. Improvements also depend on the provision of performance incentives for better management. Dynamic implementation of development programs requires training of senior officials and entry-level professionals in rural management. Agricultural planning could be improved by a comprehensive program to strengthen key central planning bodies to enable closer participation in policy analysis.

Sri Lanka is within reach of rice self-sufficiency due to increased cropping intensity, better water management, varietal improvement, the annual addition of 18,000 acres of new rice land and an environment of positive incentives. In the near future, the prospects for disposal of rice surpluses in external markets remain poor because of (1) low quality of domestic rice, (2) relatively high production cost, (3) the thin international market for rice and (4) high costs of entry into international rice trading. The best alternative for disposal of surplus rice seems to lie in the domestic market through the use of positive price incentives to encourage increased use of rice for wheat and the diversification of production in the well drained irrigated lands in the Yala season (dry zone areas).

Even the rice production improvements are limited by sub-optimal water management in major irrigation schemes, poor input delivery systems in the minor schemes and lack of varieties suited to the micro-environments of rainfed zones. In irrigated zones, the main improvements needed are crop timing, better water and input supply delivery. In the rainfed areas, varietal improvement adjusted to micro-environment is necessary.

Progress towards self-sufficiency in sugar should be a major objective of agricultural development. To accelerate import substitution, the Government favors growth through partnership with private companies who have the necessary technical managerial expertise and financial resources to expand the industry. The other element of the strategy will be to grant a measure of protection to the industry, identify and develop areas suitable for expansion and promote cultivation of sugar cane on a combination of outgrowers and nucleus estate holdings. By mid-1990's sugar demand will be around 350,000 tons and the nation could hopefully supply 40% of its needs. This is an ambitious, achievable target for the next decade.

Many factors inhibit 'other field crops' development. For one, Government support services have had a traditional in-built bias in favor of rice, resulting in relative neglect of these crops. Yields are low, the research base is thin and price support policies have only marginally benefitted producers. A multi-faceted program consisting of technological development, better extension outreach and marketing facilities is indicated for these crops. Their development should mainly center on the encouragement of regional specialization based on dominant crops within each region by under a farming systems perspective.

Investment in irrigation remains the cornerstone of agricultural infrastructure development. Future strategy in irrigation development calls for a shift in priority from the construction of new irrigation schemes to rehabilitation of existing schemes, greater emphasis on water management and recovery of operation/maintenance costs through fees. Completion of the ongoing downstream programs under the Mahaweli Scheme must be expedited to reap its full benefits. Expansion of the network of small scale tanks and completion of major irrigation projects now underway without cost overruns is necessary. A sound plan and schedule for irrigation system maintenance and rehabilitation must be developed. Presently, there is minimal planning on watershed management, although large investments have been devoted to major watersheds. To protect these investments and ensure rational utilization of land and water resources, there has to be coordinated watershed management. After completion of the Mahaweli Projects, opportunities for land settlement will reduce. In the future, land consolidation and tenancy reforms are needed to improve agricultural productivity. Future agrarian reforms must not disturb rural investment activity.

The country's forest cover is fast diminishing and timber supplies cannot keep up with demand. The present rate of depletion will exhaust Sri Lanka's forest cover in 30 years and cause irreversible ecological damage. It is imperative to intensify forest management and conservation, for which purpose, strict adherence to the recommendations of the Forestry Master Plan now being prepared, is a must. Large reforestation programs should be initiated after technical and managerial capabilities have been firmed up.

While fish production has increased substantially in 12 years, it is limited to coastal fisheries where future development must be focused on off-shore, deep sea fisheries and aquaculture. High priority in the fisheries sector must be given to the compilation of suitable hydro-biological data, and inventory of fish resources, strengthening of the private marketing system as well as

training of extension staff in techniques of fresh and brackish water culture. In order to improve operating efficiency, under-utilized shore facilities operated by the state should be leased out to the private sector on attractive terms.

The livestock sector should get high priority for future investment. The current subsistence-based production system must be transformed into a commercial system. The domestic dairy sector is constrained by the output-pricing regime which does not relate to the increase in prices of the main feed inputs. Development of suitable pasture and fodder systems has been slow and institutional arrangements for milk and milk products are at present relatively inefficient. Future development will involve institutional reform in the dairy sector, improvement of feed resources and development of integrated livestock management support services. Also, lines of credit to feed manufacturers to procure grains will be needed to improve feed availability. A mix of positive pricing signals plus some form of tariff protection to the dairy sector will have to be provided.

Smallholder tea and rubber plays an increasingly vital role in these two important agricultural exports, but the yield from smallholdings is generally half the yield from the estates. For these crops, support services, institutional credit and fertilizer is difficult to come by. The extension services are over-burdened in distributing and administering development subsidies at the expense of extension outreach. Marketing outlets for smallholders are limited and they get low prices for their produce due to lack of competitive trade channels.

The institutional bottlenecks hampering the smallholders in the tree crops sector must be removed and an integrated tree crop extension system, freed from the trammels of administering development subsidies, should be formed. The institutional feasibility of this system will have to be tested. A smallholder processing improvement program for rubber should be developed. Latex collection must be financed to facilitate the interface between the farmers and processors. For the tea sector, investments will have to be made in transport and on the tea infilling program, while smallholders in areas with poor returns should be encouraged to diversify into other crops. For smallholder tea and rubber, subsidies will have to be rationalized and placed on a firmer footing by regular collection of production cost data. Also, alongside an output price incentive to smallholders, production subsidies will have to be reduced.

Yields from the coconut sector -- a major source of foreign exchange and government revenue -- have been declining with the rate of senility increasing

and an emergence of quality problems in desiccated coconut which have lost Sri Lanka major markets recently. To revitalize this sector, private-producer companies undertaking marketing, credit and input supplies should be organized. After these companies are in position, a producer returns stabilization scheme could be tested. Investments are necessary to renovating the desiccated coconut processing facilities, along with requisite changes in the organization of the industry. To assist the coconut smallholder an active program of coconut intercropping and mixed coconut/livestock system should be encouraged.

An increasing emphasis on minor perennial crops (MPC) to reduce undue dependence on tea, rubber and coconut for foreign exchange is indicated. The MPCs are cocoa, coffee, cinnamon, cardamom, pepper, clove and nutmeg -- accounting for 5% of agricultural exports. Grown as they are in small units, the scope for development of production is limited. They also lack institutional support and the marketing outlets are weak. The future lies in an enhanced scale of production by encouraging more medium and large scale farmers to grow these crops. Village auctions and bilateral negotiations will promote marketing improvement. Another means available would be provision of incentives for direct purchase by exporters.

Historically, nutrition has been under-girded by subsidy whether through rice rationing or through food stamps. Future strategy to improve nutrition will hinge on expansion of employment in agriculture. It may become necessary to restrict the beneficiaries to the really disadvantaged, thereby helping to amplify the impact of the food stamps. This program could also assist in future disposal of any surplus rice. The program to improve nutrition should, from now on, have a regional focus in areas where agricultural activity is linked to nutritional deterioration. In such areas, the expansion of employment will have to be the principal means of nutritional improvement. In all other areas, food supplementation programs should be emphasized.

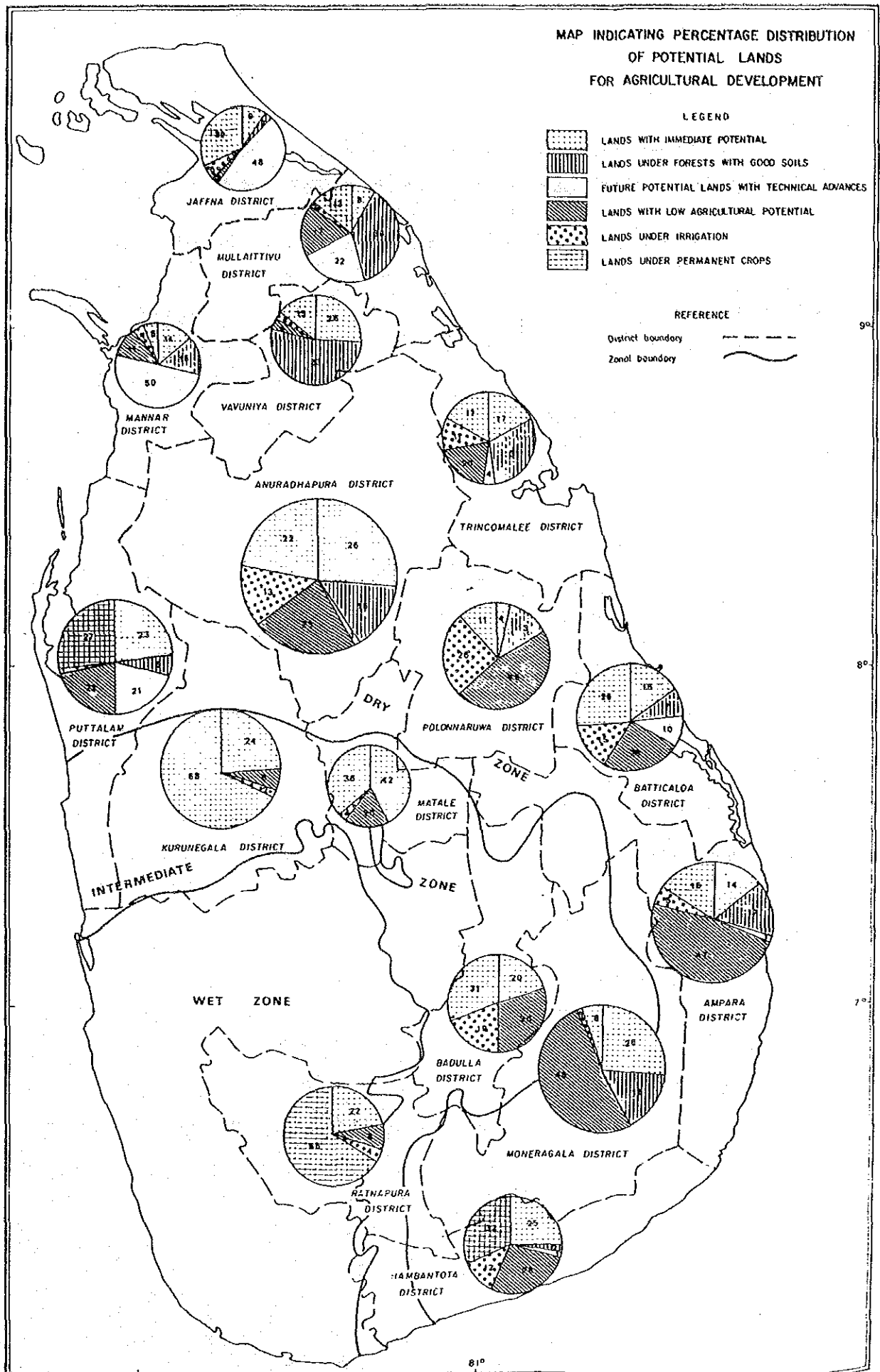
The NAFNS has identified a tentative program for the major new sectoral investments. It is displayed in the table that follows.

PROSPECTIVE MAJOR INVESTMENT: ESTIMATED TIMING (YEAR) AND TOTAL COST (MILLION DOLLARS)

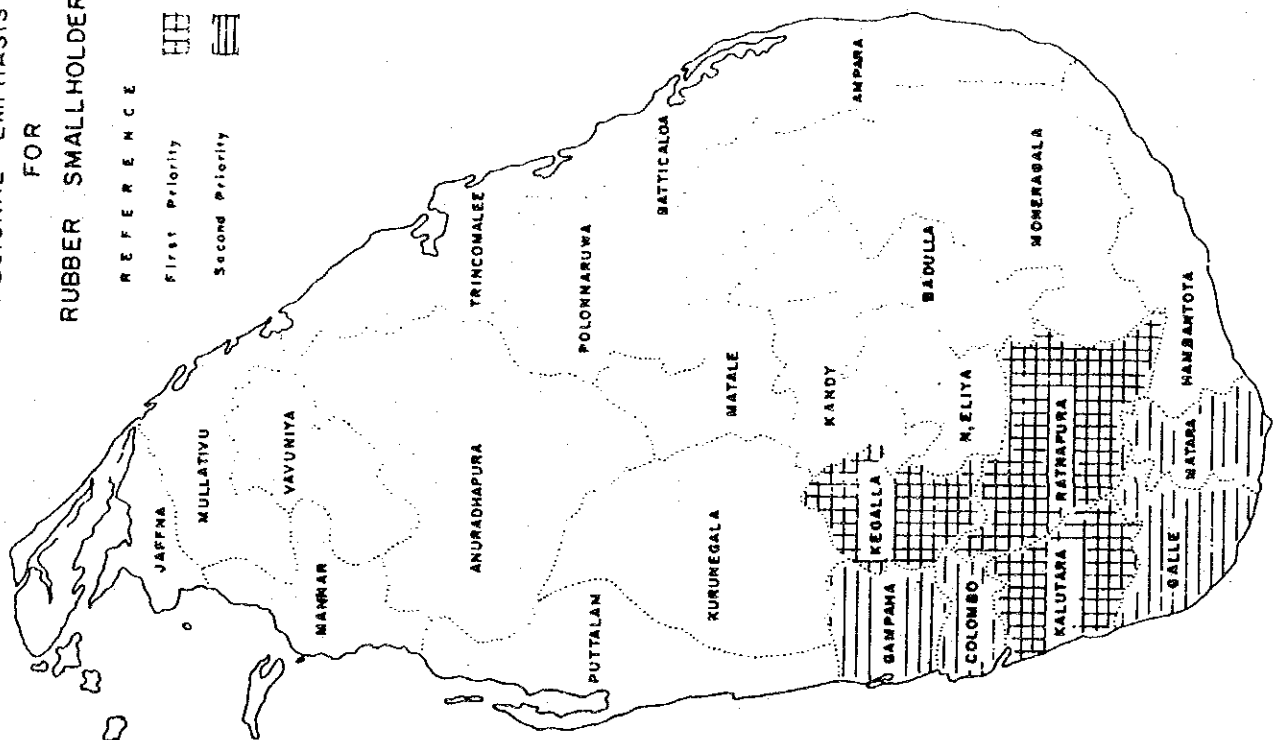
Project	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
(a) Tank Rehabilitation/Irrigation Management	55	--	--	75	--	--	--	--	75	--
(b) Agricultural Research Development	--	30	--	--	--	--	--	--	20	--
(c) Forest Resource Development/Watershed Management	--	--	--	--	--	--	40	--	--	20
(d) Rural credit	--	20	--	--	--	--	--	20	--	--
(e) Tree Crop/Agriculture Extension	--	--	25	--	--	--	--	--	15	--
(f) Dairy Development	60	--	--	--	--	--	60	--	--	--
(g) Sugar Self-Sufficiency Programme*	--	--	--	--	40	--	--	60	--	--
(h) Off-Shore/Brackish Water Fisheries Development*	--	--	20	--	--	20	--	--	--	--
(i) Minor Perennial Crop Development	--	--	--	20	--	--	--	--	--	--
(j) Agro-Industrial Promotion	--	--	--	15	--	--	--	15	--	--
(k) Technology Development for Other Field Crops	12	--	--	--	--	--	--	--	--	15
(l) Upland Farm Stabilization	--	--	--	--	--	--	25	--	--	--
(m) Marketing Improvement Project	--	--	15	--	--	--	--	15	--	--
(n) Smallholder Tea Development	--	--	--	20	--	--	--	--	20	--
(o) Smallholder Rubber Development	--	--	25	--	--	--	--	20	--	--
(p) Coconut Marketing and Institutional Reforms	--	--	--	15	--	--	--	--	--	15
(q) Coconut intercropping	--	--	--	--	--	25	--	--	--	--

* main component is private capital

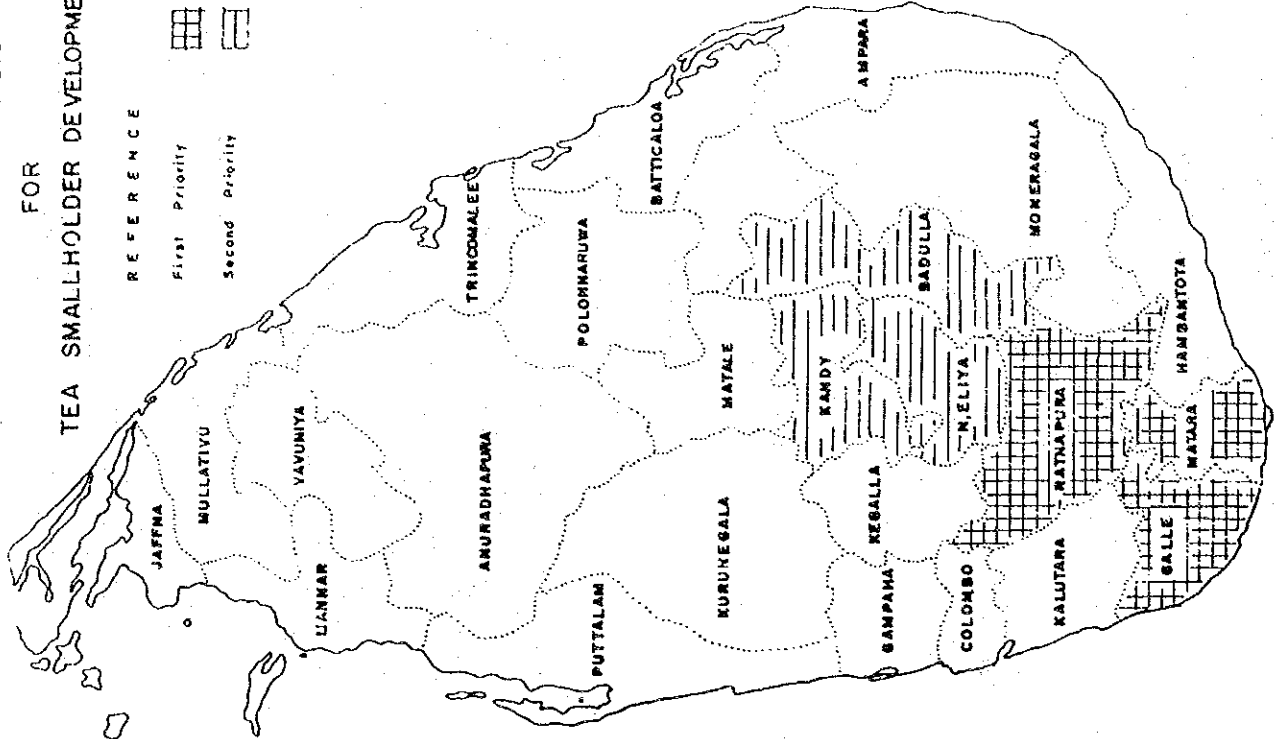
MAP INDICATING PERCENTAGE DISTRIBUTION
OF POTENTIAL LANDS
FOR AGRICULTURAL DEVELOPMENT



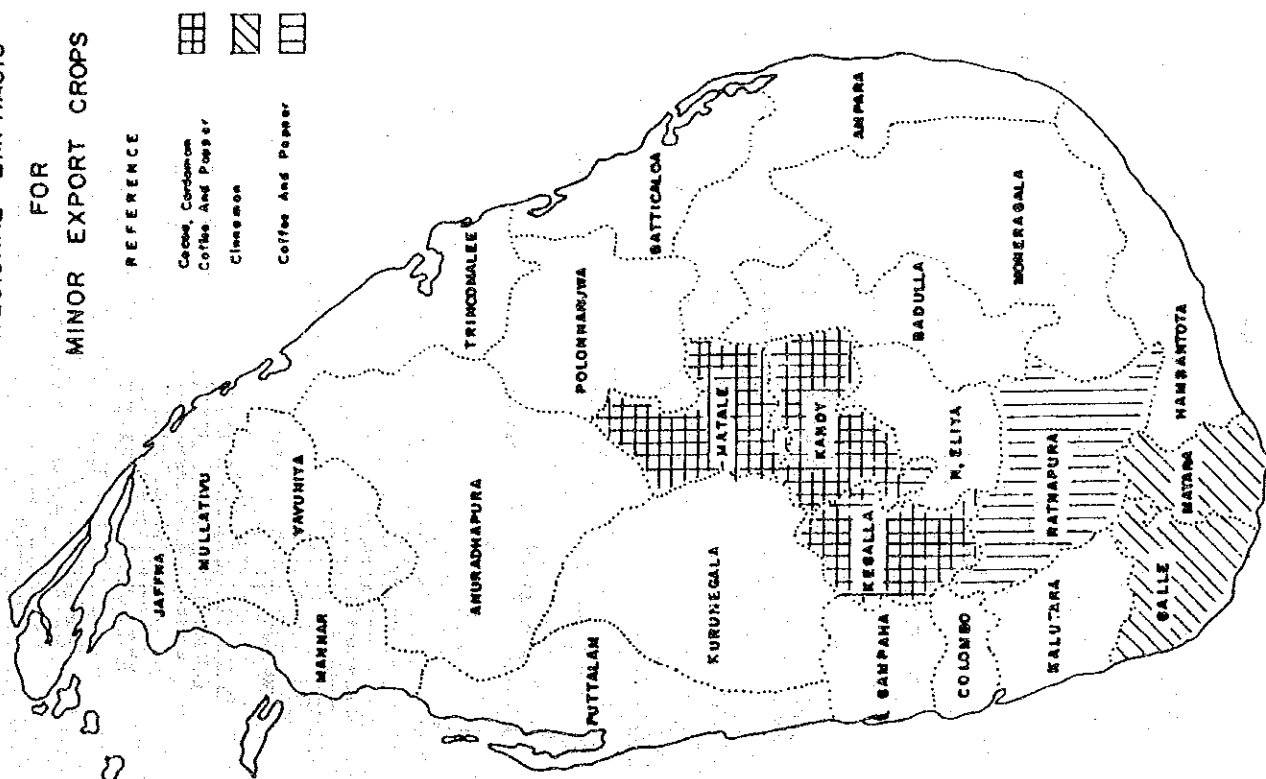
REGIONAL EMPHASIS
FOR
RUBBER SMALLHOLDER



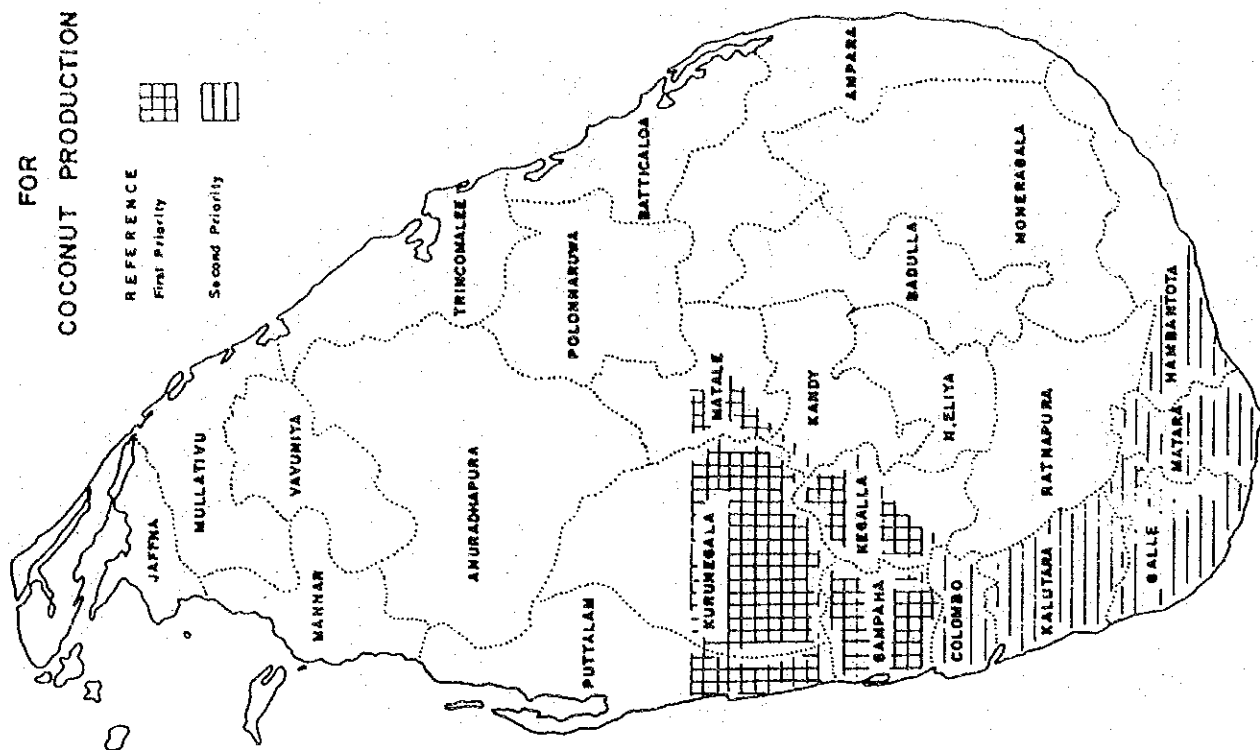
REGIONAL EMPHASIS
FOR
TEA SMALLHOLDER DEVELOPMENT



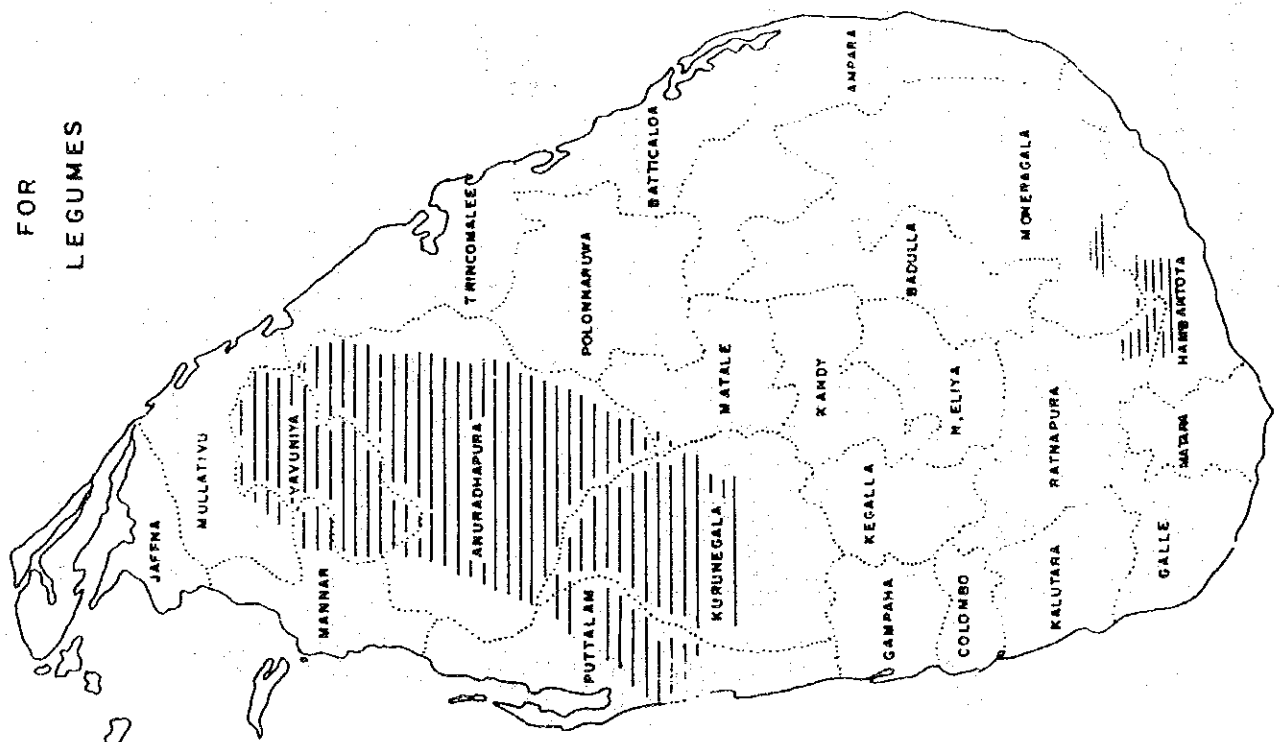
REGIONAL EMPHASIS FOR MINOR EXPORT CROPS



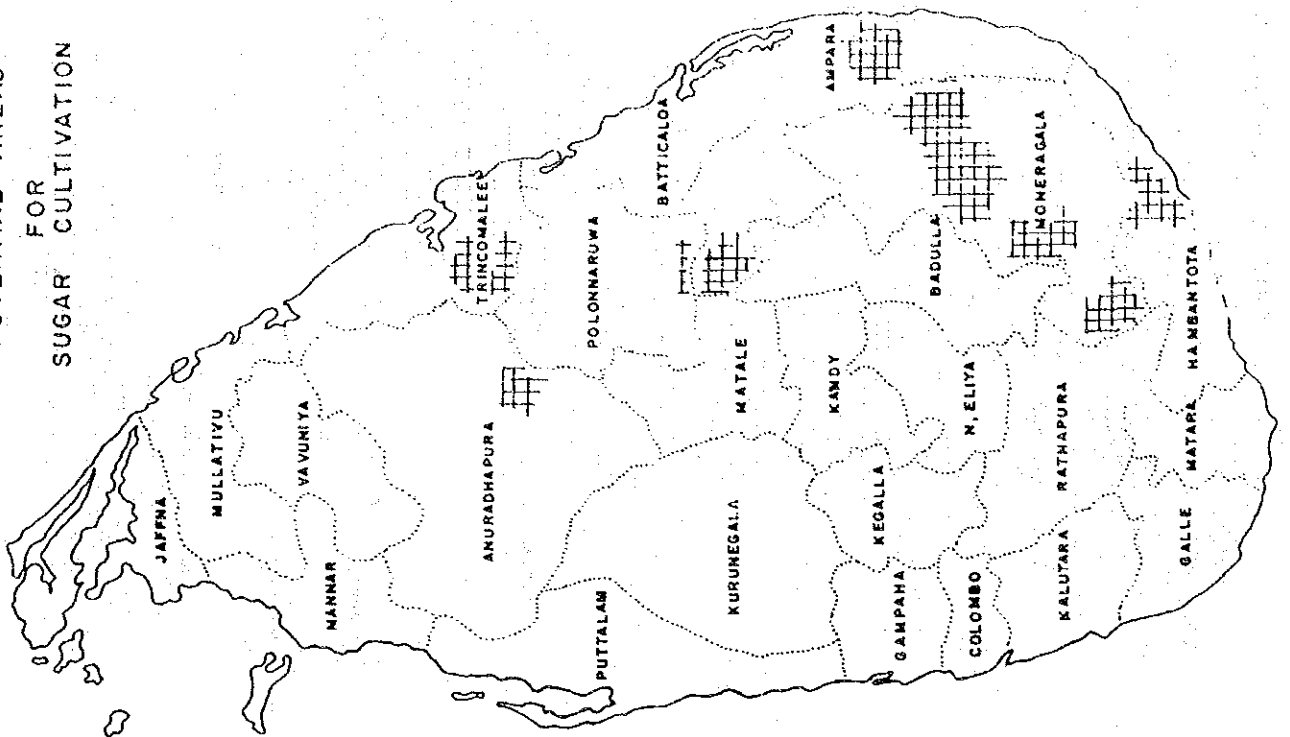
REGIONAL EMPHASIS FOR COCONUT PRODUCTION



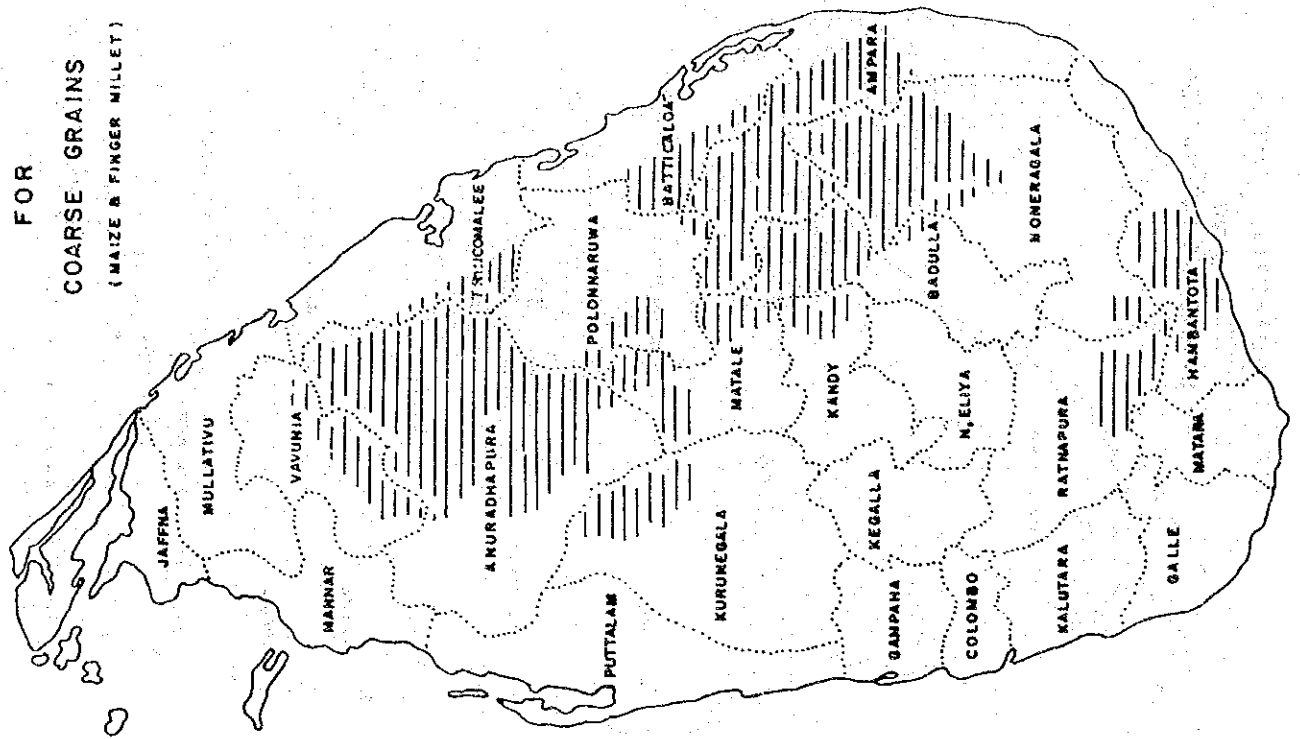
REGIONAL EMPHASIS FOR LEGUMES



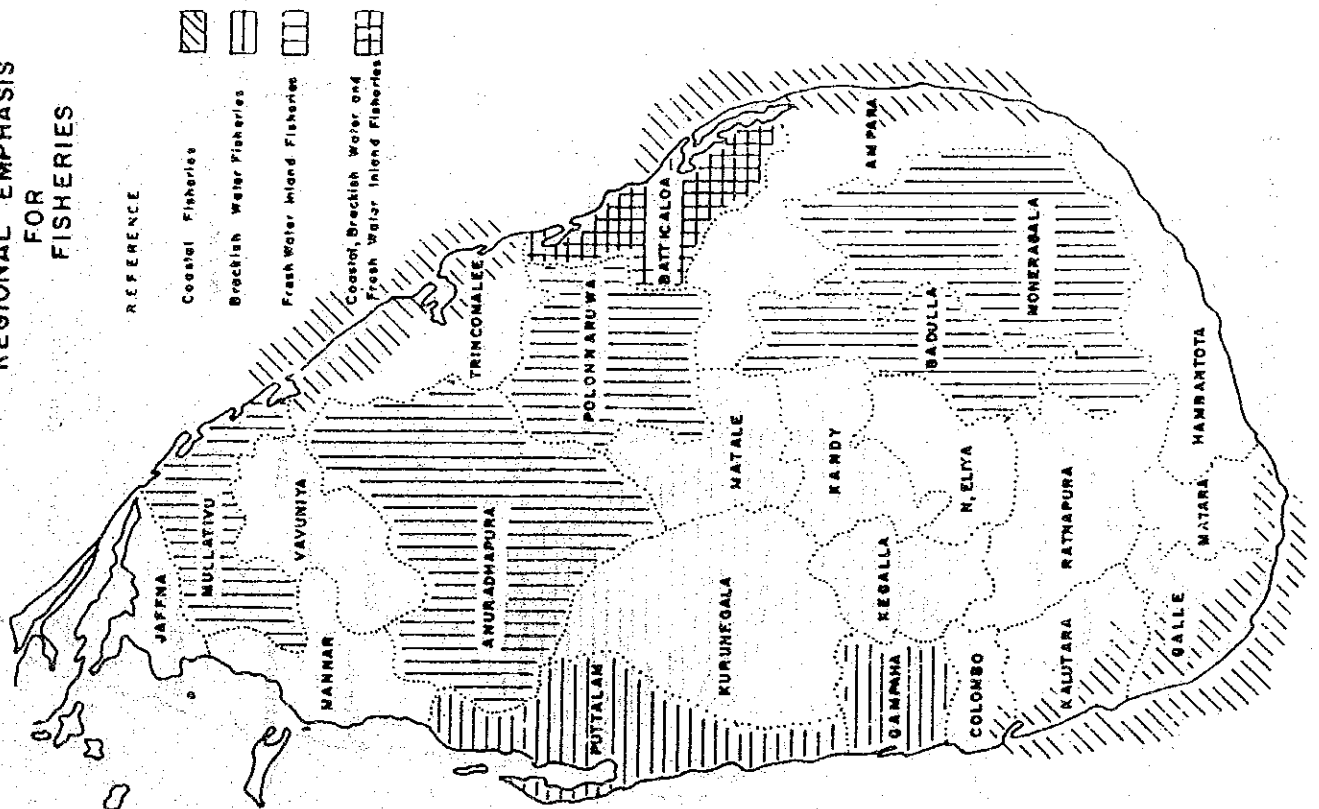
POTENTIAL AREAS FOR SUGAR CULTIVATION



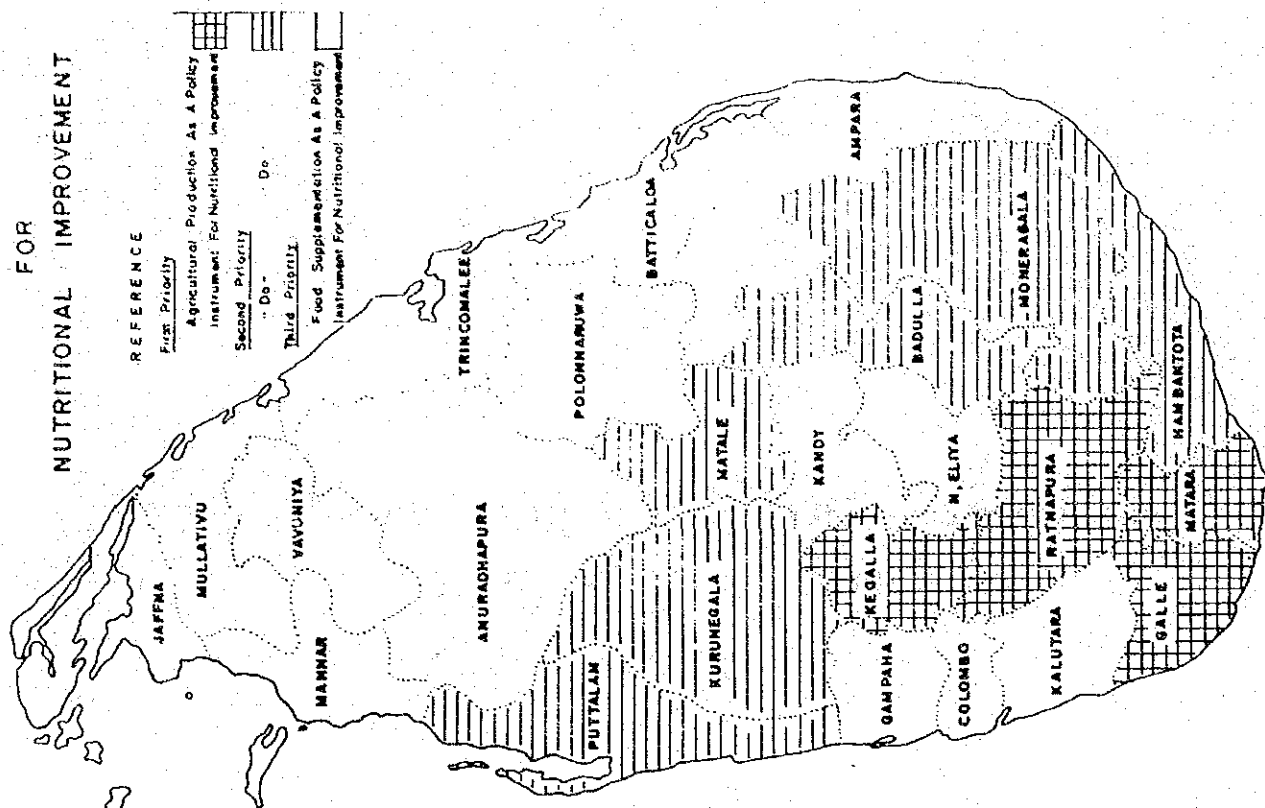
REGIONAL EMPHASIS
FOR
COARSE GRAINS
(MAIZE & FINGER MILLET)



REGIONAL EMPHASIS
FOR
FISHERIES



REGIONAL EMPHASIS FOR NUTRITIONAL IMPROVEMENT



VIII. Policy Guidelines for IRD Programme
(Draft, December 1986)

1. Definition of key concepts.

In order to facilitate reading of these policy guidelines it is important that key concepts are defined. The definitions below are not necessarily those which all readers would agree to but they are the ones which give the intended meaning to the key words when used.

- Regional development. This concept is used in the limited sense of regional (district) planning.

With regional development is understood comprehensive regional (district) planning based on regional strategies and long-term plans taking all sectors, needs and resources/potentials (including financial) into account.

- Rural development. A strategy designed to improve the economic and social life of a specific group of people - the rural poor. It involves extending the benefits of the development to the poorer among those who seek a livelihood in the rural areas. The group includes small-scale farmers, tenants and the landless. The strategy should recognize the need of involving the poor in the planning, implementation and subsequent maintenance stages.

- Integrated rural development. It is a process combining multiple development services into a coherent effort to trigger rural development (cf above).

- People's participation. Participation by the target group (cf below) in all stages of the project cycle, i.e. planning, implementation, monitoring, operation and maintenance.

- Target group. The definition of rural development (cf above) mentioned the rural poor as the target group. IRD Programme considers the poorer half of the population in a district as the target group. To concretely define the groups the following proxy indicators descending in a

hierachical order should be used :

- ° landless households without any member having regular employment;
- ° households in receipt of food stamps;
- ° households mainly dependant on hired manual labour;
- ° households living in houses defined as "impermanent" or "semi-permanent" in the census of housing.

Within the target group special attention should be paid to the poorest segment identified as those with a daily calorie intake of less than 80% of adequacy.

- Small-scale farmer (small-holders). Farmers having no regular source of income other than own cultivation of two acres or less of irrigated land or four acres of rainfed land.

- Backward areas. Areas where a combination of low income, poor access to transport, education, health, water, etc. and the concentration of a large number of disadvantaged households is prevailing.

- Recurrent costs (expenditures). The annual expenditures of operating and maintaining of an asset (investment).

2. Time aspect of the IRD Programme.

IRDP Programme is a Government programme based on a common strategy for district-based integrated rural development projects - IRDPs.

- The process of intervention of an IRDP will initially concentrate on creating/rehabilitating necessary infrastructure and institutional capacity for integrated development. In view of the considerable time needed in building institutions and achieving people's participation, both necessary for sustained development, these features will be dominant later in the process.
- The actual time length of intervention is dependant on the socio-economic status of the district.
- The initial intervention will mainly be financed by external aid while local funding will be dominating later in the process.

3. Choice of district.

When external financing is made possible and when trained personnel are available to staff the Project Office and the capacity of RDD makes it possible, new districts could be included on the following ranked criteria :

- ° The social and economic infrastructure should be less developed than the average of the not yet included districts.
- ° There should exist considerable pockets of poverty.
- ° The unemployment rate should be higher than average of not included districts.

The same criteria should be applied when an IRDP is choosing area (AGA) for intervention.

4. Objectives.

National objectives are :

Maintain high economic growth with due consideration of

- external balance;
- internal balance;
- mitigation of adverse short-term effects of structural transformation on social welfare, especially of the poorer and more vulnerable section of the population.

IRD Programme objectives are :

To mitigate inter and intra district disparities by concentrating on the disadvantaged areas and social groups by

- promoting economic development through increased productivity, employment, and expansion of export earnings;
- increasing income and living standard for small-holders, landless, near landless and estate workers;
- improving social services in the rural areas;
- concentrating efforts to backward areas;
- paying special attention to women and unemployed youths;
- maintaining and improving the environmental balance;
- adopting and promoting participatory approaches to development by empowering disadvantaged groups;
- allowing local needs, resources, and initiative to guide the programme;
- improving the planning process aiming at comprehensive integrated district development plans.

5. Problem analysis.

- A careful problem analysis should precede any other stage in formulation of an IRDP or sub-projects within an existing IRDP.
- As a basis for the problem analysis, there should be an assessment of the district :
 - ° with regard to its relative position related to the national socio-economic indicators and environmental and institutional aspects;
 - ° in relation of its functions in the context of national objectives;
 - ° in relation to the functional linkages with adjoining districts.
- The problem analysis must address the main problems of the district.
- Sectoral problems and spatial perspectives should be included with explicit reference to the human factor.
- The analysis should concentrate on condition on the level of the household.
- The basis for the analyzes should be the objectives of IRD Programme as they are presented in section 4.
- It is important to clearly spell out the reasons behind the problems with due consideration of that there normally exists as well technical as economic social and political causes.
- The analysis should include physical and human resource analysis which would lead to the identification of potentials and constraints.
- In the problem analysis priority ranking should be included. Priority decisions will be taken at a latter stage.

6. Composition.

6.1 General

- The composition of an IRDP should not be confined within a pre-determined scope for the IRD Programme but a flexible approach is necessary to allow for district specific circumstances (cf 6.3 below).
- IRDPs are by definition rural in its main emphasis. However, in the IRD Programme regional aspects must be reflected and activities promoting urban linkages and services should be considered for funding.

6.2 Choice of technology

- The choice of a relevant level of technology should be considered regarding :
 - ° IRDP investments which should be of a less capital intensive nature;
 - ° transfer of technology to the target groups. The level of technology should be such that a change will be attractive and feasible for a large part of the target group(s).
- The technology should make optimal use of local factors (manpower, capital, natural resources, etc.) by
 - ° sustaining/generating employment (low capital/labour ratios);
 - ° saving/generating capital (low capital/output ratios);
 - ° saving/generating raw materials, including energy;
 - ° developing skills, engineering capabilities, etc.

6.3 Investment strategy

- The IRD Programme should promote both investments aiming at removing existing bottlenecks in the service delivery system in a district and investments for improvement of the capacity

of the target population to make effective use of public services. This implies that both district-wide investments programmes and more sub-district area concentrated investments could be considered.

- Flexibility in IRDP composition is important but seen over a five year perspective the following minimum and maximum shares of the total funds should be directed to different activities :

Activities	Minimum of total funds	Maximum
Agriculture (including forestry and fishery	10%	40%
Other productive activities	5%	20%
Credit	5%	15%
Economic infrastructure	10%	40%
Social infrastructure	10%	40%
Management	2%	10%

- Integration of activities should be given a high priority. The following modes of clustering activities should be carefully considered :
 - irrigation and water management;
 - employment generation;
 - backward area development;
 - catchment area development.
- The main focus of the productive investment allocation should be on measures to increase the productivity of the productive assets held by the poorer half of the population.
- Spatial perspectives should be taken into consideration when deciding on the project composition.

- Investments need not be directly and visibly productive or if so not economically viable (cf 6.4 below) where at least one of the following criteria are met :

- ° where there is a large poor population living in an area where no opportunities for productive direct public investments are at hand;
- ° where external financial and institutional support is necessary to permit the population of poor localities to organize themselves collectively to improve their living conditions.

- The investments in productive assets within the agricultural sector and also in income generating activities could be directed towards individuals as well as groups of individuals. Regarding support to entrepreneurial activities - profit directed - this should be limited to applied research, marketing and other studies and promotional activities but no investment in production, etc.

6.4 Project selection criteria

- The selection should be based on a comprehensive analysis of needs and basic problems in the planning area.
- Projects should be economically viable or strongly justified according to other criteria.
- Projects should be technically sound on a relevant level of technology.
- Projects should be administratively viable.
- Production oriented projects should be of a quick-yielding nature.

- Individual projects should be aimed to mainly benefit the poor half of the population.
- Components should be designed in such a way that women get access to project benefits.
- Sectoral activities covered by adequate funds from alternative sources should not be included.
- Preferably, only components demanding inter-agency coordination or innovative implementation arrangements should be included in an IRDP.

7. Organization

7.1 Overall organization

- The overall organization of the IRD Programme should follow the chart shown in Annex 1 "Explanations and comments". Lines of authority and information are shown as well as indication of participation in committee meetings.

7.2 National Project Steering Committee (NPSC)

- The NPSC is chaired by the Secretary, Ministry of Plan Implementation (S/PI) with the Director, RDD as member/secretary.
- Members are heads of concerned agencies and departments involved in the IRD Programme.
- Government Agents (GAs) and Deputy Directors, PU/POs are ex-officio members on matters related to their respective districts.
- District Ministers and representatives from funding agencies are invited to the meetings.
- The Committee is responsible for
 - ensuring consistency of district schemes with national policies and procedures;
 - monitoring overall project progress;
 - reviewing annual and long-term work programmes and budgets.
- An executive sub-committee should be set up responsible for preparing all questions where policy decisions are needed. This committee will consist of Director, RDD, Director, National Planning, Addl. Director, RDD, Deputy Director, PPU, Deputy Director, MU, and Deputy Directors PU/POs and GAs on matters relevant to their districts.

- The NPSC will meet quarterly and when convenient the meetings will be divided into two sessions covering multi-laterally financed projects and bi-laterally financed projects, respectively.

7.3. Regional Development Division (RDD)

- RDD has the overall responsibility for planning, coordination of implementation and monitoring of the IRD Programme. Detailed description of duties are included in the annexed "Explanations and comments".
- The work will be organized according to the organization chart in Annex 1 "Explanations and comments".

7.4. District organization

The IRD Programme is launched in a political and administrative set-up according to chart in Annex 1 "Explanations and comments".

7.5. The District Coordinating Committee (DCC)

- The DCC is normally chaired by the District Minister (DM). The GA is vice-chairman and the Addl. G.A. Planning, (Deputy Director, PU/PO) is member-secretary. District heads of implementation agencies and departments and the AGAs are members of the Committee.
- The DCC meets quarterly.
- The DCC is responsible for
 - o promotion of inter-departmental cooperation;
 - o monitoring of progress of investments under the IRDPs, DCB and DDC funds;
 - o review of the annual and long-term IRDP budget and work plans prior to submission to NPSC;
 - o ensuring consistency among district development activities.

7.6 The Planning Office/Planning Unit - the District Planning Office (DPO)

- The Planning Unit and IRDP Planning Office should be amalgamated in all relevant districts before the end of 1988.
- All new IRDPs should adopt such amalgamation from the start of the project.
- The ultimate goal is to develop a DPO capable to undertake comprehensive district planning.
- At present, the PO/PU has the main duties of planning, accounting, implementation coordination, monitoring, evaluation and training according to details in Annex 1 "Explanations and comments".
- In order to improve implementation efficiency the head of DPO (PO/PU) should establish and chair subject matter Committees whenever necessary. These Committees should meet at least monthly and agreed minutes of meeting should be issued.

8. Planning

8.1 General

- In addition to these policy guidelines, detailed planning guidelines will be enforced to support and direct the planning of the individual IRDPs.
- Planning is understood as a process which at intervals results in detailed short-term plans for implementation. The process should involve as well beneficiaries as politicians, administrators, implementing agencies, etc.
- Regional development planning should be based on national policies and regional strategies taking all sectors and all needs into consideration. Urban as well as rural areas should be treated in a spatial perspective.
- Rural development planning should be poverty-oriented with special emphasis on involvement of well defined target groups in the process from project identification to monitoring and maintenance of assets created. As the name indicates it is rural in its emphasis but linkages to urban areas must be considered.
- An IRDP is involved in both regional and rural development planning.

8.2 Planning at RDD level

- RDD should prepare a rolling five-year plan for the IRD Programme.
- RDD should prepare the annual budget for the IRD Programme to be issued to the Ministry of Finance and Planning.
- RDD should transform national policies into concrete guidelines for the various districts.
- RDD should actively participate in the preparation of the annual work programmes and budgets in all IRDPs to assure consistency with the policy and planning guidelines.

- RDD is responsible for planning of new districts for inclusion in the IRD Programme. The final document should be of such a quality that it can be used in the process of acquiring external financing.
- RDD should take initiative for inter-project planning.

8.3 Planning on IRDP level

- The actual planning methodology is guided by
 - policy guidelines for the IRD Programme;
 - planning guidelines for the IRD Programme;
 - specific donor requirements.

This implies that different methods might be used in different projects.

- A careful analysis (see 5) should precede the actual planning activities.
- All PU/POs should present an annual plan with detailed work plans and budgets.
- In addition, a medium-term plan consisting of at least a set of priorities and guidelines for the development effort during the coming 3-5 years should be prepared.
- The PU/PO should ultimately also develop a perspective plan for the district taking long-term national and district (regional) policies into consideration.
- The PU/PO should, based on national guidelines, develop planning criteria and guidelines for eventually all district investments.
- The PU/PO planning efforts should be directed to cover three levels : the district level, the AGA level, and the Grama Sevaka level.

- Due consideration during planning should be given to the guidelines in 6. Composition.
- The PU/PO should promote people's participation in the planning activities. Such participation should include
 - ° elected representatives;
 - ° institutions and societies (NGOs);
 - ° individual beneficiaries or groups of beneficiaries.
- The planning process should strive to find an efficient mix of top-down and bottom-up planning.
- The PU/POs are responsible for building up a district data base as an important input to the planning and later evaluation processes. Such data base should be made available for all agencies and departments involved in development efforts in the district.

9. Implementation

- No special authority should be created for implementing or executing or managing planned activities in the IRD Programme; the existing governmental apparatus or NGOs should be used.
- Especially in target group oriented activities of integrative character no existing line agencies and departments may have the capacity and skill to coordinate the sub-project. In such a case and until capacity has been created in the line departments or NGOs, the PU/PO must take on the coordinating and implementation directing responsibility.
- If absolutely necessary new or modified implementation organizations should be suggested and tried. Organizing the beneficiaries to take on the implementation responsibility should then have priority.
- The PU/PO should when necessary coordinate implementing agencies' activities to achieve maximum integration effects.
- The PU/PO should carefully analyze implementing agencies capacity and propose strengthening measures to be taken when necessary. Such measures might include training of personnel, additional staff, vehicles, etc.
- The PU/PO should involve NGOs and beneficiaries themselves in implementing efforts. If necessary, training of these groups to improve participation in implementation should be considered.
- When contractors are invited to bid within established procedures, special weight in the tender evaluation process should be given to
 - ° if the contractor is district-based or not;
 - ° the amount of local employment created by implementation especially employment of beneficiaries;
 - ° the amount of local material to be used during implementation.
- Regular bi-annual reviews by a team of senior officials from RDD should be undertaken in all IRDPs. Such reviews should cover policy issues, implementation experiences, evaluation matters, etc. These reviews are in addition to review missions by the donors/funding agencies.

10. Monitoring

- In addition to the policy guidelines, separate detailed monitoring guidelines will be enforced.
- Progress monitoring should be carried out continuously during the implementation phase, comparing actual progress with planned. It should keep track of progress in terms of inputs and outputs (financial as well as physical) and their delivery on schedule.
- The purpose of progress monitoring should be to achieve efficient and effective project performance by providing feed-back to project management at all levels.
- The feed-back should be in the form of periodical progress reports where bottlenecks and constraints in implementation are identified and the need of in-depth studies are indicated.
- There must be clear link between planning and monitoring. Already in the planning document the system of monitoring (organizations, indicators, periodicity, etc.) should be defined. Future planning should use the monitoring output (reports, etc.) as important inputs in the planning process.
- Progress monitoring should be part of an unified system also including on-going evaluation and ex-post evaluation (cf 11 below).
- All progress reports should be discussed in formal meetings.
- The responsibility for preparation of progress reports and the time schedule for these reports and meeting should follow.

the following scheme :

<u>Level</u>	<u>Reports prepared by</u>	<u>Reports sent to</u>	<u>Frequency</u>	<u>Final date of reporting and holding of meetings</u>
1.	Implementing agencies	Own reports	Daily/Weekly	The day after the first day of the following week. Informal meetings
2.	Implementing agencies	PU/PO Project Cells	Monthly	Report sent not later than ten days after end of month. Meeting when necessary not later than the 15th of the following month.
3.	PU/PO	RDD/District Coordinating Committee	Quarterly	Reports within six weeks after quarter. Meeting two weeks later.
4.	RDD	Steering Committee/Donors	Quarterly	Reports before the 20th of the second month following end of quarter. Meetings not later than two months after end of quarter.

11. Evaluation

11.1 General

- Evaluation is an assessment of effects/benefits or dis-benefits and socio-economic impact on the level and quality of living of the target population.
- Resources should be built-up in the IRD Programme to undertake
 - ° on-going evaluation, i.e. analyze during the implementation phase the activities, their continuing relevance, efficiency and effectiveness and present and future outputs, effects and impact (cf 11.2 and 11.3);
 - ° terminal evaluation 6-12 months, after project completion (cf 11.2);
 - ° ex-post evaluation at full project development usually a few years after completion of the project when the full impact of the project is expected to be perceived (cf 11.2).
- The evaluation system should form one unified system with progress monitoring, e.g. progress reports should serve as one important information input for evaluation.

11.2 Evaluation at RDD level

- RDD should prepare a rolling five-year evaluation plan for the Programme.
- Evaluation reports should be discussed in seminars (workshops) with relevant IRDPs/implementing agencies present.
- RDD is responsible for initiating and guiding terminal and ex-post evaluations of IRDPs.
- RDD is responsible for issuance of executive summaries to PO/PUs of all evaluation reports initiated by RDD.

11.3 Evaluation at IRDP level

- Resources must be created in the PU/PO to undertake effect and impact evaluation (on-going evaluation).
- PU/PO should prepare a rolling three-year evaluation plan.
- The evaluation studies should take the form of quick and short assessments of the benefits generated by a sub-project or clusters of sub-projects.
- All main activities should be evaluated at least every 24 months.
- All studies should have an action-oriented concluding chapter.
- All studies should be discussed in seminars with participation of relevant project personnel, implementing agencies and representative(s) from RDD.

- RDD should before May 30, submit a carefully scrutinized budget estimate of the IRD Programme to the Ministry of Finance and Planning

12.1 Financial planning

- An individual IRDP must strictly adhere to the rules and regulations agreed to between GOSL and the specific donor/funding agency of the project.
- All IRDPs should prepare a preliminary budget estimate for the coming year and submit it to RDD before May 15. The standard form shown in Annex 1 "Explanations and comments" should be used.
- All multi-lateral funded projects should prepare a detailed annual work programme and budget and issue it to RDD before the end of October.
- All bi-laterally funded projects should prepare a detailed annual work programme and budget and issue it to RDD before the end of November.
- Based on these annual work plans and budgets for all IRDPs, RDD should prepare the annual budget for the IRD Programme. This budget should be based on a careful analysis of implementation capacity of the IRDPs.
- All IRDPs should be informed about their budget situation for the coming year by the latest at the end of December.

12.2 Financial control

- The PU/PO is responsible for releasing of funds for project expenditures.
- The PU/PO is responsible for maintenance of consolidated project accounts and for preparation of reimbursement claims.
- All IRDPs should submit monthly expenditure statements by the 15th of the following month.
- All IRDPs should submit monthly foreign and reimbursement statements by the end of the following month.
- All IRDPs should submit projects final account before the end of June of the following year.

12.3 Operations and Maintenance Costs (O & M)

- All proposals of sub-projects must include a detailed estimate of operation and maintenance costs (recurrent cost). The analytical table in Annex 1 "Explanations and comments" should be used.
- All proposals should indicate a plan for financing O & M specifying how this will be achieved through
 - ° individual participant's resources (user charges);
 - ° producer group resources;
 - ° district resources; and
 - ° GOSL resources.
- If GOSL resources for O & M amounts to more than 5% of the capital invested, a re-assessment of the project according to scheme of analysis in Annex 1 should be made.

13. Commencement and changes

These guidelines will come into force on January 15, 1987 and they will be revised after a 6 months trial period.

The guidelines represents the future desired direction of the IRD Programme. New IRDPs and planning of new activities in old IRDPs should adhere to these guidelines. No changes will be introduced in on-going projects with regard to the guidelines without the consent of donors/funding agencies.

The guidelines should be regarded as flexible and as experiences are gathered the guidelines should be changed to accommodate new ideas, etc.

(仮 訳)

I R D プログラム政策指針 (案)

1986年12月

1. 主な概念の定義

本政策指針を読むことを容易にするため、主な概念を定義しておくことは重要である。

以下の定義は必ずしもすべての読者が合意できるものではないが、本指針において用いられた主な語の所期の意味を表わすものである。

— 地域開発 この概念は地域 (県) の計画という限定された意味で用いられる。

地域開発とはすべてのセクター、ニーズおよび資源 / 潜在力 (資金力を含む) を考慮に入れた地域戦略および長期計画に基づく包括的地域 (県) 計画と理解される。

— 農村 (いなか) 開発 特定の人民集団 - 農村貧困層 (the rural poor) - の経済的社会的生活を向上すべくデザインされた戦略。これは農村地域 (いなか) で生計を営む者の中でより貧しい層に対し、開発の便益を差し伸べることを含む。この集団は小規模農民、小作民および土地無しを含む。この戦略は計画策定、実施とこれに続く運営の各段階に貧窮層を参加させる必要性を認識するものである。

— 総合農村 (いなか) 開発 これは多面的な開発活動を結び合わせて、農村 (いなか) 開発 (上記参照) の引き金を引くための首尾一貫した努力へと統合する過程をいう。

— 人民参加 計画策定、事業実施、モニタリング、運営および維持管理といったプロジェクトサイクルのあらゆる段階に、ターゲットグループ (下記参照) が参加すること。

— ターゲットグループ (上記) 農村開発におけるターゲットグループは農村貧困層と定義された。IRDプログラムでは県人口の貧しい半数 (poorer half) をターゲットグループと考える。このグループを具体的に定義するためには、次のような順序に応じた代表的尺度を用いる。

- 正規の (regular) 雇用に就いている者のいない土地無し世帯
- フードスタンプを受けている世帯
- 主として賃労働に依存する世帯
- 住宅センサスにおいて「仮設の」または「半耐久性の」と定義された住宅に住む世帯

ターゲットグループの中でも、日々のカロリー摂取量が必要量の80%を下まわるような最貧のグループには、特別の注意を払うものとする。

— 小規模農民 (小農) かんがい農地2エーカー、または天水農地4エーカー以下の耕作による所得以外に正規の (regular) 収入源を持たない農民。

— 後進地域 低所得で、交通、教育、保健、飲料水等の施設から遠く、多くの窮乏 (disadvantaged) 世帯の集中している地域。

— 経常費 (Recurrent cost) 資産 (投下資本) の運営、維持のための年間経費。

2. I R Dプログラムの期間について

- I R Dプログラムは県単位の総合農村開発プロジェクト（複数）のための共通戦略に基づく政府のプログラムである。
- I R D Pによる介入の過程は、先ず初期には、総合開発（integrated development）に必要な基盤（infrastructure）およびInstitution の能力（capacity）の創出／復旧に集中する。しかし、Institution を樹立したり、人民参加を得るには相当長期間を要することから、介入過程の後段においては、これら二つの持続的発展に必要な内容に集中することとなる。
- 実際の介入期間の長さは、その県の社会経済的状况に応じて異なる。
- 初期の介入活動は主として外国援助によって資金供給するが、後期においては国内資金が優勢となる。

3. どの県を選択するか

— 外国の資金援助可能で、訓練されたスタッフをProject officeに投入可能となり、かつ、地域開発局（RDD）の能力で対応可能となったとき、下記の順位の基準によって新しい県を（IRDプログラムに）編入する。

- 社会的、経済的infrastructureの水準が、未だ編入されていない県の平均よりも低いこと。
- 多くの貧困地域（pockets of poverty）が存在すること。
- 失業率が、未編入県の平均よりも高いこと。

— 或るIRD Pが（県内の）介入地域（AGA division）を選ぶときには上記基準によって選択すること。

4. 目的

国策上の目的は

高い経済成長を維持することにある。ただし下記を充分考慮する。

- 対外収支 (external balance)
- 国内的均衡 (internal balance)
- 社会福祉 (政策) の構造の変更によって短期的に発生する悪影響、特に、貧しく、かつ影響を受けやすい部分に対するそれを軽減すること。

IRDプログラムの目的は

下記の諸施策を通じて不利な立場にある地域および社会集団 (social groups) に集中的に働きかけることにより、県相互ないし県内の不衡平を軽減することにある。

- 生産力、雇用の増大および輸出所得の拡大を通じて経済発展を促進する。
- 小農、土地無し、土地無しに近い者、およびエステート労働者の所得と生活水準を向上させる。
- 農村地域における公共 (social) サービスを改善する。
- 後進地域に対して努力を集中する。
- 特に女性と職のない若年層に注意を払う。

- 環境バランスを維持し、改善する。
- 不利な立場にある集団に力を与えて開発に参加させる方法を採用し、これを促進する。
- プログラムを進める上で、現地の（local）ニーズ、資源およびイニシアティブを許容する。
- 包括的な総合県開発プランを目指して計画策定手続を改善する。

5. 問題分析

- I R D P の策定、もしくは既存 I R D P 中での下位 project の策定に際しては、慎重な問題分析を先行させる。
- 問題分析の基礎として、下記諸点について県（の状況）の評価を行なう。
 - 国全体の社会経済指標、および環境・制度（institution）面に関して、県の相対的地位
 - 国策上の目的からみた県の機能
 - 隣接県との機能的連関
- 問題分析は県の主要な問題を指し示すものでなければならない。
- Human factor との関連を明記して、セクター別の問題点と空間的展望（perspective）とを含める。
- 世帯水準の状況を集中的に分析する。
- 分析は前記 4 節に定めた I R D プログラムの目的に基礎を置く。
- 問題の背後には技術的原因のみならず、通常経済的、社会的、政治的原因が潜んでいるということに留意し、そのような理由を明確に記述することが大切である。
- （県の）潜在力と制約要件（constraints）とを確認するべく、物的（physical）および人的資源の分析を行なう。

一 問題分析の中では優先順位づけも行なうが、優先度の決定は後の段階で行なう。

6. 構成（要素）

6.1 一般

- I R D Pの構成要素は、前もって決定されたI R Dプログラムの範囲といったものによって制限されてはならない。むしろそれぞれの県に特有の状況に応じて柔軟な取り組みが必要である（下記6.3節参照）。
- I R D Pは定義上主として農村（いなか）開発を強調する。しかし、I R Dプログラムとしては地域（開発）的観点が反映されるべきで、都市との連絡や都市サービスを促進する活動にも資金供与を考慮する。

6.2 どのような技術を選択するか

- 技術レベルの選定に当っては下記の諸点を考慮する。
 - I R D P下での資本投下は、より資本集約的でないものであること。
 - ターゲットグループに対する技術移転。技術のレベルはターゲットグループの大部分にとって魅力的かつ実現可能なものであること。
- 現地の資源（人材、資本、天然資源等）を、次のような方法によって、最適利用するような技術でなければならない。
 - 雇用の持続ないし創出（資本／労働比率が低いこと）。
 - 資本の節約ないし創出（資本／成果比率が低いこと）。
 - エネルギーを含む原材料量の節約ないし創出。
 - 技能、技術能力等の開発。

6.3 投資戦略

- I R Dプログラムは県内のservice delivery system のあい路を解消するための

投資、およびターゲットとなる住民の公共サービスを効果的に利用する能力を改善するための投資の両者を促進するものである。つまり、県全域に渡る投資活動と、特定地域に集中する投資活動の双方とも考慮する。

- I R D P の構成に当っては柔軟さが重要とはいえ、仮に 5 年の投資期間を設定すれば、下記活動領域に対しそれぞれ最小、最大の投資額の比率を示すことができる。

活 動 領 域	総投資額に対する比	
	最 小	最 大
農業（林・漁業を含む）	1 0 %	4 0 %
その他生産活動	5	2 0
信用供与（credit）	5	1 5
Economic infrastructure	1 0	4 0
Social infrastructure	1 0	4 0
運営管理	2	1 0

- 諸活動の統合（integration）には高い優先度が与えられる。活動領域を下記のように集合化してみることを慎重に検討すべきである。

- ☐ かんがいと水管理
- ☐ 雇用創出
- ☐ 後進地域の開発
- ☐ 流域開発

- 生産活動に対する投資の焦点は、住民の貧しい半数（poorer half of the population）の所有する生産資材の生産性向上策に向けられなければならない。

— Project の構成要素の決定に当っては、空間的遠近法 (Spatial perspective) を考慮すべきである。

— 投資活動は下記の基準の少なくとも一つが満たれるものであれば、必ずしも直接かつ目に見えて生産分野に向けられるものでなくともよい。また生産分野に向けられたものであるときには必ずしも経済的にviableでなくともよい (6.4 節参照)。

○ 生産的な公共直接投資を得る機会のない地域に多くの貧しい住民が存在するとき。

○ 貧しい地域の住民が生活状況を改善するため集団的組織を作るに際して、外部からの金銭的援助ないし制度的支援を必要とするとき。

— 農業分野の生産財に対する、また所得創出活動に対する投資は個人の集団または個人に与えることができる。利益指向の企業活動に対する援助は応用研究、marketing その他の研究やこれらを促進する活動に関するものに限られ、生産財等に対するものは含まれない。

6.4 プロジェクトの選定基準

— 選定は計画地域のニーズや基本問題の包括的分析に基礎を置く。

— プロジェクトは経済的にviableであるか、もしくは他の基準に照して充分正当化されるものでなければならない。

— プロジェクトは適切な技術レベルに立脚し、技術的に健全でなければならない。

— プロジェクトは行政的にviableでなければならない。

- 生産指向のプロジェクトは速効性の (quick-yielding) ものでなければならない。
- 個々のプロジェクトは主として住民の貧しい半数を的としたものでなければならない。
- (プロジェクトの) 構成要素は女性がその便益に与えられるよう design されなければならない。
- (IRDP) 以外の財源で手当てされるべきセクターの活動は含まない。
- 省庁間の調整を必要とするもの、または革新的な実施体制を必要とするもののみを、IRDP に組み込むことが望ましい。

7. 組織

7.1 組織一般

- I R D プログラムのための組織一般は Annex 1 “ Explanations and comments ” に示した図による。権限と情報の流れを示す線、および各種委員会の参加者が示してある。

7.2 National Project Steering Committee (N P S C)

- N P S C は計画実施省次官 (S / P I) が主宰し、地域開発局 (R D D) 局長が書記をつとめる。
- I R D プログラムに関係する機関 (agencies) および局 (departments) の長が委員として参加する。
- 県知事 (Government Agents) と P U / P O s の次長はそれぞれの県の関連事項につき事務局委員 (ex-officio members) として参加する。
- 県大臣 (District Ministers) と出資機関代表とは委員会の会合に招待される。
- 本委員会は下記事項につき責を負う。
 - 各県の計画が国の政策および手続きに合致すること。
 - プロジェクトの進行全般を monitor する。
 - 年次別ないし長期に渡る作業計画と予算を review する。
- 本委員会の下に執行委員会を置き、政策決定が必要な事項につき審議書作成の責を負うものとする。執行委員会は R D D 局長、National Planning 局長、R D D

次長、P P U次長、M U次長およびそれぞれの県に関連する事項についてはP U / P O s 次長と県知事で構成される。

- N P S Cは四半期毎に会合するものとするが、必要に応じて、多国間援助機関が出資するプロジェクトのための集会と、二国間援助機関が出資するプロジェクトのための集会との二部に渡ることがある。

7.3 地域開発局（R D D）

- R D DはI R Dプログラムの計画策定、実施に関する調整、およびmonitoringについて全般的な責を負う。この詳細はAnnex “Explanation and comments”に述べる。

- 作業はAnnex 中の組織図に従って組織される。

7.4 県の組織

- I R DプログラムはAnnex の図に示す政治的、行政的体勢の中で実施される。

7.5 District Coordinating Committee（D C C）

- D C Cは通常県大臣が主宰する。県知事は副議長をつとめ、計画担当副知事（あるいはP U / P O 次長）が書記となる。（プロジェクトの）実施に当る各機関と各局の県における代表、および郡長（A G A）が委員となる。

- D C Cは四半期毎に会合する。

- D C Cは下記に責任を有する。

○ 各局間の協力の推進。

- I R D P 予算、地方分権予算（D C B）および県開発評議会（D D C）基金の下での投資活動の進行をmonitorする。
- 年次別ないし長期に渡るI R D P 予算と作業計画を、N P S Cに提出するに先だってreviewする。
- 県内の各種の開発活動間の斉合性（consistency）を推進する。

7.6 Planning Office / Planning Unit — District Planning Office (D P O)

- (I R D Pに) 関連する各県のPlanning Unit とI R D P Planning Officeは1988年末までに合併するものとする。
- 新規のI R D Pを開始するときは前もって上記合併を行う。
- 最終的な目的はD P Oの能力を開発して県の包括的な計画策定を実施できるようにすることである。
- 現時点でのP O / P Uの主な任務はAnnex 1に示した計画策定、会計、実施のための調整、monitoring、評価および訓練である。
- 施行効率の向上をはかるため、D P O (P O / P U) の長は必要に応じて専門委員会を招集し、これを主宰する。この委員会は少くとも毎月会合し、議事録を作成するものとする。

8. 計画策定

8.1 一般

- (これまで述べた) policyガイドラインに加えて、それぞれのI R D Pの計画策定に必要なガイドラインを設定する。
- 計画策定は計画実施のための詳しい短期計画に終るプロセスと解釈される。このプロセスには政治家、行政官、実施担当部局は勿論、受益者も参加すべきである。
- 地域開発計画は国の政策と、すべてのセクターとニーズとを考慮に入れた地域戦略をもとに樹てられる。農村と同様都市も空間的な展望においてとらえる。
- 農村開発計画はプロジェクト発掘から創設された財のmonitoringおよび維持に到る全過程を通じて、はっきり定義づけられたターゲットグループを含む貧困層に対して樹てられる。各稱でわかるように、力点は農村に置かれるが、都市地域との関連も考慮に入れなければならない。
- I R D Pは、地域開発と農村開発計画との両者に含まれる。

8.2 R D D (地域開発局) レベルでの計画策定

- R D Dは、I R D プログラムについて毎年改訂する5ヶ年計画を作成する。
- R D Dは、財務計画省に要求できるようにI R D プログラムの年予算を作成する。
- R D Dは、それぞれの地区に国家政策をもとに、はっきりとガイドラインを示す。

- R D D は、I R D P が、政策ガイドラインと計画ガイドラインに一致するように、年作業プログラム、予算の準備作業に参加する。
- R D D は、I R D プログラムに組み込むために、新しい地域の計画を樹てることをしなければならない。その計画は、やがて、それに外資導入ができるような段階のものが要求される。
- R D D は、プロジェクト間の計画策定にも指導力を発揮しなければならない。

8.3 I R D P レベルでの計画策定

- 計画策定はつぎのような事柄で規程される。
 - I R D P の政策ガイドライン
 - I R D P の計画策定ガイドライン
 - 資金供与国のそれぞれに特有の条件
 このことは、それぞれのプロジェクトに、それぞれの違った方法がとられることを意味する。
- 実際の計画策定の前に、十分な解析（5 節参照）がなされなければならない。
- P U (Planning Unit) / P O (Planning Office) は詳しい作業計画と予算を入れた年計画を呈出しなければならない。
- 加うるに、3～5 年間の開発予定の、優先度とガイドラインを示した中期計画を用意する。
- P U / P O は、長期国家政策、地域政策を考慮に入れた地域の将来計画も樹てな

なければならない。

— PU/POは、国のガイドラインを基に、どこの地域投資にも役に立つ計画策定基準と、ガイドラインを作らなければならない。

— PU/PO計画策定は、三段階にわたる。すなわち、県レベル、AGAレベル、グラマセバカ（村落）レベル。

— 計画策定にあたっては6.構成（要素）に示されたガイドラインを十分考慮に入れなければならない。

— PU/POは、計画策定作業に住民参加を求めなければならない。参加する人々は、たとえばつぎのようである。

○ 選挙された代表

○ 種々の団体、機関（非政府機関）

○ 受益者個人あるいは受益者グループ

— 計画策定のプロセスでは、上意下達、下意上達による計画策定をとり混ぜるよう努力する。

— PU/POは、計画策定のための重要なインプット、のちには効果評価のためのインプットとして、地域データベースを用意する必要がある。このデータベースは県の開発に関与する事業所、政府関係部局に利用できるようにする。

9. 事業実施

— IRDプログラムの事業実施にあたって、そのためのspecial authority は創ら

れない。現在する政府の機関あるいは非政府機関（N G O）がこれにあてられるべきである。

- 総合開発の性格上、ターゲットグループ指向の活動については、現存の専門機関、部局ではsub-project をまとめる能力も方法ももたないかも知れない。このような場合、専門部局やN G Oで能力ができあがるまでの期間、P U / P O は、協調して事業実施にあたらなければならない。
- もし、どうしても必要であれば、新しい又は、改変された事業実施機関が提案されてもよい。それには、事業実施に参加する受益者を組織化することを第一義的に考えられるべきである。
- P U / P O は、必要とあらば、総合効果を最大に高めるために、事業実施機関と協力しなければならない。
- P U / P O は、事業実施機関の能力を注意深く分析し、もし必要ならばその強化方法を提案しなければならない。その強化方法とは、職員の訓練、職員の補強、車輛の供給などがある。
- P U / P O は、事業実施にあたって、国の機関、受益者もとり込まなければならない。もし、必要ならば、彼らが事業実施にうまく参加できるように、これらのグループを訓練することも考えられるべきである。
- きめられた手続きの中で、contractors の競争入札が行なわれるときには、入札評価に際して、つぎの点にウェイトをかけるべきである。
 - contractorが県内に根據地をもっているか

○ 事業実施に必要な、その地域内での雇傭量とくに受益者の雇傭量

○ 事業実施の間に使用される、その地域内の原材料の量

— R D Dのsenior officialsのチームによる、年2回の定期的（決められた）レビュー（監査）は、すべてのI R D Pについて行なわれなければならない。このレビューとは、政策事項、事業実施の経過、評価などをいう。これらのレビューの他に資金供与国、機関のレビューミッションの参加もある。

10. モニタリング

- 政策指針に加えて、別に詳しくモニタリング指針を設けなければならない。
- 事業実施期間中は、計画と実際のプログレスを較べて、絶えずプログレスモニタリングを行わなければならない。inputsとoutputs についてのプログレス（金銭的にも、物そのものとしても）と、inputs、outputs のdeliveryがスケジュールどおりにいっているかどうかを、モニターする。
- プログレスモニタリングの目的は、（監査結果を）プロジェクトマネジメントにフィードバックすることにより、プロジェクト効果を高めるために行なうものである。
- フィードバックは、事業実施に伴う障害となるもの、制約要因や、さらに突っ込んだstudy が必要であることなどを定期的に出すプログレスリポートに折り込んで行なう。
- 計画策定とモニタリングには、明らかなリンクがある。計画書の中で、モニタリングのsystem（組織、指標、定期性など）は前もって定められなければならない。これから行なう（将来の）計画策定は、計画を作る過程で、モニターリングの結果（リポートなど）を、重要なinputsとして取り入れなければならない。
- プログレスモニターリングは、現在進行中のevaluationと、事後評価も含む単一のsystemの一部として扱うべきである（11節を参照のこと）。
- プログレスリポートは、必ずformalなmeeting で討議されなければならない。

- これらの報告や会合のためにプログレスレポートやタイムスケジュールを作成する際は、つぎのような計画に従う。

レポートを準備		レポートの		
段階	すべき機関	送り先	頻 度	報告書の期限と会議
1.	事業実施機関	自分自身	毎日 / 毎週	翌週の第2日、informal meeting
2.	"	PU / PO Project cells	毎月	翌月10日以内に。 meeting が必要な時は翌月15日以内に
3.	PU / PO	RDD / DCC	4 半期毎	レポートは、4 半期毎に6 週間以内に。meeting は、その後2 週間以内に
4.	RDD	Steering Committee / 資金供与機関	4 半期毎	レポートは、4 半期の翌月20日前に。meeting は4 半期の2 ヶ月以内に

11. 評価

11.1 一般

- 評価とは、ターゲットとされた住民の生活のレベルや質に対する効果／便益もしくはネガティブな便益、および社会経済的なインパクトの査定である。
- （評価のための）資料は、実施されるIRDプログラムで用意されねばならない。
 - on going evaluation は、事業実施中に行なわれ、現在までの、あるいは将来のoutputs、効果、影響などを評価する（11.2、11.3節参照）
 - terminal evaluation プロジェクト完成後、6～12ヶ月後（11.2節参照）
 - ex post evaluation（事後評価）は、プロジェクト完成後2、3年して、プロジェクトの十分な効果ができあがったと考えられるときに行われる。
- evaluation system は、プログレスリポートが評価のための重要なインフォメーションinputとして使われるよう、プログレスモニターリングと合体したsystemとして作られる。

11.2 RDDレベルでの評価

- RDDは、プログラムについて、毎年改訂される5ヶ年評価計画を作成すべきである。
- evaluation reportsは、担当する事業実施機関が出席するセミナー（workshops）で討議される。
- RDDは、IRDPのterminal evaluationとex-post evaluationを開始し、指導する責を有する。

- R D D は、R D D により始められた evaluation reports の executive summaries を、P O / P U s に出さなければならない。

11.3 I R D P レベルでの evaluation

- on-going evaluation ができるように、P U / P O は、evaluation のための材料をとり揃えておかねばならない。
- P U / P O は、3 年間にわたる evaluation plan を用意する。
- evaluation studies は sub-project 又は sub-projects のグループから生じる便益の査定を迅速に簡潔に行なわなければならない。
- 全部の主な activities は少なくとも 24 ヶ月毎に評価される。
- 全部の studies は、あとでそれをもとに処理ができる結論を入れる。
- 全ての studies は、関係する project personnel 、事業実施機関、R D D からの代表者を入れたセミナーで検討されるべきである。

12. 資金

- R D D は、5月30日以前に、I R Dプログラムの予算見積りを財務企画省に呈出しなければならない。

12.1 財政計画

- それぞれI R D Pは、スリランカ政府と、そのプロジェクトへの資金供与国が合意した規則を十分に守らねばならない。
- どのI R D Pも次年分のpreliminary 予算見積りを5月15日以前にR D Dに呈出しなければならない。雛型はAnnex 1 “Explanation and Comments” を見ること。
- 多国間融資プロジェクトについては、詳しい年作業プログラムと予算を用意して10月下旬以前にR D Dに通知しなければならない。
- 二国間融資プロジェクトについては、詳しい年作業プログラムと予算を用意して11月下旬以前にR D Dに通知しなければならない。
- I R D Pに関するこれらの年作業計画と予算に基づいて、R D DはI R Dプログラムに関する年次予算を用意する。この予算は、I R D Pの事業実施能力を十分検討した上で用意される。
- すべてI R D Pは次年度の予算状況についてはおそくとも12月下旬までに知らされておくべきである。

12.2 財務管理

- P U / P O は、プロジェクト経費の支出に責を負う。

— P U / P O は、プロジェクトの連結会計書の維持、およびたてかえ払いに対する支払請求書の作成の責を負う。

— すべて I R D P は、翌月15日までに、毎月の支払勘定書 (expenditure statements) を、呈出しなければならない。

— すべて I R D P は、毎月の外資分支払勘定書 (foreign and reimbursement statements) を、翌月々末までに呈出しなければならない。

— すべて I R D P は、翌年6月下旬までにプロジェクトの最終会計報告を呈出しなければならない。

12.3 維持運営コスト (O & M)

— sub-projectsのproposals はすべて O & M コスト (recurrent cost) の詳しい見積りを入れておかねばならない。このためにはAnnex 1の解析表を使用すればよい。

— proposals はすべて O & M コストをどのようにひねり出すかを示さなければならない。それは

- (利用者からの徴集金) プロジェクトにより裨益した側からの金
- 生産者グループからの徴集金
- 地域からの金
- スリランカ政府からの金、など

— もし、スリランカ政府からの O & M コストへの出金がCapital investedの5%以

上になるようであれば、Annex 1 の解析方法に従って、プロジェクトの再評価が
なされなければならない。

13. このガイドラインの適用開始と変更

これらのガイドラインは、1987. 1. 15より実行に移され、6ヶ月の施行期間を経たのち、修正される。

ガイドラインは、IRDプログラムの、将来あるべき方向を示す、新しいIRDと、古いIRDでの新しい事業計画は、これらのガイドラインによるべきである。on-goingのプロジェクトに、資金供与国の同意なしにガイドラインをおしつけて変更させることはない。

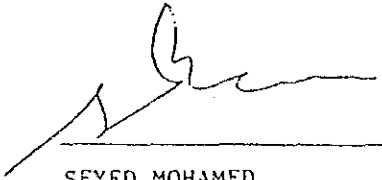
ガイドラインは、flexibleであり、経験が積まれるにつれて、新しいideaをもちこんで変えられてゆくべきである。

IX. Scope of Work


SCOPE OF WORK
FOR
THE MASTER PLAN STUDY
ON
THE INTEGRATED RURAL DEVELOPMENT PROJECT
FOR
GAMPAHA DISTRICT
IN
THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA

AGREED UPON BETWEEN
THE MINISTRY OF PLAN IMPLEMENTATION
AND
THE JAPAN INTERNATIONAL COOPERATION AGENCY

Signed at Colombo, this 10th day
of April 1986.



SEYED MOHAMED
LEBBE MARIKAR
SECRETARY,
MINISTRY OF PLAN
IMPLEMENTATION



KANEZO TAKEUCHI
LEADER OF THE PRELIMINARY
SURVEY TEAM
THE JAPAN INTERNATIONAL
COOPERATION AGENCY.

I. INTRODUCTION

In response to the request of the Government of the Democratic Socialist Republic of Sri Lanka, the Government of Japan has decided to conduct the Master Plan Study on the Integrated Rural Development Project for Gampaha District (hereinafter referred to as "the Study") in the Democratic Socialist Republic of Sri Lanka, in accordance with the relevant laws and regulations in force in Japan.

The Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of technical cooperation programs of the Government of Japan, will undertake the Study, in close cooperation with the authorities of the Government of Sri Lanka.

The present document sets forth the Scope of Work for the Study.

II. OBJECTIVE

The objective of the Study is to formulate a rural development plan for Gampaha District with the aim of achieving harmonious socio-economic and physical development in the rural areas of the district.

III. OUTLINE OF THE STUDY

1. Study Area

Gampaha District adjoins Colombo District in the north and has an area of about 1,400 Km. The Study covers the rural area of the District.

2. Scope of the Study

1) The scope of the study includes:

- (1) to formulate an integrated rural development plan in the study area with the social and economic aspect, and
- (2) to identify priority project(s) from the above plan.

2) Major items to be conducted in the study to formulate the integrated rural development plan will be as follows:

(Phase I study)

- (1) Collection and review of relevant information and survey on the followings.

A. Natural condition

- a. Topography
- b. Meteorology
- c. Hydrology
- d. Geology
- e. Soil

B. Social Condition

- a. Population and habitation
- b. Social organization
- c. Rural economy

C. Social Infrastructure

- a. Roads
- b. Water supply
- c. Health
- d. Education and training
- e. Electricity
- f. Communication

D. Agriculture

- a. Farming
- b. Land use
- c. Land holding
- d. Cropping
- e. Farm machinery

E. Agricultural infrastructure

- a. Irrigation and drainage system
- b. Farm roads
- c. Storage facilities

F. Agro-economy

- a. Marketing system
- b. Farmer's income and productivity
- c. Agricultural credit
- d. Agricultural organization
- e. Extension services
- f. Agro-industry
- g. Inland-fisheries

- (2) Identification of existing constraints in rural development.
 - (3) Identification of and evaluation of the development potentials of land and water resources, social infrastructure and manpower resources.
 - (4) Setting up of development objectives
 - (5) Formulation of the integrated rural development plan
 - (6) Making preliminary estimates of costs and benefits
 - (7) Examination of the priority among the projects and sectors, and to identify priority project(s).
(hereinafter referred to as the Priority Project(s))
- 3) Major items to be studied further for the Priority Project(s) will be as follows: (Phase II study)
- (1) Supplementary Data collection and necessary field survey concerning the Priority Project(s)
 - (2) Estimation of expected beneficial area and/or population
 - (3) Planning and preliminary design of the Priority Project(s)
 - (4) Environmental assessment of the Proposed Project(s)

IV. STUDY SCHEDULE

The study will consist of field work in Sri Lanka and home, office work in Japan, and will be conducted in accordance with the attached tentative work schedule.

V. REPORTS

JICA shall prepare and submit the following reports in English to the Government of Sri Lanka.

(1) Inception Report

Twenty (20) copies at the commencement of Phase I field work.

(2) Progress Report

Twenty (20) copies at the end of Phase I field work.

(3) Interim Report

Twenty (20) copies at the end of Phase II field work.

(4) Draft Final Report

Twenty (20) copies within one (1) month after the end of Phase II home office work.

The Government of Sri Lanka is requested to provide its comments on the Draft Final Report within one (1) month after its receiving.

(5) Final Report

Forty (40) copies within two (2) months after receiving the comments on the Draft Final Report.

VI. UNDERTAKINGS OF THE GOVERNMENT OF SRI LANKA

1) To facilitate smooth conduct of the Study, the Government of Sri Lanka shall take necessary measures;

(1) To secure the safety of the Japanese study team

(2) To permit the members of the Japanese study team to enter, leave and sojourn in Sri Lanka for the duration of their assignment therein, and exempt them from alien registration requirements and consular fees,

(3) To exempt the members of the Japanese study team from taxes, duties, fees and other charges on equipment, machinery and other materials brought into Sri Lanka for the conduct of the study.

(4) To exempt the members of the Japanese study team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Japanese study team for their services in connection with the implementation of the Study.

- (5) To provide the necessary facilities to the Japanese study team for the remittance as well as utilization of funds introduced into Sri Lanka from Japan in connection with the implementation of the Study,
 - (6) To secure permission for entry into private properties or restricted area for the conduct of the Study,
 - (7) To secure permission to take all data and documents related to the Study including photographs out of Sri Lanka to Japan by the Japanese study team, and
 - (8) To provide medical services as needed. Its expense will be chargeable on the members of the Japanese study team.
- 2) The Government of Sri Lanka shall bear claims, if any arises, against the members of the Japanese study team resulting from, occurring in the course of, or otherwise connected with the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or wilful misconduct on the part of the members of the Japanese study team.
- 3) The Ministry of Plan Implementation (hereinafter referred to as MPI) shall act as counterpart agency to the Japanese study team, and also as coordinating body to other relevant organization for the smooth implementation of the Study.

4) MPI, at its own expense, provides the Study Team with the following in cooperation with other agencies concerned:

- (1) Available data and information related to the Study.
- (2) Counterpart personnel to participate in the various activities for the Study.
- (3) Suitable office space with necessary equipment in Colombo and the study area.
- (4) Credentials or identification cards to the members of the Study Team.
- (5) Appropriate number of vehicles with drivers.

VII. UNDERTAKINGS OF JICA

For the implementation of the Study, the JICA will take the following measures:

1. To send, at its own expense, the Study Team to the Democratic Socialist Republic of Sri Lanka in accordance with the tentative work schedule, and
2. To pursue technology transfer to Sri Lanka counterpart personnel in the course of the Study.

VIII. JICA and MPI will consult with each other in respect of any matter that is not agreed upon in this document and may arise from or in connection with the Study.

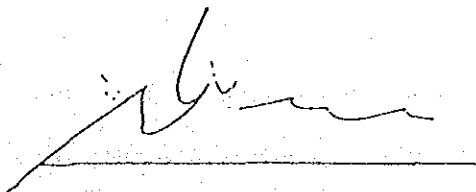
A MINUTE OF UNDERSTANDING regarding undertakings of the Government of Sri Lanka specified in the Scope of Work for the Master Plan Study on Integrated Rural Development for the Gampaha district dated 10th April 1986.

- (1) The Japanese Team and the Sri Lankan representatives discussed the content of the Draft Scope of Work presented by the Japanese Team on 8th April 1986. Both parties agreed on the Draft subject to the following.

- (i) Regarding paragraph (vi - 1) item (7), the Sri Lankan side would make every effort to obtain permission for the Japanese Study Team to take all data, documents including photographs relating to the study, out of Sri Lanka to Japan.
- (ii) Regarding paragraph (vi - 4) items (2), (3) & (5), the Sri Lankan side will make every effort to provide counter part personnel, office space and vehicles with drivers to the Japanese Study Team on a mutually agreed basis.

- (2) Sri Lankan delegation requested and the Japanese Team agreed to include in the Scope of Work under item F-Agro-Economy, a sub item (g) Inland Fisheries.

Signed at Colombo this 10th
day of April 1986.



SEYED MOHAMED LEBBE MARIKAR

SECRETARY,
MINISTRY OF PLAN
IMPLEMENTATION.



KENEZO TAKEUCHI

LEADER OF THE PRELIMINARY
SURVEY TEAM
THE JAPAN INTERNATIONAL
COOPERATION AGENCY.

Work Item	Month in Order																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
1. Field Work	<div style="display: flex; justify-content: space-between;"> <div> <p>CONFIDENTIAL</p> </div> <div> <p>SECRET</p> </div> </div>																			
2. Home Office Work	<div style="display: flex; justify-content: space-between;"> <div> <p>CONFIDENTIAL</p> </div> <div> <p>SECRET</p> </div> </div>																			
3. Submission of DFR	<div style="display: flex; justify-content: space-between;"> <div> <p>CONFIDENTIAL</p> </div> <div> <p>SECRET</p> </div> </div>																			
4. Reports	<div style="display: flex; justify-content: space-between;"> <div> <p>Acceptance report</p> </div> <div> <p>Progress Report</p> </div> <div> <p>Interim Report</p> </div> <div> <p>DFR</p> </div> </div>																			

Work in Sri Lanka

□ Work in Japan

