

**MINISTRY OF ECONOMIC DEVELOPMENT
DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA**

Democratic Socialist Republic of Sri Lanka

**The Project for Development Planning
for the Urgent Rehabilitation
of the Resettlement Community
in Mannar District**

**FINAL REPORT
SUMMARY**

MAY 2012

Japan International Cooperation Agency

M&Y Consultants Co., Ltd.





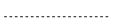
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SRI LANKA

LEGEND

-  Northern Province Area
-  Border between Province
-  Border between District
-  Main Road
-  Local Road



Area Map of the Northern Province in Sri Lanka



Mannar District

Map of Target GN Divisions



DS/ AGA Division		GN Division	Village
Mannar Town	01	Parapankandal (272)	Periyakulam (122)
			Sirukkulam (130)
			Adaikalamoddai (9)
			Palaithalvu (13)
Nanaddan	02	Cheddiarmagan Kaddaiadampan (81)	Cheddiarmagan Kaddaiadampan (81)
Madhu	03	Vilathikulam (93)	Vilathikulam (88)
			Ampadda Illupaikulam (5)
	04	Parasankulam (153)	Parasankulam (45) Sinna Valayankaddu & Periya Valayankaddu (108)
Manthai West	05	Vellankulam (160)	Sewa Village (34)
			Ganeshapuram (86)
			Vellankulam (40)
	06	Thevanpidy (206)	Thevanpidy (87)
			Puthukadu (120)
	07	Pali Aru (330)	Pali Aru (95)
			Moonrampiddy (210)
			Theththavaady (16)
	08	Illupaikadavai (195)	Illupaikadavai (127)
			Padakuthurai (0)
Kaddaduvayal (8)			
Muthaliyarkamam (8)			
		Parankikamam (53)	
09	Anthoniyarpuram (134)	Anthoniyarpuram (134)	
10	Nedunkandal (114)	Nedunkandal (114)	
11	Kannaddy (311)	Kannaddy (62)	
		Chalampan (56)	
		Neduvarambu (183)	
		Maruthonduvan Velakulam (10)	

(): Number of households as of the end of September 2011

MAIN POINTS OF THE REPORT

Part I: Outline of the Project and Project Area after Resettlement of IDPs

Chapter 1 Outline of the Project

The nearly 30-year-long conflict ended in May 2009. Due to the conflict, more than 260,000 civilians were displaced. In northern Sri Lanka, where the severe military confrontation took place, it is essential to assist the Internally Displaced Persons (IDPs) in rebuilding their lives and livelihoods and resettling in their own villages in order to share peace dividends fairly among the people affected by the conflict and not to widen the socio-economic disparity. Towards this end, Japan lays stress on its assistance in rehabilitation and reconstruction of the facilities that benefit the regions and communities affected by the conflicts. Along the direction, in April 2010, the “Project for Development Planning for the Urgent Rehabilitation of the Resettlement Community in Mannar District” (hereinafter called the Project) was commenced by the JICA Project Team with the following two objectives: (1) to formulate a Road Map to promote rehabilitation of IDPs and of socio-economic activities in Mannar District and (2) to implement the Pilot Projects and to reflect the feedback of lessons learned from the projects to the Road Map.

The Project is planned to bridge the gap and to promote a smooth shift from emergency humanitarian relief to development activities by presenting the above-mentioned Road Map for the rehabilitation/ reconstruction phase. The Road Map is formulated through the following process: (1) identification of the needs of IDPs and rehabilitation/ development needs of the area, (2) formulation of the development visions, strategies and approaches to promote resettlement of IDPs, (3) implementation of the Pilot Projects to verify the effectiveness of the strategies and approaches, and (4) formulation of the Road Map. Lessons learned from the verification process and the survey results are incorporated into the Road Map.

It is suggested that the Road Map will be utilized by the central, provincial and district administrations, namely the Ministry of Economic Development, the Northern Provincial Council and the District Secretariat of Mannar, as a tool to appropriately prioritize the reconstruction and development needs of Mannar District and to negotiate with donors on necessary assistance in accordance with the set priority.

Taking lessons learned from the past experiences and the ground situation of Mannar District, the following strategies are framed for the Project.

- (1) Assistance based on the needs
- (2) Rehabilitation process with the scope for sustainable development
- (3) Connectedness to the government/ local systems

Chapter 2 Condition of the Project Area after Resettlement of IDPs

The Project Team has tried to grasp the present situation of IDPs and Mannar District by (1) gathering sector-wise data and information, (2) collecting data and information on the progress of return and resettlement of IDPs, (3) conducting socio-economic classification of and formulating a socio-economic framework of Divisional Secretary (DS)/ Assistant Government Agent (AGA) Divisions, (4) reviewing the past projects/ assistance on IDPs, and (5) looking through the rehabilitation plans of the Government and other donors. Based on the findings and lessons learned from the above-mentioned surveys, the strategies, approaches and basic concept of the Road Map are formulated.

Part II: Preparation for Formulation of the Road Map

Chapter 3 Concept of the Road Map

Based on the strategies mentioned in Chapter 1, the following eight (8) approaches to facilitate the resettlement process are framed and verified through implementation of the Pilot Projects.

Strategy	Approach
1. Assistance based on the needs	(1) Assessment of the needs and priorities according to the progress of resettlement and reconstruction activities (2) Classification of the target areas according to the characteristics (3) Identification of development potentials and disincentives
2. Rehabilitation process with the scope for sustainable development	(4) Promotion of self- and mutual-help activities (5) Strengthening of CBOs
3. Connectedness to the government/ local system	(6) Involvement of various stakeholders (7) Utilization of local methods (8) Assistance in line with the development plan of the Government of Sri Lanka

These approaches are the basis of both the Pilot Projects as well as the Road Map. The lessons learned from the verification process are incorporated into the Road Map.

Even in the rehabilitation/ reconstruction phase it is significant to incorporate approaches to fulfill the mid- to longer-term development needs of IDPs into any assistance so as to ensure their resettlement and self-sustaining lives. In this respect, the Road Map aims to present the effective approaches and necessary measures taken in the transition from humanitarian assistance to long-term development to promote resettlement of IDPs and rehabilitation/ development of socio-economic activities in Mannar District, with the scope for sustainable development.

The overall development vision in the Road Map is set as follows:

Enabling environments for IDPs and areas in Mannar District to realize their potentials are created and measures to facilitate sustainable development are reinforced, in order for them to shift smoothly from the rehabilitation/ reconstruction phase to mid- to longer-term development.

Under this overall development vision, more concrete visions are set as follows.

Vision 1: The lives of the IDPs are reconstructed based on their needs, and socio-economic activities are implemented on the initiative of the IDPs in a self-sufficient manner, and,

Vision 2: The local industry to contribute to improvement of the livelihoods and living standards of the resettled communities is rehabilitated and developed.

The Road Map consists of two parts, namely the “Village-wise Development Plan” whose goal is the development of Vision 1 and the “Sector-wise Development Plan” whose goal is the development of Vision 2 mentioned above.

Chapter 4 Implementation of the Pilot Projects

The needs to promote resettlement of IDPs, village-wise and sector-wise issues, and development potentials and disincentives were analyzed for the 11 Grama Niladhari (GN) Divisions selected for implementation of the Pilot Projects. The main needs identified by/ for stakeholders such as IDPs and the government officers are as follows.

- (1) Rehabilitation of livelihoods such as agriculture and fisheries
- (2) Water for drinking and agricultural purposes
- (3) Reconstruction of houses
- (4) Support for income generation activities including a revolving fund to start the activities

- (5) Renovation/ reconstruction of social and economic infrastructure
- (6) Special needs of women-headed households such as securing a means of livelihood and funds for their children’s education.

For implementation of the Pilot Projects, the target villages were classified into four (4) clusters according to the livelihood, potentials for and disincentives to development.

Based on the procedure and criteria of the selection of the Pilot Projects, the Pilot Projects of Small-scale Infrastructure Rehabilitation and Pilot Projects of Community-based Activities shown in the following figure are selected. Under the Pilot Projects of Small-scale Infrastructure Rehabilitation, social and economic infrastructure is rehabilitated, while the Pilot Projects of Community-based Activities aim to improve people’s livelihoods and the standard of income. Evaluation of the effects of the Pilot Projects is conducted by examining the information of the Baseline Survey and the Endline Survey. A series of surveys were conducted as the Baseline Survey.

Cluster	Small-scale Infrastructure Rehabilitation											Community-based Activities								
	Restoration of Livelihood					Social Infrastructure				Economic Infrastructure		Capacity Development of CBOs		Agriculture		IGA	CBO, MF			
	Irrigation Tank	Nursery Farm	Poultry Hatchery facilities	Fish Pond for Fry Rearing	Fishing Crafts & Equipment	Tube Well (drinking & highland crop)	Village Water Supply System	Village Internal Road	Preschool	Bridge & Flood Dike	MPCS facilities	Market facilities	Multi-Purpose Hall / Community Center	FCS Building	Paddy Reactivation Program	OFC Cultivation Reactivation Program	Poultry Reactivation Program	Income Generation Activities	Microfinance Activities	Strengthening CBOs
A																				
B																				
C																				
D																				

Note: MPCS and FCS stand for Multi-Purpose Cooperative Society and Fisheries Cooperative Society. CBO, IGA and MF stand for Community-based Organization, Income Generation Activity and Microfinance respectively.

Chapter 5 Lessons Learned from the Implementation of the Pilot Projects

The Endline Survey was conducted to draw lessons learned from the implementation of the Pilot Projects and incorporate those lessons into the Road Map. The specific objectives of the survey were as follows:

- (1) Study the outcomes of the Pilot Projects
- (2) Study the contribution of the Pilot Projects to reconstruction of lives and livelihoods of the target villages
- (3) Evaluate the strategies and approaches to facilitate the resettlement process of IDPs
- (4) Identify lessons learned to be utilized in implementation of the Road Map

The results of the study/ verification are presented in the following sections.

Outcomes of the Pilot Projects: The outcomes of the Pilot Projects and the contribution of the Pilot Projects to reconstruction of lives and livelihoods of the target villages mentioned above were studied based on the data obtained from the Baseline and Endline Surveys. The effectiveness of the strategies and approaches was evaluated through the interviews to the stakeholders such as government officers and CBO leaders and review of the project monitoring reports. Lessons learned from the Pilot Projects were identified by examining the results of the above-mentioned studies and evaluation comprehensively.

There are completed Pilot Projects of Small-scale Infrastructure Rehabilitation that are well utilized by the communities and contribute to improving their income levels and living conditions such as fishing crafts and equipment, nursery farms, village water supply systems and multi-purpose halls constructed by community contract. A period of some other construction works was extended and the construction still continues due to various reasons such as an exceptionally heavy rain, UXOs found at work sites and a wide range of the Pilot Projects of Small-scale Infrastructure Rehabilitation in terms of the number and kind of target facilities, so that the outcomes of the Pilot Projects to be created through utilization of the completed facilities were not fully evaluated. Assistance for operation and maintenance of the facilities is continued by the Project.

Through the Pilot Projects of Community-based Activities, farmers in the target villages (re)commenced activities such as seed paddy reproduction, home gardening and poultry. Income generation activities such as dry fish production have just started to generate profits. Microfinance activities were appreciated by the members as a social safety net in places where there are no other loans available for them. Microfinance activities have created sense of security and self-reliance among members. CBO leaders obtained knowledge and skills to manage their organizations through training and study tour.

Contribution of the Pilot Projects to reconstruction of lives and livelihoods of the target villages:

- (1) For a year from the Baseline Survey to the Endline Survey, villagers in the target villages have restored their livelihoods such as agriculture and fisheries. Accordingly, income of the target villages increased remarkably. Still, the income level is much lower than that of the rural sector of the country. In addition, a significant number of households have outstanding debt.
- (2) There are some positive signs that the Pilot Projects, such as village water supply

systems, successful results of seed paddy production, promotion of home gardening, active participation of women’s saving groups to the microfinance activities and high demand for cement block production by the women’s group, will contribute to improvements in lives and livelihoods of the people in the target villages in the future.

- (3) In particular, it is highly likely that home gardening has contributed to increase in self-consumption of vegetables. It has also generated some income for women-headed families.
- (4) Members of the women’s saving groups expressed positive words in the interview under the Endline Survey, e.g. “saving is important even at a time of rehabilitation” and “small amount of money becomes much saving when we continue saving money.” It shows that the activities have facilitated self- and mutual help among villagers.

Effectiveness of the strategies and approaches to facilitate the resettlement process of IDPs: Effectiveness of the strategies and approaches to facilitate the resettlement process of IDPs was verified as follows:

Strategy	Approach	Verified Outcome
1. Assistance based on the needs	(1) Assessment of the needs and priorities according to the progress of resettlement and reconstruction activities (2) Classification of the target areas according to the characteristics (3) Identification of development potentials and disincentives	<ul style="list-style-type: none"> • Most needy areas and urgent needs are selected. Needs-based approach brought active participation and keen interest of the villagers as well as the government officers in the Pilot Projects. • Classification according to the socio-economic characteristics helped to plan development activities on livelihoods for the villages in the same cluster. • Identification of cluster-wise and sector-wise development potentials and disincentives helped to grasp the ground situation of the area and plan the longer-term development potentials.
2. Rehabilitation process with the scope for sustainable development	(4) Promotion of self- and mutual-help activities (5) Strengthening of CBOs	<ul style="list-style-type: none"> • The capacity of community and CBOs was fostered through the process of self- and mutual-help activities such as trainings for livelihoods and income generation activities, introduction of revolving loan fund scheme for fishing facilities, group saving activities of microfinance activities, and adoption of community contract method.
3. Connectedness to the government/ local system	(6) Involvement of various stakeholders (7) Utilization of local methods	<ul style="list-style-type: none"> • Throughout the implementation period, sincere cooperation from the relevant institutions was rendered to the Project. It indicates that the counterparts of the

Strategy	Approach	Verified Outcome
	(8) Assistance in line with the development plan of the Government of Sri Lanka	<p>Project, especially those who work in the District, understand the importance of community-based activities.</p> <ul style="list-style-type: none"> • The approach will ensure future involvement of the relevant institutions such as DAPH on poultry hatchery, DFAR on revolving loan fund scheme, DOA on nursery farms, etc., and sustainability of the activities.

Lessons learned to the Road Map: Taking into account the above-mentioned results of the Endline Survey, the following lessons learned to the Road Map at the present time before the full impact of the Pilot Projects is evaluated are drawn.

(1) Summary of the Verification Process of the Pilot Projects and Reflection to the Road Map: The outcomes of the individual Pilot Projects, the overall effect of the Pilot Projects to reconstruction of lives and livelihoods of IDPs and the effectiveness of the strategies and approaches to promote resettlement of IDPs are verified, and reflection of the outcomes as lessons learned to the Road Map are analyzed.

(2) Project Administration:

- (a) The size of any activities jointly implemented by the local authorities, communities and a donor(s) needs to be decided in consideration of the implementing capacity of not only the donors but also the recipient side including contractors, communities and local authorities.
- (b) With due consideration of the urgency of the needs of the resettled communities, it is necessary to simplify and expedite administrative procedures, such as the process of project approval and procurement of contractors, and create expected outputs in a short time.
- (c) When any project is planned in the conflict-affected regions, the Project Team recommends dividing the activities into two categories: one is to be carried out immediately after the launch of the project in consultation with Government Agent (GA) and other donor organizations, and the other shall be rehabilitation and construction of infrastructure to be decided through participation of beneficiaries for their future necessity. The division will contribute towards fulfilling the urgent needs of IDPs swiftly, which will help them realize the peace dividends soon after the termination of a conflict.
- (d) Taking into account the short timeframe of a project under this assistance scheme of JICA, it is not quite possible to incorporate the results and lessons

learned from the Pilot Projects into the future development plan such as the Road Map of the Project. Therefore, while the results and lessons from the process of implementation of the Pilot Projects are learned and incorporated into a development plan as much as possible, monitoring and follow-up activities for the Pilot Projects need to be continued for the future sustainability and elaboration of the lessons even after termination of the Project.

(3) Lessons Learned from the Implementation of Small-scale Infrastructure Rehabilitation:

- (a) Construction of the infrastructure as the Pilot Projects has been delayed partly due to the issues in relation to contractors. The causes of the delays are the combined effects of (a) shortage of the management staff of contractors acquainted with the local conditions and skilled laborers since so many construction works have been implemented in 2011 and 2012 in the North, (b) national and local contractors are still weak to carry out the works in Mannar District after nearly 30 years' interruption of the construction business and (c) others. As the lessons learned, elimination of such causes of delays shall be taken into consideration.
- (b) Community contract was proven to be efficient and effective, especially when local contractors have a limited capacity. However, the community contract had created successful results in the Project because the CBOs, which had undertaken the community contract, had a similar experience and the Project provided the CBOs with technical support and close supervision. Therefore, at the time of introducing the community contract in a project, it is important to carefully consider the factors, such as experience of CBOs, capacity of the project team to provide close supervision and technical support, and availability of time for construction with due consideration of seasonal factors, such as farming, fishing and rainy seasons.

(4) Issues to Strengthen the Capacity of Field Level Officers

The Project activities shall be monitored and guided by the officers after the Project is completed. In this connection, it is necessary to enhance the level of knowledge and skills of the field officers on community development in order for them to grasp the communities' needs and render appropriate assistance to the communities, in addition to the improvement in their working environment such as ensuring transportation.

(5) Lessons Learned from the Environmental and Social Considerations

- (a) The case studies and interviews with CBO leaders revealed that there were some families who were still unable to get out from under the consequences of the conflict and displacement. It shows that the effects of conflicts and displacements are not transitory symptoms but are the issues which require long-term care and assistance. It is important to re-establish interpersonal communication among the affected people and reconstruct a community, through implementing community-based activities, so that a sense of mutual understanding and care are enhanced.
- (b) Several land issues occurred during the project period. Land issues occurred due to the complication of land ownership during the prolonged conflict and repeated displacements, taking advantage of post-conflict confusion and so on. On implementation of a construction project, necessary measures to avoid land issue such as information gathering from all the stakeholders need to be taken in addition to the basic procedures such as confirmation of land ownership and publicity of the Project work to the surrounding villages and the administration.
- (c) Several Un-Exploded Ordnances (UXOs) were found at work sites in the focal villages. In addition, with the passage of time after the resettlement, the villagers' range of action was expanded and landmines and UXOs were encountered. Implementation of any activities even in the Low Risk Areas requires actions such as cross-check of information gathered, close communication with relevant organizations and implementation of Mine Risk Education to the stakeholders.
- (d) Various community-based activities were carried out under the Project to rehabilitate lives and livelihoods of IDPs. Many agriculture-related activities have been contributing to quick rehabilitation of the livelihoods. Promotion of home gardening was proven to be effective to ensure food security and to increase cash income of the resettled families. Promotion of home gardening was also found to be appropriate as assistance to women-headed families and families with persons with disability. Other community-based activities such as trainings to strengthen capacity of CBOs and women's saving groups of microfinance activities also enhanced motivation of IDPs to reconstruct a community.

Those lessons learned are incorporated into the Road Map. At the same time, it is expected that the Government of Sri Lanka will take them on the implementation of reconstruction/ development activities proposed in the Road Map.

Part III: Proposed Road Map

Chapter 6 The Road Map for Development of Mannar District

The Road Map consists of two parts, namely the “Village-wise Development Plan” and the “Sector-wise Development Plan.” Both plans are formulated based on the clusters characterized by the main livelihoods of the area, namely (1) paddy cultivation, (2) Other Field Crop (OFC) cultivation and other agricultural activities and (3) marine capture fisheries. Hereafter, “Cluster I”, “Cluster II” and “Cluster III” refer to the paddy cultivation area, OFC cultivation and other agriculture areas, and marine capture fisheries area respectively¹.

Proposed Road Map - Village-wise Development Plan: Potentials and disincentives to promote village-wise development in each cluster are analyzed and the development themes and necessary measures to fulfill the goal are proposed. The following is a summary of the Village-wise Development Plan.

Cluster Component of the Plan	Cluster I: Paddy Cultivation Area	Cluster II: OFC Cultivation and Other Agricultural Activities Areas	Cluster III: Marine Capture Fisheries Area
Restoration and Improvement of Main Livelihoods	Paddy agriculture is the main industry in Mannar District. It is essential to rehabilitate paddy-related infrastructure and inputs supply systems to improve the production and productivity.	As an agricultural district, the extent of the cultivation areas of OFC and vegetables are still small, taking the amount of arable land into consideration. It is necessary to enhance OFC cultivation by improving inputs supply, marketing and farmers’ skills.	The development potential of Mannar fisheries centers on its rich fisheries resources that have not been adequately harnessed, however, fishing efforts are stagnated to inshore coastal waters. It is essential to improve marine capture fisheries by provision of fishing equipment, rehabilitation/ construction of fishery-related infrastructure and improvement of marketing
Restoration and Improvement of Supplementary Livelihoods	The net income from the irrigated paddy mono-crop with the extent of 1 ha is below the poverty line defined by the Sri Lanka Government.	The net income from the OFC cultivation with 1 acre of land is expected to exceed the poverty line defined by the Sri Lanka Government. Still,	This Plan expects that fishing communities make their living by marine capture fisheries. Still, this Plan proposes to introduce marine

¹ Target villages for implementation of the Pilot Projects were classified into four (4) clusters, whereas Mannar District is classified into three (3) clusters for formulation of the Road Map.

Cluster Component of the Plan	Cluster I: Paddy Cultivation Area	Cluster II: OFC Cultivation and Other Agricultural Activities Areas	Cluster III: Marine Capture Fisheries Area
	Therefore, this Plan proposes to introduce multiple farming in combination with other agricultural activities such as OFC cultivation and livestock.	this Plan proposes to introduce multiple farming in combination with dairy cow and layer poultry to diversify the source of income and increase household income.	aquaculture and dry fish production to diversify the source of income and increase household income.
Ensuring the Access to Infrastructure for Improvement of Living Standards and Activation of Activities in Community	Common to all clusters		
	<ul style="list-style-type: none"> • Housing Acceleration of the existing housing project 		
	<ul style="list-style-type: none"> • Water Supply Construction or extension of water supply schemes for the GN Divisions where existing/ongoing schemes do not supply sufficient water to all of the population of divisions 		
Promotion of Social Inclusion/ Social Unity	Common to all clusters		
	<ul style="list-style-type: none"> • Strengthening of CBOs (1) to conduct trainings and monitoring on managerial skills of CBOs (2) to promote joint planning and implementation of village-wise activities between CBOs and the Government sector • Promotion of Social Inclusion Incorporation of the support for the socially vulnerable people into the community-based activities 		

Proposed Road Map - Sector-wise Development Plan: Taking the potentials and disincentives of the sectors and sub-sectors into account, development themes and plans for the short-term and mid-term are proposed. The following is a summary of the Sector-wise Development Plan.

Sector/ Sub-sector	Development Plan	Cluster
Paddy	In order to make paddy monoculture profitable, it is necessary to rehabilitate and development paddy-related infrastructure, rehabilitate and improve stable supply of inputs, develop value-added products, improve access to loan/ credit facilities by private sector and improve marketing systems, in addition to increase in the cultivation area of one operation unit by either one farmer or a group to facilitate utilization of the machinery.	I
OFC and Other Agriculture Sectors	In the OFC and other agriculture sector, marketing plays a significant role to encourage cultivation and production. FOs and production groups shall be strengthened through study tours and field trips to the advanced areas. It is also suggested that specialty products in a specific area such as grapes in Jaffna, banana in Walawe, and dry fish in Mannar be promoted. The following were the plans for each sub-sector.	II
(1) OFC	Production of each crop except ground nuts meets the requirement of the District population in 2020. Production of ground nuts shall be 3 times that of the 2009 production.	

Sector/ Sub-sector		Development Plan	Cluster
(2)	Vegetables	Sufficient quantities of vegetables will be supplied to the population in the District in 2020.	
(3)	Fruits	Establishment of a specific area for specialty fruits such as palmyra, coconut, cashew, mango and wood apple in the District will be promoted.	
(4)	Dairy	Replacement of all milk cows by hybrid variety cows by 2020 is proposed to increase the production of milk in the District. It is inevitable to establish collecting centers and chilling centers for marketing milk. To add value to the products, processing of milk is also proposed in this Plan.	
(5)	Poultry	Taking the capacity of the poultry breeding farm in the District into consideration, production of eggs shall be 3 times the self-sufficiency consumption in the District in 2020.	
Fisheries Sector		Mannar District can be characterized into 4 production zones based on its geography and the following factors. (1) strategic locations of fish landings and fish supply, (2) marketing and distribution activities and (3) accessibility to services. 3 zones are in coastal marine areas and 1 is in hinterland (inland fisheries areas). This Plan is formulated based on the zones (equivalent to the clusters).	
(1)	Marine capture fisheries	To achieve quantitative and qualitative enhancement of fish production through use of the limited fisheries resources in a sustainable way, this Plan proposes to promote an effective and sustainable use of the fisheries resource, establish an effective marketing and distribution systems, improve fish processing and quality control and strengthen Fisheries Cooperative Society and DFAR.	III
(2)	Inland capture fisheries and aquaculture	To promote inland capture fisheries, this Plan proposed to restore fingerling stocking by NAQDA and CBOs and establish fry-fingerling raising ponds and facilities for CBOs' operation. To promote aquaculture, this plan proposes to develop commercial-oriented aquaculture through private sector.	I & III

To promote sector-wise development in Mannar District, the following supporting activities common to all the sectors are required: (1) improvement of economic infrastructure to connect to other districts, and (2) encouraging MPCs, various federations and private entrepreneurs.

Priority Projects for the Road Map are selected on the basis of the following criteria: Necessity, Urgency, Relevance and Impact.

Chapter 7 Lessons Learned and Recommendations

Lessons Learned:

(1) Effectiveness of Strategies and Approaches to Promote Resettlement of IDPs:

The strategies and approaches framed by the Project to promote resettlement of IDPs has been verified effective through implementation of the Pilot Projects as follows.

Strategy 1: Assistance Based on the Needs: Since the situation of the target areas changed according to the progress of resettlement and reconstruction activities, needs and priorities of activities were carefully identified by the Project through workshops and discussions with the stakeholders such as communities and the government officers. It brought active participation and keen interests of the villagers in all the Pilot Projects of Community-based Activities, and sincere cooperation of the government officers. Classification of the target areas according to their socio-economic characteristics and identification of development potentials and disincentives also helped to grasp the ground situation of the areas and plan the longer-term development activities.

Strategy 2: Rehabilitation Process with the Scope for Sustainable Development: Even in the rehabilitation/ reconstruction phase it is significant to incorporate approaches to fulfill the mid- to longer-term development needs of IDPs into any assistance so as to ensure their resettlement and self-sustaining lives. As the past experiences show, communities and CBOs have played crucial roles also in rehabilitation/ reconstruction activities of the Project. The capacity of the community and CBOs has been fostered through the process of self- and mutual-help activities implemented as the Pilot Projects.

Strategy 3: Connectedness to the Government/Local System: Throughout the implementation period, the Project tried to establish a collaborative working relationship between the community and the Government to ensure the future sustainability of the activities.

(2) Reconstruction of Conflict-affected Community: There exist a variety of socio-economic groups in a community. In addition, the conflict has resulted in large numbers of socially vulnerable people such as women-headed households and people with disabilities. Particular emphasis should be given to necessary assistance to the vulnerable groups. However, there is a possibility that an overemphasis on targeting the socially vulnerable people would make other members of the community feel neglected by or excluded from the outside assistance. This could be followed by a social disharmony within a community and isolation of the socially vulnerable people. In this respect, incorporation of the support for the socially vulnerable people into the community-based approach in combination with the activities targeting those people was effective, especially in the post-conflict regions where the whole community has been affected by the conflict. It is also important to reestablish interpersonal communication among the affected people and reconstruct a community through implementing community-based activities, so that a sense of mutual understanding and

care are enhanced.

(3) Lessons Learned from Project Administration: In the conflict-affected areas in Mannar District, IDPs had lost almost all public and private assets, so that swift actions to assist them in returning to their normal lives through rehabilitation of livelihoods and basic infrastructure are needed. Expectations of the communities for the construction of community infrastructure were very high, and the completed infrastructure are well utilized by the communities and contribute to improving their income levels and living conditions. The Project, however, could not yet satisfy part of the urgent needs of the resettled communities because a period of construction was extended due to various reasons such as an exceptionally heavy rain and UXOs found at work sites. In particular, one of the lessons learned from the implementation of the Pilot Projects of Small-scale Infrastructure Rehabilitation is that a wide range of the Pilot Projects in terms of the number and kind of facilities caused the delay in implementation of the construction works. Therefore, the size of any activities jointly implemented by the local authorities, communities and a donor(s) needs to be decided in consideration of the implementing capacity of not only the donors but also the recipient side including contractors, communities and local authorities. With due consideration of the urgency of the needs of the resettled communities, it is also necessary to simplify and expedite administrative procedures such as the process of project approval and procurement of contractors, and create expected outputs in a short time.

Recommendations:

(1) Swift Fulfillment of Urgent Needs of IDPs: From the lessons learned on the implementation of the Pilot Projects of Small-scale Infrastructure Rehabilitation, when any project is planned in the conflict-affected regions, the Project Team recommends dividing the activities into two categories: one is to be carried out immediately after the launch of the project in consultation with GA and other donor organizations, and the other shall be rehabilitation and construction of infrastructure to be decided through participation of beneficiaries for their future necessity. The division will contribute towards fulfilling the urgent needs of IDPs swiftly, which will help them realize the peace dividends soon after the termination of a conflict.

(2) Consideration to a Fluid Situation in the Conflict-affected Regions: Under a fluid situation in the post-conflict regions, issues related to the conflicts, displacements and resettlement such as land issue and disputes over outside assistance or resources tend to happen. On implementation of any project, necessary measures to avoid

conflict-related issues need to be taken through information gathering from all the stakeholders and figuring out the background of the issues. In addition, needs of IDPs also change with the passage of time. To meet their needs, any plan need to be flexible and ready to change according to the ground situation.

(3) Support to Reconstruct a Conflict-affected Community: The lessons learned of the Project show that the community-based activities with full consideration for the socially vulnerable groups is appropriate and effective to reconstruct a community especially in the post-conflict regions where the whole community has been affected by the conflict. Accordingly the methodology taken by MANREP is recommended to adopt in other activities implemented in the conflict-affected regions. It is also effective to conduct a reconciliation workshop to restore mutual trust among the community.

(4) Implementation of Proposed Priority Projects in the Road Map: It is recommended that the Government of Sri Lanka implements the projects identified through preparation of the Road Map at an early date in consideration of the following points in order for the people in Mannar District to recover from the negative effects of the conflicts, move along with the development stream of the Sri Lankan economy and improve their living conditions and livelihoods to the level equal to the other parts of the country before 2020.

Capacity Development in Planning: As mentioned earlier, the Road Map is expected to be utilized by the central, provincial and district administrations, namely the Ministry of Economic Development, the Northern Provincial Council and the District Secretariat of Mannar, as a tool to get the priorities for reconstruction and development of Mannar District right and to negotiate with donors on necessary assistance in accordance with the set priority.

Proposed priority projects in the Road Map include various sectors and stakeholders since the Road Map aims at a comprehensive community as well as area development, and some projects are planned to cover not only Mannar District but also the adjoining districts. Taking the characteristics of the Road Map into consideration, when the central, provincial and district administrations utilize the Road Map as the above-mentioned tool, higher planning capacity is required. At first, it is recommended to strengthen the planning function of the District Planning Secretariat and to have a close coordination with the Provincial Planning Committee for appropriate planning and coordination of the development projects.

Assistance to the Government Officers: It is necessary to enhance the level of knowledge and skills of the field officers on community development in order for them to grasp the communities' needs and render appropriate assistance to the communities, in addition to the improvement in their working environment such as ensuring transportation. It is recommended to utilize facilities of the *Project for Training in Community Development for Front Line Officers in the Northern and Eastern Provinces* being implemented under JICA's technical cooperation at present for trainings of such field officers in the Northern and Eastern Provinces including Mannar District.

(5) Development of Other Sectors outside the scope of the Road Map: The Road Map was prepared for the urgent necessity for rehabilitation and development of Mannar District, which gave priority to the agriculture and fisheries sector. Taking the objective of the Road Map into account, some sectors such as tourism were excluded from the Road Map, though the Project Team well recognized the importance of the sectors. It is recommendable to carry out a study on tourism and other industries under the master plan study on the Northern Province proposed in the Road Map.

PHOTOGRAPHS

Needs Assessment



Social survey conducted in a target GN Division



Community Action Plan (CAP) Workshop at
Anthoniyarpuram, Anthoniyarpuram GN Division

Pilot Projects of Small-scale Infrastructure Rehabilitation



Irrigation Tank Spillway at Periyakulam,
Parapankandal GN Division



Poultry Hatchery Building at the Breeding Farm
in Cheddiyarmagan Kaddaiadampan GN Division



Drilling of Tube Well at Sinna Valayankaddu,
Parasankulam GN Division



Elevated Tank for the Village Water Supply System
at Vilathikulam, Vilathikulam GN Division



Fishing crafts provided by the Project
(Anthonyarpuram GN Division)



Bakery on the premises of Community Center
at Illupaikadavai, Illupaikadavai GN Division



Multi-purpose Hall at Pali Aru,
Pali Aru GN Division
before the rehabilitation by community contract



Multi-purpose Hall at Pali Aru,
Pali Aru GN Division
after the rehabilitation by community contract

Pilot Projects of Community-based Activities

(1) Agriculture-related Activities



Training in Paddy cultivation
under the Paddy Reactivation Program



Distribution of seedlings under the
OFC Cultivation Reactivation Program



Production of seedlings at the nursery farm
in Sewa Village, Vellankulam GN Division
under the OFC Cultivation Reactivation Program



Chick rearing at the Breeding farm in
Cheddiyarmagan Kaddaiadampan GN Division

(2) Income Generation Activities



Cement block making
at Ganeshapuram, Vellankulam GN Division



Training in Mat weaving
at Pali Aru, Pali Aru GN Division



Training in Bakery
at Illupaikadavai, Illupaikadavai GN Division



Training in Dry fish production
at Sirukkulam, Parapankandal GN Division

(3) Strengthening CBOs and Microfinance Activities



Study tour on community-managed O & M
of community infrastructure



Construction Skill Training
at Sewa Lanka Training Center, Vavuniya



Training in Financial Management for CBO leaders



Women's Saving Group activities
at Sewa Village, Vellankulam GN Division

Other Workshops and Meetings



Reconciliation Workshop



The 3rd District Steering Committee (DSC)
meeting held on 29 November 2010

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ABBREVIATIONS AND ACRONYMS

ADC	Agrarian Development Center
AGA	Assistant Government Agent
AI	Artificial Insemination
ASC	Agrarian Service Center
CAP	Community Action Plan
CBA	Community-based Activities
CBO	Community-based Organization
CFA	Ceasefire Agreement
DAD	Department of Agrarian Development
DAPH	Department of Animal Production and Health
DATC	District Agriculture Training Center
DCC	District Coordinating Committee
DCD	Department of Co-operative Development
DEA	Department of Export Agriculture
DFAR	Department of Fisheries and Aquatic Resources
DOA	Department of Agriculture
DRRS	District Rehabilitation and Reconciliation Secretariat
DS	District Secretary/Divisional Secretary
DSC	District Steering Committee
FCS	Fisheries Cooperative Society
FI	Fisheries Inspector
FO	Farmer Organization
GA	Government Agent = District Secretary
GN	Grama Niladhari
ha	hectare
ID	Irrigation Department
IDB	Industrial Development Board
IDP	Internally Displaced Person
IGA	Income Generation Activity
JICA	Japan International Cooperation Agency
JPA	Joint Plan for Assistance for the Northern Province
LIBCO	Livestock Breeders Cooperative Society
LTTE	Liberation Tigers of Tamil Eelam
LRC	Low Risk Certificate
m	million
MANRECAP	Mannar District Rehabilitation & Reconstruction through Community Approach Project
MEDIPIP	Ministry of Enterprise Development and Investment Promotion
MF	Microfinance
MOA	Ministry of Agriculture
MOD	Ministry of Defense
MOYA&SD	Ministry of Youth Affairs and Skills Development
MP	Member of Parliament
MPCS	Multi-Purpose Cooperative Society

NARA	National Aquatic Resources Research & Development Agency
NAQDA	National Aquatic Development Board
NGO	Non-Government Organization
NPC	Northern Provincial Council
NPD	Department of National Planning
NSC	National Steering Committee
NWS&DB	National Water Supply and Drainage Board
OBE	Outboard Engines
ODA	Official Development Assistance
OFC	Other Field Crops
O&M	Operation and Maintenance
PTF	Presidential Task Force
Rs.	Sri Lanka Rupee
SSIR	Small-scale Infrastructure Rehabilitation
UN	United Nations
UNHCR	Office of the United Nations High Commissioner for Refugees
UXO	Un-Exploded Ordnance
VS	Veterinary Surgeon
WRB	Water Resources Board
WSS	Water Supply Scheme/ System

GLOSSARY

Divisional Secretary (DS)/ Assistant Government Agent (AGA)	Chief administrator of a Division
Government Agent (GA)	Chief administrator of a District
Grama Niladhari (GN)	Village level government administrative officer
Maha	Sinhalese word for the North-East monsoon season approximately from October to March
Pradeshiya Sabha (PS)	An elected body at Divisional Secretary level in rural area, through which all rural development programs and public utility services are implemented.
Yala	Sinhalese word for the South-West monsoon season approximately from April to September

PART I: OUTLINE OF THE PROJECT AND PROJECT AREA AFTER RESETTLEMENT OF IDPS

CHAPTER 1 OUTLINE OF THE PROJECT

1.1 Background of the Project

The nearly 30-year-long conflict between the Sri Lanka Army (SLA) and the Liberation Tigers of Tamil Eelam (LTTE) ended in May 2009. When the LTTE was defeated, more than 260,000 civilians were displaced due to the conflict. Those Internally Displaced Persons (IDPs), who had been accommodated in various IDP camps, started to return to their own villages in October 2009. Although the conflict has been terminated, there are many urgent issues to be tackled to promote resettlement of the IDPs. In northern Sri Lanka, where the severe military confrontation took place, it is essential to assist the IDPs in rebuilding their lives and livelihoods and resettling in their own villages in order to share the peace dividends fairly among the people affected by the conflict and not to widen the socio-economic disparity. Towards this end, Japan lays stress on its assistance in rehabilitation and reconstruction of the facilities that benefit the regions and communities affected by the conflicts. Along the direction, in April 2010, the “Project for Development Planning for the Urgent Rehabilitation of the Resettlement Community in Mannar District” (hereinafter called the Project) was commenced by the JICA Project Team.

1.2 Objectives of the Project

The objectives of the Project are as follows:

- (a) To formulate a Road Map to promote rehabilitation of internally displaced persons (IDPs) and of socio-economic activities in Mannar District.
- (b) To implement the Pilot Projects and to reflect the feedback of lessons learned from the projects to the Road Map.

1.3 Key Principle and Strategy of the Project

1.3.1 Key Principle

One of the major issues arising in the rehabilitation/ reconstruction process in the post-conflict regions is the gap between humanitarian assistance and long-term development. The Project is planned to bridge the gap and to promote a smooth shift from emergency

humanitarian relief to development activities by presenting the above-mentioned Road Map for the rehabilitation/ reconstruction and development phase.

It is suggested that the Road Map will be utilized by the central, provincial and district administration, namely the Ministry of Economic Development, the Northern Provincial Council and the District Secretariat of Mannar, as a tool to appropriately prioritize the reconstruction and development needs of Mannar District and to negotiate with donors on necessary assistance in accordance with the set priority.

1.3.2 Formulation Process of the Road Map

The Road Map is formulated through the following process described in Figure 1.

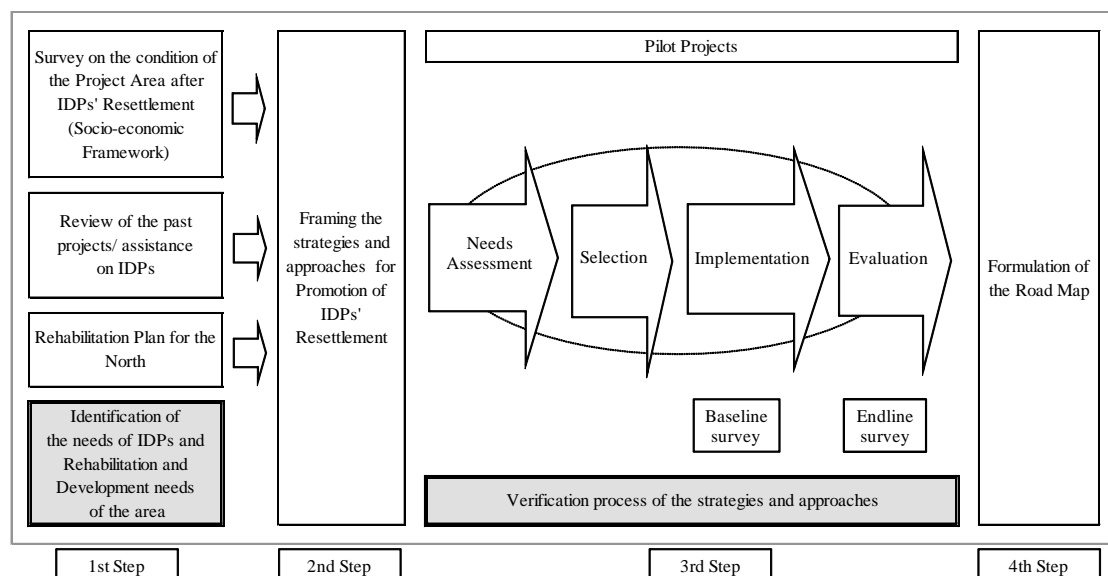


Figure 1 Flow of the Formulation Process of the Road Map

As the first step, the needs of IDPs and rehabilitation/ development needs of the area are identified through various surveys. Taking the survey results and information gathered into account, as the second step, the development visions, strategies and approaches to promote resettlement of IDPs are formulated. As the third step, the Pilot Projects are carried out to verify the effectiveness of the strategies and approaches. The effectiveness of the strategies and approaches is examined by the information gathered from the Baseline Survey and the Endline Survey. As the fourth step, the Road Map is formulated. Lessons learned from the verification process and the survey results are incorporated into the Road Map.

1.3.3 Strategies

Taking lessons learned from the past experiences and the ground situation of Mannar District into consideration, the following strategies are framed for the Project to promote the resettlement process in an effective way.

- (1) Assistance based on the needs
- (2) Rehabilitation process with the scope for sustainable development
- (3) Connectedness to the government/ local systems

Facilitating the reconstruction process with the above-mentioned strategies will support the communities to be self-sufficient, which can contribute to the regional socio-economic development in the future.

1.3.4 IDPs to be Supported

Some IDPs have no intention to return to their original villages due to various reasons such as jobs obtained in other areas and education of their children. IDPs supported through the implementation of the Project to resettle are those who have the intention to return and resettle in their original villages.

1.4 Target Area of the Project

The Project area is Mannar District, which is comprised of three Divisional Secretary (DS) Divisions, namely Mannar Town, Nanaddan, Musali, and two Assistant Government Agent (AGA) Divisions, namely Manthai West and Madhu. Under the five DS/AGA Divisions, there are 153 Grama Niladhari (GN) Divisions. The number of target communities for implementing the Pilot Projects was set at 10 Grama Niladhari (GN) Divisions, taking the size suitable for Japan's Official Development Assistance (ODA) and beneficiary population into account.

1.5 Project Period

The Project period to implement Pilot Projects and formulate the Road Map is 30 months, from April 2010 until September 2012.

The original Project period is 19 months, from April 2010 until October 2011. The period is, however, extended until September 2012, due to the delay in construction works

implemented as the Pilot projects. The formulation of the Road Map was completed by the end of May 2012.

1.6 Organizational Structure of the Project

The counterpart organization of the Project at the central level is the Ministry of Economic Development (MOED) and the one at the district level is the District Secretariat of Mannar. As a managerial structure of the Project, the National Steering Committee (NSC) is established at the central level and the District Steering Committee (DSC) is established at the district level.

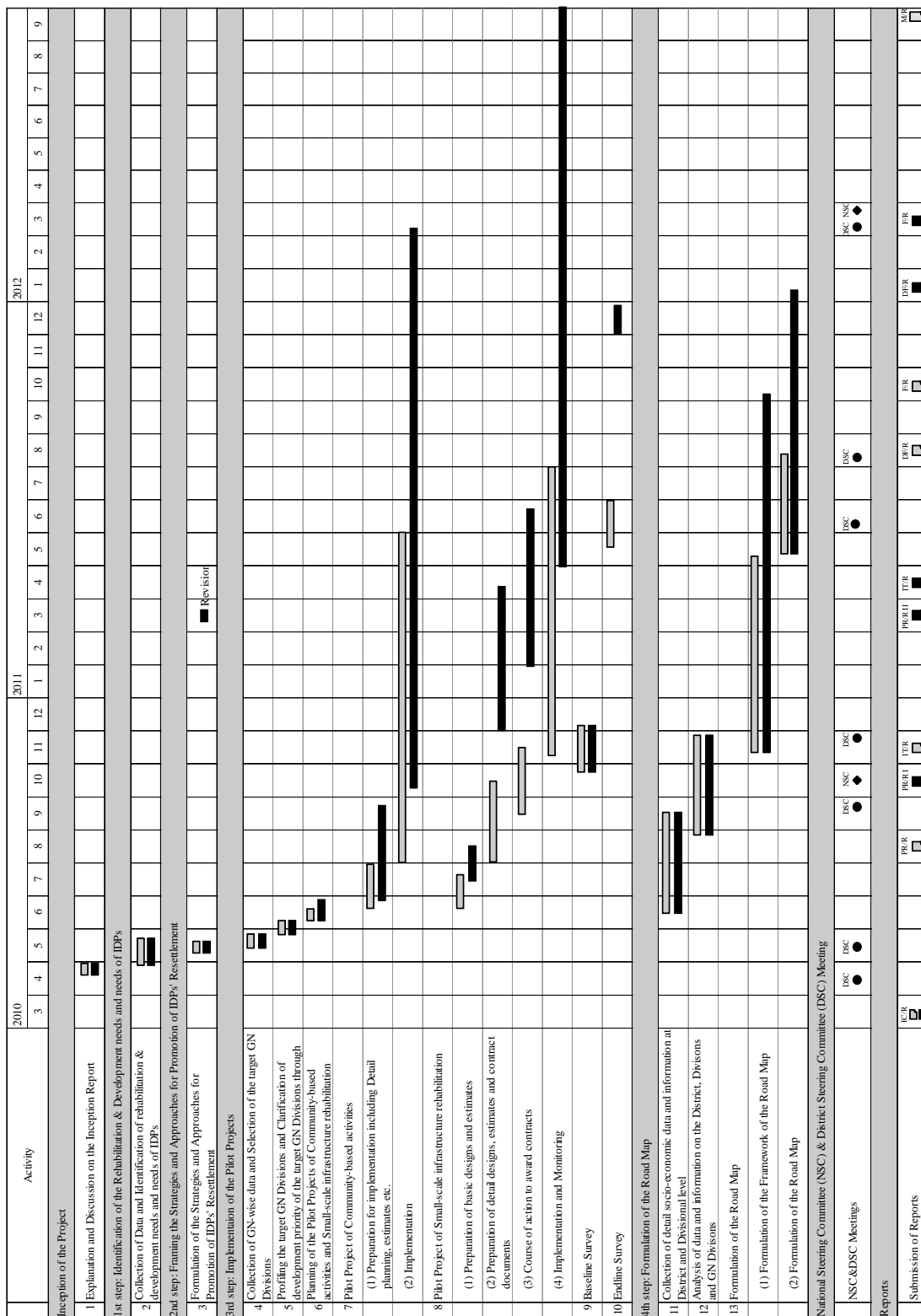
1.7 Planned and Actual Schedule of the Project Implementation

The schedule of the Project implementation is shown in Figure 2¹.

1.8 Structure of the Report

This report consists of seven (7) chapters including this chapter. It is written along the process of the Project implementation described in Figures 1 and 2. Chapter 2 mainly focuses on the conditions of the Project area, namely Mannar District, after the conflict terminated and resettlement of IDPs started. Taking the survey results and information gathered in Chapter 2 into account, the development visions, strategies and approaches to promote resettlement of IDPs are formulated. Details of the development visions, strategies and approaches, and the concept of the Road Map are presented in Chapter 3. Chapter 4 presents the implementation process and the achievement of the Pilot Projects, whose main purpose is to verify the effectiveness of the strategies and approaches proposed in the previous chapter. The effectiveness of the strategies and approaches is evaluated by the information gathered from the Baseline Survey and Endline Survey, and the results of the evaluation and lessons learned from the implementation of the Pilot Projects are presented in Chapter 5. Those lessons learned and the survey results are incorporated into the Road Map, which is presented in Chapter 6. Chapter 7 delivers the lessons learned and recommendations obtained from the implementation of the Project.

¹ The planned schedule presented in this section is the original schedule shown in the Inception Report of the Project. The planned schedule was revised afterwards based on the agreement between the GOSL, JICA and the Project Team.



Note 1: : Planned
 : Actual

Note 2:
 ICR=Inception Report
 PR/R=Progress Report
 ITR=Interim Report
 DR/R=Draft Final Report
 FR=Final Report
 MR=Monitoring Report

Figure 2 Planned and Actual Schedule of the Project Implementation

CHAPTER 2 CONDITION OF THE PROJECT AREA AFTER RESETTLEMENT OF IDPS

2.1 General Conditions of Mannar District after the Conflict²

2.1.1 Demographic and Natural Data

Demographic and natural data, namely data on population and area extent, climate, topography and soils, vegetation, flora, fauna, protected areas, of Mannar District were gathered and analyzed to clarify the prioritized issues in the Project area.

2.1.2 Livelihood and Land Use

70% of the population of the District is engaged in cultivation, while 25% is engaged in fishing and 5% in other activities. More than 60% of the land of Mannar Town DS Division, which includes the Mannar Urban Council area, is used for residential purposes. The Division has limited land for agriculture and forestry. Nanaddan DS Division has the highest percentage of paddy land among the DS/ AGA Divisions of the District. Most of the land of the other DS/ AGA Divisions, namely Musali, Manthai West and Madhu, is used as forest reserves. Among these three DS/ AGA Divisions, Manthai West has the highest percentage of paddy land.

2.1.3 Social Services and Related Infrastructure (Water Supply, Road and Transport, Electricity Supply, Health and Education)

(1) Water Supply

In Mannar District, water supply systems under the National Water Supply & Drainage Board are in (a) Mannar Town, (b) Erukalampiddy (Mannar Town DS Division), (c) Vankalai (Nanaddan DS Division) and (d) Thiruketheswaram (Mannar Town DS Division), and a few villages have water supply schemes. However, village water supply schemes have all been damaged by the conflicts. The identified water sources for drinking purposes at the village level are dug well, tube well and rain water harvesting; however, dug wells are virtually the only water source for drinking and domestic purposes in the area. In Manthai West AGA Division, most of the well water is more or less saline.

(2) Road and Transport

As a result of the Social Survey of the target villages conducted by the Project Team in May

² Data and information presented in this chapter were mainly gathered during the initial survey conducted from May to November 2010.

2010, it was identified that most of the rural villages in Mannar District have the following issues with regard to transport services and traveling: (a) poor access to bus service, (b) infrequency of bus service, (c) irregularity of the bus operation, and (d) damaged roads.

(3) Electricity Supply

Mannar District is one of the most primitive areas in the country with regard to electrification. According to the 2007 Annual Report of the Ceylon Electricity Board, the electrification rate of the country was 80%, while it was only 37% in Mannar District.

(4) Health

Most of the institutions in Manthai West, Madhu and Musali DS/AGA Divisions had been closed for months or years during the conflict and displacement. Inadequacy of quarters to accommodate medical staff, in-patient medical wards and out-patient dispensary complexes are some of the serious problems with regard to the medical institutions in Mannar District.

As a result of the Social Survey of the target villages conducted by the Project Team, it was identified that in most of the rural villages in the District, proper maternity clinics, primary medical care units and mobile services are unavailable. The Mental Health Unit in the District General Hospital of Mannar has been undertaking mental health care in the District. At the moment, there is no system or unit in the government to support rehabilitation of the physically handicapped people in Mannar District. NGOs in the area are mainly working to develop this with the support of the District General Hospital.

(5) Education

Most of the schools were recommenced soon after the resettlement. All the schools in the target GN Divisions were re-opened and are functioning as of June 2010. As a result of the Initial and Social Survey conducted by the Project Team, it was identified that the schools in rural villages in the District have the following issues with regard to education: (a) damaged facilities, (b) shortage of teachers for some subjects, (c) poor facilities for libraries, science labs, auditoriums, etc., (d) insufficient number of toilets, (e) unavailability of safe drinking water, and (f) no appropriate transport services. Most of the preschool buildings in the villages were also damaged.

2.1.4 Economic Activities and Related Infrastructure (Agriculture, Livestock, Irrigation, Fisheries, Cooperatives)

(1) Agriculture

Agriculture is a major industry in Mannar District, however, agriculture-related activities had deteriorated due to the prolonged conflicts. The status of major components in

agriculture in Mannar District for the last several years is as follows.

(a) Paddy

During the period of the last 10 cropping seasons from 2004/05 Maha to 2009/10 Maha, the cultivation extent and production decreased after 2006 Yala to 2009 Yala. The last cultivation of 2009/10 Maha was the highest in yield and production, and second largest in extent of cultivation next to the 2004/05 Maha and 2005/06 Maha. The Government provided the farmers in the District with substantial subsidies for paddy cultivation such as seed paddy, fertilizer and expenses for land preparation, which brought higher yields in the last Maha (2009-10) paddy cultivation. The subsidy scheme was applied mainly in the Rice Bowl area where farmers had returned earlier. The subsidy scheme was applied in 2010/11 Maha for paddy areas in Manthai West and Madhu AGA Divisions.

(b) Other Field Crop (OFC)

Coconut, fruits and vegetables are cultivated at homesteads and in highland conditions. Chilli has the largest extent cultivated in Mannar District on average from 2005 to 2009, followed by groundnut and cassava. Generally after 2007 the crop cultivation extent decreased until 2009 during the conflict and accordingly production decreased as well. OFCs are mainly cultivated in Maha season. Among the perennial fruits and nuts, cashew has the largest extent followed by banana (plantain) and mango. During this period, cultivation extent and production of the perennial crops had also decreased.

(c) Livestock

In 2008 almost all domestic animals decreased in number because a large number of animals escaped in most of the villages due to displacement of the farmers in the area. After resettlement, the number of cattle is recovering by catching lost cattle in the jungle with official permission. Milk production is an important livestock development in Mannar District. The major production areas are Nanaddan and Manthai West DS/ AGA Divisions. There are several Livestock Breeders Cooperative Societies (LIBCO) in the District. Most of them were not active during the conflicts.

(d) The Role of Farmer Organizations

The Farmer Organization (FO), which is within the purview of the Department of Agrarian Development, functions as the focal point for the farmers in the area on the distribution of government subsidies and assistance in supply of seeds, fertilizer, chemicals, etc. and the registration of tractors through the Agrarian Development Centers (ADC). There were FOs in almost all the villages except fishing villages and they have been re-organized after the resettlement of farmer communities. However, their activities have not fully resumed since the facilities of the damaged ADCs have not yet recovered.

(2) Irrigation

Mannar District is historically famous for paddy cultivation because of the Giant's Tank and Akatimurippu Tank. These two tanks cover major parts of the paddy fields in Mannar District except Madhu AGA Division. Particularly, the command area of the Giant's Tank is famous as the Rice Bowl area, whose irrigable area is 9,894 ha. The quality of rice and unit yield in the area was one of the highest in Sri Lanka. At the southern border of Mannar District with Puttalam District, the Modaragam Aru (river) provides irrigation water to Viyadikulam scheme in Musali DS Division. Before 2010/11 Maha mines in some area of the Scheme had been cleared and cultivation of approximately 500 acres had commenced. The Provincial Irrigation Department is responsible for seven irrigation schemes in Mannar District. Most of the schemes except Thachanamaruthamadhu scheme, which is being rehabilitated under the Pro-Poor Economic Advancement and Community Enhancement Project (PEACE) with ODA loan assistance of JICA, are unattended due to landmines. There are a substantial number of minor tanks in Mannar District, which are handled by the Agrarian Development Department.

(3) Fisheries

(a) Marine Fisheries

Mannar District covers a land area of about 1,985 km², inland waters of 11 km² and 163 km of coastline. Sri Lanka's continental shelf covers about 30,000 km²; the wider continental shelf area is found in the northern part of the island covering Jaffna, Mannar and Mullaitivu Districts. The shelf in Mannar and Jaffna Districts is much wider than the rest of the country's coast. The wider shelf in the north (Mannar and Jaffna Districts) supports significant demersal or bottom-dwelling fish compared to the east and the rest of the country. In 1983, fish production (excluding inland fisheries) of Mannar District was 19,040 tons, which contributed 34% to the North Province production (56,700 tons) and around 10% to Sri Lanka's total production of 184,740 tons. However, fish production fell and varied in the last 30 years due to the conflicts. Lagoons have typical brackish water fish and invertebrate groups. Aquaculture operations in Mannar District are limited; the only known activity is that of crab-fattening.

(b) Inland Fish Resources

Fish resources in the inland reservoirs and tanks are dominated by the tilapia species, which constitute the bulk of the inland fish catch. Mannar District has about 12 major and medium tanks with a total area of 4,070 ha; the major tank in the District, namely the Giant's Tank, covers over 2,240 ha.

(c) Fisheries Cooperative Societies (FCSs) and Their Role in Livelihoods

As of December 2009 there are 31 registered FCSs with 8,101 members in Mannar

District in the marine sector while there are seven registered freshwater FCSs organized among the fish farmers living close to the Giant's Tank. These societies have always been the window to various social and economic activities and the providers of services to the village inhabitants. Now the societies are regrouping and organizing themselves to seek out assistance and to lead normal lives and to recover the livelihood level they had before.

(4) Cooperatives

The cooperative sector, especially the Multi-purpose Cooperative Society (MPCS) has been playing an important role in the supply of consumable goods including fuels to the people in the area in addition to the FCSs. In addition to supply of goods, they have been engaged in processing and marketing of agriculture products. A rice mill with a capacity of approximately 1.0 ton per day was operated by an MPCS. There used to be several agriculture-related cooperatives such as cooperatives on paddy seed production, breeding of cattle, goat, chicks, etc., however, they stopped their activities during the conflict.

2.2 Status and Progress of IDP Resettlement

2.2.1 Brief History of IDPs in the Northern Part of Sri Lanka

Major displacements had happened from time to time due to the long-lasting conflict. The Ceasefire Agreement (CFA) was signed in February 2002, however, the peace talks continued to be unsuccessful and the CFA was terminated in January 2008. After terminating the CFA, the conflict between the Government and the LTTE resumed and resulted in the displacement of more than 260,000 people.

2.2.2 Landmines

Landmines/ Un-Exploded Ordnances (UXOs) are the major obstacles to be cleared prior to the process of resettling those IDPs back to their original homes. Through collaboration between the Government, District Mine Action Office and demining agencies, the demining work has been under implementation. Most of the residential areas and paddy fields in Mannar District had been cleared of mines and UXOs except in some GN Divisions in Manthai West, Madhu AGA Divisions and Musali DS Division and IDPs have been resettling.

2.2.3 Returnees' Movement

Since the Government had commenced the 'Accelerated Returns Programme' on 22 October 2009, the IDPs of Mannar District started to return to their original places according to the demining status, mainly from Manik Farm in Vavuniya. The overall situation of IDPs has been gradually rectified and the number of people in transitional states is diminishing towards the end. In November 2010, the Government declared the end of the official return process of IDPs from Manik Farm to Mannar District. The number of IDPs in Puttalam and refugees in India from Mannar are estimated to be 2,345 and 14,602, respectively. As for returnees from India, the number was expected to rise because of the ferry service that had recommenced in June 2011 for the first time in 30 years.

2.3 Security Situation

There have been no major armed incidents in Mannar District since the LTTE was totally defeated in May 2009. Although introduction of a new procedure for the Ministry of Defense (MOD) clearance in July 2010 affected the Project activities adversely, the prompt approvals from the MOD have helped the Project reduce the impact. This procedure was officially lifted by the MOD on 13 July 2011.

2.4 Socio-economic Framework of the DS/ AGA Divisions

2.4.1 Socio-economic Classification

Table 1 shows the summary of the socio-economic status as well as degree of external assistance of the DS/ AGA Divisions. For easy reference, the status of each sector was classified as “◎”, “○” and “△” as explained in the note of the table.

Table 1 Scoring of the General Status of the DS/ AGA Divisions

DS Divisions	Mannar Town	Nanaddan	Musali	Manthai West	Madhu
Water supply	⊙	⊙	○	△	△
Road and transport	⊙	⊙	△	△	△
Electricity	⊙	○	○	△	△
Health	⊙	○	△	△	△
Education	⊙	○	○	○	△
Economic activities	⊙	⊙	○	△	△
External assistance	⊙	⊙	⊙	△	△

Note:

- ⊙ Most of the villages in the area have sufficient services/in appropriate or active status
- About half of the villages in the area have sufficient services/in appropriate or active status
- △ Most of the villages in the area have insufficient services/in inappropriate or inactive status

Source: The JICA Project Team

2.4.2 Socio-economic Framework

Based on the information gathered and above-mentioned classification, a socio-economic framework such as development potentials and disincentives at the DS/ AGA Division level are analyzed as shown in Table 2. In Mannar District, 70% of the population is engaged in cultivation, 25% in fishing, while the remaining 5% is involved in other activities. It is apparent from these figures that development potentials lie in the agriculture and fishery sectors.

Table 2 Socio-economic Framework of DS/ AGA Divisions in Mannar District

DS/ AGA Division	Main livelihood	Development potentials	Disincentives to Development
Mannar Town	Fisheries Paddy Trade	Potential of fishing operation near the Adams Bridge is very high. The fishery-related industries have potential to be developed. Small-scale factories such as fish canning factories, ice factories and fish mills were once being operated but were interrupted by the conflict. Reconstruction of those industries will contribute to the local economy. Improvement of quality of dry fish production would increase income of fishing families.	Access to loan facilities and opportunities for training programs to impart updated techniques of relevant fields are scarce. Irrigation tanks have not been properly maintained, so that water is not sufficient especially in the latter part of Maha season and for Yala cultivation. There are not many inputs for improvement of fisheries industry for ocean and inland. Resource conservation in the coastal fisheries has not yet been introduced. And aqua-culture skill in coastal and inland fisheries shall yet be disseminated.
Nanaddan	Paddy Fisheries	Paddy cultivation and animal husbandry has a potential in this District. Agriculture- and animal husbandry related activities such as rice mills and milk production could be developed.	
Musali	Fisheries Paddy	The fishery-related industries as well as agriculture-related industries have potential to be developed.	There is a dispute between fishermen in Sri Lanka and India as for the fishing near Adams Bridge. This shall

DS/ AGA Division	Main livelihood	Development potentials	Disincentives to Development
		Restoration of cashew plantation would be a potential.	be settled by Government-Government base consultation.
Manthai West	Fisheries Paddy OFC	<p>Fishing communities are still in the process of recovery from the conflict. However, potential of the fishery resources in coastal areas and lagoons as well as inshore and offshore is great. Especially the demersal species such as groupers, snappers, prawn, crabs, sea cucumber are attractive to traders for domestic market as well as export. Potential of inland fishery is also high as many water bodies represented by Giant's Tank and 161 minor tanks are available.</p> <p>The Rice Bowl area was once one of the advanced paddy production areas in the country. Restoration of paddy production as well as post-harvest facilities will contribute to the improvement of farmers' livelihoods as well as the local economy. If exploitation of rivers such as Parangi Aru and Pali Aru is materialized and improvement of minor tanks is implemented, agriculture in the area could help peoples' lives and economy of the area.</p> <p>Livestock had once been practiced by the farmers and milk production was substantial before the conflicts. Since there are a lot of potential pasture lands, livestock could be developed for improvement of peoples' livelihoods.</p> <p>Fruit and OFC cultivation have high potential in the area. Cultivation of chilli and onion, of which substantial quantities have been imported from India, has a high potential.</p>	<p>Due to repeated displacement, people lost their assets for economic activities.</p> <p>Almost all social as well as economic infrastructures have been destroyed during the conflict. Without rehabilitation/ reconstruction of those facilities including fishing facilities, rice mills, recovery of livestock, etc., IDPs are not able to improve their lives and livelihoods.</p>
Madhu	Paddy OFC	<p>Natural resources such as timber are untapped.</p> <p>If exploitation of rivers such as Parangi Aru is materialized and improvement of minor tanks is implemented, agriculture in the area could help improve peoples' lives and economy of the area.</p> <p>Potential of inland fishery is also high as many water bodies are available in the area.</p>	

2.5 Review of the Past Projects/ Assistance on IDPs

Some of the important lessons learned from the past experiences of supporting the IDPs are as follows:

- (1) Need of the strategy for sustainable development to avoid the dependency syndrome
- (2) Attention to the process for capacity development of the target people/ organizations
- (3) Importance of collaboration with the Government institutions for the future

sustainability

2.6 Rehabilitation Plan for the North and Assistance for IDPs

2.6.1 Rehabilitation Plan for the North

Since June 2009, to resettle the families within a short space of time, “*Vaddakkin Vasantham (Northern Spring)*” has been planned and carried out by the Presidential Task Force (PTF). *Joint Plan for Assistance for the Northern Province (JPA) 2011 and 2012* were formulated to facilitate resettlement of IDPs and to ensure the long-term sustainable development of the Northern Province. *Development Priorities of Sri Lanka* prepared by the Department of National Planning is not a specific plan for the North but rather a plan for the country. However, targets in each sector presented in the paper need to be referred to in the rehabilitation/ reconstruction and development activities in the North since they are national targets throughout the country.

2.6.2 Administration of Mannar District in Relation to Reconstruction

Most of the development-related departments, except a few departments directly connected to the Central Government such as Irrigation (Central) and Agrarian Development, are under the Northern Provincial Council (NPC). Therefore, the development planning of Mannar District is, in principle, coordinated by the NPC.

Planning, implementation and monitoring, and evaluation of the District-level projects for rehabilitation and development is discussed and directed by the District Coordinating Committee (DCC) in meetings to be held quarterly and co-chaired by the Minister of Industry and Commerce at present and the Governor of the Northern Province, attended by all the implementing agencies including departments, UN agencies, NGOs, etc.

GA functions as a secretariat of the DCC with the support from the District Planning Secretariat. The District Agriculture Committee is a sub-committee of the DCC. It has been observed that the District Planning Secretariat functions well on monitoring the project implementation, however, the function of planning would need to be strengthened.

Planning, implementation and monitoring, and evaluation of the Division-level projects for rehabilitation and development is discussed and directed by the Divisional Coordinating Committee in meetings to be held monthly. The Committee consists of Members of Parliament (MP) and members of the Provincial Council, local authorities (Council and/or

Pradeshiya Sabha) of the area, divisional heads of the departments, and is chaired by a senior MP. The results of the Committee meetings are brought to the District Coordinating Committee.

The NPC coordinates with the Ministry of Finance and Planning for financial allocation of the Government Fund and foreign aid projects after deciding the projects to be implemented in the districts of the Northern Province. Although at the time the Project was commenced the function of the Provincial Council was weak and the PTF played a major role to implement rehabilitation activities for IDPs, the designated function of the Provincial Council for development activities has been gradually restored.

As commonly observed in post-conflict societies, a shortage of skilled personnel in administration is serious issue in Mannar District. Although the staff has been working hard for IDPs, this deficit sometimes hinders the effective provision of social services.

2.6.3 Brief Outline of Ongoing Assistance by the Government, Other Donors and NGOs in Mannar District

Emergency humanitarian relief and assistance such as rehabilitation of village infrastructure and livelihoods has been rendered to IDP returnees by various organizations besides the Government's own efforts. The District Coordination Committee is organized by GA once in three months as a coordination body among the stakeholders on rehabilitation/reconstruction activities including bi- and multi-lateral donors, UN agencies and NGOs.

PART II: PREPARATION FOR FORMULATION OF THE ROAD MAP

CHAPTER 3 CONCEPT OF THE ROAD MAP

The Project Team has tried to grasp the present situation of IDPs and Mannar District by (1) gathering sector-wise data and information, (2) collecting data and information on progress of return and resettlement of IDPs, (3) conducting socio-economic classification of and formulating socio-economic framework of DS/ AGA Divisions, (4) reviewing the past projects/ assistance on IDPs, and (5) looking through the rehabilitation plans of the Government and other donors. Based on the findings and lessons learned from the above-mentioned surveys, the following strategies, approaches and basic concept of the Road Map are formulated.

3.1 Strategies and Approaches

Under the strategies mentioned in Section 1.3.3, the following approaches to facilitate the resettlement process are framed as explained from Section 3.1.1 to 3.1.3³. These approaches are verified through implementation of the Pilot Projects, which are explained in the following chapter. These strategies and approaches are also the basis of the Road Map as shown in Figure 3. The lessons learned from the verification process will be incorporated into the Road Map.

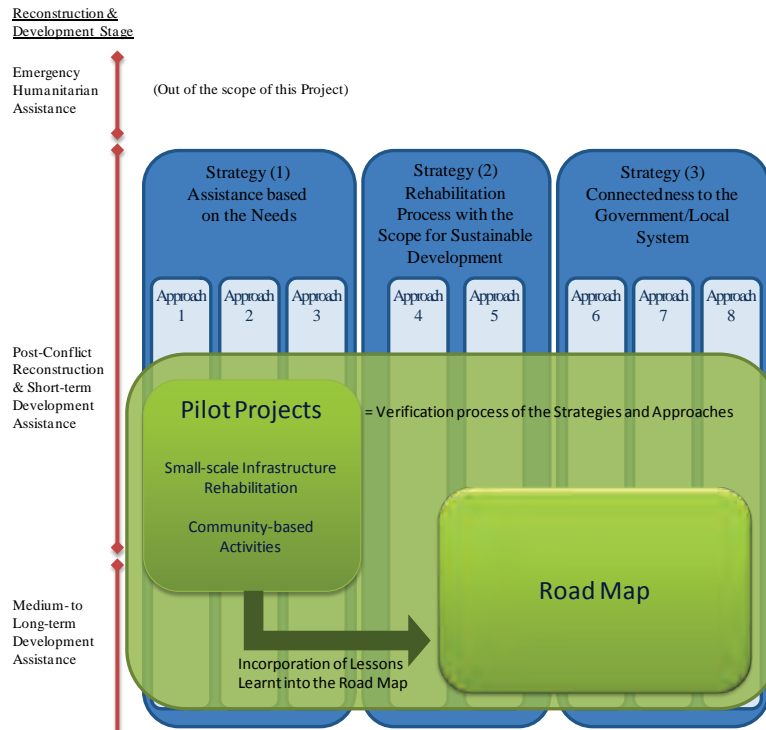


Figure 3 Framework for Promotion of IDPs' Resettlement under the Project

3.1.1 Strategy (1): Assistance Based on the Needs

- (1) Approach 1: Assessment of the Needs and Priorities According to the Progress of Resettlement and Reconstruction Activities
- (2) Approach 2: Classification of the Target Areas According to the Characteristics
- (3) Approach 3: Identification of Development Potentials and Disincentives

3.1.2 Strategy (2): Rehabilitation Process with the Scope for Sustainable Development

- (1) Approach 4: Promotion of Self- and Mutual-help Activities
- (2) Approach 5: Strengthening of CBOs

³ In this report, “strategies” mean the direction of assistance, whereas “approaches” mean more concrete measures under the strategies, to facilitate the resettlement process.

3.1.3 Strategy (3): Connectedness to the Government/Local System

- (1) Approach 6: Involvement of Various Stakeholders
- (2) Approach 7: Utilization of Local Methods
- (3) Approach 8: Assistance in Line with the Development Plan of the Government of Sri Lanka

3.2 Basic Concept of the Road Map

3.2.1 Objective of Formulation of the Road Map

As shown in (2) *Rehabilitation process with the scope for sustainable development* of 1.3.3, even in the rehabilitation/ reconstruction phase it is significant to incorporate approaches to fulfill the mid- to longer-term development needs of IDPs into any assistance so as to ensure their resettlement and self-sustaining lives. In this respect, the Road Map aims to present the effective approaches and necessary measures taken in the transition from humanitarian assistance and long-term development to promote resettlement of IDPs and rehabilitation/ development of socio-economic activities in Mannar District, with the scope for sustainable development. The progress of rehabilitation/ reconstruction of socio-economic activities, however, varies even in a District according to the socio-economic situation of the community, which means that necessary measures to promote their resettlement also differ. Therefore, the Road Map is formulated, aiming not to return to a certain time in history, but to propose what are to be addressed for a smooth shift towards sustainable development.

3.2.2 Contents of the Road Map

The Road Map includes the development visions (see Section 3.2.4), analysis of the development potentials and disincentives to reconstruction/ development, priority projects and action plan.

3.2.3 Target Area and Year

The target area is Mannar District and the target year of the Road Map is 2020. As mentioned earlier, the Project aims to bridge the gap between humanitarian assistance and long-term development activities by presenting the Road Map for the reconstruction and development phase, targeting 2020.

3.2.4 Development Visions for the Road Map

The overall development vision towards the target year of 2020 is set as follows:

Enabling environments for IDPs and areas in Mannar District to realize their potentials are created, and measures to facilitate sustainable development are reinforced, in order for them to shift smoothly from the rehabilitation/ reconstruction phase to mid- to longer-term development.

Under this overall development vision, more concrete visions are set as follows:

Vision 1. The lives of the IDPs are reconstructed based on their needs, and socio-economic activities are implemented on the initiative of the IDPs in a self-sufficient manner, and,

Vision 2. The local industry to contribute to improvement of livelihoods and living standards of the resettled communities is rehabilitated and developed.

To realize the above-mentioned development visions, the following objectives need to be achieved.

Objectives to be achieved for Vision 1

- (1) The livelihoods of the IDPs are ensured.
- (2) Access to basic social and economic infrastructure with its services is ensured.
- (3) Capacity of the resettled communities/ organizations such as CBOs to plan and carry out socio-economic activities is developed.
- (4) Public services to promote reconstruction of lives, livelihoods and self-sustaining socio-economic activities of IDPs are strengthened.
- (5) Social inclusion of socially vulnerable persons and social unity in a community is promoted.

Objectives to be achieved for Vision 2

In mainly the agriculture and fisheries sectors, which are the major industries in Mannar District,

- (1) Economic infrastructure is developed.
- (2) A stable input supply system is established.
- (3) Technologies utilized in the local industry are enhanced.
- (4) Effective financial systems are established.
- (5) Effective marketing and distribution systems are established.
- (6) Public services are enhanced to promote development of local industry.

3.2.5 Framework of the Road Map

Figure 4 illustrates the framework of the Road Map. The Road Map consists of two parts, namely the “Village-wise Development Plan”, whose goal is the development of Vision 1, and the “Sector-wise Development Plan”, whose goal is the development of Vision 2 mentioned in Section 3.2.4 above. It is expected that the “Village-wise Development Plan” and the “Sector-wise Development Plan” will reinforce each other and maximize their effects. The Road Map will be proposed in Chapter 6 in this report.

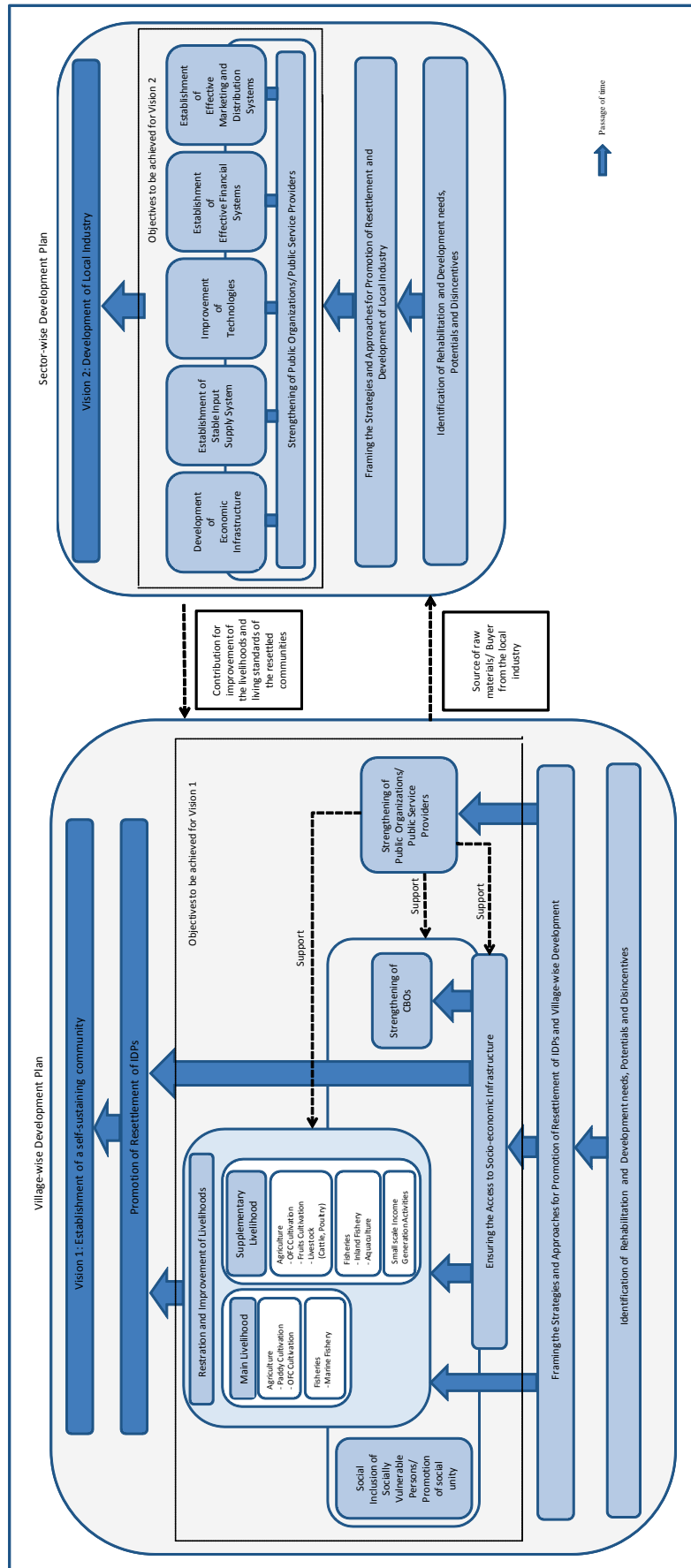


Figure 4 Framework of the Road Map

CHAPTER 4 IMPLEMENTATION OF THE PILOT PROJECTS

4.1 Implementation Process of the Pilot Projects

Figure 5 shows the implementation process of the Pilot Projects. Each process except the Basic Survey and analysis of the Project area, which are explained in Chapter 2, will be explained in the following sections.

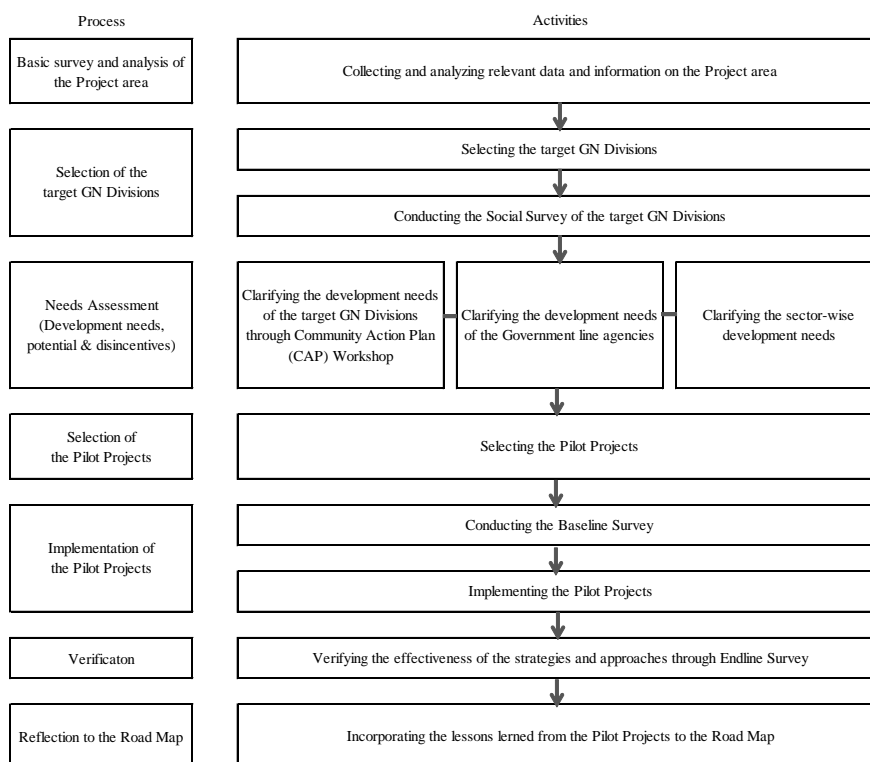


Figure 5 Implementation Process of the Pilot Projects⁴

4.2 Selection of the Target GN Divisions

4.2.1 Criteria and Procedure of Shortlisting the Target GN Divisions

First, a shortlist of the nominated GN Divisions was made for the selection of the target GN Divisions. For shortlisting, the following criteria were set:

⁴ Community Action Plan (CAP) Workshop in Figure 5: Community Action Planning is a participatory methodology, which consists of a series of structured workshops organized for community members. In the workshops, the community is directly involved in the decision-making process of the development program in their village through identifying and prioritizing their needs, and designing their own Action Plan with solutions. The Action Plan as an outcome of the workshops is called a Community Action Plan (CAP), which is followed by a variety of issue-specific meetings and implementation of activities based on the plan.

- (1) The villages where the Non-Technical Survey Certificate (NTSC) or the Low Risk Certificate (LRC) was issued and the resettlement of IDPs had been started
- (2) Number of households of the GN Division is greater than 65
- (3) GN Division that has no or very limited safe drinking water
- (4) GN Division that does not have electricity supply to more than 80% of the households

4.2.2 Initial Survey of the Shortlisted GN Divisions

An initial survey for 26 GN Divisions in the shortlist was conducted.

4.2.3 Socio-economic Classification of the Shortlisted GN Divisions

The Project Team made an analysis and classified the shortlisted GN Divisions according to the socio-economic conditions clarified by the initial survey.

4.2.4 Selection of the Target GN Divisions

As a result of the initial survey, socio-economic classification and discussions with the stakeholders, 11 GN Divisions shown in Figure 6 were selected for the target GN Divisions of the implementation of the Pilot Projects.

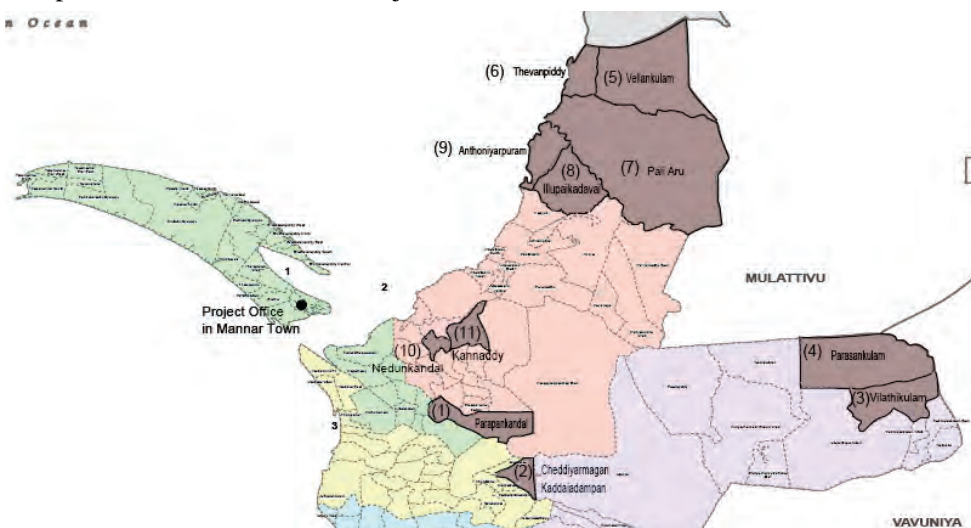


Figure 6 Map of the Target GN Divisions of the Project

4.2.5 Detailed Social Survey of the Selected GN Divisions

The Social Survey of the villages in the target GN Divisions was carried out to understand the socio-economic conditions of the villages in the GN Divisions.

4.3 Assessment of the Needs to Promote Resettlement of IDPs

Needs to promote resettlement of IDPs are assessed through workshops with IDPs and discussions with other stakeholders such as the government officers. The main needs identified are as follows.

- (1) Rehabilitation of livelihoods such as agriculture and fisheries
- (2) Water for drinking and agricultural purposes
- (3) Reconstruction of houses
- (4) Support for income generation activities including a revolving fund to start the activities
- (5) Renovation/ reconstruction of social and economic infrastructure
- (6) Special needs of women-headed households such as securing a means of livelihood and funds for their children's education.

4.4 Issues, Development Potentials and Disincentives (village-wise and sector-wise)

Based on the outcome of the Social Survey and the needs of communities and the government agencies mentioned earlier, village-wise and sector-wise issues, potentials and disincentives to promoting resettlement of IDPs and reconstruction/ development of the villages/target GN Divisions were analyzed.

4.4.1 Socio-economic Classification and Development Potentials and Disincentives of the Villages of the Target GN Divisions

Based on the surveys and analysis of the villages of the target GN Divisions, the target villages were classified into four clusters according to the livelihood, potentials and disincentives for development as shown in the following table.

Table 3 Classification of the Target Villages

Cluster	Location	Major Livelihood
A	Northern part of Manthai West AGA Division	OFC cultivation
B	Fishing Villages in Manthai West AGA Division	Marine Capture Fisheries
C	Rice Bowl Area	Paddy cultivation
D	Madhu AGA Division	Paddy and OFC cultivation

4.4.2 Social and Economic Infrastructure

Renovation/reconstruction of social infrastructure is expected to promote resettlement of IDPs and unity among the community people in the process of renovation/reconstruction

and operation and maintenance, while renovation/ reconstruction of economic infrastructure is expected to contribute to the revitalization of the regional economic activities and the improvement of livelihoods of the villagers in the target villages. Issues/problems and expected effects of renovation/ reconstruction of major social and economic infrastructure are analyzed in this section.

4.4.3 Water Supply

As a whole, activities in the “emergency relief/ humanitarian assistance” stage are considered to have already been put in place in the target villages of the Project, resulting in having reached the “original level” of water supply condition in pre-conflict time. In this sense, the target villages have already reached the rehabilitation/ reconstruction stage. Therefore, the Pilot Project should be directed toward the activities categorized in the “medium-, long term development stage.”

Table 4 Options for Water Supply Scheme in the Respective Stages

Stages to Development Villages	Time →			
	Emergency humanitarian assistance	Rehabilitation /Reconstruction	Medium-term development	Long-term Development
Coastal villages with no drinkable water sources	To supply water by bowsers	- To supply water by bowser - To install rainwater harvesting	- to improve the bowser supply facilities - or, to install a regional piped-water-supply scheme with public taps with reliable water source	- to have a regional piped-water-supply scheme with house-connections
Coastal villages with a few drinkable water sources		- To supply water by bowser, - To clean dug-wells - To install rainwater harvesting	-To improve the bowser supply facilities - or, to install a regional piped-water-supply scheme with public taps; with reliable water source	- to have a regional piped-water-supply scheme with house-connections
Villages in Rice Bowl area		- To supply water by bowser, - To Clean dug-wells - To install rainwater harvesting	- If water quality is safe, to improve dug-wells - If water quality is not safe, to install regional piped-water-supply scheme with public taps, with reliable water sources. Other adjacent villages to the study villages have to be considered as well.	- to have regional piped-water-supply schemes with house-connections for all of the Rice Bowl villages.
Villages in the Hilly area (Western)		- To supply water by bowser, -To clean dug-wells - To install rainwater harvesting	- to improve dug-wells, - or, to install a piped-water supply scheme with public taps in each village	- to have a piped-water-supply scheme with house-connections in each village
Villages in the Hilly area (Inland)		- To supply water by bowser, -To clean dug-wells - To install rainwater harvesting	- to improve dug-wells, - or, to install a piped-water-supply scheme with public taps in each village	- to have a piped-water-supply scheme with house-connections in each village

Note: Options shaded have already been put in place or are in progress by other organizations.

In addition, it is an absolute necessity that a study on the mechanism of seawater intrusion to prevent contamination to the groundwater aquifer in the District be conducted.

4.4.4 Agriculture

Activities considered necessary in each stage are summarized in the following table.

Table 5 Summary of Transitions in Agriculture Sector

Cluster	Step			
	Emergency Humanitarian Assistance		Reconstruction and Short-term Development	Medium- to Long-term Development
	Most Urgent	Urgent		
A (Northern part of Manthai West AGA Division) C (Rice Bowl area) D (Madhu GN Division)	<u>Paddy:</u> - Provision of registered seed for self-seed paddy production <u>OFC:</u> - Provision of planting material for home gardening - Establishment of nursery <u>Livestock:</u> - Restoration of number of domestic animals - Preparation for distribution of chicks to women-headed families and families with persons with disability	<u>Paddy:</u> - Rehabilitation of irrigation system - Rehabilitation of potential paddy land - Reinstallation of farming machinery and tools <u>OFC:</u> - Identification of Potential commercial crops <u>Livestock:</u> - Improvement of backyard chicken rearing for distribution - Improvement of cattle rearing - Commencement of artificial insemination (AI) service	<u>Paddy:</u> - Reinstallation of farming machinery and tools - Irrigation facilities for stable paddy cultivation - Activation of paddy cultivation in Pali Aru - Reconstruction of Rice Mill in Illupaikadavai <u>OFC:</u> - Development of potential commercial crops <u>Livestock:</u> - Higher productive poultry - Expansion of AI services - Commencement of animal health care - Integrated technical dissemination - Strengthening of milk producer groups	<u>Paddy:</u> - Effective & economical paddy cultivation - Integrated cropping system <u>OFC:</u> - Capacity development of FOs or producer groups - Improvement of cropping system <u>Livestock:</u> - Integrated backyard poultry - Dissemination of integrated cattle care for milk production
B (Fishing villages)	<u>OFC:</u> - Provision of planting material for home gardening <u>Livestock:</u> - Distribution of chicks to women-headed families and families with persons with disability	<u>OFC:</u> - Commencement of home gardening - Introduction of other potential crops <u>Livestock:</u> - Improvement of backyard chicken rearing	<u>OFC:</u> - Improvement of home gardening <u>Livestock:</u> - Backyard chicken rearing with home gardening - Introduction of higher productive poultry as hybrid layer and broiler	<u>OFC:</u> - Improvement of technique and management <u>Livestock:</u> - Promotion of integration of backyard chicken, home gardening and fishery

4.4.5 Irrigation

The results of the needs assessment of the irrigation sector in the 11 target GN Divisions are categorized as “common” for the irrigation facilities irrespective of the irrigation offices concerned and “specific” for the specific irrigation offices as tabulated in Table 6.

Table 6 Issues and Future Works in Irrigation

Present Issues	Urgent Works for Rehabilitation	Longer Term Works for Upgrading and Development
1. Common for All Irrigation Facilities under 3 Departments		
<ul style="list-style-type: none"> • Mines are not cleared at not only tank bund but canals and irrigable areas. • Access route to bund and structures are covered by bushes. • Bunds are eroded. • Sluice structures are deteriorated due to no repair and maintenance for longer period, and too old. • Spillways either have no structure or are deteriorated without attending for a long period. • Weeds are grown on the bunds and canals. • Canal structures are not available or are deteriorated. 	<ul style="list-style-type: none"> • Mines shall be cleared urgently. • Bushes and weeds on access roads shall be cleared. • Bunds shall be rehabilitated including clearing weeds. • Sluice structures shall be repaired if possible, otherwise constructed new. • Spillway structures shall be repaired or newly constructed depending on discharge estimated. • Canals shall be rehabilitated including repair of structures after clearing weeds. • FO who is in charge of operation and maintenance (O&M) shall be organized properly and training for skill and management shall be conducted including contribution of funds. 	<ul style="list-style-type: none"> • Structures of sluice and spillway of tanks shall be upgraded including provision of water measuring devices. • Canal structures with water measuring facilities shall be properly constructed. • Strengthening of FO for O&M shall be carried out continuously. • Preparedness for disaster management shall be disseminated to FOs and beneficiaries.
2. Irrigation Facilities for Irrigation Department (Central)		
<ul style="list-style-type: none"> • Overall management in relation to Giant’s Tank is not functioning. 	<ul style="list-style-type: none"> • Overall water management of Giant’s Tank scheme shall be restored first for Maha. 	<ul style="list-style-type: none"> • Water management system for Yala shall be totally restored and disseminated to FOs.
3. Common for Irrigation Facilities of Departments of Provincial Irrigation and Agrarian Development		
		<ul style="list-style-type: none"> • Watershed management shall be planned and implemented by FO under guidance by the Departments.

Based on the above identification, the “Urgent Works for Rehabilitation” are attended by the Project as a part of the Pilot Projects of Small Scale Infrastructure Rehabilitation.

In addition, it was discussed on various occasions that a study and measures to prevent seawater intrusion at river outlets is required in order to obtain full utilization of freshwater for irrigation purposes.

4.4.6 Fisheries

In view of the prevailing situation of the fisheries sector, its recovery or re-generation shall have to transit in different steps from emergency/ humanitarian assistance; rehabilitation/ reconstruction and finally medium- to long-term development as delineated below.

Table 7 Summary of Transitions in the Fisheries Sector

Target Villages	Emergency and Humanitarian Assistance		Rehabilitation and Reconstruction	Medium to Long Term Development
	Time →			
[Marine] - Thevanpidy - Moonrampiddy - Anthonyarpuram - Illupaikadavai	- Provision of productive fishing equipment (fishing craft, gear, nets). - Acquiring fishing boats & engines through lease or hire. - Rehabilitation of damaged FCSs' buildings. - Provision of training on dry fish.	- Conducting fishing & sales of fish catches - Re-organization of FCSs reorganized and activating some social & economic activities (savings, revolving loans, etc.) - Value addition to dried fish & income improvement.	- Continue the supply of necessary numbers of fishing crafts & equipment to sustain the recovery process. - Encourage revolving loan scheme that would benefit the fishermen to acquire boats & equipment - Hard components (e.g. fish collection & marketing shed, ice store & fish store for FCS's marketing activities, etc.) - Soft components (training in dry fish processing, managerial skills, accounting, etc.)	- Assistance (hard and soft components) to sustain the development in progress.
[Inland] (Giant's Tank) - Periyakulam & Sirukkulam	- Provision of fishing boats (Vallam), nets, fish boxes for marketing. - Provision of training on dry fish.	- Conducting fishing and sales; however, fish catch depends on stocking that has been neglected during the conflicts. - Value addition to dried fish & income improvement.	- Improve quantity of fish landed through stocking of fingerlings. - Establish fry/fingerling rearing facilities.	- Construct ponds and other facilities for rearing of fry & fingerlings facilities (ponds, etc.) that will be stocked in Giant's Tank. - Provide training to responsible members of CBO on technique of aquaculture, bookkeeping, etc.

4.5 Direction in the Implementation of the Pilot Projects

Based on the needs assessed and the information gathered by the surveys mentioned above in accordance with the strategies and approaches, the directions in the implementation of the Pilot Projects are set as follows:

The Pilot Projects will contribute to (1) restoring the livelihoods of the IDPs, (2)

rehabilitating basic social and economic infrastructure, and (3) developing the capacity of the resettled communities/ organizations such as CBOs to plan and carry out socio-economic activities.

Criteria for the selection of the Pilot Projects are decided according to the above-mentioned directions.

4.6 Procedure and Criteria on Selection of the Pilot Projects

The Pilot Projects consist of (1) small-scale infrastructure rehabilitation and (2) community-based activities. Under the Pilot Projects of Small-scale Infrastructure Rehabilitation, social and economic infrastructure is rehabilitated, while the Pilot Projects of Community-based Activities aim to improve people's livelihoods and the standard of income. The Pilot Projects are selected based on the strategies and approaches mentioned in Section 3.1 and from the needs identified in accordance with the following procedure and criteria.

Step 1: To narrow the needs down according to the following four criteria and make a long list (common to all the needs).

	Issue	Criteria
1	Other support for the identified needs	No commitment to support for the identified needs is made by other organizations to avoid overlap of activities.
2	Landmines	NTSC and LRC are issued in the area to secure the safety.
3	Public welfare	The needs are met for the public welfare.
4	Technical feasibility	The solution to meet the needs is technically feasible to implement.

Step 2: To select the needs for a shortlist from the long list mentioned above in accordance with the following criteria.

Pilot Project		Criteria
Small-scale infrastructure rehabilitation	Social infrastructure	<p>(1) Resettlement of the returnees is expected to be promoted because of the Pilot Project.</p> <p>(2) The benefits to the beneficiaries are expected from the Pilot Project. No risks are anticipated in the community and among the villages due to implementation of the Pilot Projects.</p> <p>(3) Necessary resources such as human resources, land, materials are available.</p> <p>(4) System of operation and maintenance is expected to be reestablished and operated properly.</p>

Pilot Project		Criteria
	Economic infrastructure	(1) The Pilot Project contributes to the revitalization of the regional economic activities. (2) The economic benefits to the beneficiaries are expected from the Pilot Project. No risks are anticipated in the community and among the villages due to implementation of the Pilot Projects. (3) Necessary resources such as human resources, land, materials are available. (4) System of operation and maintenance is expected to be reestablished and operated properly.
	Community-based activities	(1) CBO has the capacity to implement the Pilot Project. (2) The Pilot Project is expected to be sustainable. (3) The benefits to the beneficiaries are expected from the Pilot Project. No risks are anticipated in the community and among the villages due to implementation of the Pilot Projects. (4) Necessary resources such as human resources, land, materials, cost for operation & maintenance are available.

From the shortlisted needs, further selection was carried out to finalize the Pilot Projects in consideration of a balance of activities among the villages, period of implementation and social and environmental impacts, etc., and interviews and discussions with the government officers and other donors.

4.7 Selected Pilot Projects

Based on the procedure and criteria of the selection of the Pilot Projects explained in the previous sections, the following activities were selected as the Pilot Projects.

Cluster	Small-scale Infrastructure Rehabilitation												Community-based Activities								
	Restoration of Livelihood					Social Infrastructure				Economic Infrastructure		Capacity Development of CBOs		Agriculture		IGA	CBO, MF				
	Irrigation Tank	Nursery Farm	Poultry Hatchery facilities	Fish Pond for Fry Rearing	Fishing Crafts & Equipment	Tube Well (drinking & highland crop)	Village Water Supply System	Village Internal Road	Preschool	Bridge & Flood Dike	MPCS facilities	Market facilities	Multi-Purpose Hall / Community Center	FCS Building	Paddy Reactivation Program	OFC Cultivation Reactivation Program	Poultry Reactivation Program	Income Generation Activities	Microfinance Activities	Strengthening CBOs	
A																					
B																					
C																					
D																					

Figure 7 List of the Selected Pilot Projects

4.8 Stakeholders involved in the Pilot Projects

In handing over the project components and utilizing the lessons learned from the Pilot Projects and the Road Map, the following stakeholders have been identified: DS/ AGA offices at the DS/ AGA Division level, Pradeshiya Sabha, GN, Rural Development Officer, the government departments and institutions of the respective sectors, multi-lateral/bi-lateral donors and NGOs. The focal point to coordinate those actors' assistance is the GA office. Involvement of stakeholders in community development is crucial and could be a conditionality for the effective implementation of the Road Map.

4.9 Environmental and Social Considerations

The purpose of the environmental and social consideration work in this Project is to evaluate adverse social and environmental impacts that are expected to be caused by the Pilot Projects and examine countermeasures against the adverse impacts. Issues on environmental and social considerations including consideration for the vulnerable were scrutinized by the Project Team.

4.10 Validation of the Effects of the Pilot Projects: Implementation of Baseline Survey

Evaluation of the effects of the Pilot Projects is conducted by examining the information of the Baseline Survey and the Endline Survey. The following points are evaluated based on the data and information gathered in the surveys: (1) output of each Pilot Project, (2) contribution of the Pilot Projects to reconstruction of the lives and livelihoods of IDPs and (3) the effectiveness of the strategies and approaches presented in Section 3.1. A series of surveys were conducted as the Baseline Survey.

4.11 Record of Achievement

4.11.1 Pilot Projects of Small-scale Infrastructure Rehabilitation (SSIR)

Construction of small-scale infrastructure is to be conducted in two methods. One is Community Contract and the other is construction work and supply of facilities implemented through open or shortlisted tenders. There are six (6) packages of contracts organized for the latter works as follows: (1) Tube Well Construction and Rehabilitation, (2)

Buildings, (3) Civil Works 1 consisting of village roads and irrigation tanks, (4) Civil Works 2 consisting of village roads, irrigation tanks, fish pond and flood dike, (5) Buildings and civil works mixed in Madhu AGA Division, and (6) Supply of Fishing Facilities (fishing crafts and equipment).

The Pilot Projects of SSIR were scheduled to be completed by the end of March 2011. The contracts of “Tube Well Construction and Rehabilitation” and “Supply of Fishing Facilities” were completed on schedule, while the other contract works were not completed by the end of January 2012 except for some of the buildings, and part of the contracts could not be completed by the end of March 2012 due to the following reasons: (1) land issues, (2) UXO issues, (3) additional works required by the recipient Departments, (4) poor management by the contractors, and (5) heavy and continuous rain in February and March 2011. It is noted that a revolving loan fund scheme was introduced for supply of fishing facilities.

4.11.2 Pilot Projects of Community-based Activities

All of the following Pilot Projects have been completed by the end of March 2012.

Table 8 List of Pilot Projects of Community-based Activities

Pilot Project	No. of target villages
Agriculture-related activities	
(1) Paddy reactivation program	15 villages
(2) OFC cultivation reactivation program	All the villages
(3) Poultry reactivation program	All the villages
Income generation activities	
(1) Cement block making	2 villages
(2) Mat weaving	1 village
(3) Bakery	1 village
(4) Dry fish production	5 villages
Strengthening CBOs	
(1) Study tour on community-managed O&M of community infrastructure	All the villages
(2) Training in financial management	All the villages
(3) Construction skill training	All the villages
Microfinance activities	12 villages
Peace Reconciliation Workshop	8 villages

CHAPTER 5 LESSONS LEARNED FROM THE IMPLEMENTATION OF THE PILOT PROJECTS

5.1 Objectives of the Endline Survey and Methodology of Verification

The Endline Survey was conducted to identify lessons learned from the implementation of the Pilot Projects. The specific objectives of the survey were as follows:

- (1) Study the outcomes of the Pilot Projects
- (2) Study the contribution of the Pilot Projects to reconstruction of lives and livelihoods of the target villages
- (3) Evaluate the strategies and approaches to facilitate the resettlement process of IDPs
- (4) Identify lessons learned to be utilized in implementation of the Road Map

The methodologies adopted in the survey were as follows:

Table 9 Methodology of Verification in the Endline Survey

Item of verification	Methodology of verification	Verification method
Outcomes of the Pilot Projects	The outcomes of the Pilot Projects are verified by the comparison of the results of the Baseline survey and Endline survey, in which the same methods and questions are adopted.	<ul style="list-style-type: none"> • Case study • Focus group discussion • Structured individual interview survey to the stakeholders such as government officers and CBO leaders
Contribution of the Pilot Projects to reconstruction of lives and livelihoods of the target villages	The households that were interviewed at the time of the Baseline Survey are interviewed again in the Endline Survey and the results are compared and analyzed. However, by comparison of the Baseline and Endline Surveys, it was not possible to distinguish the macro impact and the impact of the Pilot Projects. Causes for changes in the socio-economic situation of the beneficiaries include not only the intervention of the Project but also self-help of the beneficiaries as well as other assistance rendered by the Government of Sri Lanka, other donor agencies, NGOs and others. Therefore, opinions of the stakeholders such as government officers on the contribution of the Pilot Projects are also taken into consideration.	<ul style="list-style-type: none"> • Structured household survey • Case study • Interview the stakeholders such as government officers
Effectiveness of the strategies and approaches to facilitate resettlement process of IDPs	The effectiveness of the strategies and approaches was evaluated mainly at the ex-post evaluation.	<ul style="list-style-type: none"> • Interview the stakeholders such as government officers and CBO leaders • Review of the project documents such as monitoring reports

Item of verification	Methodology of verification	Verification method
		<ul style="list-style-type: none"> • Review of the minutes of the meetings of District Steering Committee etc.
lessons learned to be utilized in implementation of the Road Map	Lessons learned from the Pilot Projects were identified by examining the results of the above-mentioned studies and evaluation comprehensively.	

The results of the verification are presented in the following sections.

5.2 Main Findings of the Survey on Outcomes of the Pilot Projects

There are completed Pilot Projects of Small-scale Infrastructure Rehabilitation that are well utilized by the communities and contribute to improving their income levels and living conditions such as fishing crafts and equipment, nursery farms, village water supply systems and multi-purpose halls constructed by community contract. A period of some other construction works was extended and the construction still continues due to various reasons such as an exceptionally heavy rain, UXOs found at work sites and a wide range of the Pilot Projects of Small-scale Infrastructure Rehabilitation in terms of the number and kind of target facilities, so that the outcomes of the Pilot Projects to be created through utilization of the completed facilities were not fully evaluated. Assistance for operation and maintenance of the facilities is continued by the Project.

Through the Pilot Projects of Community-based Activities, farmers in the target villages (re)commenced activities such as seed paddy reproduction, home gardening and poultry. Income generation activities such as dry fish production have just started to generate profits. Microfinance activities were appreciated by the members as a social safety net in places where there are no other loans available for them. Microfinance activities have created sense of security and self-reliance among members. CBO leaders obtained knowledge and skills to manage their organizations through training and study tour.

5.3 Contribution of the Pilot Projects to Reconstruction of Lives and Livelihoods in the Target Villages - Findings of Household Survey and Case Studies

- (1) It was found from the Endline Survey that incomes and expenditures of the target villages increased remarkably mainly because of resumption of productive activities and increase of employment opportunities in construction sites, etc. However,

expenditures and incomes of the target villages were still much lower than the average of the rural sector of the country. Percentages of the households below the poverty line were very high in Clusters A, B and D, compared with the poverty head count ratio of the rural sector of the country.

- (2) It was found from the case studies that there were several families who were still unable to get out from the consequences of the conflict and displacement, such as mental instability caused by a loss of their children in the welfare camp, absence of bread-winners, fluctuation of family relationships as a result of long-time separation and others.
- (3) A significant number of households have outstanding debt and the amounts of debt are relatively large.
- (4) There was a significant improvement in food security over the past year. However, there are still around 14% to 31% of households that stated it is sometimes/ always difficult to have three meals a day.
- (5) It is likely that the Pilot Projects contributed to increased production of self-consumed vegetables in every cluster through promotion of home gardening. There are also some positive signs that construction works such as village water supply systems, successful results of seed paddy production and promotion of home gardening, active participation of women's saving groups in microfinance activities and small-scale income generation activities would contribute to the improvement of lives and livelihoods of the IDPs in the future.

5.4 Evaluation of the Strategies and Approaches to Promote the Resettlement Process of IDPs

5.4.1 Contributing Factors and Positive Experiences in Implementation of the Pilot Projects

- (1) Needs-based approach which has led to active participation of the beneficiaries and the effective implementation of the Pilot Project (Approach 1 of Strategy 1)
- (2) Classification of the target villages into clusters to capture the needs of the target areas appropriately and to propose the Road Map based on the needs (Approach 2 of Strategy 1)
- (3) The identifications of the development potentials and disincentives of clusters to identify the Pilot Projects most effective to the clusters and to verify the effects of the Pilot Projects by examining the changes created to their lives and livelihoods (Approach 3 of Strategy 1)
- (4) Continuous monitoring and advisory visits by the Project Team

- (5) Promotion of a sense of security and self-reliance, and a sense of unity and friendship through the microfinance activities. The saving group members of Microfinance activities gained a sense of security and self-reliance because they do not have to depend on money lenders and are able to provide with the emergency loan to the group members at the time they incurred sudden expenses. A sense of unity and friendship was also created among the group members through conducting weekly meetings and sharing their problems (Approach 4 of Strategy 2).
- (6) Strengthening of CBOs through the work by community contract. Through the work, the CBOs further strengthened their technical capacity of construction work, developed leadership, enhanced the spirit of mutual-help and gained financial profit (Approach 4 and 5 of Strategy 2).
- (7) Motivating and Strengthening capacity of the CBOs to use their initiative for community-based activities (Approach 5 of Strategy 2)
- (8) Involvement of the government officers to make the projects technically appropriate and to ensure “connectedness to the government / local systems” stated in Section 1.3.3 in the future (Approach 6 of Strategy 3)
- (9) Promotion of home gardening to improve the status of self-consumption and to generate some income even for women-headed families, families with persons with disability and families in coastal marine fisheries areas
- (10) Importance of introducing new technologies to make the activity more value-added
- (11) Use of the locally familiar methods that have been accepted by the Government and local people (Approach 6 and 7 of Strategy 3)
- (12) Consistency with the development plans of the Government (Approach 8 of Strategy 3)
- (13) Achievement and experience of JICA in Mannar District in the past
- (14) Importance of providing assistance not only to restore livelihoods but also to improve psychological stability and reconciliation among villagers.

5.4.2 Disturbing Factors and Negative Experiences in Implementation of the Pilot Projects

- (1) Delay in the implementation of the construction works due to a wide range of the Pilot Projects of Small-scale Infrastructure Rehabilitation in terms of the number and kind of facilities to be rehabilitated/ reconstructed
- (2) Delay in commencement of the Pilot Projects of Community-based Activities
- (3) Inadequate time to see the business results of the Pilot Projects such as the nursery farms, poultry hatchery facilities, bakery and cement block making
- (4) Inadequate time to quantify the increase of income of the beneficiaries of the income generation activities
- (5) Due to the short timeframe of the Project, inadequate time to monitor and follow-up

local public organizations and CBOs that will operate and maintain the small-scale infrastructure rehabilitated under the Pilot Projects

- (6) Inadequate time to materialize synergetic effects by combination of rehabilitation of small-scale infrastructure (hard component) and community-based activities (soft component)
- (7) Land issues and illegal occupation
- (8) Adverse effects of heavy and continuous rain to crops and the Agriculture-related Reactivation Program as well as delays of preparatory works of small-scale infrastructure rehabilitation resulting delays of construction.

5.5 Lessons Learned to the Road Map

Taking the above-mentioned results of the Endline Survey, the following lessons learned are drawn to incorporate in the Road Map at the present time before the full impact of the Pilot Projects is evaluated.

5.5.1 Summary of the Verification Process of the Pilot Projects and Reflection to the Road Map

The following table presents the summary of the verification process of (1) the individual Pilot Projects, (2) the overall effect of the Pilot Projects to the reconstruction of lives and livelihoods of IDPs, and (3) the effectiveness of the strategies and approaches to promote resettlement of IDPs, and reflection of the outcomes as lessons learned to the Road Map.

Table 10 Summary of the Results of Verification and its Reflection to the Road Map

Item of Verification	Pilot Project for Verification	Verified Outcome	Reflection to the Road Map
1. Individual Pilot Projects			
(1) Small-scale Infrastructure Rehabilitation (SSIR)	<p>Rehabilitation of infrastructure such as irrigation tanks, nursery farms and poultry hatchery facilities and provision of fishing equipment (fishing crafts, engines and nets) to restore the livelihoods</p> <p>Rehabilitation of Social infrastructure such as village water supply systems and village internal roads</p> <p>Rehabilitation of Economic infrastructure such as market facilities</p> <p>Rehabilitation of infrastructure for capacity development of CBOs such as multi-purpose halls/ community centers and an FCS building</p>	<ul style="list-style-type: none"> • Rehabilitation of such infrastructure and provision of fishing equipment has contributed or is expected to contribute to restoration of the livelihoods of IDPs. • Rehabilitation of village water supply systems has saved time to fetch water and money to purchase it. • Those facilities were under construction at the time of the Endline Survey, however, they are expected to activate economic activities of neighboring villages. • Rehabilitation of multi-purpose halls has activated community-based activities such as CBO's meetings, preschools, library and vocational trainings. 	<ul style="list-style-type: none"> • Rehabilitation/ development of infrastructure such as irrigation tanks, nursery farms and hatchery is proposed both in the Village-wise and Sector-wise Development Plan. • Provision of fishing equipment is proposed in the Village-wise Development Plan. • Rehabilitation and development of village water supply systems is proposed in the Village-wise Development Plan. • Rehabilitation/ development of economic infrastructure is proposed both in the Village-wise and Sector-wise Development Plan. • It is proposed as "Other Basic Infrastructure" in the Village-wise Development Plan with Community Contract method.
(2)Community-based Activities (CBA)	Agriculture-related activities (paddy, OFC, poultry)	<ul style="list-style-type: none"> • Seed paddy reproduction became more popular among farmers. • Home gardening has enhanced food security by increasing self-consumption of vegetables. • Promotion of OFC cultivation has 	<ul style="list-style-type: none"> • Lessons learned from the activities/ verified outcomes have been reflected to both the Village-wise and Sector-wise Development Plan.

Item of Verification	Pilot Project for Verification	Verified Outcome	Reflection to the Road Map
	<p>Income generation activities</p> <p>Microfinance activities</p> <p>Activities for strengthening CBOs</p>	<p>given farmers opportunities to sell their products.</p> <ul style="list-style-type: none"> • Poultry hatchery facilities have commenced their operations and successfully produced chicks. • The activities have just started to generate profits. • Socially vulnerable people such as women-headed households and families with persons with disability are able to gain supplementary income for the activities. <p>The saving group members gained a sense of security and self-reliance because they do not have to depend on money lenders and are able to provide with the emergency loan to the group members at the time they incurred sudden expenses. A sense of unity and friendship was also created among the group members through conducting weekly meetings and sharing their problems.</p> <ul style="list-style-type: none"> • CBO leaders obtained knowledge and skills to manage their organizations. 	<ul style="list-style-type: none"> • Income generation activities are proposed in the Village-wise Development Plan. • Freshwater fish fry and fingerling rearing is proposed in the Village-wise Development Plan, although it was cancelled as a Pilot Project due to a land issue. • Microfinance activities are proposed for “Promotion of Social Inclusion/ Social Unity” in the Village-wise Development Plan. • Activities for strengthening CBOs are proposed for “Promotion of Social Inclusion/ Social Unity” in the Village-wise Development Plan.
<p>2. Contribution to Reconstruction of lives and livelihoods</p> <p>Contribution of the Pilot Projects to reconstruction of lives and livelihoods in the</p>	<p>All the Pilot Projects</p>	<p>For a year from the Baseline Survey to the Endline Survey, villagers in</p>	<p>The results of the survey are utilized as the background information for the</p>

Item of Verification	Pilot Project for Verification	Verified Outcome	Reflection to the Road Map
target villages		<p>the target villages have restored their livelihoods such as agriculture and fisheries. Accordingly, income in the target villages increased remarkably. Still, the income level is much lower than that of the rural sector of the country. In addition, a significant number of households have outstanding debt.</p> <ul style="list-style-type: none"> • There are some positive signs that the Pilot Projects, such as village water supply systems, successful results of seed paddy production, promotion of home gardening, active participation of women's saving groups to the microfinance activities and high demand for cement block production by the women's group, will contribute to improvements in lives and livelihoods of the people in the target villages in the future. • In particular, it is highly likely that home gardening has contributed to increase in self-consumption of vegetables. It has also generated some income for women-headed families. • Members of the women's saving groups expressed positive words in the interview under the Endline 	Road Map.

Item of Verification	Pilot Project for Verification	Verified Outcome	Reflection to the Road Map
		<p>Survey, e.g. “saving is important even at a time of rehabilitation” and “small amount of money becomes much saving when we continue saving money.” It shows that the activities have facilitated self- and mutual help among villagers.</p>	
3. Effectiveness of the Strategies and Approaches to Promote Resettlement Process of IDPs			
<p>Strategy (1): Assistance based on the needs</p>	<ul style="list-style-type: none"> • Selection of the target GN Divisions based on the criteria such as degree to meet BHN • Implementation of the Social Survey of the target GN Divisions • Needs Assessment through CAP method • Sector-wise Needs Assessment 	<ul style="list-style-type: none"> • Most needy areas and urgent needs are selected. Needs-based approach brought active participation and keen interests of the villagers as well as the government officers in the Pilot Projects. 	<ul style="list-style-type: none"> • This approach is not directly reflected in the Road Map, however, it is expected that it is utilized by the government of Sri Lanka when they implements any community-based development activities in Mannar District.
<p>Approach (2): Classification of the Target Areas According to the Characteristics</p>	<ul style="list-style-type: none"> • Classification of the target villages according to the livelihoods 	<ul style="list-style-type: none"> • There are some GN Divisions where there are farming villages and fishing villages together. Therefore, GN Division-wise planning is not always effective especially for activities on livelihoods. Classification according to the socio-economic characteristics helped to plan development activities on livelihoods for the villages in the same cluster. 	<ul style="list-style-type: none"> • Mannar District is classified into three (3) categories in the Road Map.
<p>Approach (3): Identification of</p>	<ul style="list-style-type: none"> • Cluster-wise analysis • Sector-wise analysis 	<ul style="list-style-type: none"> • Identification of cluster-wise and sector-wise development potentials 	<ul style="list-style-type: none"> • In the Road Map, Development Potentials and Disincentives in each

Item of Verification	Pilot Project for Verification	Verified Outcome	Reflection to the Road Map
<p>Development Potentials and Disincentives</p>		<p>and disincentives helped to grasp the ground situation of the area and plan the longer-term development potentials.</p> <ul style="list-style-type: none"> • CAP workshops have provided villagers with opportunities to identify what can be done by themselves and what needs outside assistance, and enhance the sense of self- and mutual-help. • The capacity of community and CBOs was fostered through the process of self- and mutual-help activities such as trainings for livelihoods and income generation activities, introduction of revolving loan fund scheme for fishing facilities, group saving activities of micro finance activities, and adoption of community contract method. • Even those who had resettled recently and experienced financial as well as mental difficulties participated in group saving activities and other trainings. 	<p>cluster are analyzed to plan the activities.</p> <ul style="list-style-type: none"> • Microfinance activities are proposed for “Promotion of Social Inclusion/ Social Unity” in the Village-wise Development Plan. • This approach is also reflected to formulate proposed priority projects.
<p>Strategy (2): Rehabilitation Process with the Scope for Sustainable Development</p>	<p>Formulation of Community Action Plan by villagers through CAP method</p> <ul style="list-style-type: none"> • Implementation of the Pilot Projects of CBA (trainings in agriculture and poultry, small-scale income generation activities, microfinance activities) • Implementation of the Pilot Projects of SSIR (fishing facilities provided by the Project and introduction of revolving loan fund scheme for the fishing facilities) 		
<p>Approach (4): Promotion of self- and mutual-help activities</p>	<ul style="list-style-type: none"> • Implementation of the Pilot Projects of CBA (study tour, training in financial management, construction skill training) • Implementation of the Pilot Projects of SSIR (utilization of 	<ul style="list-style-type: none"> • Through various trainings and opportunities to gain knowledge and skills to manage the organization, CBOs were strengthened, which will ensure sustainability of the activities 	<ul style="list-style-type: none"> • Activities for strengthening CBOs are proposed for “Promotion of Social Inclusion/ Social Unity” in the Village-wise Development Plan.
<p>Approach (5): Strengthening of CBOs</p>			

Item of Verification	Pilot Project for Verification	Verified Outcome	Reflection to the Road Map
<p>Strategy (3) Connectedness to the Government/ Local System</p>	<p>Community Contract method)</p> <ul style="list-style-type: none"> • Cooperation with the relevant stakeholders for implementation of the Pilot Projects • Conclusion of the Minutes of Understanding on handing over the facilities rehabilitated/ constructed under the Pilot Projects of SSIR 	<p>introduced by the Project.</p> <ul style="list-style-type: none"> • Throughout the implementation period, sincere cooperation from the relevant institutions was rendered to the Project. It indicates that the counterparts of the Project, especially those who work in the District, understand the importance of community-based activities. 	<ul style="list-style-type: none"> • Not relevant to the Road Map • Recommendation to other donors
<p>Approach (6): Involvement of Various Stakeholders</p>	<ul style="list-style-type: none"> • CAP method • Pilot Projects of SSIR (Community Contract method, revolving loan fund scheme for fishing facilities provided by the Project) • Locally practiced bidding procedure • Pilot Projects of CBA (training method) 	<ul style="list-style-type: none"> • Throughout the implementation period, sincere cooperation from the relevant institutions was rendered to the Project. 	<ul style="list-style-type: none"> • Adoption of Community Contract method is proposed as “Other Basic Infrastructure” in the Village-wise Development Plan.
<p>Approach (7): Utilization of Local Methods</p>	<ul style="list-style-type: none"> • Consistency with the National, District and other plans • Pilot Projects of SSIR (Implementation of hatchery facilities in accordance with the policy of DAPH of the Northern Province, etc.) 	<ul style="list-style-type: none"> • The approach will ensure future involvement of the relevant institutions such as DAPH on hatchery, DFAR on revolving loan fund scheme, DOA on nursery farms, etc., and sustainability of the activities. 	<ul style="list-style-type: none"> • The Road Map is formulated in accordance with the Government’s plans such as <i>Joint Plan for Assistance for the Northern Province (JPA)</i> and <i>Development Priorities of Sri Lanka</i>.
<p>Approach (8): Assistance in Line with Development Plan of the Government of Sri Lanka</p>			

5.5.2 Project Administration

- (1) The size of any activities jointly implemented by the local authorities, communities and a donor(s) needs to be decided in consideration of the implementing capacity of not only the donors but also the recipient side including contractors, communities and local authorities.
- (2) The Project could not yet satisfy most of the urgent needs of the resettled communities, partly because the procedure of project administration took a longer time than expected. With due consideration of the urgency of the needs of the resettled communities, it is necessary to simplify and expedite the administrative procedures such as the process of project approval and procurement of contractors, and create expected outputs in a short time.
- (3) From the lessons learned of the implementation of the Pilot Projects of Small-scale Infrastructure Rehabilitation, when any project is planned in the conflict-affected regions, the Project Team recommends dividing the activities into two categories: one is to be carried out immediately after the launch of the project in consultation with GA and other donor organizations such as UNHCR, which includes water supply, provision of fishing boats and agriculture inputs, and the other shall be rehabilitation and construction of infrastructure to be decided through participation of beneficiaries for their future necessity. The division will contribute towards fulfilling the urgent needs of IDPs swiftly, which will make them realize the peace dividends soon after the termination of a conflict. This division shall be adopted not only for the construction of infrastructure, but also for community-based activities.
- (4) Taking into account the short timeframe of a project under this assistance scheme of JICA, it is not quite possible to incorporate the results and lessons learned from the Pilot Projects into the future development plan such as the Road Map of the Project. Therefore, while the results and lessons from the process of implementation of the Pilot Projects are learned and incorporated into a development plan as much as possible, monitoring and follow-up activities for the Pilot Projects need to be continued for the future sustainability and elaboration of the lessons even after termination of the Project.

5.5.3 Lessons Learned from the Implementation of Small-scale Infrastructure Rehabilitation

- (1) Construction of the infrastructure as the Pilot Projects has been delayed partly due to the issues in relation to contractors. The causes of the delays are combined effects of (a) shortage of the management staff of contractors acquainted with the local conditions and skilled laborers since so many construction works have been implemented in 2011 and 2012 in the North, (b) national and local contractors are still

weak to carry out the works in Mannar District after nearly 30 years' interruption of the construction business and (c) others. As the lessons learned, elimination of such causes of delays shall be taken into consideration.

- (2) As already learned in other JICA projects, community contract proved to be efficient and effective, especially when local contractors have a limited capacity. However, community contract had created successful results in the Project because the CBOs, which had undertaken the community contract, had a similar experience under the ex-JICA project, MANRECAP and the Project provided the CBOs with technical support and close supervision. Therefore, at the time of introducing the community contract in a project, it is important to carefully consider the factors, such as experience of CBOs, capacity of the project team to provide close supervision and technical support, and availability of time for construction with due consideration of seasonal factors, such as farming, fishing and rainy seasons.

5.5.4 Issues to Strengthen the Capacity of Field Level Officers

The Project activities shall be monitored and guided by the officers after the Project is completed. In this connection, it is necessary to enhance the level of knowledge and skills of the field officers on community development in order for them to grasp the communities' needs and render appropriate assistance to the communities, in addition to the improvement in their working environment such as ensuring transportation.

5.5.5 Lessons Learned from the Environmental and Social Consideration

- (1) The case studies and interviews with CBO leaders revealed that there were some families who were still unable to get away from the consequences of the conflict and displacement, such as mental instability, absence of bread-winners, fluctuation of family relationships and others. The Project Team also learned the importance of providing assistance to improve psychological stability and reconciliation among the villagers from the experience of the Peace Reconciliation Workshops. These are the examples to show that effects of conflicts and displacements are not transitory symptoms but are the issues that require long-term care and assistance. It is important to re-establish interpersonal communication among the affected people and reconstruct a community, through implementing community-based activities such as women's saving groups and group-based income generation activities, so that a sense of mutual understanding and care are enhanced.
- (2) In the selection of the Pilot Projects of Small-scale Infrastructure Rehabilitation, rehabilitation/ reconstruction works were purposefully selected with the expectation that no land issues would be raised from the works, unlike construction of new

infrastructure at new sites. Contrary to the expectation, there occurred several land issues and one of the Pilot Projects, namely construction of a fish pond for fish fingerlings rearing, was finally cancelled due to the issue. The land issue occurred due to complications of landownership during the prolonged conflict and repeated displacements, taking advantage of post-conflict confusion and so on. On implementation of a construction project, necessary measures to avoid land issues such as information gathering from all the stakeholders need to be taken in addition to the basic procedures such as confirmation of land ownership and publicity of the project work to the surrounding villages and the administration.

- (3) The Pilot Projects were implemented in the areas where the Low Risk Certificate had been issued and the safety had been confirmed. However, several UXOs were found at work sites in the focal villages. In addition, with the passage of time after the resettlement, the villagers' range of action was expanded and landmines and UXOs were encountered. Implementation of any activities even in the Low Risk Areas requires actions such as cross-check of information gathered, close communication with relevant organizations and implementation of Mine Risk Education to the stakeholders.
- (4) Various community-based activities were carried out under the Project to rehabilitate lives and livelihoods of IDPs. Many agriculture-related activities have been contributing to quick rehabilitation of the livelihoods. Promotion of home gardening proved to be effective to ensure food security and to increase cash income of the resettled families. Promotion of home gardening was also found to be appropriate as assistance to women-headed families and families with persons with disability. Other community-based activities such as trainings to strengthen capacity of CBOs and microfinance activities of women's saving groups also enhanced motivation of IDPs to reconstruct a community.

Those lessons learned are incorporated into the Road Map or utilized as recommendations to similar projects. At the same time, it is expected that the Government of Sri Lanka will take them on the implementation of reconstruction/ development activities proposed in the Road Map.

PART III: PROPOSED ROAD MAP

CHAPTER 6 THE ROAD MAP FOR DEVELOPMENT OF MANNAR DISTRICT

6.1 Structure of the Road Map

As explained in Section 3.2, the Road Map consists of two parts, namely the “Village-wise Development Plan” and the “Sector-wise Development Plan.” The “Village-wise Development Plan” aims to promote resettlement of IDPs and establish a self-sustaining community. It includes measures taken for (1) restoration and improvement of livelihoods and (2) ensuring the access to socio-economic infrastructure as the centerpiece of the plan, and (3) strengthening of CBOs, (4) strengthening of public organizations and (5) social inclusion of socially vulnerable persons/ promotion of social unity as the supporting factors. The “Sector-wise Development Plan” aims for development of local industry related to the livelihoods of a majority of the population in Mannar District, namely agriculture and fisheries.

Both the “Village-wise Development Plan” and the “Sector-wise Development Plan” are formulated based on the clusters characterized by the main livelihoods of the area, namely (1) paddy cultivation, (2) OFC cultivation and other agricultural activities and (3) marine capture fisheries. Hereafter, “Cluster I”, “Cluster II” and “Cluster III” refer to the paddy cultivation area, the OFC cultivation and other agriculture areas, and the marine capture fisheries area respectively⁵.

6.2 Proposed Road Map: Village-wise Development Plan

The following figure illustrates the concept of the Village-wise Development Plan. The Village-wise Development Plan is proposed basically cluster-wise as shown.

⁵ Target villages for implementation of the Pilot Projects were classified into four (4) clusters, whereas Mannar District is classified into three (3) clusters for formulation of the Road Map.

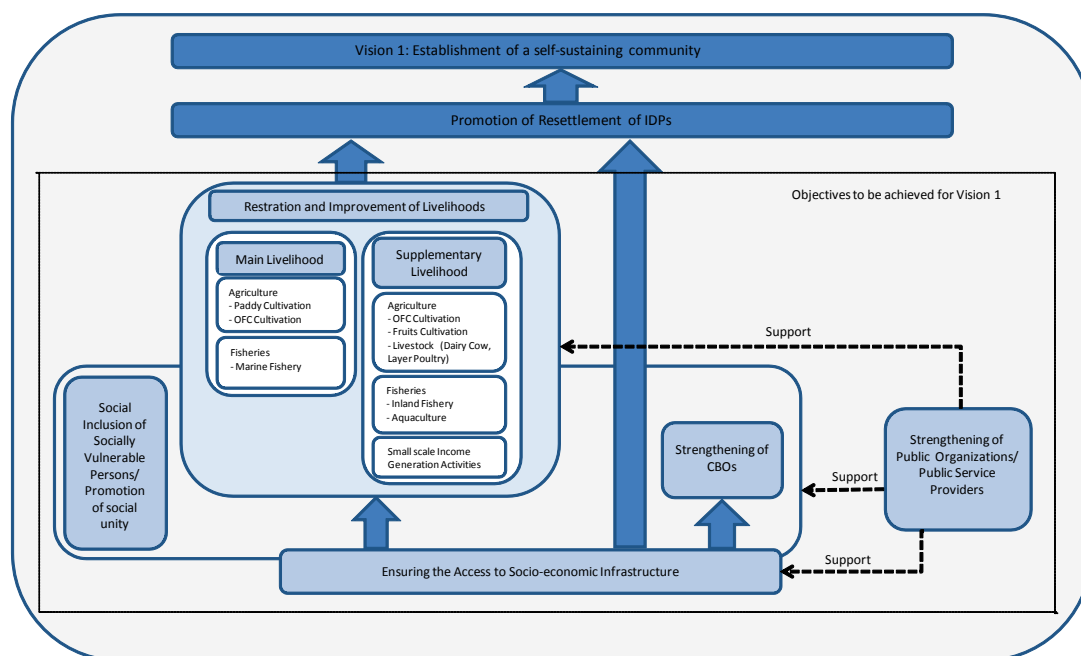


Figure 8 Concept of Village-wise Development Plan⁶

As discussed in Section 3.2.4, the goal of the Village-wise Development Plan is as follows: “the lives of the IDPs are reconstructed based on their needs, and socio-economic activities are implemented on the initiative of the IDPs in a self-sufficient manner.” In the following sections, potentials and disincentives to promoting village-wise development in each cluster are analyzed and the development themes and necessary measures to fulfill the goal are proposed.

6.2.1 Restoration and Improvement of Main Livelihoods

In an actuality, villagers engage in one major livelihood in combination with several supplementary livelihoods whether they are farmers or fishers. In this section, potentials and disincentives in relation to main livelihoods in each cluster are analyzed and the necessary measures are proposed, while supplementary livelihoods are explained in the next section.

(1) Cluster I: Paddy Cultivation Area

Agriculture is the most important industry in Mannar District since 70% of the population engage in agriculture activities. Paddy cultivation has been widely prevailing in the District as more than 60% of the population are cultivating paddy and the paddy yield in Mannar District was one of the best in the country before the conflict. However, the yield of paddy production decreased due to the prolonged conflict.

⁶ Labor work is not included as a livelihood in Figure 8.

Paddy production in the Mannar District was highest in 1983 before the conflicts, with a much higher unit yield than the Sri Lankan average, and the surplus production was also high. On the other hand, during the conflict period the cultivation area and unit yield in Mannar District was depressed. In 2009, although the extent of the harvested area was not fully recovered, the unit yield was substantially recovered and exceeded the national average.

In Cluster I, people's main agriculture activity is paddy cultivation supplemented by OFC and livestock. On the other hand, the results of the Endline Survey of the Project show that there are many households obtaining income from labor work and others. The labor opportunity is not assured for the future as most of the present labor works are for the reconstruction and development activities. Accordingly, it is necessary to encourage farmers to carry out more profitable agriculture activities mainly of paddy agriculture.

Village-wise Development Plan for Cluster I: Paddy Cultivation Area: Taking the potentials and disincentives in Cluster I into account, the development themes and the development plans for the short-term and mid-term are proposed as shown in Table 11.

Household Economy Proposed by the Project: With the various activities proposed in Table 10, the household economy shall be improved. Still, the net income from the irrigated paddy mono-crop, Rs.97,422/ year per family⁷ is below the poverty line. Therefore, the Project Team proposes multiple farming to obtain supplementary income through other agricultural activities such as cultivation of pulse, milk production, rearing of layer poultry and home garden activities. The total net income of a farm family would increase by 300% over the net income by paddy cultivation only, and exceed the poverty line.

In addition to the above-mentioned supplementary agricultural activities, Inland Capture & Culture-Base Fishery and Small-scale Income Generation Activities are the potential sources of supplementary income. The details of these activities are discussed in the following section 6.2.2. Supplementary Livelihood (refer to (2) Cluster II: OFC and Other Agriculture Area for home garden activities, which is common to main and supplementary livelihoods).

⁷ Details of the calculation are shown in the main report.

Table 11 Village-wise Development Plan for Cluster I: Paddy Cultivation Area

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
(1) Restoration and Improvement of Livelihoods				
1. Main Livelihood: <u>Paddy Cultivation</u>	<p>►Potentials:</p> <ul style="list-style-type: none"> • Higher yield than the national average • Water is available if irrigation systems are rehabilitated. • Farmers have enough knowledge and techniques to absorb new technologies. • Demand for rice will increase with population increase in the District. <p>►Disincentives:</p> <ul style="list-style-type: none"> • Demining has not been completed. • Poor production due to inadequate infrastructure such as irrigation/ drainage systems • Low productivity due to poor machinery services • Farmers have a limited access to loans/ credit due to inadequate bank outlets. • Weak capacity of public sector to provide trainings and extension services. • FOs are not fully engaged in 	<p>Clearance of land mines & UXOs/ Safe use of paddy land/ Increase in cultivable land</p> <p>Rehabilitation and improvement of irrigation systems including on farm system</p> <p>Mechanization for increase in productivity</p> <p>Rehabilitation and improvement of inputs supply</p> <p>Improvement of production skills</p> <p>Improvement of farmers' access to loan/ credit facilities</p> <p>Establishment of post-harvest facilities in villages</p>	<ul style="list-style-type: none"> • Complete demining work • Rehabilitate irrigation systems • Strengthen machinery hiring services by public institution • Rehabilitate inputs (seeds, fertilizer, chemicals, etc.) distribution systems of MPCPS • Restore backup services of DAD Agrarian Service Centers (ASC) • Strengthen District Agriculture Training Center (DATC) • Conduct necessary trainings to update farmer's skills • Reorganize the system of cultivation loan/ credit • Establish mobile bank services in remote areas • Rehabilitate small-scale rice mills in community • Rehabilitate grinding mills 	<ul style="list-style-type: none"> • Control floods and increase irrigable areas • Establish machinery hiring services by private sector/ farmers' groups • Strengthen MPCPS activities • Enhance backup services of DAD ASC • Construct a new facility for residential trainings • Establish bank branches in each DS/ AGA Division • Establish new small-scale rice mills • Establish activities utilizing by-products

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
	O&M and other related activities.	Strengthening of public service providers	<ul style="list-style-type: none"> Rehabilitate facilities of DOA and DAD Provide equipment and tools for extension activity Provide trainings in technical as well as management to front line officers 	<ul style="list-style-type: none"> Strengthen FO-managed activities
		Strengthening of FOs	<ul style="list-style-type: none"> Conduct institutional training programs Provide technical guidance on O & M of irrigation facilities 	
2. Supplementary Livelihoods:				
			Refer to “Village-wise Development Plan of Cluster II: OFC/ Fruit Cultivation and Other Agriculture Area.” on pp.51 to 52.	
			Refer to “Fruit Cultivation” on pp.55 and 57.	
			Refer to “Livestock (Dairy Cow & Layer Poultry)” on pp. 55 and 58.	
			Refer to “Inland Capture & Culture-Based Fisheries” on pp.56 and 59 to 60.	
			Refer to “Small-scale Income Generation Activities” on pp.56 and 62.	
(2) Ensuring the Access to Infrastructure for Improvement of Living Standards and Activation of Activities in Community (Common to all clusters)				
			Refer to “Housing” on p.63.	
			Refer to “Water Supply” on p.63.	
			Refer to “Other Basic Infrastructure” on p.63.	
(3) Promotion of Social Inclusion/ Social Unity (Common to all clusters)				
			Refer to “Strengthening of CBOs” on p.63.	
			Refer to “Promotion of Social Inclusion” on p.63.	

(2) Cluster II: OFC Cultivation and Other Agriculture Areas

In the areas in Mannar District where paddy cultivation is not prevailing, people depend upon non-paddy agriculture such as OFC/ fruit cultivation and livestock in addition to construction labor work as their income sources. OFC cultivation in Mannar District, however, is not popular: the extent is still small taking the total arable land into account and the per capita production in the District is far below the per capita production at the national level except for ground nuts. On the other hand, vegetable production per capita in the District is higher than the national per capita production for all vegetable items. However, as an agricultural District, the extent of the cultivation area of OFC and vegetables are still small, taking the arable land into consideration. The production of OFC and vegetables in the District shall be enhanced.

Village-wise Development Plan for Cluster II: OFC and Other Agriculture Areas:

Taking into account the potentials and disincentives in Cluster II, the following development themes and the development plans for the short-term and mid-term are proposed in Table 12.

Household Economy Proposed by the Project: The Team considers that in the Village-wise Development Plan of Cluster II a model household shall carry out OFC cultivation in one (1) acre of land for chili and onion for import substitution and eggplant with supplementary agriculture activities consisting of milk production and rearing of layer poultry.

The net income from the OFC cultivation per family is Rs.16,508 per month, and it is assumed that farmers are cultivating only in Maha season as irrigation water in the other seasons is not firmly available, and very limited cultivation is practiced during Yala season. If this income is the only the income for a family of four (4) members for a year, the per capita income is Rs.4,127 per month, which is higher than the poverty line, per capita income of Rs.3,269 per month, defined in the poverty guideline of the Sri Lanka Government, and similar to the monthly medium family income of the rural sector, Rs.21,996, as discussed in the preceding section.

Meanwhile, the total net income of a farm family including supplementary livestock activities would become Rs.25,898 per month per family, which is 57% higher than the income from OFC cultivation alone. Accordingly, OFC cultivation with the introduction of dairy cattle and poultry improves the household income substantially, and thus the livelihoods of farmers.

Table 12 Village-wise Development Plan for Cluster II: OFC Cultivation and Other Agriculture Areas

Objectives to be achieved for Vision I	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
(1) Restoration and Improvement of Livelihoods				
1. Main Livelihood: <u>OFC/ Fruit Cultivation</u> (Cultivation at home garden) * Applicable for “Supplementary Livelihoods” in Cluster I & III	<p>► Potentials:</p> <ul style="list-style-type: none"> • Suitable land for OFC cultivation including home garden and backyard is available. • Potential market is available even in Mannar District. <p>► Disincentives:</p> <ul style="list-style-type: none"> • Seeds and other input materials are not well distributed. • Poor production due to lack of farmers’ knowhow • No protective measures are taken to avoid damage from animal grazing. 	<p>Dissemination of advantage of OFC cultivation</p> <p>Stable supply of seeds and seedlings</p> <p>Organization of farmers’ groups and FOs for production and marketing based on the market demand</p>	<ul style="list-style-type: none"> • Conduct awareness seminars and basic trainings in OFC cultivation • Establish nursery farms • Rehabilitate DAD ASC to supply quality seeds • Study market demand • Organize “group production and marketing” activities • Produce products by farmers’ groups and FOs based on the market demand 	<ul style="list-style-type: none"> • Encourage nursery farms to produce seedlings and saplings • Encourage private seed suppliers • Strengthen “group production and marketing” activities
2. Supplementary Livelihoods:		Improvement of farmers’ skills on OFC cultivation	<ul style="list-style-type: none"> • Conduct training for farmers by DOA and DAD • Conduct an awareness program in protection from damage from animal grazing • Introduce multiple farming with livestock raising 	<ul style="list-style-type: none"> • Strengthen training in OFC Cultivation for farmers by DOA and DAD • Strengthen multiple farming with livestock raising
	Refer to “Livestock (Dairy Cow & Layer Poultry)” on pp. 55 and 58.	Strengthening of public services providers	<ul style="list-style-type: none"> • Rehabilitate facilities of DOA and DAD • Provide equipment and tools for extension activity • Provide trainings to front line officers 	
	Refer to “Small-scale Income Generation Activities” on pp.56 and 62.			
(2) Ensuring the Access to Infrastructure for Improvement of Living Standards and Activation of Activities in Community (Common to all clusters)				
	Same as Cluster I			
(3) Promotion of Social Inclusion/ Social Unity (Common to all clusters)				
	Same as Cluster I			

(3) Cluster III: Marine Capture Fisheries Area

The development potential of Mannar fisheries centers on its rich fisheries resources that have not been adequately harnessed. In 1983, Mannar accounted for 19,040 tons of marine fish landings, around 10% of the total marine fish production (184,740 tons) in Sri Lanka. However, severe disruption to fishing activities since then has led to a drastic decline in the annual fish catch, from over 19,040 tons in 1983 to around 7,000 tons in the mid-1990's, and the contribution to the country's total fish catch from Mannar District also declined to less than 5%. Mannar District has about 163 km of the country's total coastline of 1,730km; it has a continental shelf area that is much wider than the rest of the country's coast. This wider shelf is known to provide a relative abundance of the demersal fish resources. The shallow seas off Mannar along with stretches of mangroves and lagoons, etc., also support commercially important fisheries resources such as groupers, snappers, prawns, crabs, lobsters, sea cucumber (beach de mer), etc. The resources potential has not been adequately harvested due to various inadequacies and disincentives. In addition, the offshore fisheries resources have also not been exploited. In view of the prevailing situation of the marine capture fisheries and its significant support to coastal communities, it is of the utmost importance to revive and develop the sector in tandem with the national development as envisaged by the Government.

Village-wise Development Plan for Cluster III: Marine Capture Fishery Area: Taking into account the potentials and disincentives in Cluster III, the following development themes and the development plans for the short-term and mid-term are proposed in Table 13.

Fishing Household Income and Economy: It is a general assumption that fishers' households have income levels comparatively higher than that of agricultural families. However, it is not quite true for the households in Manthai West AGA Division, particularly after the resettlement. Provided the planned projects in the Road Map are implemented, in the mid-term the monthly income could be Rs 35,800. In addition, processing of dry fish and home gardening will contribute to the enhancement of their livelihoods.

Table 13 Village-wise Development Plan for Cluster III: Marine Capture Fisheries Area

Objectives to be achieved for Vision I	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
(1) Restoration and Improvement of Livelihoods				
1. Main Livelihood: <u>Marine Capture Fisheries</u>	<p>►Potentials:</p> <ul style="list-style-type: none"> Rich & diverse fisheries resources <p>►Disincentives:</p> <ul style="list-style-type: none"> Devoid of infrastructure such as jetties and anchorages, is causing fishing efforts to be limited in inshore coastal water Current fishing operation technologies limit and prevent offshore fishing efforts Poor quality of landed fish due to absence of jetties, on-land loading and unloading service facilities (ice, fuel, water); lack of knowledge in fish handling practices, etc. Weak capacity of DFAR Mannar to provide & sustain the training & extension services 	<p>Development and improvement of marine capture fisheries</p> <p>Development and improvement of facilities related to fish marketing & distribution system</p> <p>Quality improvement and value-added products, preferably targeting new products</p> <p>Strengthening of FCSs</p> <p>Strengthening of DFAR Mannar</p>	<ul style="list-style-type: none"> Replace & provide fishing equipment to start operation (worse-affected areas). Formulate plans for landing facilities. Develop appropriate basic & functional facilities for an organized fish marketing & distribution system (FMDS). Implement training on handling & sanitary practices. Disseminate dry fish processing technique imparted by the Project. Provide offices & facilities for management of FCSs and CBOs. Provide managerial & entrepreneurial trainings to strengthen economic & financial capacity. Encourage savings and loans, and activate and/or set up Idiwara Bank (Fisheries Development Bank). Provide office & logistic facilities (computers, bikes, etc.) to function. Increase man-power (fisheries inspectors) to impart extension & training. Provide trainings for Fisheries Inspectors (FIs) in line with technological development. 	<ul style="list-style-type: none"> Develop efforts to off-shore areas with improved technology & resource management in mind. Implement construction of jetties, etc. Upgrade and sustain the FMDS in line with increased offshore catches & market requirement. Develop village-level industries by introducing processing technology. Encourage & develop "Mannar Brand" fisheries product.
(2) Supplementary Livelihoods				
• Marine Aquaculture	Refer to "Marine Aquaculture." on pp.56 and 60 to 61.			
• OFC Cultivation	Refer to "Village-wise Development Plan of Cluster II: OFC Cultivation and Other Agriculture Area." on pp.51 to 52.			
• Livestock (Cow & Poultry)	Refer to "Livestock (Dairy Cow & Layer Poultry)" on pp. 55 and 58.			
• Small-scale IGA	Refer to "Small-scale Income Generation Activities" on pp.56 and 62.			
(2) Ensuring the access to Infrastructure for Improvement of Living Standards and Activation of Activities in Community (Common to all clusters)				
	Same as Cluster I			
(3) Promotion of Social Inclusion/ Social Unity (Common to all clusters)				
	Same as Cluster I			

6.2.2 Restoration and Improvement of Supplementary Livelihoods

The potentials and disincentives to development are analyzed and the development themes and plans are proposed on the following supplementary livelihoods in the Village-wise Development Plans.

(1) OFC Cultivation

Refer to “Village-wise Development Plan of Cluster II: OFC Cultivation and Other Agriculture Areas” for OFC cultivation.

(2) Fruit Cultivation

Fruit cultivation and production is one of the promising supplementary agricultural activities to upgrade livelihoods of IDP returnees. The consumption of fruits in Sri Lanka is very low compared to other countries and to be increased in future. The fruit supply in the District exceeds the requirement assuming the requirement is equivalent to the national average. However, the cultivation extent is not much taking arable land in the District into account. There is a great potential to increase the production in the future. The Village-wise Development Plan for Fruit Cultivation is shown in Table 14.

(3) Livestock (Dairy Cow and Layer Poultry)

Dairy Cow

Dairy development is well known to farmers in Mannar District as a profitable agricultural activity. However, it has not materialized much in the District given that at present productivity is very low, and farmers have very limited access to improved varieties of cows. The production of milk and per capita availability, 25.6 liter/ year in Mannar District, is higher than the national level, 8.5 liter/ capita/ year. Therefore, demand in the District is fulfilled by the production in the District. However, the Government emphasizes to promote more milk production, since the imports of milk products are very high, nearly 80% of the milk related consumption.

Layer Poultry

The layer poultry is one of the potential agricultural activities in Mannar District. The supply of eggs in Mannar District is adequate if the national level per capita consumption is the same as the level of consumption in the District. However, taking the international level of consumption into consideration, the production level shall be further increased. The Village-wise Development Plan for Livestock is shown in Table 15.

(4) Inland Capture & Culture-Based Fisheries

Mannar District has major and medium sized tanks, and seasonal tanks that are estimated at around 5,320 ha. According to NAQDA, these water bodies support around 586 inland fisher households in the District. Fish catches mainly consist of tilapia and carp. The Government promotes capture fisheries in perennial and seasonal water bodies through stocking of fingerlings, distribution of outrigger canoes (orus) and gill nets in Sri Lanka. During the period of 1990-1994, the support to inland fisheries was withdrawn, and this resulted in a heavy reduction in inland fish production. Though the Government resumed its assistance to inland fisheries in 1995, Mannar, along with others districts in North East Province, did not benefit as much as others districts in Sri Lanka due to the continuing conflicts. The production in comparison to the national total is considerably less than one percent. The Village-wise Development Plan is shown in Table 16.

(5) Marine Aquaculture

Aquaculture is not currently an important activity and it is practiced only to a limited extent, although its importance is recognized by the Government to realize its full potential to support livelihood restoration and future development. There are a few trials of marine aquaculture activities, namely in sea cucumber, oysters, and fattening of crabs, but there is no known commercial aquaculture activity in marine coastal areas. The Village-wise Development Plan for Aquaculture is shown in Table 17.

(6) Small-scale Income Generation Activities

IDPs, especially women of women-headed households who do not have enough productive assets such as land and fishing equipment urgently need any activities of small-scale income generation as supplementary income sources. The Village-wise Development Plan is shown in Table 18.

Table 14 Village-wise Development Plan for Supplementary Livelihood: Fruit Cultivation

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
(1) Restoration of Livelihoods Supplementary Livelihoods: <u>Fruits Cultivation</u> (Cultivation at home garden and backyard)	<p>►Potentials:</p> <ul style="list-style-type: none"> • Suitable land for fruit cultivation including home garden and backyard is available. • Fruit cultivation fits the national policy. • Potential market is available even in Mannar District. <p>►Disincentives:</p> <ul style="list-style-type: none"> • Seedlings and other input materials are not well distributed. • Poor production due to lack of farmers' knowhow. • Weak activities by FO on fruit cultivation and marketing. • No protective measures are taken to avoid damage from wild animals 	<p>Dissemination of advantage of fruit cultivation</p> <p>Stable supply of seeds and seedlings</p> <p>Organization of farmers' groups and FOs for production and marketing based on the market demand</p> <p>Improvement of farmers' skills on fruit cultivation</p> <p>Strengthening of FO</p> <p>Strengthening of public services providers</p>	<ul style="list-style-type: none"> • Conduct awareness seminars and basic trainings in fruit cultivation • Establish nursery farms • Rehabilitate DAD ASC to supply quality seedlings • Study market demand • Organize "group production and marketing" activities • Produce products by farmers' groups and FOs based on the market demand • Conduct training for farmers by DOA and DAD • Conduct an awareness program in protection from damage from wild animals • Introduce multiple farming with livestock raising • Strengthening of FO on fruit cultivation • Study by FO for marketing of products • Rehabilitate facilities of DOA and DAD • Provide equipment and tools for extension activity • Provide trainings to front line officers 	<ul style="list-style-type: none"> • Conduct study tour to the advanced area • Encourage nursery farms to produce seedlings and saplings • Encourage private seedling suppliers • Strengthen "group production and marketing" activities • Strengthen training in fruit cultivation for farmers by DOA and DAD • Strengthen multiple farming with livestock raising • FO takes initiative of marketing

Table 15 Village-wise Development Plan for Supplementary Livelihood: Livestock (Dairy Cow & Layer Poultry)

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
<p>(1) Restoration and Improvement of Livelihoods</p> <p><u>Supplementary Livelihoods: Livestock (Dairy Cow & Poultry)</u></p>	<p>►Potentials:</p> <ul style="list-style-type: none"> • Availability of abundant grazing land • Presence of experienced farmers • The Government policy encourages the increase of milk/ dairy products to substitute for imports. • There is demand and existing markets for milk, meat and eggs. <p>►Disincentives:</p> <ul style="list-style-type: none"> • Inadequate services on introducing improved varieties. • The number of collection centers will run short if production of milk increases in the future. • Inadequate number of veterinary surgeons and services including provision of chemicals and vaccines • Farmers have limited knowhow on the latest livestock practices. • Farmers have limited access to loans/ credits due to inadequate bank outlets. • Weak capacity of public sector to provide trainings and extension services. 	<p>Rehabilitation and development of breeding facilities</p> <p>Improvement of production skills</p> <p>Increase in the number of veterinary surgeons (VS) and strengthening of their services</p> <p>Improvement of farmers' access to loan/ credit facilities</p> <p>Rehabilitation and improvement of milk-related infrastructure</p> <p>Strengthening of public and private service providers</p>	<ul style="list-style-type: none"> • Establish a poultry breeding farm • Strengthen artificial insemination (AI) activities • Conduct necessary trainings to introduce and improve farmers' skills in livestock • Enhance the function of VS in DAPH offices through provision of necessary equipment and consumables • Reorganize the system of livestock loans/ credit • Establish mobile bank services in remote areas • Rehabilitate milk collection and chilling stations • Provide equipment and tools for extension activities • Provide trainings in technical as well as management to front line officers • Encourage private sector in processing of livestock products 	<ul style="list-style-type: none"> • Strengthen the poultry breeding farm and establish additional rearing huts • Impart trainings in AI practice to farmers • Construct a training center and conduct trainings in AI and other skills to farmers • Introduce multiple farming • Introduce private VS services • Establish bank branches in each DS / AGA Division • Increase milk collection and chilling stations • Construct training facilities of DAPH • Encourage processing industries to expand their activities

Table 16 Village-wise Development Plan for Supplementary Livelihood: Inland Capture & Culture-Based Fisheries

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
<p>(1) Restoration and Improvement of Livelihoods</p> <p>Supplementary Livelihoods: <u>Inland Capture & Culture-Based Fisheries</u></p>	<p>►Potentials:</p> <ul style="list-style-type: none"> • Significant areas of perennial water bodies (reservoirs of large, medium and minor) with fish production potential. • Small seasonal water bodies (could be utilized for community-based fish culture activities); available 6-7 months a year. <p>►Disincentives:</p> <ul style="list-style-type: none"> • Returnee fishing households without simple fishing assets (boats & nets) could not re-start fishing to earn income. • Suspension of fingerling stocking during the conflict years; regular stocking provides stable fish production. • Fingerling supply (by NAQDA) for stocking is insufficient & unstable. • Institutional weakness (absence of NAQDA in Mannar) to plan, coordinate 	<p>Development and improvement of inland capture & culture-based fish production</p> <p>Infrastructure development and improvements for inland fishery</p> <p>Quality improvement (value addition) and marketing development</p>	<ul style="list-style-type: none"> • Provide simple fishing boats & nets to returnee fishing households. • Stocking (urgent need) of fingerlings to potential perennial water bodies. • Identify potential reservoirs & seasonal water bodies for fingerling stocking; rehabilitate & repair them. • Establish hatcheries and fish ponds to rear fingerlings to promote and strengthen tank fish production. • Formulate & implement a model plan for fry-fingerling rearing ponds & facilities for community operation & management (preferably Giant's Tank). • Identify & establish properly located landing sites around reservoirs, and construct marketing sheds. • Provide training on handling & sanitary practices, etc. to improve fish quality & to reduce post-harvest loss. • Provide training on dry fish processing skill & technique similar to MANREP / JICA in Sirukkulam (Giant's Tank). 	<ul style="list-style-type: none"> • Provide fishing boats & nets as needed by fishing households (credit & grant) • Encourage purchase of fingerlings to continue regular fingerling stocking. • Conduct regular stocking of these water bodies of fingerlings. • Establish network of mini-nurseries in other areas for community management. • Establish post-harvest facilities to store ice, fish, boxes, etc. at strategic fish landing sites • Expand the processing technique to fishing households or community on a self-help approach. Promote a "brand product" that would represent Mannar. • Provide bicycle, motorcycles & fish boxes to local needy fish vendors and

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
	& implement activities as well as to provide training & extension.	Strengthening FCSs or CBOs	fishers for marketing. At later stage, provide on a mix of credit and grant thru FCSs.	Development Plan for the mid-term (2016-20)
			<ul style="list-style-type: none"> Provide buildings or halls for efficient functioning of societies. Provide assistance to improve capacity to organize and plan their own activities & increase bargaining power, marketing activities. Encourage members' contribution (with increased landings of fish) and encourage savings & credit services. 	
			<ul style="list-style-type: none"> Encourage members to establish revolving fund (with initial grant through fingerlings, fishing boats & nets). 	
		Strengthening of NAQDA	<ul style="list-style-type: none"> NAQDA must establish a district-level office with adequate staff (aquaculturist and extension officers) to provide technical advice on site location, supervision, monitoring and training. Conduct assessment of reservoir and tank fishery resources and management strategies to evaluate present status and identify water bodies suitable for development of inland fisheries (short-term to long-term). 	

Remarks: Culture-based inland fisheries using seasonal water bodies, and rearing and nursing of fry-fingerlings for stocking, etc. are mandated as aquaculture by NAQDA. These activities have direct impacts on the inland capture fishery; therefore, it is appropriate to include in one format.

Table 17 Village-wise Development Plan for Supplementary Livelihood: Marine Aquaculture

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
(1) Restoration and Improvement of Livelihoods				
Supplementary Livelihoods: <u>Marine Aquaculture</u>	▶Potentials: <ul style="list-style-type: none"> Significant coastal marine habitats (lagoons, estuaries, mangroves) have potential for coastal aquaculture. 	Development of aquatic resources of coastal areas for fish production	<ul style="list-style-type: none"> Identify potential areas & resident cultivable species for community-based culture activity. Formulate viable pilot-scale plans. 	<ul style="list-style-type: none"> Encourage investors to set-up aquaculture in collaboration with local communities on an out-grower system with a suitable buy-back system.

Objectives to be achieved for Vision I	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
	<ul style="list-style-type: none"> • Endemic species of high-value and culturable species (shrimp, crab, milkfish, mussels, sea cucumber, etc.) ▶ Disincentives: <ul style="list-style-type: none"> • Inadequate survey to identify potential areas on carrying capacity, environmental concerns, etc. • No zonal plans for planned and sustainable development. • Limited commercial interest from private sector investment. 	<p>Infrastructure development and improvements for aquaculture</p> <p>Quality improvement and marketing development</p> <p>Strengthening FCSs or CBOs</p> <p>Strengthening of NAQDA</p>	<ul style="list-style-type: none"> • Establish pilot-scale infrastructure and facilities appropriate to the area. • Conduct cost-benefit & technical feasibility of selected resident species (sea cucumber, milkfish, crab-fattening, oysters). • Plan and establish appropriate facilities & services to maintain product quality/standards acceptable to the domestic and international markets. • Provide training on handling & sanitary practices, etc., to maintain fish quality & to reduce post-harvest loss with increased aquaculture activities. • Provide buildings or halls for efficient functioning of societies. • Provide assistance to improve fishers' capacity to organize and plan their own activities, and also increase bargaining power, marketing activities. • Encourage members' contributions (with increased landings of fish) & encourage savings & credit services. 	<ul style="list-style-type: none"> • Encourage private investors to lead capital investments for a commercially-oriented aquaculture using the results of the pilot-scale study. • Encourage investors to collaborate with local communities on an out-grower system with a suitable buy-back system. • Mobilize the trained local communities to commence aquaculture activities on an out-grower system with investors with a suitable buy-back system. • Establish revolving fund (with initial grant through fingerlings).

Table 18 Village-wise Development Plan for Supplementary Livelihood: Small-scale Income Generation Activities

Objectives to be achieved for Vision 1	Development Potentials and Disincentives	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
<p>(1) Restoration and Improvement of Livelihoods</p> <p><u>Supplementary Livelihoods: Small-scale Income Generation Activities</u></p>	<p>►Potentials:</p> <ul style="list-style-type: none"> • There are raw materials that can be developed as cottage industries such as fish, Palmyra, cashew nuts and fruits. • There is a great demand for building materials due to the ongoing reconstruction projects. <p>►Disincentives:</p> <ul style="list-style-type: none"> • People have: <ul style="list-style-type: none"> - limited information about marketing, - limited training opportunities, - limited access to small-scale loans/ credit. • There are a limited number of mechanics in the District who can repair basic machines. • Weak capacity of public sector to impart marketing information and trainings. 	<p>Development of marketing strategies</p> <p>Introduction and improvement of production skills</p> <p>Improvement of access to loans/ credit</p> <p>Strengthening of public service providers, trainers, mechanics, etc.</p> <p>Strengthening of CBOs/ production groups</p>	<p>Identification of marketable products</p> <p>Impart trainings based on the demand</p> <p>Reorganize the system of small-scale loans/ credit.</p> <p>Establish mobile bank services or extension services in remote areas.</p> <ul style="list-style-type: none"> • Establish a branch of Industrial Development Board (IDB) in Mannar District to promote small-scale industrial activities • Train mechanics to meet the local demand <p>Formulate production groups for effective production and marketing</p>	<p>Expand the marketing channels</p> <p>Update the skills through follow-up trainings</p> <p>Establish bank branches in each DS/ AGA Division</p> <ul style="list-style-type: none"> • Strengthen the capacity of IDB • Increase the number of trained mechanics

6.2.3 Ensuring the Access to Infrastructure for Improvement of Living Standards and Activation of Activities in the Community

(1) Housing

Housing is one of the most important issues for the IDP returnees. Although there is some assistance rendered to returnees, there still exists a great gap between the number of houses that need to be constructed or repaired and the number of houses constructed or being constructed. Acceleration of the existing housing project will contribute to fulfill the needs of IDPs for rehabilitation of houses.

(2) Water Supply⁸

The Road Map sets the target as follows: (1) Access to safe drinking water: 100% and (2) Population with pipe-borne water facilities: 60%. Water supply schemes are identified from the following points of view, for the GN Divisions where existing/ongoing schemes do not supply sufficient water to all of the population of divisions. The names of the proposed schemes/proposals for the Road Map are shown in the following table.

Table 19 Identified Schemes/ Projects for the Road Map

Name of Scheme/Project		Name of Scheme/Project	
a.	Talaimannar Water Supply Scheme (WSS)	i.	Extension of Thevanpidy WSS-a (Anthoniarapuram, Illuppaikadavai)
b.	Pesalai WSS	j.	Extension of Thevanpidy WSS-b
c.	Northern Musali Regional WSS	k.	Extension of Nanaddan WSS
d.	Nanaddan WSS	l.	Extension of Murunkan WSS
e.	Madhu Church WSS	m.	Enhancement/Extension of Erukkalampiddy WSS
f.	Extension of Madhu Church WSS	n.	Extension of Adampan WSS
g.	Extension of Thiruketheeswaram	o.	Deep Well + Hand Pump
h.	Extension of Vidatalativu WSS	p.	Protected Dug-wells

Note: a+b+m: Mannar Island Regional WSS

(3) Other Basic Infrastructure

In addition to housing and water supply mentioned above, access to basic infrastructure such as public buildings for community, village internal roads should also be ensured to improvement of living standards and activation of activities in community. When conditions allow, it is proposed that construction of those facilities be undertaken through community contract, which will enhance satisfaction of the community.

⁸ The Plan for Water Supply presented in this section is formulated based on water sources because of the technical characteristics.

6.2.4 Promotion of Social Inclusion/ Social Unity

(1) Strengthening of CBOs

CBOs play crucial roles in reconstruction and development activities in villages since they are the focal points of the communities. Their managerial skills on finance, personnel, assets and so on need to be enhanced and remain accountable and transparent through trainings and monitoring. At the same time, the role of the Government is also important to provide appropriate assistance and create enabling environments for the CBOs/communities. Therefore, the collaborative working relationship between CBOs and the Government sector is one of the key factors for successful village-wise development. For strengthening the relationship, opportunities need to be prepared to share the ground situation and development needs of communities, and to promote joint planning and implementation of village-wise activities.

(2) Promotion of Social Inclusion

In order to drive the conflict-affected society towards self-reliance, it is vital, as a basis, to assist the community in appropriate manners to maximize their potential resilience. Towards this end, strengthening CBOs' promotion of social inclusion and unity through the community-based approach in combination with activities targeting the socially vulnerable people is proposed.

6.3 Proposed Road Map: Sector-wise Development Plan

As discussed in Chapter 3, the concept of the Sector-wise Development Plan is illustrated in Figure 9.

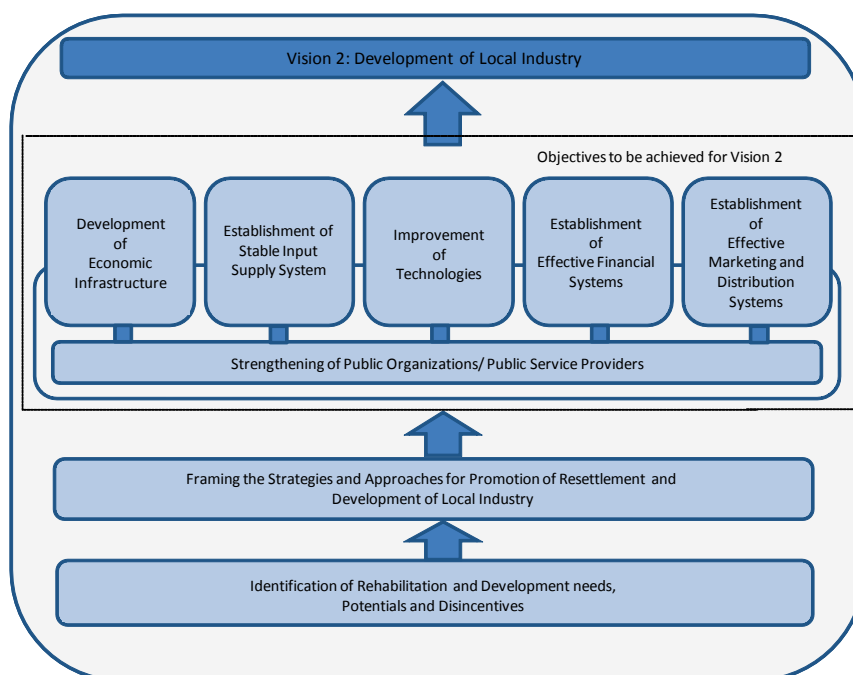


Figure 9 Concept of Sector-wise Development Plan

As discussed in Section 3.2.4, the goal of the Sector-wise Development Plan is as follows: “the contribution of local industry to the improvement of livelihoods and living standards of the resettled communities is developed.” In order to formulate plans for development of industries in Mannar District, the agriculture and fishery sectors have to be taken into consideration first as they are the prevailing industries in the District, in which 70% of the population is engaged in agriculture and 25% in fishing.

Agriculture, especially paddy cultivation, is prominent in the District as 61% of the population engages in paddy production. Meanwhile, other agricultural activities such as horticulture (OFC, fruits, vegetables) and livestock (dairy, poultry) are not so popular though their potentials are high. Accordingly, development plans for the agriculture-related local industry need to incorporate horticulture and livestock in addition to paddy agriculture. Fisheries in the District were also badly affected by the conflict. Marine capture fisheries have been confined to the coastal areas. Inland capture fisheries and aquaculture have been neglected though their potentials are very high. Most of the potentials and disincentives of the sectors and the sub-sectors are common for the main and supplementary livelihoods discussed in Section 6.2.

In the following sections, sector-wise and sub-sector-wise development plans including “Model Farm Economy as Industry” are proposed.

In order to plan the sector-wise development in agriculture, farmers’ incomes of some of the sub-sectors are studied. These sub-sectors are paddy, OFC, vegetables, fruits, dairy and layer poultry. Although an agriculture activity of each sub-sector is not necessarily monoculture, farm economy on a monoculture basis is analyzed in this study to simplify the analysis. The target of monthly per capita income of an agriculture activity of each sub-sector shall be set at approximately 80% of the national median monthly per capita income of the rural sector in Sri Lanka, which is Rs.8,636 in 2009. Accordingly the target monthly income per family with 4 family members would be Rs.27,635 (Rs.8,636 x 0.8 x 4). It is anticipated that the other 20% of income shall be created through combined agricultural activities with other sub-sectors, though a detailed analysis was not conducted for this report.

It shall be noted that the following are the prerequisites for achieving the target in agriculture:

- (1) Irrigation is further improved in terms both of facilities and operation and maintenance.
- (2) Improved varieties of seeds, seedlings, livestock, etc. are introduced.
- (3) Skills in cultivation, rearing, management, etc. are improved.
- (4) Capacities of the staffs of the relevant Departments are strengthened to provide various services.
- (5) Others.

6.3.1 Paddy Sector (Cluster I)

Mannar District is traditionally a famous paddy production area, though the production was greatly affected by the conflicts. Contrary to its reputation, paddy agriculture is not necessarily profitable as discussed in Section 6.2.1 (1). However, it is not easy to change the cropping pattern taking soil conditions, drainage conditions, food security, alternative crops, etc. into consideration. Even though profitability is not so high, paddy agriculture shall take on a major role of the agriculture of Mannar District. In order to make paddy monoculture profitable, it is necessary to increase the cultivation area of one operation unit by either one farmer or a group to facilitate utilization of the machinery. In the case of a group, excess laborers in the group shall engage in some other agricultural activities. Since the target unit yield of the Road Map per ha is fixed at 7.0 ton/ ha, the planned production in Mannar District is projected to be 64,970 tons in 2020, and the surplus production would reach 48,830 tons. Taking into account the potentials and disincentives

of the sector discussed in Section 6.2, development themes and plans for the short-term and mid-term are proposed in Table 20.

Model Farm Economy as Industry: It is considered that the farmer earns enough income, about Rs.400,000⁹, from monoculture of paddy provided the farmer can achieve the yield of 7.0 ton/ha and owns a four-wheel tractor for the 4 ha paddy cultivation. It is known that the owner of a four-wheel tractor earns substantial income from using it to work in other farms and construction works as reported in the Endline Survey. Therefore, it is considered that the farmer cultivating 4 ha of paddy land could earn enough for his livelihood, provided the initial investment cost is covered by a credit.

6.3.2 OFC and Other Agriculture Sector (Cluster II)

In the OFC and Other Agriculture Sector, marketing plays a significant role to encourage cultivation and production. FOs and production groups shall be strengthened. It is also suggested that specialty products in a specific area such as grapes in Jaffna, banana in Walawe, and dry fish in Mannar be promoted. Taking into account the potentials and disincentives of the sector discussed in Section 6.2, the development themes and short- and mid-term plans for the OFC and Other Agriculture Sector are proposed in Table 21.

The development plans of the individual sub-sectors of the OFC and Other Agriculture Sector is described hereunder.

(1) Other Field Crops (OFC)

The Project Team proposes, as a plan for OFC agriculture in Mannar District, that production of each crop except ground nuts meet the requirements of the District population in 2020. The ground nut production shall be three (3) times that of the 2009 production. The consumption of dry chili and onion in Mannar District in 2020 is projected to be 709 tons (5,672 tons of fresh chili) and 2,481 tons respectively, and the cultivation area in 2020 shall be 489 ha and 139 ha for chili and onions respectively, which are nearly four (4) times and seven (7) times greater than the achievement in 2009. Production of pulses, ground nut and maize may increase in parallel with the increase of production of onion and chili. Pulse could be cultivated just after the paddy harvest if soil conditions allow.

Model Farm Economy of OFC: With the minimum cultivation land of 1.0 ha, in which red onion (0.4 ha), cowpea (0.8 ha) and chili (0.2 ha) are cultivated, an OFC farmer could obtain a good income (Rs.44,115 monthly) from only the cultivation, provided that the skills, intensive care, marketing arrangement, etc. of the farmer are appropriate. In particular,

⁹ The figure excludes the value of family labor.

marketing is an important factor.

(2) Vegetables

Vegetables in Mannar District are produced mainly at home gardens and backyards of farmers' residences. The cultivation area and production are not much, and consequently the marketing is not so active on vegetables at present.

The Road Map plans to supply sufficient quantities of vegetables in the District for per capita consumption of 150 kg/ capita/ year in 2020. A total production of 26,582 tons would be required in Mannar District, assuming the average unit yield is the same as in 2009, which is 17 ton/ ha. The total cultivation area of vegetables in Mannar District shall be 1,564 ha, which is 4.1 times more than that in 2009.

Model Farm Economy of Vegetables: With the minimum cultivation land of 0.6 ha, in which bitter gourd (0.1 ha), eggplant (0.3 ha), green chili (0.2 ha), tomato (0.1 ha) and capsicum (0.1 ha) are cultivated, a vegetable-specialized farmer could obtain a good income (Rs.42,200 monthly) from only vegetable cultivation, provided that the skills, intensive care, marketing arrangement, etc. of the farmer are appropriate. In particular, marketing is an important factor.

(3) Fruits

Fruit cultivation and production is one of the promising supplementary agriculture activities to upgrade livelihoods of IDP returnees.

The Road Map plans to make the District a specific area of specialty fruits, such as palmyra, coconut, cashew, mango and wood apple. For this purpose, production of seedlings and saplings is necessary and replacement of varieties, especially wood apple, shall be implemented while inducing entrepreneurs to the field of processing.

Model Farm Economy of Fruits: As a model farmer of fruit production, the popular fruits mango and papaya are taken into consideration. Since mango reaches its highest production in the 10th year, while Papaya could be productive in two (2) years after planting, it was planned for ten (10) years operation to reap the economic return from 0.4 ha of mango and 0.2 ha of papaya, which is cultivated in two (2) plots. The anticipated income of the orchard is very substantial (total profit of 10 years would be Rs.5,363,496) though the initial investment is very high. The orchard has very high potential with proper management and technical inputs.

(4) Dairy

Production of milk with hybrid variety cows in Mannar District would be 17.0m liters per year in 2020, which is 2.3% of the national production planned, and 31.5 times higher than the production in the District in 2009. It is inevitable to establish new collecting centers and chilling centers for marketing milk. Appropriate organizations such as cooperatives, FO/ federations are needed for carrying out milk production and marketing milk and for coordinating milk processing firms. Aside from supplying milk as raw material to the milk factory, cooperatives and federations should start processing activities for value addition.

Model Farm Economy of Milk Production: Dairy farming is planned for five (5) years as the initial investment for the facilities and procurement of hybrid cows is substantial. The total profit for five (5) years would be Rs.1,637,500. The average annual and monthly profit is Rs.327,500 and Rs.27,292 respectively. A specialized dairy farmer family may require additional income. Dairy farming on a small scale as a supplementary income is very attractive, but larger scale dairy farming not so much because of the cost for feed. It may require more systematic planning and operation including production of grass and feed by the farmer.

(5) Poultry

The Project established a breeding farm, in which production of chicks could reach approximately 3,000 per month at the maximum with technical guidance from the Department of Animal Production and Health.

Mainly layer poultry is proposed in the Road Map and annual production of eggs in Mannar District is planned. In the case that the annual per capita consumption of eggs in Sri Lanka increases to 120/ year, the production of eggs in Mannar District for self-sufficiency is 1.8m/ month (2.9 times higher than that of present) and the number of chicks would be 120,000 (1.6 times) by achieving an egg production of 0.5 per day per chicken. Taking the capacity of the poultry breeding farm established in the District into consideration, the production of eggs in the Road Map shall be three (3) times that of the self-sufficiency in the District, which is 5.4m/ month with 360,000 chicks. The monthly production would be 2.4% of the estimated national consumption per month in 2020.

Model Farm Economy of Layer Poultry: A model farm with 150 hens could earn Rs.26,780 per month, which is economically very attractive.

(6) Summary of Proposed Activities of Agriculture Sub-sectors

The activities and farm incomes of the agriculture sub-sectors studied in this Chapter are summarized in the following table.

Table 22 Summary of Activities and Farm Incomes of Agricultural Sub-sectors for Sector-wise Development Plan

No.	Sub-sector in Agriculture	Description	Monthly Family Income (Rs.)	Family Income From One Rotation (Rs.)	Ratio against Monthly Median Family Income* (%)
1	Paddy	<ul style="list-style-type: none"> • 4 ha cultivation • yield 7.0 ton/ha • owning 4W Tractor 	32,468	389,610	94
2	OFC	<ul style="list-style-type: none"> • 1.0 ha cultivation (red onion: 0.4 ha, Cowpea: 0.8 ha & Chili: 0.2 ha) 	44,115	529,380	128
3	Vegetables	<ul style="list-style-type: none"> • 0.6 ha cultivation (Bitter gourd: 0.1 ha, Eggplant: 0.3 ha, Green Chili: 0.2 ha, Tomato: 0.1 ha, Capsicum: 0.1 ha) 	42,200	506,397	122
4	Fruits	<ul style="list-style-type: none"> • 0.6 ha cultivation, (Papaya: 0.2 ha & Mango: 0.4 ha) • substantial initial investment • 10 years' duration 	44,696	5,363,502	129
5	Livestock Dairy	<ul style="list-style-type: none"> • 0.4 ha for feeder • procurement of other feeds • substantial initial investment • 10 cows • 5 years' duration 	27,292	1,637,500	79
6	Livestock Layer Poultry	<ul style="list-style-type: none"> • Procurement of feeds • substantial initial investment • 150 hens • 19 months' duration 	26,780	508,825	78

Note: * National Monthly Median Family Income in Rural Sector in Sri Lanka 2009 is Rs. 34,544.

Source: Prepared based on the study by the Project Team

6.3.3 Fisheries Sector (Cluster III & I)

Mannar District is experiencing severe shortcomings in the marine and inland fisheries sectors as a result of the long conflict. In the marine sector the shortcomings are on the fish landings, post-harvest handling and marketing system in comparison to the southern and western districts where the fish landing sites have been relatively developed with basic and functional facilities in the past two decades. Additionally, as the District with extensive perennial water bodies (tanks), the inland fisheries were neglected in terms of fingerling stockings and management of reservoirs and tanks, and also in promoting culture-based fisheries activities with CBOs. Aquaculture is not yet an activity in Mannar District. Under this prevailing situation, the District is not adequately prepared to contribute to or assist in restoring and improving the livelihoods of conflict-affected people, especially in Manthai West AGA Division and in the hinterlands, as well as to the overall development of the fisheries in the District.

The development goal of the sector plan is to achieve quantitative and qualitative enhancement of fish production through use of the limited fisheries resources in a sustainable way in order to contribute to a rise in income and improved living conditions of fishers as well as to develop the economy of the District as a whole.

Sector – Zonal Plan: Under the prevailing status of the fisheries as delineated above and in Section 6.2.1 and 6.2.2 (Marine Capture Fishery Area and Inland Capture & Culture-based Fishery), a sector-zone plan in the fisheries Road Map is proposed to resolve the problems/issues & disincentives in the sector in order to realize its full potential to support livelihood restoration and future development of the fisheries sector in general. The relationship of the sectors and the designated zones are summarized in Table 23.

Taking into account the potentials and disincentives of the sector discussed in Section 6.2 and the above-mentioned Sector-Zonal Plan, the development themes and short- and mid-term plans for the Fisheries Sector are proposed in Table 24.

Table 23 Relationship of Sector and Zonal Plan for Mannar District

SECTORS	Cluster-III (Coastal Areas)			Cluster-I
	ZONE-1	ZONE-2	ZONE-3	ZONE-4
<u>A. Sector-1: Fishery resources & production</u>				
(1) Replacement of damaged fishing crafts & equipment.	⊙	○	○	○
(2) Fish landing jetty and ancillary facilities.	○	○	⊙	-
(3) Provision of stores for fuel, engine, space for net repair.	○	○	○	-
(4) Improved (modernized) fishing crafts & equipment (off-shore).	○	⊙	-	-
(5) Training of fishing techniques oriented to offshore fishing.	○	○	⊙	-
<u>B. Sector-2: Fish Marketing & Distribution</u>				
(1) Provision of marine fish landing/handling & marketing facilities.	○	○	⊙	-
(2) Establish cool room and cold room facilities.	○	⊙	⊙	-
(3) Establish properly sited landing places (sites) around reservoirs.	-	-	-	○
(4) Inland marketing sheds and stores for fish, ice, boxes, etc.	-	-	-	○
<u>C. Sector-3: Fish processing & quality control</u>				
(1) Provide dry fish processing techniques (similar to MANREP).	○	○	○	○
(2) Provision of training on handling & sanitary practices.	○	○	○	○
(3) Development of new products.	○	○	○	○
<u>D. Sector-4: Fishing community development</u>				
(1) Reorganizing & strengthening the FCSs & CBOs.	○	○	○	○
(2) Rehabilitate damaged building & facilities.	○	○	○	○
(3) Promote economic activities for self-reliance.	○	○	○	○
<u>E. Sector-5: Institutional strengthening (DFAR & NAQDA)</u>				
(1) Develop the administrative facilities & equipment.	○	-	-	-
(2) Fill-up the vacancies of FIs.	○	-	-	-
(3) Provide technical training for FIs.	○	-	-	-
<u>F. Sector-6: Inland water fisheries</u>				
(1) Restore fingerling stocking by NAQDA and CBOs.	-	-	-	○
(2) Establish fry-fingerling raising ponds & facilities for CBOs operation.	-	-	-	○
(3) Promote culture-based activities in selected water bodies.	-	-	-	○
<u>G. Sector-7: Aquaculture (Marine & Inland)</u>				
(1) Develop commercial-oriented aquaculture thru private sector	⊙	⊙	○	-
(2) Promote community-based aquaculture activities.	⊙	⊙	○	-

Legend: ○= Directly related; ⊙= Indirectly related.

Note: Zone-1: Pesalai, Erukkalampiddy & Mannar, Zone-2: Nanaddan & Chilavathurai, Zone-3: Vidaltivu
Zone-4: 586 Inland fisher households

Table 20 Sector-Wise Development Plan for the Paddy Sector

Development Potentials and Disincentives	Objectives to be achieved for Vision 2 (Development of Paddy-related local industry)	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
<p>►Potentials:</p> <ul style="list-style-type: none"> • Higher yield than the national average • Water is available if irrigation systems are rehabilitated. • Mannar was once a great provider of quality seed paddy. • Farmers have enough knowledge and techniques to absorb new technologies. <p>►Disincentives:</p> <ul style="list-style-type: none"> • Most of the paddy-related industrial facilities including farm roads are not fully functioning. • Low productivity due to poor machinery services. • Cultivation loans/ credit are not functioning due to inadequate bank outlets. 	<p>(1) Rehabilitation and Development of Economic Infrastructure</p>	<p>Rehabilitation and improvement of irrigation systems including on-farm system</p> <p>Improvement of the facilities for reactivation of paddy-related local industry</p>	<ul style="list-style-type: none"> • Rehabilitate irrigation systems • Rehabilitate rice mills, paddy stores and fertilizer stores • Install power supply system • Rehabilitate farm roads and other economic road systems • Rehabilitate inputs (seeds, fertilizer, chemicals, etc.) distribution systems of MPCs • Restore backup services of DAD ASC • Strengthen machinery hiring services by public sector • Reactivate seed paddy producers' association • Rehabilitate facilities of seed paddy processing 	<ul style="list-style-type: none"> • Control floods and increase irrigable areas • Augmentation of existing irrigation systems • Establish new rice mills by private and/ or public institutions for milling in the District • Encourage private sector for inputs supply • Establish machinery hiring services by FOs/ farmers' groups and private sector • Construct new seed paddy processing facilities
	<p>(2) Establishment of Stable Input Supply System</p>	<p>Rehabilitation and improvement of stable supply of inputs</p>		
		<p>Rehabilitation and improvement of seed paddy production</p>		

<p>Development Potentials and Disincentives</p> <ul style="list-style-type: none"> • There are only a limited number of traders in the district. • Public services provided by DOA and DAD are not sufficient due to inadequate facilities and training opportunities for the staff. 	<p>Objectives to be achieved for Vision 2 (Development of Paddy-related local industry)</p> <p>(3) Improvement of Technologies</p>	<p>Development Theme</p> <p>Development of -value-added products to meet the market demand</p>	<p>Development Plan for the short-term (2011-15)</p> <ul style="list-style-type: none"> • Improve training facilities and equipment • Improve training programs and systems • Strengthen extension activities at the field level • Encourage private sector for processing of products 	<p>Development Plan for the mid-term (2016-20)</p> <ul style="list-style-type: none"> • Technology development in collaboration with relevant research institutions
<p>(4) Establishment of Effective Financial Systems</p>	<p>Improvement of access to loan/ credit facilities by private sector</p>	<p>Reorganize loan/ credit facilities for private sector</p> <ul style="list-style-type: none"> • Establish mobile bank services in remote area 	<p>Strengthen loan/ credit facilities for private sector</p> <ul style="list-style-type: none"> • Establish bank branches in each Division 	<p>Strengthen loan/ credit facilities for private sector</p> <ul style="list-style-type: none"> • Establish bank branches in each Division
<p>(5) Establishment of Effective Marketing and Distribution Systems</p>	<p>Improvement of marketing systems</p>	<p>Collect marketing information</p> <ul style="list-style-type: none"> • Identify potential markets • Create strategy on future marketing in collaboration with private and public sectors • Encourage MPCs, FOs, farmers' groups for marketing 	<p>Collect marketing information</p> <ul style="list-style-type: none"> • Identify potential markets • Create strategy on future marketing in collaboration with private and public sectors • Encourage MPCs, FOs, farmers' groups for marketing 	<p>Tap new market channels</p> <ul style="list-style-type: none"> • Expand the activities for marketing by MPCs, FOs, farmers' groups
<p>(6) Strengthening of DOA and DAD</p>	<p>Capacity development to facilitate reconstruction and development of local paddy-related industry</p>	<p>Rehabilitate facilities of DOA and DAD</p> <ul style="list-style-type: none"> • Provide trainings for public service providers 	<p>Rehabilitate facilities of DOA and DAD</p> <ul style="list-style-type: none"> • Provide trainings for public service providers 	<p>Construct new training facilities of DOA and DAD</p> <ul style="list-style-type: none"> • Construct new training facilities of DOA and DAD

Table 21 Sector-Wise Development Plan for the OFC and Other Agriculture Sector

Development Potentials and Disincentives	Objectives to be achieved for Vision 2 (Development of Commercial OFC Cultivation)	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
<p>►Potentials:</p> <ul style="list-style-type: none"> • Suitable land for OFC cultivation is available. • Potential market is available in Mannar District and other areas. • The Government policy encourages increased production to substitute for imports. <p>►Disincentives:</p> <ul style="list-style-type: none"> • Farmers have a limited access to loans/ credit due to inadequate bank outlets. • Poor infrastructure for OFC cultivation throughout the year. • Seed and other input materials are not well distributed. • Farmers' poor knowledge on marketing information and marketing system. • Farmers' poor knowhow on OFC cultivation • Post-harvest technology is not appropriate for value addition. 	<p>(1) Rehabilitation and Development of Economic Infrastructure</p> <p>(2) Establishment of Stable Input Supply System</p>	<p>Restoration and development of infrastructure for OFC cultivation</p> <p>Rehabilitation and improvement of stable supply of Inputs</p>	<ul style="list-style-type: none"> • Restore agro-wells and irrigation facilities during Yala • Restore farm roads • Establish nursery farms for production of seedling and saplings • Rehabilitate MPCs inputs (seeds, fertilizer, chemicals, etc.) distribution systems • Restore backup services of DAD ASC • Provide trainings in OFC cultivation • Introduce multiple farming with livestock raising • Arrange cultivation loan / credit systems for OFC cultivation • Establish mobile bank services in remote area • Study market demand & prices of commodities • Organize group production and marketing • Produce products based on the market demand 	<ul style="list-style-type: none"> • Develop water supply systems for Yala • Improve farm roads to stand in all weather conditions • Encourage private nursery farms to produce seedlings and saplings • Encourage private seed suppliers to start their businesses • Provide trainings in advanced OFC cultivation • Introduce technologies for new varieties/ kinds of crops • Strengthen multiple farming with livestock raising • Arrange cultivation loan/ credit systems for OFC cultivation by private sector • Establish bank branch in each DS Division • Establish production areas for specific OFC products • Encourage timely production based on the market prices of the products • Improve post-harvest activities including storage,
	<p>(3) Improvement of Technologies</p>	<p>Enhancement of technologies to be utilized in OFC cultivation</p>		
	<p>(4) Establishment of Effective Financial Systems</p>	<p>Improvement of access of farmers and private sector to loan/ credit facilities</p>		
	<p>(5) Establishment of Effective Marketing and Distribution Systems</p>	<p>Improvement of marketing and distribution systems to reduce in post harvest loss and increase in market value</p>		

Development Potentials and Disincentives	Objectives to be achieved for Vision 2 (Development of Commercial OFC Cultivation)	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
	(6) Strengthening of public and private service providers	Capacity development to facilitate reconstruction and development of local OFC cultivation-related industry	<ul style="list-style-type: none"> • Rehabilitate facilities of DOA and DAD • Provide trainings for public service providers • Encourage private sector for processing of OFC products including fruits 	<ul style="list-style-type: none"> • Construct new training facilities of DOA and DAD • Strengthen processing businesses by private sector

Table 24 Sector-Wise Development Plan for the Fisheries Sector

Development Potentials and Disincentives	Objectives to be achieved for Vision 2 (Development of Fishery-related local industry)	Development Theme	Development Plan for the short-term (2011-15)	Development Plan for the mid-term (2016-20)
<p>►Potentials:</p> <ul style="list-style-type: none"> • Rich & diverse marine resources <p>►Disincentives:</p> <ul style="list-style-type: none"> • Low-powered fishing crafts • Devoid of basic & functional facilities • Lack of financial sources • Institutional weakness of DFAR 	<p>(1) Rehabilitation and Development of Economic Infrastructure</p> <p>(2) Establishment of Effective Financial Systems</p> <p>(3) Establishment of Effective Marketing and Distribution Systems</p>	<p>Sustainable use of the marine resources for food security of communities and District's economy.</p> <p>Easy access to financial sources to promote & develop viable fisheries activities.</p> <p>Increase in value-addition and reduction of post-harvest loss.</p>	<ul style="list-style-type: none"> • Establish landing & marketing facilities at strategic sites for easy access to resources <p>Provide easy access to loans/funds for viable activities; promote economic activities among FCSs/ CBOs to augment income & savings (to be financially independent).</p> <p>Organize & develop the existing receiving & distributing point (Pesalai) to play a central role, and accordingly provide appropriate facilities (cold room, freezer, fish stores, etc.) to strengthen market linkages with remote fishing villages.</p>	<ul style="list-style-type: none"> • Establish similar facilities to other potential sites. • Upgrade facilities to promote off-shore fisheries.
		<p>Promotion of appropriate technologies for local industry development (fishing, aquaculture, marketing, processing, etc.)</p>	<ul style="list-style-type: none"> • Gradual improvement of fishing crafts to extend off-shore fishing. • Introduce appropriate technology to develop local marketing & processing (for value-added products) with private sector participation. • Formulate zonal aquaculture plans to encourage set-up of commercial aquaculture of high-value exportable species by investors. 	
	<p>(4) Improvement of Technologies</p>	<p>Capacity development to facilitate reconstruction and development of local fishery-related industry</p>	<ul style="list-style-type: none"> • Provide office & logistic facilities (computers, bikes, etc.) to function. • Increase man-power (fisheries inspectors) to impart extension & training. • Provide trainings for FIs in line with technological development. 	
	<p>(5) Strengthening of DFAR</p>			

6.3.4 Common Supporting Activities Necessary to Promote Sector Development

To promote sector-wise development in Mannar District, the following supporting activities common to all the sectors are required:

- (1) Expediting improvement of economic infrastructure to connect to other Districts
- (2) Encouraging MPCs, various federations and private entrepreneurs

6.4 Priority Projects

6.4.1 Selection of Priority Projects

Proposed Priority Projects for the Road Map are selected on the basis of the following criteria: Necessity, Urgency, Relevance and Impact.

6.4.2 Proposed Priority Projects

Proposed Priority Projects are selected for (1) the Village-wise Development Plan, (2) the Sector-wise Development Plan and (3) Common Projects to the Village-wise and the Sector-wise Development Plans. A summary of the proposed Priority Projects is tabulated in Table 25. The cost estimates of the proposed projects have been prepared based on the experience of the Pilot Projects and other project experience. The implementation schedule of the proposed projects is also prepared.

Table 25 List of Proposed Priority Projects

No	Name of Project	Selection Criteria				Cluster and/or Sector	Priority
		Necessity	Urgency	Relevance	Impact		
(1) Projects for Village-wise Development Plan (Vision 1)							
a.	Institutional Development Project for FOs of Irrigation Systems	⊙	△	○	○	Cluster I	A
b.	Pali Aru Diversion and Karayankannadhi Development	⊙	○	○	⊙	Cluster II	AA
c.	Minor Tank Reactivation Project	⊙	○	○	⊙	Cluster I & II	AA
d.	Northern Musali Water Supply Scheme	⊙	○	○	○	Cluster II	A
e.	Mannar Island Regional Water Supply Scheme	○	○	○	○	Cluster III	B
f.	Strengthening CBO on Non Paddy Agriculture and Livestock Project	○	○	○	○	Cluster II	A
g.	Mixed Farming Development Project for Small Scale Farmers	○	△	○	○	Cluster I & II	B
h.	Rural Community Water Supply and Sanitation Development Project	○	○	○	△	All Clusters	B
i.	Women-led Activities Development Project	⊙	○	○	○	All Clusters	A
j.	Vocational Training for Women and Youths with Micro Credit Services	⊙	○	○	△	All Clusters	B
k.	Village Road Improvement Project	○	○	○	○	All Clusters	B
l.	Replacement of Damaged Fishing Crafts & Equipment	⊙	○	○	○	Cluster III & I	A
m.	Fish Landing/Handling & Marketing Facilities	⊙	○	○	⊙	Cluster III	A
n.	Dry Fish Processing Improvement	⊙	○	○	○	Cluster III & I	A
o.	Supply & Stocking or Release of Fish Fingerlings Inland Water Bodies	⊙	○	○	○	Cluster I	A
(2) Projects for Sector-wise Development Plan (Vision 2)							
a.	Northern Province Master Plan Study	⊙	-	○	○	All Sectors	A
b.	Land Use Study	⊙	○	○	⊙	Agriculture Sector	A
c.	Marketing Study on Agriculture Products	⊙	⊙	○	○	Agriculture Sector	AA
d.	Makwatu Oya Development Project	○	-	○	○	Agriculture Sector	B
e.	Parangi Aru Development Project	⊙	△	○	○	Agriculture Sector	A
f.	Kurai Tank Development Project	⊙	○	○	○	Agriculture Sector	AA
g.	Post Harvest and Marketing Promotion Project	⊙	○	○	⊙	Paddy Sector	AA
h.	Marketing Study on Non-Paddy Agriculture Products	⊙	○	○	○	Non-Paddy Agriculture Sector	A
i.	Paddy Seed Production and Marketing Project	○	○	○	⊙	Paddy Sector	A
j.	Livestock Development Project	⊙	○	△	○	Livestock Sector	A
k.	Private Enterprise Promotion through District Chamber of Commerce	○	△	○	○	All Sectors	B
l.	Vocational / Entrepreneurship Training with Credit Services	○	△	○	○	All Sectors	B
m.	Perennial Crop Development Project	○	△	○	⊙	Non-Paddy Agriculture Sector	A
n.	OFC and Vegetable Development Project	○	△	○	⊙	Non-Paddy Agriculture Sector	A
o.	Development of Off-Shore Fishery	○	○	○	△	Marine Fishery Sector	B
p.	Fish Landing/Handling & Marketing Facilities	⊙	○	○	○	Marine Fishery Sector	A
q.	Development of Coastal Marine Aquaculture	○	○	○	△	Aquaculture Sector	B
r.	Participation of Private Investors in Aquaculture	○	△	△	○	Aquaculture Sector	B
(3) Common Projects to Village-wise and Sector-wise Development Plans (Vision 1 & 2)							
a.	Training Programs for Strengthening Implementation Capacity	⊙	○	⊙	○	Government Sector	AA
b.	Regional Training Centre and Training Program Development Project	⊙	○	○	⊙	Government Sector	AA
c.	Study on the Prevention of Seawater Intrusion	○	○	○	△	ID (Provincial) & WRB	B
d.	Monitoring & Evaluation Systems Improvement Project for Agriculture & Regional Development	⊙	○	○	○	Government Sector	A
e.	Strengthening of Mannar DFAR Office	○	○	○	△	Government Sector	B
f.	Establishing & Strengthening of NAQDA Office in Mannar	⊙	○	○	○	Government Sector	A

Note: AA: first priority, A: second priority, B: third priority

CHAPTER 7 LESSONS LEARNED AND RECOMMENDATIONS

7.1 Lessons Learned

Through implementation of the Project, important lessons to promote resettlement of IDPs and sustainable development in Mannar District have been learned as follows.

7.1.1 Effectiveness of Strategies and Approaches to Promote Resettlement of IDPs

As illustrated earlier, the strategies and approaches framed by the Project to promote resettlement of IDPs have been verified to be effective through implementation of the Pilot Projects as follows.

(1) Strategy (1): Assistance Based on the Needs

Since the situation of the target areas changed according to the progress of resettlement and reconstruction activities, needs and priorities of activities were carefully identified by the Project through workshops and discussions with the stakeholders such as communities and the government officers. Villagers actively participated and were keenly interested in all the Pilot Projects of Community-based Activities, and there was sincere cooperation from the government officers throughout the implementation period. Classification of the target areas according to their socio-economic characteristics and identification of development potentials and disincentives also helped to grasp the ground situation of the areas and plan the longer-term development activities.

(2) Strategy (2): Rehabilitation Process with the Scope for Sustainable Development

Even in the rehabilitation/ reconstruction phase it is significant to incorporate approaches to fulfill the mid- to longer-term development needs of IDPs into any assistance so as to ensure their resettlement and self-sustaining lives. As the past experiences including the former JICA Project, MANRECAP, show, communities and CBOs have played crucial roles also in rehabilitation/ reconstruction activities introduced by the Project. The capacity of the community and CBOs have been fostered through the process of self- and mutual-help activities implemented as the Pilot Projects such as trainings for livelihoods and income generation activities, introduction of a revolving loan fund scheme of providing fishing crafts and equipment to the fishing communities and group saving activities, and adoption of the community contract method.

(3) Strategy (3): Connectedness to the Government/Local System

Throughout the implementation period, the Project tried to establish a collaborative working relationship between the community and the Government to ensure the future sustainability of the activities. For the implementation of the Pilot Projects, government officers working

in Mannar District as well as officers of the central and provincial government field offices have been identified and closely collaborated with. The Memorandum of Understanding (MOU) has been concluded with the relevant local governments, mainly Pradeshiya Sabha, on handing over of community infrastructure constructed under the Pilot Projects to foster their sense of ownership towards the infrastructure and secure their assistance in the operation and maintenance. Not only the Pilot Projects of Small-scale Infrastructure Rehabilitation, but also the Pilot Projects of Community-based Activities have been implemented in collaboration with the relevant government departments such as (1) DFAR on the revolving loan fund scheme for fishing crafts and equipment, (2) DAPH on the design and operation of a poultry breeding farm, (3) DOA on the planning and operation of nursery farms, and so on.

7.1.2 Reconstruction of Conflict-affected Community

It is observed that there has been a lack of leadership in CBOs and trust among community members due to the prolonged conflicts, which has weakened the capacity for problem-solving in a community. Absence of mutual trust in a community/ between communities might lead to trouble over utilization of resources that were not accessed during the conflicts and newly became accessible through the progress of resettlement and mine clearing.

There exist a variety of socio-economic groups in a community. In addition, the conflict has resulted in large numbers of socially vulnerable people such as women-headed households and people with disabilities. The case studies and interviews from CBO leaders revealed that there were some families who were still unable to get out from under the consequences of the conflicts and displacements such as mental instability, absence of bread-winners, fluctuation of family relationships and others.

Taking the above-mentioned situation into account, particular emphasis should be given to the necessary assistance to the vulnerable groups. However, there is a possibility that an overemphasis on targeting the socially vulnerable people would make other members of the community feel neglected by or excluded from the outside assistance. This could be followed by a social disharmony within a community and isolation of the socially vulnerable people.

Therefore, it is important to take into consideration relations between the vulnerable groups and the rest of the members in a community when any activity is planned. To mitigate tensions and facilitate social inclusion of the vulnerable people, it is important to design activities to create opportunities for the targeted vulnerable population that also benefit the whole community. In this respect, incorporation of the support for the socially vulnerable people into the community-based approach in combination with the activities targeting those people such as

priority distribution of chicks and home gardening was effective, especially in the post-conflict regions where the whole community has been affected by the conflict. It is also important to reestablish interpersonal communication among the affected people and reconstruct a community through implementing community-based activities such as women's saving groups and group-based income generation activities, so that a sense of mutual understanding and care are enhanced.

7.1.3 Lessons Learned from Project Administration

In the conflict-affected areas in Mannar District, IDPs had lost almost all public and private assets, so that swift actions to assist them in returning to their normal lives through rehabilitation of livelihoods and basic infrastructure are needed. Construction under the Pilot Projects of Small-scale Infrastructure Rehabilitation (SSIR) was planned and implemented based on the needs identified through workshops with communities and discussions with the relevant government department. Expectations of the communities for the construction of community infrastructure were very high, and the completed infrastructure such as tube wells, a poultry breeding farm, a bakery and multi-purpose halls, and a supply of fishing crafts and equipment are well utilized by the communities and contribute to improving their income levels and living conditions.

The Project, however, could not yet satisfy part of the urgent needs of the resettled communities because a period of construction was extended due to various reasons such as an exceptionally heavy rain and UXOs found at work sites. In particular, one of the lessons learned from the implementation of the Pilot Projects of SSIR is that a wide range of the Pilot Projects in terms of the number and kind of facilities caused the delay in implementation of the construction works. Therefore, the size of any activities jointly implemented by the local authorities, communities and a donor(s) needs to be decided in consideration of the implementing capacity of not only the donors but also the recipient side including contractors, communities and local authorities.

With due consideration of the urgency of the needs of the resettled communities, it is also necessary to simplify and expedite administrative procedures such as the process of project approval and procurement of contractors, and create expected outputs in a short time.

7.2 Recommendations

Taking the above-mentioned lessons learned into consideration, the following recommendations are proposed by the Project Team.

7.2.1 Swift Fulfillment of Urgent Needs of IDPs

From the lessons learned from the implementation of the Pilot Projects of Small-scale Infrastructure Rehabilitation, when any project is planned in the conflict-affected regions, the Project Team recommends dividing the activities into two categories: one is to be carried out immediately after the launch of the project in consultation with GA and other donor organizations such as UNHCR, which includes water supply and provision of fishing boats and agriculture inputs, and the other shall be rehabilitation and construction of infrastructure to be decided through participation of beneficiaries for their future necessity. The division will contribute towards fulfilling urgent needs of IDPs swiftly, which will help them realize the peace dividends soon after the termination of a conflict. This division shall be adopted not only for the construction of infrastructure, but also for community-based activities.

7.2.2 Consideration to a Fluid Situation in the Conflict-affected Regions

For two years from October 2009 to October 2011, more than 80,000 IDPs from Mannar District, whose total population is 157,000, returned to their original villages. In addition, the return of IDPs and refugees from Puttalam District and India is still ongoing. For those returnees, a variety of organizations have rendered assistance. Under such a fluid situation, issues related to the conflicts, displacements and resettlement such as land issues and disputes over outside assistance or resources tend to happen. On implementation of any project, necessary measures to avoid post-conflict issues need to be taken through information gathering from all the stakeholders and figuring out the background of the issues. In addition, needs of IDPs also change with the passage of time. To meet their needs, any plan needs to be flexible and ready to change according to the ground situation.

7.2.3 Support to Reconstruct a Conflict-affected Community

The lessons learned from the Project show that the community-based activities with full consideration for the socially vulnerable groups is appropriate and effective to reconstruct a community, especially in the post-conflict regions where the whole community has been affected by the conflict. Accordingly the methodology taken by the Project is recommended to be adopted in other activities implemented in the conflict-affected regions. It is also effective to conduct a reconciliation workshop to restore mutual trust among the community.

7.2.4 Implementation of Proposed Priority Projects in the Road Map

It is recommended that the Government of Sri Lanka implements the projects identified through preparation of the Road Map at an early date in consideration of the following points in order for

the people in Mannar District to recover from the negative effects of the conflicts, move along with the development stream of the Sri Lankan economy and improve their living conditions and livelihoods to the level equal to the other parts of the country before 2020.

(1) Capacity Development in Planning

As suggested in Section 1.3.1, the Road Map is expected to be utilized by the central, provincial and district administration, namely the Ministry of Economic Development, the Northern Provincial Council and the District Secretariat of Mannar, as a tool to appropriately prioritize the reconstruction and development needs of Mannar District and to negotiate with donors on necessary assistance in accordance with the set priority.

The proposed priority projects in the Road Map include various sectors and stakeholders since the Road Map aims at a comprehensive community as well as area development, and some projects are planned to cover not only Mannar District but also the adjoining districts. Taking the characteristics of the Road Map into consideration, when the central, provincial and district administrations utilize the Road Map as the above-mentioned tool, higher planning capacity is required. At first, it is recommended to strengthen the planning function of the District Planning Secretariat and to have close coordination with the Provincial Planning Committee for appropriate planning and coordination of the development projects.

(2) Assistance to the Government Officers

It is necessary to enhance the level of knowledge and skills of the field officers on community development in order for them to grasp the communities' needs and render appropriate assistance to the communities, in addition to the improvement in their working environment such as ensuring transportation. It is recommended to utilize facilities of the *Project for Training in Community Development for Front Line Officers in the Northern and Eastern Provinces* being implemented under JICA's technical cooperation at present for trainings of such field officers in the Northern and Eastern Provinces including Mannar District.

7.2.5 Development of Other Sectors Outside the Scope of the Road Map

The Road Map was prepared for the urgent necessity of rehabilitation and development of Mannar District, which gave priority to the agriculture and fisheries sectors. Taking the objective of the Road Map into account, some sectors such as tourism were excluded from the Road Map, though the Project Team well recognized the importance of these sectors. It is recommended to carry out a study on tourism and other industries under the Master Plan study in the Northern Province proposed in the Road Map.