Technical Assistance to the Modernisation of Agricultural Programme in Sri Lanka (TAMAP)

PROGRESS REPORT No. 2
(FINAL)
Covering the period 8 January – 31 December 2018
ANNUAL REPORT
March 2019

This project is supported by the European Union

This project is managed by a consortium led by Ecorys
Progress report No. 2

Project title: Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka

Project number: ACA/2017/389-911

Country: Sri Lanka

Address: Ecorys Nederland B.V
Watermanweg 44
3067 GG Rotterdam
The Netherlands

Tel. number: T: +31 10 453 86 76
Fax number: F: +31 10 453 87 55
Contact person: Bart Provoost
Bart.Provoost@ecorys.com

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Reporting period: 8 January – 31 December 2018

Author of report: Dr. Christof Batzlen, Team Leader, Key Expert 1

This project is implemented by a Consortium led by Ecorys Nederland, B.V

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PROJECT SYNOPSIS

Project Title:

*Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka*

Project Details:

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<th>EuropeAid/138-539/DH/SER/LK</th>
<th>Programme Manager</th>
<th>Dr Olaf Heidelbach</th>
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<td>Delegation of the European Union to Sri Lanka and the Maldives 389 Bauddhaloka Mawatha, Colombo 7, Sri Lanka</td>
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<td>Contract Duration:</td>
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<td>Name of contact person (Contractor):</td>
<td>Project Manager: Eleanor Harvie Project Director: Nick Smart</td>
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<tr>
<td>Contract No:</td>
<td>ACA/2017/389-911</td>
<td>Contractor's name, address, telephone numbers and e-mail address:</td>
<td>Ecorys Nederland B.V Watermanweg 44 3067 GG Rotterdam The Netherlands T +31 (0)10 453 88 00 <a href="mailto:Eleanor.harvie@ecorys.com">Eleanor.harvie@ecorys.com</a> <a href="mailto:Nick.smart@ecorys.com">Nick.smart@ecorys.com</a></td>
</tr>
<tr>
<td>Total contracted amount:</td>
<td>EUR 4, 167, 000</td>
<td>Team Leader</td>
<td>Dr. Christof Batzlen <a href="mailto:christof.batzlen@tamap.eu">christof.batzlen@tamap.eu</a> Postal Address: Ministry of National Policies and Economic Affairs, Treasury Building, Lotus Road, Colombo 01, Sri Lanka.</td>
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# Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka

## TAMAP (Final) Progress Report No. 2 March 2019

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1 EXECUTIVE SUMMARY

Introduction

The Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka (TAMAP) service contract, implemented by a consortium led by ECORYS, started with the mobilisation of the Technical Assistance Team (TAT) on 8th January 2018. The project will have an operational phase of 36 months and will end on 7th January 2021.

This second Progress Report (every second progress report is an annual report) highlights the progress from 8 January to 31 December 2018 accomplished by the TAMAP Service Contract according to the four results to be achieved as laid down in the Terms of Reference. This report not only captures the progress made, but also highlights problems encountered, possible solutions, planned activities for the next reporting period and urgent activities to be undertaken. Besides an updated time table of activities until project end, and minutes of the working groups for the overarching agriculture policy, detailed reports on the two scoping missions to the central & southern and the central & northern parts of Sri Lanka, which was conducted in August 2018, are annexed to this report.

The objective of the service contract is to contribute to a more productive, sustainable, diversified, climate-resilient, market-oriented and inclusive agriculture in Sri Lanka. The following four (4) results have to be accomplished within this service contract. They are:

Result 1: An overall (overarching) Agricultural Policy in line with the Government Development Goals is developed.

Result 2: An enabling environment is created and relevant policies for the modernisation and diversification of agricultural production, as well as the promotion of agricultural exports, are implemented.

Result 3: Existing systems and practices used by central and provincial agricultural ministries for planning, budgeting and policy implementation are improved.

Result 4: The statistical and analysis systems to monitor and assess the impact of implementing the overall agricultural policy are improved.

According to the TAMAP team the project can be summarized as follows:

1. Based on sector needs assessments, help identify and assess issues and challenges facing the process of modernising the agriculture sector. The identification of champions is critical and central to this process.
2. Development of an overarching Agriculture Policy with a view to enhance agricultural productivity, efficiency and sustainability.
4. Assistance with development of an action plan along with resource and financial budgets to provide a MTEF, and with a robust and pertinent M&E system.
5. Help develop an agriculture sector reform contract to accommodate EU budget support.

The threads running through these five critical elements are the coordination, facilitation, training, mentoring and mainstreaming of cross-cutting issues such as climate change, gender, youth and smart nutrition.

The TA team works as a catalyst to facilitate and bring about the necessary changes to the structure and operations of the industry following in-depth analyses of the current situations
impacting the sector to form the basis for informed scientific decision making. The TA team helps facilitate the establishment of multi-stakeholder working groups for the corresponding results to be achieved by the project (policy, strategy, action plan with resource allocation through a Mid Term Expenditure Framework (MTEF)). The working groups elaborate concepts which are then tabled to the TAMAP Programme Steering Committee for endorsement. This approach has a strong participatory character whereby each participating agency appoints representatives as active members for the WGs which meet regularly.

R 1: An overarching Agriculture Policy in line with the Government Development Goals is developed

Stakeholder analysis

In 2018, TAMAP conducted a very thorough stakeholder analysis in which more than 350 people from more than 70 organisations have been consulted. The stakeholder analysis tried to find an answer to questions such as i) Who is doing what? ii) What are their experiences ii) What are the challenges iv) Where are they now? and v) Where do they want to be in the next 5 to 10 years? Based on these questions a detailed SWOT Analysis for key entities was conducted. A summary of the stakeholder analysis is attached in Annex 4 of Progress Report 1. For details, see TAMAP Inception Report Section 5.3 and the corresponding Annex 5.

Formation and organisation of working groups

Comprehensive Terms of Reference for the TAMAP working group(s) were developed. The organisation of working group meetings is an essential part of the project following a strong participatory approach. Unfortunately no working group could be organised in the first reporting period. This has to be partly attributed to the fact that no Programme Steering Committee took place in the reporting period to stimulate the various stakeholders in nominating members. However, it also has to be attributed to the GoSL’s very strong formal procedures which do not foresee the TA team taking over initiatives in a less formal manner though it has been clearly brought to the attention of the Inception Workshop participants that the TA team will pursue a less formal approach for the sake of effective and efficient implementation of the project.

Fortunately, this attitude towards e-mail communication and the sluggish nomination of TAMAP WG members has changed during the second reporting period. This can be attributed to two aspects: first, at the TAMAP PSC organised on 3 July 2018 the TAMAP TL pointed out again the importance of stakeholder participation in the process of the OAP and strategy development and hence, the need to nominate WG members representing their entity. Second, stakeholders have become more familiar with TAMAP and its staff members. TAMAP is no longer a stranger and therefore communication has become less formal.

By the end of July through to the beginning of August 2018, 14 departments from GoSL entities nominated WG members and their alternates. This was very encouraging.

Review of policies and strategies related to agriculture

Little progress was made on this in the first reporting period, mainly due to the fact that the GoSL stakeholders of the project did not follow an approach of freely sharing documents and project relevant information with the TAMAP team. As such, the TA team only obtained access to a limited number of polices and strategies. In the second reporting period, the TAMAP team got hold of more policies and particularly strategies (the latter are often called
corporate plans) from the various departments. The reason for greater success in the second reporting period can be mainly attributed to the fact that the OAP policy assignment had started and the national expert, Prof Buddhi Marambe supported by Dr. Pradeepa Silva and Prof Dr. Jeevika Weerahewa are very well known in the agriculture sector enabling better access to information and relevant documentation.

**Needs assessment for the agriculture sector**

TAMAP subcontracted the Colombo based organisation “Verité Research” in carrying out an agriculture sector and subsector assessment on 13 subsectors in Sri Lanka. Based on this assessment, TAMAP developed for each agriculture subsector a coherent and consistent matrix as illustrated in the TAMAP Inception Report. This subsector assessment offers a very useful overview on the sector and will accompany the TAMAP for the remaining 2 years as an important foundation for developing the overarching policy, strategy and action plan for the next 10-15 years. Later on, during the second reporting period, the OAP policy assignment team expanded the needs assessment by addressing the question as to what is required to transform the current agriculture sector into a modernised agriculture sector with the underlying principle of mainstreaming farming as a business and then deriving suitable policy statements and policy actions.

**Drawing up an overarching agriculture policy (OAP)**

A short-term assignment to develop the OAP started at the end of September 2018. The expert team has started conducting a thorough assessment of the current situation in the agriculture sector, review of existing policies and strategies and identifying gaps and deriving policy statements. Several versions of the draft OAP have been developed with the later versions including a more thorough assessment of the current situation and giving more evidence on the prevailing problems which then lead into stronger evidence based policy recommendations and policy actions. Two national working groups for the OAP were organised in the last quarter of 2018 to discuss the policy statements and proposed policy actions.

**Support the Government and the EUD to prepare the future sector reform contract in agriculture**

Two scoping missions to the southern, central and northern part of Sri Lanka took place in June and August 2018, through these visits the TAMAP team could get first impressions on budgeting processes particularly at provincial level. In order to sensitize and familiarise relevant stakeholders in Sri Lanka on budget support, two budget support seminars were organized: one half-day seminar for secretaries and directors to sensitize decision-makers on budget support on 3rd July 2018; and a two-day training for GoSL officers on 5th and 6th July 2019. The latter was attended by WG members and other interested stakeholders in order to strengthen their understanding of and preparation for future budget support.

**Organising study tours**

A first study tour (Vietnam) is planned for June 2019. An indicative agenda with site visits was prepared by TAMAP and shared with the EUD in Vietnam enabling them to identify a person who will be in a position to assist against a fee in the preparation of a study tour (organising meetings, site visits, booking of accommodation). The study tour to Vietnam will
provide first hand experience for the stakeholders from Sri Lanka to see and assess how Vietnam has been able to significantly increase the productivity of the agriculture sector.

Supporting EUD SL in developing an Action Document for the Sector Reform Contract

From October 2019 to January 2019, the TAMAP team assisted the EUD SL in developing the Action Document for AAP 2019. Since it was not sure which mode of intervention should be pursued, an Action Document (AD) was prepared catering for various options: budget support, technical assistance, various grant interventions and developing a cold chain and distribution system including interventions focusing on food safety and certification.

Shortly prior to the end of this reporting period, the decision was made that AAP 2019 will focus on cold chain and related activities. In order to assess the technical feasibility and financial & economic viability of a cold chain project, TAMAP has been tasked to develop Terms of Reference for a pre-feasibility study of cooling and cold chain technology for agriculture and agribusiness development and scoping study for other potential investments in the agricultural and food processing sector in Sri Lanka.

Given the very complex political environment in Sri Lanka, the EUD SL also tasked TAMAP to prepare Terms of Reference for a Political Economy Assessment (PEA) for the agriculture sector in Sri Lanka.

Tailoring a communication strategy and action plan for the strategy

For the Inception Report TAMAP developed a relatively detailed outline of a visibility and communication strategy. For this strategy it is important that apart from the usual visibility activities such as newsletters, public events, the right means of communication are developed to target the various multiple beneficiaries and stakeholders of the project to enhance ownership and hence, sustainability of the project interventions.

TAMAP contacted several visibility companies and experts to submit quotes on a number of visibility and communication actions including an outline of their methodology of how to tackle visibility and communication and how to tailor a communication strategy. An evaluation of the quotes was started but not finalised in 2018.

R.2: An enabling environment is created, reforms and policies for the modernisation and diversification of agriculture implemented and exports promoted

Improve market intelligence & restructuring of production

TAMAP developed Terms of Reference and commissioned the assignment “Improve Market Intelligence, Website development for Voluntary registration and Restructuring of Production”. This assignment will improve the dissemination of agriculture sector market information using a recently developed app entitled Govipola which will be revised and adjusted to the specific purpose.

Value chain development

TAMAP developed Terms of Reference and commissioned the assignment “Strengthening Value Chain Development and Promotion of New Technologies”. Within this assignment 8 value chain development studies on selected commodities are being conducted and a training programme for major stakeholders is being developed allowing them to fully understand the concept and importance of the value chain in development.
TAMAP organised a seminar on Harmonizing Methodologies for Agriculture Value Chain Assessments in Sri Lanka held on the 7th December in Colombo. This was to explore opportunities to coordinate work to achieve cost savings and efficiency, and to avoid duplicating efforts. The full day workshop consisted of presentations on the value chain models and guidance for effective strategies on harmonizing data with facilitated discussions on issues, challenges, opportunities and strategies that could be adopted to support harmonization of data.

**Promotion of green production practices among agri-businesses**

Under this activity TAMAP developed Terms of Reference for the assignment “Support to Organic Farming and Sustainable Agriculture”. The assignment will assess the overall viability to expand organic farming and manufacturing practices in spices (cinnamon and pepper) and vegetable export sectors. The assignment is to assist GoSL in establishing surveillance systems for certification of organic production and GAP and GMP. It should be noted that the terms of reference for this assignment have been jointly developed by TAMAP, UNIDO and the association of fruits and vegetables producers and exporters since all entities are supporting the promotion of organic and sustainable agriculture with a view to harnessing synergy.

**Support to farmers and farmer organisations and improvement of agriculture extension service**

Under this activity TAMAP developed Terms of Reference for two assignments. They are:

“Support to Farmer Groups and Associations and Commercial Agriculture Business Models for Sri Lanka”. This assignment will assess commercial agriculture business models, their profitability and sustainability for their application to farmers in Sri Lanka. The assignment is expected to start at the end of the next reporting period.

“Improving the functioning and impact of agriculture extension services in Sri Lanka”. The specific objective of this assignment is to assist TAMAP review the agricultural extension services being undertaken in Sri Lanka with a view to making the entire agricultural extension service more effective and efficient. The assignment started in October 2018 and it is expected that the draft report will be submitted by end of March 2019. Shortly after mobilisation of the expert team, the international expert was replaced having performed 12 work days. The reason for terminating the contract was that with his “old extension school approach” doubts arose whether he could design a concept for a modern IT based extension system catering for a modernised agriculture sector. His last work day was 15 October and the replacement started working on 7 November 2018.

**Facilitate the formation of public / private partnerships**

Under this activity TAMAP developed Terms of Reference for two assignments:

“Support the Formation of Public Private Partnerships (PPPs) in the agriculture sector in Sri Lanka”. The assignment will assess various models for PPPs and their applicability for Sri Lanka.

“Pre-feasibility Study of cooling and cold chain technology for agriculture and agribusiness development and scoping study for other potential investments in the agricultural and food processing sector in Sri Lanka”. This assignment will assess the technical, economic and
financial feasibility of cooling and cold chain network and will support the EUD SL in
developing a concept note.

Management of the service contract

**Stakeholder liaison**

A TAMAP *kick-off meeting* was organised in the Ministry of National Policies and Economic Affairs on 22nd January 2018. It was well attended by representatives from the EUD Sri Lanka, the three parent ministries and the three TAMAP key-experts. The purpose of this meeting was to familiarise each other with the key persons of the parent ministries, to give the TA team the opportunity to introduce their proposed approach for TAMAP implementation, to get the perceptions of the key stakeholders on TAMAP and to briefly discuss how best to make the project known to the broader range of stakeholders.

A major highlight in the reporting period was the organization of the *TAMAP Inception Workshop* on Tuesday 3 April 2018 at the Shangri-La Hotel in Colombo. The purpose of this workshop was to:

- Inform stakeholders about the project
- Identify champions facilitating the accomplishment of the results
- Agree on modes of collaboration and coordination and reporting processes (working groups which elaborate technical and institutional directions)
- Agree on modes of decision making (PSC and its composition)
- Obtain a common understanding about how to make the decentralisation process work

The workshop was well attended with at least 83 participants from more than 40 organisations. For details see Progress Report 1.

The first Programme Steering Committee for TAMAP was organised on 3 July 2018 which was attended by 20 officials including the secretaries of MoA, MoPI and MoNPEA (chair). In spite of the short notice it was well attended. The TAMAP team leader made a short presentation on the accomplishments of the project and also on the major activities planned until end of December 2019. The Director General of the Department of National Planning reminded the participants to nominate members to the TAMAP working groups which are developing the overarching agriculture policy.

In the context of the formulation of an overarching policy for the Agriculture Sector, a two days’ introductory gender technical training was organized in Colombo on 17th and 18th September 2019 with the objective of strengthening the capacities of national officers from agriculture-related ministries dealing with sectoral planning, budgeting and policy development, for designing, implementation and monitoring sectoral programmes and policies.

In 2018, two working group meetings to discuss the overarching agriculture policy were organized. The first WG was held on 12 October in Colombo and was attended by 52 stakeholders from the public (central government and provincial councils) and private sector. The second WG meeting on the OAP was organized on 30th November 2018 in Colombo with 50 participants.
Participation at meetings and workshops

In 2018, the TAMAP key expert team attended approximately 60 meetings and workshops with stakeholders from GoSL, development partners, projects being implemented in Sri Lanka and also the private sector. For all these meetings minutes were prepared and can be provided on demand. Table 4 in Section 4 illustrates some major events, the TA team attended.

Field missions

In 2018 two major field missions were conducted by the TAMAP key expert team. The first mission was organized from 3-12 June 2018 and the TA team together with some key counterparts visited several Provincial Agricultural Departments, Agrarian Service Centres, farmers and farmer organisations and several research organisations. The purpose of the second major field mission which took place in August 2018 was to get a better understanding on how irrigation schemes are managed with a view to sustainability, challenges in the irrigation sector, how catchment management is performed, challenges the agricultural extension service is facing and how to improve its services, challenges the livestock sector is facing and discussion of some innovative approaches on how to satisfy the demand for dairy and meat products through inland production.

Facilitation of stakeholder participation

In order to overcome potential hurdles some of the stakeholders have been facing in attending TAMAP PSC and WG meetings, it was decided that TAMAP can pay accommodation, transport allowances and compensation allowances to members who face financial challenges.

Resignation of Key Expert 2

KE 2 resigned from the project with effective date 31 October 2018. He resigned due to personal reasons. His resignation enabled a review of whether the prevailing team structure was the best in order to accomplish the tasks as per ToR. For this reason, and to improve effectiveness and enable greater involvement of Sri Lankan NKEs in the programme it was proposed that the remaining KE 2 days (484) be reallocated to the senior non-key expert pool. The proposal was that KE 2 be replaced by two senior non key experts. One international expert for up to 154 work days who would oversee, mentor and coach the process of strategy development and capacity building on public finance management related aspects and one international / national expert for up to 330 work days mainly in charge of facilitating the process of strategy development and associated capacity building in policy analysis, planning, strategy development & planning and budgeting. Detailed Terms of Reference for these two positions were developed and experts contacted.

Reporting

In the reporting period, the following reports were developed and submitted:

- Draft Inception Report was submitted to the EU Delegation on 8 May 2018 by e-mail. The EU wanted to have a first review prior to sending it as an official draft to the stakeholders. The EUD made some comments which were incorporated. The official draft Inception Report was disseminated by e-mail and as hardcopy to the stakeholders on 17 May 2018.
• Based on the comments received, TAMAP sent a final Inception Report to the EUD and stakeholders on 21 June 2018. Approval of the Inception Report was made at the first TAMAP PSC on 3 July 2018.
• The Desk Study on the Agricultural Sector, Subsector Assessment and Stakeholder Mapping was disseminated to the EUD and stakeholders on 28 June 2018.
• Since the EU Task Manager wanted a first draft of the progress report (contractually two drafts are not foreseen in accordance with the Terms of Reference) for a first review, a first draft was sent on 30 July 2018.
• Minor comments from the EU Task Manager were received on the first draft on 6th August 2018 and a second (official draft) was submitted to EUD and stakeholders on 8th August 2018 requesting that comments should be received by 22nd August 2018.
• In the absence of any comments on PR 1 apart from those received from the EUD SL, the final Progress Report No. 1 was submitted to the major stakeholders on 4th September 2018. No official approval was obtained from the EUD SL.

Issues and possible solutions
In the Inception Report, the TA team identified a few issues based on observation of the Terms of Reference and also on experiences during the inception phase. Some of the issues are still outstanding, some have been partly resolved. This section summarises the outcomes and gives recommendations how best to cope with the challenges.

In order to facilitate better project planning and collective brainstorming on complex issues among the three key experts and also non-key experts, the MoSWPI provided office space to the entire team in the World Trade Center. This decision was a response on the challenges the TA team has been facing due to the separation in various ministries in different locations. Unfortunately, the WTC premises will only be available until end of March 2019 so that alternatives for office space have to be investigated.

In the first reporting period up until 30 June 2018, the experience was that most of the TAMAP stakeholders did not read information (reports, letters, faxes, e-mails) sent to them. Therefore, it was very difficult to invite them to various events such as workshops or trainings and to get their commitment. The only means of communication to get their attention and to inform them was making frequent phone calls. This has been a major problem that would significantly delay the TAMAP timetable and the achievement of milestones. Fortunately, evidence from the last three months of 2018, particularly November and December suggests that the communication problem has slightly improved. An increase in the responses by e-mail could be observed among some of the stakeholders. Despite this positive development, follow up by phone is still important, particularly when it comes to confirm participation and support with accommodation and transport.

In order to reduce the administrative work load on the TAMAP TL, it has been agreed that an assistant coordinator will be employed for a period of 2 years using up to 48 JNKE work days. It is expected that the assistant coordinator will start latest by February 2019.

Assignments
The following assignments have started (and finished) in 2018. For details see Annex 7 which represents an overview of all TAMAP assignments in accordance with the four results to be accomplished. Since this is a living document, it will be continuously updated.
1. Desk study on agriculture sector, subsector assessment and stakeholder mapping: this assignment was carried out by Verité Research from March to May 2018 and was funded under the incidental expenditures budget;
2. Developing an overarching agriculture policy, implementation strategy and detailed action plan including budget. The assignment started in September 2018 and is expected to be finalised by the end of March 2019;
3. Assignment: Review and assess the agriculture extension service and improve its functionality. The assignment started in September 2018 and is expected to be finalised latest by end of April 2019;
4. Value Chain Development, Food Technology Processing and Training. This assignment started in October 2018 and is expected to be finalised in December 2019 (last training);
5. Market Intelligence & Website. This assignment started in November 2018 and is expected to be finalised towards the end of August 2019.

The following assignments will be launched in the coming reporting period (up until June 2019):

1. Political Economy Assessment Sri Lanka. The assignment will start in February and will be finalised by the end of April 2019.
2. Cold Chain Pre-Feasibility Study. The assignment will start in February and will be finalised by the end of April 2019.

Some other assignments will be prepared and might start towards the end of the next reporting period or at the beginning of the second half of 2019. For details see the previous sections and the TAMAP work plan attached in Annex 1.

Contractual issues

33 % of the work days of KE 1, 27 % of KE 2 and 30 % of KE 3 have been consumed since commencement of the service contract. Four assignments with NKEs were launched and 131 SNKE work days and 134 JNKE work days consumed. Out of the total contract value of € 4.167 million, approximately € 803,456 was spent in 2018 with € 704,300 on fees, € 94,396 for incidental expenditures and € 4,760 for expenditure verification.
2 INTRODUCTION

2.1 Problem Analysis

Over the past 15 years, Sri Lanka has shifted its economic structure from agriculture to industry and services. The contribution of the agriculture sector to GDP remains at 11%, but still about one-third of the population is engaged in, and dependent on, agricultural employment. Agriculture has been the key to reducing the level of poverty, accounting for about one third of the overall decline in poverty over the past decade. Conversely, characteristics of the poor reveal that 49% of the poor are still from the agriculture sector compared to 24% and 27% in the industry and services sectors, respectively. Small-holders account for a significant portion of the rural poor, and are mainly engaged in subsistence farming which revolves around traditional knowledge and practices with weak market linkages.

In paddy rice which is the main staple food in Sri Lanka and which is mainly grown by smallholder farmers, Sri Lanka has become self-sufficient and yields of paddy rice are relatively high with an average of about 4.5 tons per ha. In view of that, the large majority of Sri Lankan farm householders are not affected by food insecurity, however the strong emphasis on rice with the majority of the rural communities having three rice meals per day, has led to a strong nutrition insecurity and there is a significant lack of valuable nutrients in the Sri Lankan diet.

Furthermore, subsistence and also semi commercial farms have little understanding on the principles of farming as a business and as such, farm households generate much less revenue and benefits compared to their potential.

In parallel, the commercial crop sector, predominantly under plantations such as rubber, coconut and tea, as well as spices such as pepper and cinnamon, have been principally characterised by a good quality but lack of productivity attributed to labour shortages, lacking reinvestments on plantations for planting material and also equipment as a consequence of a frequently changing government policy environment, less motivated labour, low mechanisation endowment, and old plantations where most of the trees have exceeded the economic life span.

Over and above all, the agricultural extension services, in traditionally managed smallholder as well as commercially run enterprises, have been performing poorly, partly due to lack of qualified extension workers and also to the fragmentation of the organisations which are dealing with agriculture’s sub-sectors. This has led to poorly coordinated extension services in conjunction with duplication and also omission of services. Currently, up to 19 ministries and numerous departments and parastatals oversee agriculture so that in the end farmers do not know who to approach to resolve their numerous problems.

This situation has been exacerbated in recent years where climate change effects have had detrimental impacts on Sri Lanka agriculture due to erratic rainfall leading to floods and extended dry spells.

2.2 EU Support to the Modernisation of Agriculture Programme

The Government of Sri Lanka, supported by several development partners, have become aware of these structural problems and have started embarking on the modernisation of the
agriculture sector to overcome these challenges. Modernisation means amongst others, mainstreaming farming as a business, modernising agriculture by the replacement of old trees by new, more climate resilient varieties, reinvestment in plantation processing plant and equipment, promotion of mixed diversified farming systems among smallholder farmers to reduce the risks of loss of harvests, promotion of climate smart agriculture, to revamp and restructure the agricultural extension service and, if possible, to reduce the fragmentation at the institutional level.

In particular, the last aspect is expected to be a major challenge since the required change will not only generate increases in effectiveness and efficiency, but it may also lead to losses of responsibilities and control of some of the entities currently involved. In order to bring about this change in a consultative and mitigative manner, the EU has been funding the implementation of the Technical Assistance to the Modernisation of Agriculture Programme.

The financing agreement between the Government of the Democratic Socialist Republic of Sri Lanka and the European Union on "Support to the modernisation of the agriculture sector in Sri Lanka" was signed on 6 April 2017. The 30 million EUR grant programme's objective is to contribute to a more productive, diversified, climate resilient, market oriented and equitable agriculture in Sri Lanka. The specific objective is to contribute to the creation of the enabling conditions for small holder farmers in poverty stricken districts to move towards a more sustainable, resilient and productive agriculture.

The intervention is structured around two components:

1. One component will be implemented through the World Bank (WB) and will operate at provincial and district level with the final beneficiaries. This component will assess constraints and needs of small holder farmers and will design and implement together with competent provincial institutions and private sector, measures (such as advisory services, farmer organisation, technology, infrastructure etc.) to enable small holder farmers, their families and communities to benefit from a more sustainable, productive and competitive agriculture. The administration agreement between the WB and the EU was finalised in December 2017 and implementation will start soon. The EU contribution is €25 million covering four districts, i.e. Vavuniya, Killinochi, Badulla and Ampara.

2. One component (€4.2 million) is being implemented directly through a service contract. The technical assistance will operate mainly, but not exclusively, at the national level and will provide support to the main stakeholders in identifying and addressing the needs/gaps in capacities, policy, fiscal, legislative or regulatory frameworks needed to enable small holder farmers to move towards a more sustainable, resilient and productive agriculture. Project implementation started in January 2018.

2.3 Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka

In a competitive tender launched mid 2017, a consortium led by Ecorys BV was awarded this service contract with a team of three key experts and provision of a large number of non key experts. The service contract started on 8 January 2018 and will come to an end on 7 January 2021.
2.4 **Objective of the TA contract**

The objective of the service contract is to contribute to a more productive, sustainable, diversified, climate-resilient, market-oriented and inclusive agriculture in Sri Lanka.

2.5 **Results to be accomplished by TAMAP**

Four results have to be accomplished within this service contract. They are:

**Result 1:** An overall (overarching) Agricultural Policy in line with the Government Development Goals is developed.

**Result 2:** An enabling environment is created and relevant policies for the modernisation and diversification of agricultural production, as well as the promotion of agricultural exports, are implemented.

**Result 3:** Existing systems and practices used by central and provincial agricultural ministries for planning, budgeting and policy implementation are improved.

**Result 4:** The statistical and analysis systems to monitor and assess the impact of implementing the overall agricultural policy are improved.

2.6 **TAMAP understanding of how to implement the project**

According to the TAMAP team the project can be summarized as outlined in Figure 1 overleaf.

The threads running through these five critical elements are the coordination, facilitation, training, mentoring and mainstreaming of cross-cutting issues such as climate change, gender, youth and smart nutrition.

The TA team works as a catalyst to facilitate and bring about the necessary change on the one hand, but generates sufficient evidence on concrete concepts and activities fostering this change management process by conducting studies which are expected to form the basis for informed decision making.

The TA team facilitates the establishment of multi-stakeholder working groups for the corresponding results to be achieved by the project (policy, strategy, action plan with resource allocation, and a Medium Term Expenditure Framework (MTEF)). The working groups elaborate concepts which are then tabled to the TAMAP Programme Steering Committee for endorsement. This approach has a strong participative character whereby each participating agency appoints active representatives to the various WGs which meet regularly.
**Figure 1: Steps in TAMAP implementation**

- **Step 1**
  - Based on a sector needs assessment, help identify and assess issues and challenges facing the process of modernising the agriculture sector. The identification of champions is critical and central to this process.

- **Step 2**
  - Development of an overarching Agriculture Policy with a view to enhance agricultural productivity, efficiency and sustainability.

- **Step 3**
  - Development of a coherent Implementation Strategy for the Agricultural Policy.

- **Step 4**
  - Assist develop an action plan along with resource and financial budgets to provide a MTEF, along with a robust and pertinent M&E system.

- **Step 5**
  - Help develop an agriculture sector reform contract to accommodate EU budget support.
3 RESULTS ACCOMPLISHED IN THE REPORTING PERIOD

3.1 Preliminary remarks

According to the Terms of Reference four results have to be accomplished. The reporting on progress accomplished, challenges, solutions and activities in the next reporting period follow the logical framework for TAMAP as outlined in Annex 1 of Progress Report No. 1. However, in this section we report only on activities which have actually taken place. Activities which have not started yet will not be detailed in this section. A comprehensive overview on all planned activities for the (half year) reporting period, accomplishments and planned activities for the next (half year) reporting period strictly following the logframe, even for activities which have not started in the reporting period. This is elaborated in Section 6 and can serve as basis for the monitoring of TAMAP performance. As an example, since no activities were carried out under Result 3 and Result 4 in 2018 (two half-year reporting periods), elaborations on activities related to Result 3 and Result 4 are not presented in Section 3 but will be outlined in Section 6, particularly under the column of activities planned for the next (half-year) reporting period. Furthermore, it has to be noted that each second progress report of the year will constitute the annual progress report. As such, it cannot be avoided that in this report there will be some repetitions from PR 1.

3.2 R 1: An overarching Agriculture Policy in line with the Government Development Goals is developed

3.2.1 A 1.1: Provide expertise and support to the preparation of an overarching Agriculture Policy that covers all sub-sectors

3.2.1.1 Stakeholder consultation, needs assessment and sector review

Progress achieved

Within the first year of the project a thorough stakeholder consultation process was conducted by the technical Assistance team (TAT) with more than 350 people consulted from more than 70 organisations and entities. During the inception phase the team sought to obtain information on the key stakeholders, particularly ministries that are tasked with agriculture development following a SWOT approach, related to:

- Finding out who is doing what?
- Their experiences over the last few years
- Which challenges are you facing in accomplishing your mandate?
- Where are they now?
- Where do they want to be in the next 5 to 10 years?

After the inception phase several short-term assignments started and most of the stakeholder consultation (extension assessment and policy development assignments) centred around entities which are in charge of provision of agricultural extension services, tasks and responsibilities of provincial councils, Department of Agriculture at provincial and interprovincial level and Mahaweli Authority. For the Overarching Agriculture Policy (OAP)
development, all provinces were visited and consulted to tease out their view on which components should be part of a modern agriculture policy. Two national working groups for the OAP were organized in October and November with more than 50 participants in each.

Photo 1: Mrs. Shiranti Ratnayake from NPD welcome remarks

Terms of Reference for the National Working Group for the Overarching Agriculture Policy (OAP) were developed and presented to the first national working group for the OAP on 12 October 2018, discussed and revised in accordance with the comments received by various stakeholders. A second WG was organised on 30 November 2018 when numerous proposals and comments were received and discussed to be considered for inclusion in the OAP.

The assignment to review the agriculture research system in Sri Lanka has been put on hold since a similar assignment has been commissioned by CARP. In order to avoid duplication, it was decided not to start with this assignment until results of the CARP initiated review have become public.

Problems encountered and possible solutions

No major problems were encountered while conducting the stakeholder analysis though the number of ministries and entities involved in agriculture is high. According to our investigations, 11 ministries\(^1\) are directly tasked with agricultural development while another 7 ministries\(^2\) are indirectly involved in agriculture. However, with the temporary change (replacement) of the Prime Minister through Mahinda Rajapaksa some ministries were abolished, some ministries merged and some departments went back to the Ministry of Agriculture. As such the Department of Export Agriculture, the Department of Animal

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production and Health and even the Department of Irrigation went back to the Ministry of Agriculture. For the purpose of developing the OAP and the implementation strategy this development is appreciated since it is expected that less time will be spent on for coordination. It is however, uncertain how long this temporary government will be in place since there are indications that the old Government under former Prime Minister Ranil Wickremasinghe will be reinstated. It is hoped that the change of ministries and departments will not be reversed.

**Recommendations & activities for coming reporting period**

As far as the ongoing research assessment is concerned, it is expected that results of the CARP initiated review of the agriculture research system will be made available by March / April 2019 and then a decision will be made whether or not TAMAP should pursue the planned assignment on a research review. If it is recommended to go ahead with the assignment, then revisions of the ToR will be made to cater for the findings of the CARP review.

3.2.1.2 Identification, formation of working groups

**Progress achieved**

The organisation of working group meetings will be an essential part of the project following a strong participatory approach where in a wider forum problems should be discussed and solutions found. The TAT’s intention is that complex issues related to the various results to be accomplished will be discussed and solutions found and agreed upon which then will be conveyed as recommendations for the TAMAP Programme Steering Committee (PSC) for endorsement. As mentioned in 3.2.1.1 the ToR for the TAMAP WGs were discussed and changes made and agreed upon at the first National WG for the OAP.

**Problems encountered and possible solutions**

Unfortunately, in the first reporting period, no working group (WG) could be organised. In fact, no members of the working groups (to be nominated by the various ministries and stakeholders) had been appointed in the first reporting period. This has to be partly attributed to the fact that no Programme Steering Committee (PSC) was organised in the first reporting period to stimulate the various stakeholders in nominating members. Another reasons is the fact that GoSL officers prefer a very strong formal approach with official communication by the leading ministry (Ministry of National Policies and Economic Affairs). This is contrary to what the TAT recommended at the Inception Workshop dated 3 April 2018. At this workshop the TAT indicated that in future, organisation of meetings and invitations to meetings, particularly working groups will follow a less formal approach (invitation by e-mail sent by the TAT).

Subsequent experience however has shown that this less formal approach was not well perceived by the stakeholders and they insisted on pursuing the formal way with original letters, followed by faxes and frequent follow ups by phone. The use of e-mails is less appreciated by the GoSL entities. Towards end of the first reporting period it was expected that this attitude could be a major obstacle in organising working groups.

Fortunately, this attitude towards e-mail communication and the sluggish nomination of TAMAP WG members has changed during the second reporting period. This can be attributed to two aspects: first, at the TAMAP PSC organised on 3 July 2018 the TAMAP TL
pointed out again the importance of stakeholder participation in the process of OAP and strategy development and hence, the need to nominate WG members representing their entity. Second, stakeholders have become more familiar with TAMAP and its staff members. TAMAP is no longer a stranger and therefore communication has become less formal. As an example, less than 5% of the invited participants replied to the e-mail invitation for the inception workshop in April 2018. For the WG # 2 on OAP policy dated 30 November 2018, approximately 25% of the invitees replied by e-mail indicating their presence or absence. This is already significant progress and it can be expected that the response rate by e-mail will continuously increase.

By end of July and beginning of August 2018, 14 departments from GoSL entities nominated WG members and their alternates. This was very encouraging.

**Recommendations & activities for coming reporting period**

No particular recommendations for the next reporting period.

### 3.2.1.3 Review of policies and strategies related to agriculture

**Progress achieved**

With the development of the overarching agriculture policy, TAMAP does not intend to re-invent the wheel again. Our approach is to use the various sector and sub-sector policies and strategies and use these to feed into the overarching policy. In our opinion it is important to develop the overarching policy based on existing policies and strategies which have been developed with a lot of effort in a professional manner. This does not mean that the existing policies and strategies are considered as a given. The underlying principle is to use these and give recommendations for improvement. At the same time, it has to be ensured that the overarching agriculture policy will be compliant with the improved sector and subsector policies. Therefore, the review of existing policies and strategies will be a very important activity for TAMAP. Unfortunately, only a very few policies (draft policies for MoA and MoSWPI and also the policy on fisheries) and strategies could be analysed in the first reporting period. In the second reporting period, the TAMAP team got hold of more policies and particularly strategies (the latter are often called corporate plans) from the various departments. The reason for obtaining more policies and strategies in the second reporting period can be mainly attributed to the fact that the OAP policy assignment has started and the national expert, Prof Buddhi Marambe supported by Dr. Pradeepa Silva and Prof Dr. Jeevika Weerahewa are very well known in the agriculture sector allowing better access to information and relevant documentation.

The TAMAP team was invited by MoA and MoPI to participate in formal discussions with various stakeholders on the two policies, the National Agriculture Policy for Sri Lanka and the National Policy for the Ministry of Primary Industries on 27th and 28th March 2018 respectively. Both policies were discussed interactively and final draft versions of the two policies were developed by end of June 2018. It should be noted that the FAO through its FIRST, project funded by the European Union, provided technical assistance in developing the two policies. The policy for the Primary Industry was approved by Cabinet in September 2018 whereas the policy on agriculture never successfully passed Cabinet.
Problems encountered and possible solutions

The sharing of information, documents, policies and strategies seemed to be a challenge for a significant number of stakeholders of the project, particularly in the first reporting period. As a consequence of that, the TAT obtained only a few policies and strategies for review in connection with developing the overarching agriculture policy. This was seen as a major problem and it was expected that the reluctance in sharing documents would lead to delays with the achievement of Result 1. Nonetheless, with the commencement of the OAP policy assignment with a strong and well regarded national team in place, the situation has improved and the access to information and documentation has significantly improved albeit still with considerable scope for improvement.

Recommendations & activities for coming reporting period

After the organisation of the first TAMAP Programme Steering Committee (PSC) which was organised on 3 July 2018, in conjunction with the commencement of the OAP policy assignment, TAMAP has experienced less challenges in getting access to stakeholders with a view to important discussions and gaining access to information.

3.2.1.4 Needs assessment for the agriculture sector

Progress achieved

In the first reporting period, TAMAP subcontracted the Colombo based organisation “Verité Research” in carrying out an agriculture sector and subsector assessment on 13 subsectors in Sri Lanka. Based on this assessment, TAMAP developed for each agriculture subsector a coherent and consistent matrix consisting of:

- History
- Challenges
- Options of the subsector
- Needs assessment (what is required to make the sector effective, efficient and competitive?)
- Recommendations & way forward

This subsector assessment, including the above five issues, offers a very useful overview on the sector and will accompany the TAMAP for the next 2 years as an important foundation for developing the overarching policy, strategy and action plan for the next 10-15 years.

Later on, during the second reporting period, the OAP policy assignment team expanded the needs assessment by trying to answer the question as to what is required to transform the current agriculture sector into a modernised agriculture sector with the underlying principle of mainstreaming farming as a business and then deriving suitable policy statements and policy actions.

Problems encountered and possible solutions

No particular problems encountered related to this activity.
Recommendations & activities for coming reporting period

The subsector and needs assessment will continue and come to an end in the coming reporting period. The short-term assignment, review of the agriculture extension system is expected to feed into the development of the overarching agricultural policy and strategy.

3.2.1.5 Drawing up an overarching agricultural policy

The short-term assignment focusing on the development of a comprehensive national agriculture policy and strategy started at the end of September 2018. The expert team has started conducting a thorough assessment of the current situation in the agriculture sector, review of existing policies and strategies and identifying gaps and deriving policy statements.

Several versions of the draft OAP have been developed with the later versions including a more thorough assessment of the current situation and giving more evidence on the prevailing problems which then lead into stronger evidence based policy recommendations and policy actions.

The review of the agriculture extension service and the subsequent needs assessment started at the end of September 2018 and included field missions to all provinces in Sri Lanka. For details see section 3.3.4.

Problems encountered and possible solutions

No major problems encountered.

Recommendations & activities for coming reporting period

The stakeholder consultation will continue with organising a third working group on the OAP beginning on 11 January 2019 and a presentation at the Sri Lanka Association of Professional Agriculturalists one week afterwards. Furthermore, it has been proposed that once the final draft is available that it will be circulated among the broader TAMAP stakeholders for review and comments. In parallel, a presentation of major policy statements and policy actions will be done at the TAMAP PSC scheduled for 5th March 2019. The PSC will also decide whether and when the draft policy will go for a public review.

It is anticipated that the process of policies and strategies review will be finalised with the submission of the final draft version to the Cabinet by 30 April 2019.
Table 1: Indicative timetable for the Overarching Agriculture Policy

<table>
<thead>
<tr>
<th>Date</th>
<th>Activity / milestone</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 October 2018</td>
<td>First National WG for Overarching Agriculture Policy held at Colombo</td>
</tr>
<tr>
<td>30 November 2018</td>
<td>Second WG for the OAP held at Colombo</td>
</tr>
<tr>
<td>11 January 2019</td>
<td>Third WG on OAP to be held at Kandy</td>
</tr>
<tr>
<td>18 January 2019</td>
<td>Presentation of draft OAP at SLOAP to be held at Colombo</td>
</tr>
<tr>
<td>5 March 2019</td>
<td>Presentation of draft OAP to TAMAP PSC</td>
</tr>
<tr>
<td>6 March 2019</td>
<td>Dissemination of draft OAP to broader stakeholders for review</td>
</tr>
<tr>
<td>22 March 2019</td>
<td>Incorporation of comments and dissemination of Final Draft OAP for Public Review</td>
</tr>
<tr>
<td>30 April 2019</td>
<td>Incorporation of comments from the Public Review and submission to Cabinet for approval</td>
</tr>
</tbody>
</table>

3.2.2 A 1.2: Support the design of a strategy, action plan and roadmap to implement the policy together with the institutional framework for its implementation

3.2.2.1 Development of an Action Plan

Progress achieved
For the Inception Report, the TAMAP team developed a very comprehensive work and action plan, not only for the agriculture policy but for the entire project. This work / action plan has been thoroughly discussed with the EUD Sri Lanka and was appreciated. This work plan was updated when the policy development and extension review assignments started. It is fully understood that this work plan will require regular update and revision. Therefore, each TAMAP Progress Report will include an updated version.

Problems encountered and possible solutions
No problems encountered in the reporting period.

Recommendations & activities for coming reporting period
Action / work plan will be continuously updated and revised following actual progress and anticipated challenges. TAMAP will liaise more closely with the Department of National Planning and the Department of Project Management and Monitoring of the Ministry of Finance in order to discuss, agree and harmonize the methodology on monitoring policies.
While developing the various (sub) sector implementation strategies for the OAP, baseline data will be compiled in order to derive meaningful indicators / milestones for the policy and strategy.

3.2.3 A 1.3: Share all relevant budget processes and analyses

3.2.3.1 Medium Term Expenditure Framework & long-term budgets for NAP implementation

Progress achieved

Though no activities were foreseen for the reporting period, the TAMAP team were able to obtain first impressions on budgeting processes particularly at provincial level during the screening mission to the central and northern part of Sri Lanka which took place from 3rd to 12th June 2018.

Two budget support seminars were organized: one half-day seminar for secretaries and directors to sensitize decision-makers on budget support on 3rd July 2018; and a two-day training was organized for GoSL officers on 5th and 6th July 2019, mainly WG members and interested stakeholders on budget support in order to strengthen their understanding of and preparation for future budget support.

Problems encountered and possible solutions

No problems encountered in the reporting period.

Recommendations & activities for coming reporting period

With the development of the implementation strategy for the OAP, cost estimates will be made based on the detailed action plans which are based on evidence. Once the costs are known for the various action plans, an attempt will be made to associate costs and hence budget allocations to the various implementing GoSL entities.

TAMAP will also support the EUD SL in developing ToR for a Public Finance Management (PFM) and transparency assessment report towards the end of the reporting period. The outcome of this exercise will contribute to the process of developing the sector reform contract.
3.2.4 A 1.4: Support the Government to acquire international best practices in agricultural development and knowledge that can be replicated in the Sri Lankan context

3.2.4.1 Organising study tours and international conferences with a view to learning international best practices

Progress achieved
A first study tour (Vietnam) is planned for June 2019. An indicative agenda with site visits was prepared by TAMAP and shared with the EUD in Vietnam enabling them to identify a person who will be in a position to assist against a fee in the preparation of a study tour (organising meetings, site visits, booking of accommodation). The study tour to Vietnam should serve as an eye opener for the stakeholders from Sri Lanka with a view to see and assess how Vietnam was able to significantly increase the productivity of the agriculture sector. The stakeholders from SL will have a close look at the Vietnam experiences with transformation, liberalization and private/public sector cooperation in agriculture development. It is expected that the SL team will have the opportunity to interact with Vietnamese policy makers, researchers and practitioners related to all aspects of the Vietnamese transformation model in the agriculture sector. The study tour will comprise knowledge sharing related to the full agricultural value chain starting from input supply via production and trade to exports and local marketing.

Problems encountered and possible solutions
No problems encountered in the reporting period.

Recommendations & activities for coming reporting period
The study tour will be organised in June with about 15-20 stakeholders. An assistant located in Vietnam will be hired to prepare the study tour from the Vietnam side.

3.2.4.2 Conducting desk studies to assess agricultural policies from other countries

Progress achieved
For the OAP policy development assignment, a review of agriculture policies and strategies was conducted mainly from Vietnam, Costa Rica and Nepal which to a large extent used the OECD methodology in producer support. The examples were partly used for the methodology in assessing the current situation for the various sectors and an analysis of policy gaps.

Problems encountered and possible solutions
No problems encountered in the reporting period.
Recommendations & activities for coming reporting period

Continuation with review of policies and strategies from other countries in the development of the overarching agriculture implementation strategy.

3.2.5 Support the Government and the EU Delegation (EUD) to prepare the future sector reform contract in agriculture

3.2.5.1 Sensitisation of key personnel through training, study tours around the requirements of the Sector Reform Contracts (SRCs)

Progress achieved

A Budget Support training was organised with 15 participants for the half-day briefing with high senior officials on 3rd July and up to 25 participants from the various stakeholder entities for the two-day training on 5th and 6th July 2019.

Problems encountered and possible solutions

No problems encountered in the reporting period.

Recommendations & activities for coming reporting period

Budget Support will be part of the AAP 2020 which has to be submitted as a draft version to the EUD SL by August 2019. TAMAP is tasked to carry out a PFM review and transparency assessment towards the end of the reporting period. ToR will be developed for that in close collaboration with the EUD SL.

3.2.5.2 Supporting EUD SL in developing an Action Document for the Sector Reform Contract

Progress achieved

From October 2019 to January 2019, the TAMAP team assisted the EUD SL in developing the Action Document for AAP 2019. Since it was not sure which mode of intervention should be pursued, an Action Document (AD) was prepared catering for various options: budget support, technical assistance, various grant interventions and developing a cold chain and distribution system including interventions focusing on food safety and certification.

Shortly prior to the end of this reporting period, the decision was made that AAP 2019 will focus on cold chain and related activities. In order to assess the technical feasibility and financial & economic viability of a cold chain project, TAMAP has been tasked to carry out a pre-feasibility study of cooling and cold chain technology for agriculture and agribusiness development and scoping study for other potential investments in the agricultural and food processing sector in Sri Lanka. Terms of Reference were developed at the beginning of December.

Given the very complex and less transparent political environment in Sri Lanka, the EUD SL tasked TAMAP to carry out a Political Economy Assessment (PEA) for the agriculture sector in Sri Lanka. ToR were developed and the search for experts started in mid November 2019.
Unfortunately, no suitable and available expert was found in the reporting period who could start in January or February 2019.

Problems encountered and possible solutions

Due to an oversight, the Terms of Reference for the pre-feasibility study were not sent to Ecorys in 2018 (developed second week of December). As a result of that, the search for suitable experts did not start in 2018.

Recommendations & activities for coming reporting period

Both assignments, the pre-feasibility study and Political Economy Assessment (PEA) will start as quickly as suitable and available experts have been found. It is expected that both assignments will start in February 2019. The results of the two studies will feed into the Action Document for AAP 2019 and AAP 2020. TAMAP will continue supporting the EUD SL to develop and finetune the AD for AAP 2019.

Budget Support will be part of the AAP 2020 which has to be submitted as a draft version to the EUD SL by August 2019. TAMAP is supposed to carry out a PFM review and transparency assessment towards the end of the reporting period. ToR will be developed for that in close collaboration with the EUD SL. At the same time preparatory work for AAP 2020 (Budget Support) will continue.

3.2.6 A1.6: Support the development of a communication strategy to promote TAMAP

3.2.6.1 Tailoring a communication strategy and action plan for the strategy

Progress achieved

TAMAP developed a relatively detailed outline for a visibility and communication strategy annexed to the Inception Report. For this strategy it is important that apart from the usual visibility activities such as newsletters, public events, the right means of communication will be developed to target the various multiple beneficiaries and stakeholders of the project to enhance ownership and hence, sustainability of the project interventions.

Based on the communication strategy outlined in the Inception Report and some additional needs, several visibility companies and experts were contacted to submit quotes on a number of visibility and communication actions including an outline of their methodology how to tackle visibility and communication and how to tailor a communication strategy. An evaluation of the quotes was started but not finalised in 2018.

Problems encountered and possible solutions

No problems encountered in the reporting period.

Recommendations & activities for coming reporting period

After finalisation of the evaluation of the various bids, TAMAP will submit a request for approval for the recommended company so that it can start working as soon as possible. First priority activities will be the development of a comprehensive communication and
visibility strategy for TAMAP, the development of TAMAP branded templates and stylesheets, branded stationery and a TAMAP newsletter.

3.2.7 A1.7: Support the Government to coordinate the sectors, including development partners

3.2.7.1 Mapping of external assistance interventions

Progress achieved
No activities were conducted due to other priorities. However, for developing the Action Document 2019, and the stakeholder analysis some mapping of development partners was done, however in a less structured manner.

Problems encountered and possible solutions
No problems encountered under this activity.

Recommendations & activities for coming reporting period
It needs to be discussed with the EUD SL whether this activity is still relevant. If so, either a short-term assignment could be launched or some of the work could be carried out by the TAMAP Assistant Coordinator who will be employed from February 2019 onwards. However, this activity is not high priority and the results might not provide much added value.

3.2.7.2 Specific Periodical Meetings with the agriculture sector stakeholders

Progress achieved
On 7 February, TAMAP was invited to participate at the Development Partners’ working group on agriculture held in the FAO office. TAMAP made a presentation on results to be accomplished and planned activities to be carried out until the termination of the service contract. At the same time, the TAT could get an overview on who is currently doing what in the agriculture sector. It was agreed that at least two meetings per year will be held to update each other on latest developments. Another presentation was at the working group on 20 September 2018 to update the group members on the accomplishments and particularly planned activities.

The TAMAP Team Leader (TL) is also on the development partner’s distribution list so that he is well informed about latest developments and events which are not necessarily restricted to agriculture. Thus, he or other TAT members can select which events will be interesting for TAMAP to participate in.

Problems encountered and possible solutions
No major problems encountered.
Recommendations & activities for coming reporting period

No particular activities are planned, however TAMAP tries to regular participate at the development partners’ meetings.

3.3 R 2: An enabling environment is created, reforms and policies for the modernisation and diversification of agriculture implemented and exports promoted

3.3.1 A 2.1: Improve market intelligence & restructuring of production

Progress achieved

Under this activity TAMAP developed Terms of Reference and commissioned the assignment “Improve Market Intelligence, Website development for Voluntary registration and Restructuring of Production”.

The assignment has three main objectives:

1. Assist the Government to improve the dissemination of agriculture sector market information to allow identification of markets and trends in demand for commercial agro products. The MoA has developed, together with private sector, Govipola to make Central Bank daily price information available to smallholder farmers via a phone app. However, a live feed is still not provided and also information from other sources such as HARTI and Export Development Board (EDB) are not linked.

2. Assist the Government in its efforts to build up a market place for commercial agro-products in Sri Lanka. Govipola provides digitalised market price information for agriculture products but the system in its current state doesn’t contain transaction and payment mechanisms.

3. Assist the Government in developing a digital platform where agro companies involved in value chains can register in order to access and share critical market information.

The expected output of this assignment will be:

1. Drawing up a comprehensive study of the data bases for market information (real-time collection, analysis and sharing of market information for local and export markets) and advise on an improved system of data collection and storage for such information.

2. Design an improved system with sharing guidelines and aligning with the e-government services. As much as possible there is a preference for building on existing automated solutions and use of off-the-self software and user-friendly platforms (important for future maintenance and cost)

3. Design of an automated solution for dissemination of the improved market information system and a market place, while allowing for company registration with option of email contact as well as a facility to update their information. The solution should provide clear benefits for companies to register and update their information

4. Recommendations with budgets related to improved dissemination and a strengthened market place as well as the preferred business model for sustainable operation of the system.
The market intelligence system is developed by a Sri Lankan company, entitled Crotronix which developed the market information platform “Govipola”. The idea is to use Govipola as the base platform and expand it in accordance with the above expected outputs. With around 15,000 generic downloads across the country, the Govipola app can be the initial medium for dissemination of market data digitally and is seen as a potential trading platform for the agriculture sector. If the Sri Lankan Government is interested in technically overhauling market dissemination, the “Govipola” model can create real time data and statistics from any part of the country instantaneously and establish indexes with its real time data access to the market. The Crotronix team is supported by an international market information system expert who is backstopping and coaching the team.

The assignment started in November 2018 and is expected to come to an end in August 2019.

**Problems encountered and possible solutions**

The government institutes are mandated and focused to collect and disseminate data. The Crotronix team noticed there is some level of resistance among the government institutes in sharing data through modern digital means especially to the private sector. This is understandable since the government sectors have little or no prior experience in sharing and working together with private initiatives and therefore view this with a certain amount of caution.

The notable exception has been the Central Bank which shared the price data with Govipola and quickly heeded requests by other government and related institutes. Success for the Govipola app will depend upon identifying the sources around the country and convincing them to share the data with new modern digital mediums such as Govipola.

**Recommendations & activities for coming reporting period**

Determining specifications for the market intelligence system, check the availability of data and define concepts in the SL context, update the Govipola market platform with improved online matching and order flow, development of the app and a manual for its operation.

Once the market intelligence system is operational, a website will be selected, and the platform uploaded and made operational towards the end of the reporting period.

**3.3.2 A 2.2: Strengthening value chain development & promotion of new technologies**

**Progress achieved**

**Capacity building on business planning**

MoSWPI (former MoPI) and the PMU for the Agriculture Sector Modernisation Programme (ASMP) requested support from TAMAP in harmonising the procedure for business planning of the private sector and to facilitate loan/grant applications as well as to tease out what assistance MoSWPI could provide to the private sector. KE 2 attended two meetings with ASMP project staff and the private sector to introduce a standardized planning system. Furthermore two tests of the chosen methodology were conducted with two private sector companies, namely, CBL for pineapple production and Star Ltd for mushroom production.
Assignment “Strengthening Value Chain Development and Promotion of New Technologies”

Under this activity TAMAP developed Terms of Reference and commissioned the assignment “Strengthening Value Chain Development and Promotion of New Technologies”.

The specific objectives of this assignment are:

1. Promote market led commodity research
2. Harmonise methodology of Value Chain Analysis for import substitution and export products
3. Conduct research into components of the value chain and the value addition generated by each component. An observed weakness of current Value Chain studies is the failure to provide financial indications of the value added by each main actor in the chain. Such a quantification would make it more feasible to identify important nodes and assess the fairness of the distribution of the value added over the chain actors
4. Promote new technologies and diversification
5. Develop training in Value Chain Analysis for all relevant ministries dealing with agriculture
6. Review options and value chains for organic production complying with international standards such as GAP and GMP
7. Assisting in the development of a surveillance system for quality standards for organic products

The expected outputs are:

1. Value Chain Analysis Studies on several commodities (see Table 2);
2. Review of applied technologies in post-harvest agriculture,
3. Survey for companies’ registration on the website developed under the market intelligence assignment
4. Development of a VCD training manual;
5. Conduct training in Value Chain analysis using the EU supported methodology Value Chain Analysis for Development;
6. Development and adjustment of new business models based on the horticulture value chain;
7. Presentation of findings in workshops

The commodities investigated and their sequence are illustrated in Table 2. The intention is to produce each month one value chain analysis report.

The commodities were selected on the following basis:

(a) Perceived potential for exports and value addition;
(b) Avoidance of duplication of studying value chains that have been recently studied by others;
(c) Significance from a policy/strategy point of view; and
(d) Prospects for an increasing internal demand.

It is important to mention that although paddy is the major crop in Sri Lanka, and has a major number of participants in the value chain, the sector is not considered as one with high potential for innovation and development. Aromatic rice (basmati types) is considered a diversification from the general paddy value chain and operating in a high value potential market segment and was therefore selected as a value chain worthwhile to study. Other value chains such as oilseeds and sugar are considered to have a rather low growth potential while cattle and sheep and goats are important for poor households but do not have
strong potential to increase local or export demand. The selected value chains are expected to provide the best possibilities for increased value addition and improved sharing in the additional value generated by all direct participants in the chain (including farmers, farmer groups, cooperatives, private entities, processors and traders).

Table 2: Selected commodities and their sequence for value chain analysis

<table>
<thead>
<tr>
<th>Month</th>
<th>Commodities</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2019</td>
<td>Vegetables: Bell pepper &amp; big onions</td>
</tr>
<tr>
<td>February 2019</td>
<td>Fruits: Pineapples &amp; mangoes</td>
</tr>
<tr>
<td>March 2019</td>
<td>Aquaculture: Black Tiger shrimps, Gappi (ornamental fish)</td>
</tr>
<tr>
<td>April 2019</td>
<td>Honey (bee keeping)</td>
</tr>
<tr>
<td>May 2019</td>
<td>Dairy</td>
</tr>
<tr>
<td>June 2019</td>
<td>Cut flowers and foliage</td>
</tr>
<tr>
<td>July 2019</td>
<td>Spices and essential oils (pepper, citronella and cinnamon)</td>
</tr>
<tr>
<td>August 2019</td>
<td>Palmyra</td>
</tr>
</tbody>
</table>

Apart from these conventional agriculture value chains, TAMAP will at a later stage (2019), under a separate NKE assignment, also analyse two dominant organic value chains i.e. for spices (covering cinnamon and pepper) and for vegetables (covering bell peppers and red cabbage). The major driver for this research is the fact that at the moment no evidence-based information is available on the cost effectiveness of organic farming in Sri Lanka.

Workshop on harmonising value chain methodologies

TAMAP organised a seminar on Harmonizing Methodologies for Agriculture Value Chain Assessments in Sri Lanka held on the 7th December in Colombo. The workshop was well attended with a wider representation of stakeholders representing the Government sector including academia, private sector development sector, Delegation of the European Union and the TAMAP team members. The full day workshop consisted of presentations on the value chain models and guidance for effective strategies on harmonizing data with facilitated discussions on issues, challenges, opportunities and strategies that could be adopted to support harmonization of data.

The workshop aimed at exploring opportunities, promoting better coordination, achieving efficiency and avoiding duplication of work. It had the following broader focus:

1. Defining the methodologies in current use in Sri Lanka
   a. Methodologies in common use in Sri Lanka
   b. Methodologies studied in formal education institutions in Sri Lanka

2. Opportunities for harmonization of value chain work across agencies
   a. Benefits of harmonization
   b. Barriers to harmonization

3. Issues around financial and economic data collection for value chain assessments.
   a. Validity
   b. Reliability
   c. Calibration and comparability across time and location
4. Feasibility of improved ways to share raw data across projects.
   a. Legal considerations regarding information sharing
   b. Preserving anonymity
   c. Shielding proprietary information
   d. Language considerations
   e. Platforms for sharing raw data

The recommendations emanating from this workshop were:

- It would be appropriate to ensure suitable mechanisms to collate sector / crop specific findings of project interventions and share those among the key players by means of properly organized dissemination seminars.
- Strategic prioritization and selection of crops for VCD is vital considering necessary criteria. This could include market potential, sustainability, resource availability, private sector participation, information availability, etc.
- Government should set required policy and regulate information sharing with regards to VC and work with private sector.
- Since the ultimate impact is on the farmer, financial and economic data needed to be assessed in respect of social inclusion, which is lacking at the moment.
- Data Accuracy of the data and availability of the data has been a major barrier in the development of VC
- Information has to flow to the farmer level in order for them to decide on the market potential for the products.
- Data sources, data collection, accuracy of data, reliability, transparency and accessibility were some of the key concerns of the VCA
- Each of the sectors and subsectors needed to be considered in analysing the VC. Discrepancy or inconsistency in productivity such as land productivity differences between low country and upcountry vegetables.

Problems encountered and possible solutions

After having received the approval to commission the value chain analysis the designated international expert was no longer available due to personal reasons. A replacement was quickly identified and the delay in starting the assignment was marginal. The replacement, though interviewed by the TAMAP team turned out to be a challenge in terms of adhering to ToR, instructions and also in dealing with national organisations and other external stakeholders. TAMAP developed a performance indicator framework to monitor her performance and social competence. If there is no significant improvement, then she might be replaced in the next reporting period. It is expected that due to her initial limited performance some delays in the submission dates of the various value chain studies might occur.

Recommendations & activities for coming reporting period

Finalisation of six value chain studies and the development of an introductory training course on value chain analysis using one of the studies as a showcase. A major formal training programme on value chain analysis is not foreseen for the next reporting period.
3.3.3 Assist the Government to promote sustainable green production practices among agri-businesses

Progress achieved

Under this activity TAMAP developed Terms of Reference for the assignment “Support to Organic Farming and Sustainable Agriculture”.

The specific objectives of this assignment are:

1. Study the cost effectiveness of organic farming and manufacturing practices in spices (cinnamon and pepper) and vegetable export sectors, review the availability and quality of inputs for organic farming, the regulatory framework for import and local manufacturing of inputs for organic farming including the availability of support services (such as soil testing, pesticides residue analysis etc)
2. Encourage knowledge sharing about Organic Farming among stakeholders in spices (cinnamon and pepper) and vegetable export sectors;
3. Draft guidelines for improved Organic Farming practices and align with agricultural sector policy and strategy including recommendations related to suitable farmer organisation and/or cooperative mechanisms for obtaining organic certification.

The expected outputs are:

1. Case study reports indicating how organic production in organic Cinnamon, Pepper, Bell Pepper and Mango can be profitable in export sectors as well as in the local market
2. Training manual and conduct of training
3. Final report with recommendations for policy and strategy

The assignment is to assist GoSL in establishing surveillance systems for certification of organic production and GAP and GMP. It should be noted that the terms of reference for this assignment have been jointly developed by TAMAP, UNIDO and the association of fruits and vegetables producers and exporters since all entities are supporting the promotion of organic and sustainable agriculture with a view to harnessing synergy.

The TAT is part of the steering group with UNIDO, FAO, WHO and EU focusing on developing a Food Safety/Quality Policy and Strategy. During 2018, the steering group had a first meeting on 10 December organized by EU Sri Lanka Trade Related Assistance to develop a roadmap. The next step will be a broad public and private sector stakeholder consultation process which is expected to set up a multi-disciplinary task force to guide the process of developing Food Safety/Quality Policy and Strategy.

Problems encountered and possible solutions

No problems encountered under this activity.

Recommendations & activities for coming reporting period

It is expected that the assignment will be launched towards the end of the reporting period. Suitable experts have been identified and contacted to check their availability.
It is also proposed to conduct a study tour to Kenya or South Africa in the second half of 2019 with a view to successful production, processing and exporting of organic agriculture commodities. This will be discussed with the stakeholders and the EUD SL.

**3.3.4 Help the Government to improve its support to farmers and farmer organisations, including support to the extension service**

**Progress achieved**

**Proposed assignment on farmer organisations**

Under this activity the TAT developed Terms of Reference for two assignments. They are:

“Support to Farmer Groups and Associations and Commercial Agriculture Business Models for Sri Lanka”

The specific objectives:

- Study commercial agriculture business models and their profitability and sustainability for farmers
- Recommendations around the best business model(s)
- Design training related to operations of farmers in selected business model(s)
- Conduct training in best business model(s) practise for farmers

The expected outputs for this assignment are:

- Report on best business model(s) for commercial agriculture in Sri Lanka
- Workshop on ways to scale-up the use of best business model(s)
- Training material related to the best business model(s)
- Three training sessions (North, Centre, South) for farmers and extension workers
- Farmer field schooling in best business models introduced to public sector extension service

In this context it has to be noted that ASMP conducted a study on Assessment of Available Models of Farmer Organizations and Propose Suitable Models for Sri Lanka. This study came to the conclusion that there are no functioning farmer organisations on the ground. TAMAP do not entirely share this conclusion since according to our observations there are a number of reasonably well functioning FOs in the irrigation schemes being tasked to operate and maintain minor irrigation schemes.

The ASMP funded study focused only on cooperatives as business models and recommended to pursue with the development of cooperatives in Sri Lanka as the key for sustainable farmers organisations. TAMAP does not share this recommendation and with the proposed TAMAP assignment we intend to create more evidence related to the preferred models of farmer organization by looking at the financial and economic situation of different farmer organization models. The ToR of the assignment that TAMAP proposes to implement is centred around this but also around training farmers in the selected business/ organization models.³

³ There are 5 Agriculture Sector Cooperative Unions (for Tea, Coconut, Rubber, Dairy, Animal husbandry, Agricultural Villages and Fisheries) in Sri Lanka with in total 1077 societies. In addition, there are 80 Farmer
Assignment on improving the functioning and impact of agriculture extension services in Sri Lanka

Under this activity TAMAP developed Terms of Reference and commissioned the assignment “Improving the functioning and impact of agriculture extension services in Sri Lanka”.

The specific objective of this assignment is to assist TAMAP review the agricultural extension services being undertaken in Sri Lanka with a view to making the entire agricultural extension service more effective and efficient.

The expected outputs of this assignment are:

1. A critical analysis of the performance of the current agricultural extension models being used in Sri Lanka by public bodies, and key private sector organisations.
2. A review of alternative relevant agricultural extension models catering for the diverse farming systems found in the country including subsistence food production, share cropping, contract farming, commodity groups, plantation enterprises including out-grower schemes etc.
3. A ranking of preferred agricultural extension models which adequately provide a robust research/training / extension / farmer feedback.
4. An outline of an appropriate institutional framework for a preferred extension model, indicating which organisation is best suited to manage it.
5. Outline an indicative budget for the recommended agriculture extension institutional set-up.
6. Road map outlining how to facilitate and manage change from the current situation into the recommended situation related to agricultural extension (recommended institutional set-up).

The assignment started in October 2018 and site visits in all provinces were conducted. It is expected that the draft report for this assignment will be submitted by the end of March 2019 and in spite of the challenges associated with this assignment, no major delay is anticipated.
Problems encountered and possible solutions

Shortly after mobilisation of the expert team (one international and one national expert) for the extension review assignment, the international expert was replaced having performed 12 work days. The reason for terminating the contract was that with his “old extension school approach” doubts arose whether he could design a concept for a modern IT based extension system catering for a modernised agriculture sector. His last work day was 15 October and the replacement started working on 7 November 2018.

Recommendations & activities for coming reporting period

The former organisation’s assignment is expected to commence towards end of the reporting period. Suitable experts are currently being identified and their availability checked.

The draft report for the agriculture extension review assignment is anticipated to be tabled by 31 March 2019 and based on the comments received the assignment should be finalised by the end of April 2019.

The extension review assignment will give directions on how a future agriculture extension service should be designed. Based on that and also the findings and results of the market intelligence assignment, TAMAP can start developing a training programme for farmers and farmer organisations catering for a modern agriculture extension approach using so-called cyber extension, smart-phone based apps in conjunction with some more traditional approaches such as farmer field schools. Developing ToR for the training assignment will start towards end of the reporting period, however will not be finalised since the market intelligence assignment will not have prepared their final results.

3.3.5 A 2.7: Facilitate the formation of public / private partnerships

Assignment on Support for the Formation of Public Private Partnerships

Under this activity the TAT developed Terms of Reference for the assignment “Support the Formation of Public Private Partnerships (PPPs) in the agriculture sector in Sri Lanka”

The specific objectives of this assignment are:

1. Agreeing on an approach to PPPs for smallholder commercial farmers
2. Building trust and understanding around PPPs
3. Developing model options for PPPs

The expected outputs for this assignment are:

1. Study on PPP options for VCD in agriculture
2. Presentation of findings.
3. Roadmap for PPP development in the agriculture sector
4. Workshop conducted for GoSL stakeholders on value chain and private sector development

This assignment would be carried out within a period of 3 months and will indicatively start in June 2019.
Assignment: Pre-feasibility Study of cooling and cold chain technology in Sri Lanka

Under this activity the TAT developed Terms of Reference for the assignment “Pre-feasibility Study of cooling and cold chain technology for agriculture and agribusiness development and scoping study for other potential investments in the agricultural and food processing sector in Sri Lanka”

The specific objectives of this assignment are:

1. Assess the technical, economic and financial feasibility of cooling and cold chain network;
2. Study the social and institutional set-up of the project including its risks;
3. Prepare specifications for further feasibility analysis with critical control points for the in-dept feasibility analysis; and
4. Prepare a scoping study for other potential investments in the agricultural and food processing sector.

The expected outputs for this assignment are:

1. Draft Pre-feasibility Study
2. Presentations in workshops
3. Roadmap for full feasibility study
4. Final Pre-feasibility Study report that includes a concept note for a blending operation that is in line with the EU guidelines on blending operations.
5. Scoping study for other potential investments in the agricultural and food processing sector.

The absence of cooling and cold chain technology in Sri Lanka is considered one of the main reasons for the high post-harvest losses. In the tropical climate of Sri Lanka, horticulture and floriculture crops perish rapidly without processing or cooling. As the requirements of external markets are elevated as compared to the local market, the export of high-quality horticultures and floricultures is negatively affected by the lack of a cold chain. Fresh produce farmed according to GAP loses quality in the post-harvest segment of the value chain and further reduction of post-harvest losses is hampered by the lack of processing opportunities. For example, Sri Lanka doesn’t have an export-oriented tropical fruit juice concentrate industry among others because international trade in concentrates is in frozen 200 litre drums. A network of cool and cold chain technology comprising of storages and transport and logistics connecting airport and seaport infrastructure to inland infrastructure is expected to boost fresh produce trade as well as providing new processing opportunities. It is expected that the network should cover the main horticulture producing and trading locations of Sri Lanka to generate enough trade to justify the establishment of the system. It is further expected that the infrastructure and its management should be through private sector activities to guarantee sustainability and profitability of the service but as government is the owner of most lands in Sri Lanka and the regulator of quality control for food items, the public sector should have a stake in the network. Public-Private-Partnerships (PPPs) are increasingly promoted as a mechanism for agriculture and agribusiness development. PPPs contain lots of potential to strengthen commercial agriculture and agribusiness but PPPs for agriculture development contain lots of challenges.

Problems encountered and possible solutions

Within the Ministry of Finance, there is a PPP unit whose role is not very clear to us. To be better informed on the role of the PPP unit and also to obtain information on the requirements and conditions GoSL is imposing for the establishment of PPPs, TAMAP contacted the PPP unit on numerous occasions for discussions and also for harmonisation of
the ToR for the PPP assignment. Unfortunately no one from the PPP unit was ready to meet the TAMAP team.

**Recommendations & activities for coming reporting period**

TAMAP has to identify a champion who can facilitate access to the PPP unit of MoF. Assuming that this is successful, then discussion with the PPP unit will be held on the ToR for the proposed assignment and overall policy towards PPPs.
4 MANAGEMENT OF THE SERVICE CONTRACT

4.1 Stakeholder liaison and major workshops organised by TAMAP

4.1.1 Kick-off meeting 22nd January 2018

The TAMAP kick-off meeting was organised in the Ministry of National Policies and Economic Affairs on 22nd January 2018. It was well attended by representatives from the EUD Sri Lanka, the Ministry of National Policies and Economic Affairs, the Ministry of Agriculture, the Ministry of Social Welfare and Primary Industries (all three secretaries attended) and the three TAMAP key-experts. The meeting was organised by the Department of National Planning (NPD) and hence, the TAMAP team did not have control over the participation list. The purpose of this meeting was to familiarise each other with the key persons of the parental ministries, to give the TA team the opportunity to introduce their proposed approach for TAMAP implementation, to get the perceptions of the key stakeholders on TAMAP and to briefly discuss how best to make the project known to the broader stakeholders. The TA team made a detailed presentation and the overall approach introduced was principally appreciated and agreed upon by the participants.

4.1.2 Inception workshop 3rd April 2018

On Tuesday 3 April 2018 the TAMAP Inception Workshop was organised as an extended half day event at the Shangri-La Hotel in Colombo. The purpose of this workshop was to:

- Inform stakeholders about the project
- Identify champions facilitating the accomplishment of the results
- Agree on modes of collaboration and coordination and reporting processes (working groups which elaborate technical and institutional directions)
- Agree on mode of decision making (PSC and its composition)
- Obtain a common understanding how to make the decentralisation process work

The workshop was well attended with at least 83 participants from more than 40 organisations. Details on the outcome of this workshop were elaborated in Progress Report 1.

4.1.3 Programme Steering Committee (PSC) 3 July 2019

The first Programme Steering Committee for TAMAP was organised on 3 July 2018 which was attended by 20 officials including the secretaries of MoA, MoPI and MoNPEA (chair). In spite of the short notice it was well attended. The TAMAP team leader made a short presentation on the accomplishments of the project and also on the major activities planned until end of December 2019. The Director General of the Department of National Planning reminded the participants to nominate members for the TAMAP working groups which will start soon with developing the overarching agriculture policy. Minutes of the PSC #1 are attached in Annex 3.
4.1.4 **Budget Support training**

A Budget Support training was organised with 15 participants for the half-day briefing with high senior officials on 3rd July and up to 25 participants from the various stakeholder entities for the two-day training on 5th and 6th July 2019.

The purpose of this budget support training was to sensitise particularly GoSL officials to either acquire or improve their knowledge of the EU Budget Support (BS) modality, in accordance to the Budget Support Guidelines 2017, particularly in the context of development assistance. The training aimed at strengthening the understanding of the BS instrument, its three contracts and the importance of policy dialogue as a tool for obtaining sustainable results in a broad array of BS operations.

It aimed at enabling participants to:

- Understand both the objectives and way of operation of BS, as well as to apply the analytical instruments required for the various phases of the modality.
- Be acquainted with the reporting requirements during implementation and finalisation of BS operations.
- Understand the importance of the technical, policy and political dialogues that form part of the BS operations.

4.1.5 **Gender technical training – jointly organised by FIRST and TAMAP**

A recent Country Gender Assessment of the agriculture and rural sector commissioned by the Food and Agriculture Organizations of the United Nations (FAO) Sri Lanka, concluded that gender has not been integrated into national agricultural and natural resource policies, and that doing so would maximise the contribution of women to agricultural productivity, rural development and social harmony, while improving the quality of their lives and those of their families and communities.

**Photo 2: Gender training**

In the context of the formulation of an overarching policy for the Agriculture Sector, a two days’ introductory gender technical training was organized in Colombo on 17th and 18th September 2019 with the objective of strengthening the capacities of national officers from agriculture-related ministries dealing with sectoral planning, budgeting and policy development, for designing, implementation and monitoring sectoral programmes and policies.

Participants had the opportunity to become familiar with gender concepts; increase their analysis of gender roles and dynamics in the country context; be aware of main gender gaps in the agriculture and rural sector and know the basic tools to include Gender in planning, budgeting and policy development. Examples and practical exercises were provided by international FAO specialists who conducted this training.

The training was attended by 39 participants on the
first day and by 31 on the second day and was well perceived by the participants with the recommendation to organise a follow up with more concrete examples and case studies with regard to gender mainstreaming in policies and strategies.

4.1.6 National Working Groups on the Overarching Agriculture Policy

In the reporting period, two working group meetings to discuss the overarching agriculture policy were organized. The first WG was held on 12 October in Colombo and was attended by 52 stakeholders from the public (central government and provincial councils) and private sector.

Photo 3: Working Group on OAP

The purpose of this National Working Group Meeting for the Overarching Agriculture Policy was to:

- brief stakeholders on the progress made by the project so far;
- discuss, get comments and agree on the Terms of Reference for the National Working Group for the Overarching Agriculture Policy;
- introduce and discuss two assignments which had just started: the development of the overarching agriculture policy and the assessment of the extension service;
- obtain from the various stakeholders their view on policy gaps, challenges the various subsectors are facing and future business development perspectives of the sectors.

In very lively discussions ideas and proposals were collected from the participants from the subjects listed below and recorded on coloured cards:

(a) Identification of missing pieces in the presentations
(b) Proposed Policy Direction/Statements (categorized based on first choice of each respondent
(c) Finding an answer on if the total resource allocation is fixed and inadequate, proposal to maximize the use of limited resources to improve the system

Minutes of the first WG are attached in Annex 4.

The second Working Group meeting on the OAP was organized on 30th November 2018 in Colombo with 50 participants.
The purpose of this National Working Group Meeting for the Overarching Agriculture Policy was to:

- jointly develop a vision and a mission statement for the OAP
- discuss and agree on policy statements for the OAP on areas we believe are important to be captured under the OAP.
- agree on the template / structure for the OAIS for which the OAP serves as a basis.

TAMAP felt the need to discuss the template in more detail with the stakeholders.

The TAMAP team presented all proposed policy statements which were then discussed in details and agreed upon.

It was concluded that another working group meeting be organized on 11 January 2019 to endorse the policy statements and associated policy actions on the basis of the collective brainstorming in WG #2.

4.1.7 Value chain harmonization seminar

See details under section 3.3.2.

4.1.8 Workshops / seminars / meetings attended by the PCC team

The TAMAP key expert team participated at the following major workshops, seminars and meetings as outlined in Table 3 (less important meetings are not mentioned). Meetings held by the TAMAP short-term experts during their site visits are not captured here.

Table 3: Workshops / meetings attended by the TAMAP team

<table>
<thead>
<tr>
<th>Workshop / seminar / meeting</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Development Partners’ Working Group on Agriculture (DP-Ag) 7 February</td>
<td>The Development Partner’s working group on agriculture has been meeting regularly about twice a year in order to keep each other updated on agricultural development. The DP-Ag does not interact with the Government mainly because of the extreme fragmentation of ministry mandates in the sector. TAMAP made a presentation on the project to make the participants aware what the project envisages to do in the next 3 years.</td>
</tr>
<tr>
<td>Planning meeting at NPD 7 February 2018</td>
<td>The EU funded and FAO implemented FIRST project has been assigned among others with supporting the development of an agricultural policy for the MoA and a policy for the MoPI. After some initial challenges and hiccups the project has been quite successful in developing two draft policies and stakeholders expressed the wish that FAO continues in developing policies. Given the interventions done by the FIRST project, stakeholders in Sri Lanka have problems in understanding the presence of TAMAP since it is believed that TAMAP is doing the same or similar to what FAO has been doing and even when some of the stakeholders understand that TAMAP and FIRST have different tasks some stakeholders might question why TAMAP as a new structure is taking over the policy development part when the FAO has finally proved to be on the right path or in a nutshell, why change the brooms when the old one is still in very good shape? In this meetings some brainstorming was done in order to reduce the confusion about FIRST and TAMAP, and it was agreed that the two entities need to work closely</td>
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### Workshop / seminar / meeting

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<thead>
<tr>
<th>Workshop / seminar / meeting</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>TAMAP meets MILCO 28 February 2018</td>
<td>TAMAP met the Milk Industries of Lanka Company Limited which is a government owned milk processing enterprise. Challenges and potential for dairy production were discussed. The potential for the dairy sector is very high since Sri Lanka is importing more than 40% of its dairy consumption.</td>
</tr>
<tr>
<td>Department of Animal Production and Health, Kandy 2 March 2018</td>
<td>TAMAP had a fruitful meeting with this department. The DAPH colleagues participating at the meeting seemed to be quite realistic about the difficulties in expanding livestock sector and also about their role. Cattle production has constraints due to expensive dairy production and cultural and religious challenges to establish state of the art beef production. There is potential for pig and poultry production. With regard to their own performance and future it became apparent that the private sector is partly providing better services in terms of extension. DAPH should probably have the regulatory function and not much more.</td>
</tr>
<tr>
<td>TAMAP meets Department of Agriculture in Kandy 2 March 2018</td>
<td>TAMAP organised this meeting in particular to understand the role of the Department and it differs in the provision of agricultural extension services compared to the Department of Agrarian Development. In a nutshell, it can be ascertained that the Provincial Departments of Agriculture under the Provincial Council is in charge of extension services such as crop husbandry, animal husbandry and inland fisheries. Similar extension services are provided by the Interprovincial Department of Agriculture (6 Interprovincial Departments countrywide where the (command) area is covered by more than one province.</td>
</tr>
<tr>
<td>TAMAP meets Department of Export Agriculture, Kandy 2 March 2018</td>
<td>TAMAP organised this meeting to get first hand information on the role and tasks of this department. With regard to agricultural extension, the Department of Export Agriculture under the Ministry of Social Welfare and Primary Industries is in charge of technical extension service of export crops, mainly spices as well as minor expert crops such as cocoa and coffee.</td>
</tr>
<tr>
<td>Sri Lanka Council for Agricultural Research Policy, Colombo 5 March 2018</td>
<td>The Sri Lanka Council for Agricultural Research Policy, very recently developed the National Agricultural Research for Sri Lanka and is the main coordinating organisation for agricultural research in Sri Lanka and also in the provision of scholarships and research grants.</td>
</tr>
<tr>
<td>A recipe for change – Improving nutrition through agriculture and food systems in Sri Lanka 22 and 23 March 2018</td>
<td>The FAO organised in close collaboration with the Peradeniya University a two-day seminar on how to improve nutrition through agriculture and food systems in Sri Lanka. The TAMAP team participated at this seminar in order to develop a better understanding of the local food and nutrition situation and the linkages between nutrition, food security, agriculture and food systems and to obtain enhanced knowledge on the importance of evidence-based practices in nutrition, agriculture and food systems. Therefore, this workshop was very important with a view to developing an overarching policy with a corresponding strategy targeting the nutrition insecurity within Sri Lanka.</td>
</tr>
<tr>
<td>Workshop on discussing the draft policy for the Ministry of Primary Industries 28 March 2018</td>
<td>Since the TAMAP team has not been involved in the development of this sub-sector policy, it was very important to attend this workshop in order to get a view on the content of the policy. This is of particular importance since the overarching agricultural policy should be consistent with this sub-sector policy.</td>
</tr>
<tr>
<td>Workshop on discussing the draft policy for the Ministry of Agriculture 29 March 2018</td>
<td>Since the TAMAP team has not been involved in the development of this sub-sector policy, it was very important to attend this workshop in order to get a view on the content of the policy. This is of particular importance since the overarching agricultural policy should be consistent with this sub-sector policy.</td>
</tr>
<tr>
<td>TAMAP meets the Ministry of Plantation Industries and</td>
<td>The Ministry of Plantation Industries organised a superb meeting on 28 March in which besides TAMAP all entities associated to the ministry were invited. As such, besides the ministry, representatives from the tea, coconut, rubber sector were</td>
</tr>
<tr>
<td>Workshop / seminar / meeting</td>
<td>Purpose</td>
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<tr>
<td>associated entities 28 March 2018</td>
<td>present. In total 26 participants from 8 entities were attending this 3-hour meeting in which the TAMAP team could get insights around prospects and challenges the various subsectors are facing. This was the best and most efficient and effective meeting organised by the TAMAP stakeholders.</td>
</tr>
<tr>
<td>SAFANSI Round table 25 and 26 June 2018</td>
<td>The South Asia Food and Nutrition Security Initiative (SAFANSI) funded by the World Bank organised a two-day workshop which drew on the latest evidence and experience from current nutrition-sensitive and nutrition-specific programs focusing on putting the lens on the consumer in nutrition-sensitive agriculture and food systems in South Asia. The goal of the workshop was to identify the best ways to move from strategy to action and to scale up programs for maximum impact. TAMAP participated at the first day of this event and did not attend the second day since the topics of the second day were not so relevant for TAMAP.</td>
</tr>
<tr>
<td>Various meetings with private sector February – November 2018</td>
<td>TAMAP had meetings with representatives from the private sector namely Mr A Weerakoon of National Agribusiness Council, Mrs Dawn Austin (NIDRO Supply PVT LTD, M De Alwis, CEO of MA’s Tropical Food Processing Ltd., meeting with A C Pathirage from Hayleys. In these meetings, TAMAP was informed about the challenges the private sector is facing and how to overcome these.</td>
</tr>
<tr>
<td>Tea Research Institute Talawakelle 11 July 2018</td>
<td>Meeting at TRI with DG Dr Abesinghe and Dr Ranthaunga (Head of plant breeding) to discuss tea industry in general and receive the TRI Corporate Plan 2013-2017.</td>
</tr>
<tr>
<td>Department of Agriculture, Peradeniya 12 July 2018</td>
<td>Meeting with Dr Herath and staff, Socio-economics and Planning Centre, DoA, Peradeniya – strategic planning exercise for Centre regarding future action plans for the Centre.</td>
</tr>
<tr>
<td>University of Peradeniya 13th July</td>
<td>University of Peradeniya meeting with Profs Weerahewa and Marambe regarding possibility of recruiting them as NKE on Policy issues.</td>
</tr>
<tr>
<td>Peradeniya 13 July 2018</td>
<td>National Agric ICT Centre DOA, introduced to the work being conducted by Head of Unit.</td>
</tr>
<tr>
<td>Colombo 18 July 2018</td>
<td>Meeting with Finance Commission to better understand provincial planning processes and the role of central government.</td>
</tr>
<tr>
<td>MoA 20 July 2018</td>
<td>Attended presentation by consultant to WB ASMP on institutional development and capacity building training programme for Farmer Organisations.</td>
</tr>
</tbody>
</table>
| Development Partners’ Working Group on Agriculture (DP-Ag) 13 August 2018 | The 3 fundamental elements of the DP WGs generic ToR were re-iterated:  
- Promote a joint understanding among DPs on the situation of the sector;  
- Conduct a mapping on who is doing what where;  
- Identify areas of joint strategic focus.  
The TAMAP TL made a critical presentation of the progress accomplished so far and the challenges experienced. |
<p>| Hayley’s and Agriculture Sector Modernisation Project at MoSWPI 23 August 2018 | Meeting to discuss various project ideas of Hayley’s in the agricultural sector and for export-oriented agribusiness. Presenting information on the current grant facility for agribusiness development as well as technical advice on proper formatting for the applications and underlying feasibility study and financials. |
| Meeting on National Expert Strategy 4 September 2018 | Meeting with the NES Management Unit with EUD, UNIDO and UN ITC to discuss the implementation of the NES. The formulation of the NES was supported by the EU-trade related project and implementation is high on the UNIDO agenda. The meeting discussed progress in implementation of the NES and further support of development partners to the implementation program. |
| ASMP 5 September 2018                             | A meeting was convened by ASMP where the private sector was given the opportunity to report on their ongoing programmes. |</p>
<table>
<thead>
<tr>
<th>Workshop / seminar / meeting</th>
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<tr>
<td>MoA 5 September 2018</td>
<td>Meeting to discuss progress in the grant and loans program of the ASMP. Beneficiary private companies were invited to discuss implementation and issues hampering progress. The companies also met with Minister of Agriculture, the State Minister of Agriculture and the Deputy Minister of Agriculture as well as EUD.</td>
</tr>
<tr>
<td>World Vision Lanka 6 September 2018</td>
<td>Discussion between World Vision Lanka and EUD to seek collaboration for expanding their project on Commercial Organic Farming to Regenerate Rural Economies in Sri Lanka's Dry-Zone. The project aligns to the EU's development cooperation strategy for integrated rural development and green economies and is implemented jointly with the government of Sri Lanka. World Vision Lanka wants to expand this project to North and East Sri Lanka rural areas in collaboration with the Ministry of Resettlement as part of their North East Development Plan.</td>
</tr>
<tr>
<td>Colombo 10 September</td>
<td>TAMAP meeting with IMWI Dr Madar Samad regarding IMWIs programmes, and irrigation/water issues in Sri Lanka.</td>
</tr>
<tr>
<td>IPS and Fortunaglobal 10 and 13 September 2018</td>
<td>Discussions on the ToRs for Value Chain Development and Market intelligence to improve the feasibility of efficient implementation of the assignments in the estimated time frame as well as to strengthen connectivity with similar initiatives elsewhere and integration of the assignments in the overall agricultural policy and strategy.</td>
</tr>
<tr>
<td>MoA 12 September</td>
<td>Facilitated a project analysis seminar for WB ASMP senior staff.</td>
</tr>
<tr>
<td>Colombo 2 October 2018</td>
<td>EU TAMAP brainstorming workshop.</td>
</tr>
<tr>
<td>GAP workshop 11 October 2018</td>
<td>In the recent past, Sri Lanka (evidence was shown dated 2014) fruits exported from Sri Lanka to the European Union were rejected frequently due to non-compliance with food safety regulations (fruit flies, pesticides and heavy metals). Due to that, SL decided to introduce Good Agricultural Practices and since then the number of rejections have been significantly reduced. In SL, GAP certification is done by the Seed and Plant Protection Centre. The costs for Gap certification are currently still paid by the GoSL (Department of Agriculture). The number of GAP certified farms have significantly increased in the last years. However, GAP in SL has no own legal framework / legislation. Legislation from other acts and documents are applied in bits and pieces. Currently, it is being discussed whether GAP should be followed in two steps (tiers). Step 1 is global GAP and Step 2 is Domestic GAP. It is felt that Global GAP is expensive and SL might not be in the position to afford using Global GAP throughout. The question was asked whether the agriculture extension system is ready for providing GAP compliant services. The answer was negative on that. It was somehow agreed that the Department of Agriculture should remain as the regulator for GAP whereas the actual certification should be done by third parties.</td>
</tr>
<tr>
<td>IFC 19 October</td>
<td>Meeting with Mr V Antonypillai to discuss IFC investments in private sector and agribusiness and experiences in agribusiness development in SL. Specific attention for private sector generated R&amp;D for agriculture, SANASA co-operative movement and the role of mobile phone platforms for dissemination of information to farmers.</td>
</tr>
<tr>
<td>UNIDO 23 October</td>
<td>Meeting with Mr Andres Villamil-Diaz and Mrs Sumithrachchi to discuss cooperation between TAMAP and the EU Sri Lanka Trade Related Assistance Project. It was agreed that UNIDO would share information related to policies for Quality Control and Standards in food in Sri Lanka and that TAMAP and UNIDO would explore opportunity to develop a joint study and training assignment on Green (organic) Agriculture in Sri Lanka.</td>
</tr>
<tr>
<td>IFC 2 November</td>
<td>Meeting with Mr Antanypillai and Mr Warusavitharana to discuss collaboration between IFC and TAMAP for analysing the investment opportunity related to development of cold chain for horti- and floriculture in Sri Lanka.</td>
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</table>
**Workshop / seminar / meeting**

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<tr>
<th>Purpose</th>
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<tbody>
<tr>
<td>Meeting to discuss the findings and recommendations of the MG consultancy report “Assessment of Available Models of Farmer Producer Organizations and Propose Suitable Models” commissioned by the ASMP.</td>
</tr>
<tr>
<td>Meeting of EUD and Mr Antonypillai to discuss the AAP 2019 options and the modalities of cooperation with IFC on the initiative.</td>
</tr>
<tr>
<td>Meeting with Harshini Halangode, EUD, Jairo Villamil – Dias, UNIDO, Nina Brandstrup, FAO, Upali Samarajeewa, Consultant UNIDO and Nilmini Hemachandra, WHO to discuss the approach to National Food Policy Formulation in Sri Lanka. The meeting recommended to have a workshop with all relevant stakeholders to outline the key elements of a Policy.</td>
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**LAPMG**

Lanka Agriculture Produce Management Corporation is currently developing a comprehensive concept on the establishment of national level distribution centres & cold chain network catering for a strong ownership by farmers and farmer organisations as suppliers and also as shareholders of the infrastructures in order to reduce postharvest losses, to improve quality and safety and to generate employment. The development of a cold chain network will be an integral component of this concept with the establishment of cold storage facilities and up to 15,000 retail outlets with cold facilities along the island. The interesting feature of this distribution network is that it can be complemented by work done by TAMAP such as the integration of a market intelligence system where buyers and sellers will be brought together but also where producers can project and publish data on their expected yields and the expected harvesting time in this market intelligence system. It is anticipated that the distribution system will be entirely established, operated and managed based on commercial conditions.

### 4.1.9 Missions undertaken by the TAMAP

The TAMAP key expert team conducted ten missions in 2018 as outlined in Table 4.

<table>
<thead>
<tr>
<th>Mission</th>
<th>Purpose</th>
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<tbody>
<tr>
<td>Kandy 1 – 3 March 2018</td>
<td>Within the stakeholder consultation and analysis process, TAMAP visited important stakeholders such as the Department of Agriculture, Department of Export Agriculture and the Department of Animal Production and Health.</td>
</tr>
<tr>
<td>Screening mission to the Centre and North of Sri Lanka 3-12 June 2018</td>
<td>Following the submission of the Inception Report the TAT decided to embark upon a field visit to add to the information gathered through the literature reviews and from the many stakeholder meetings, and to gain a better sense of reality regarding Sri Lanka’s agricultural sector. Apart from visiting key agricultural facilities being supported by Government and private sector stakeholders, it was felt important to meet with farmers, with private sector agencies and with key civil servants engaged in agriculture. A further objective of the mission was for the TAT to engage and team build with colleagues from the three host ministries, namely the Ministry of National Policies and Economic Affairs, the Ministry of Agriculture, and the Ministry of Social Welfare and Primary Industries. For details see Annex 3 to this report.</td>
</tr>
<tr>
<td>Private Sector Support mission to Negombo 18-20 June 2018</td>
<td>The objective of this mission was to provide technical assistance to the development of a standardized procedure for business plans to be used for support by MoSWPI and loan and grant application for the Agriculture Modernisation Program. A task group was formed in MoSWPI to achieve such a standardized procedure and it was agreed to use two tools i.e. 1) Gross Margin analysis for farm production and 2) Business Planning for processing activities with financial modelling to show...</td>
</tr>
</tbody>
</table>
### Mission | Purpose
---|---
Talawakella and Peradeniya, 11th -13th July 2018 | Stakeholder Consultation Workshop on the future direction of Socio-economic Research, held by the Socio-Economic Research Unit of the Department of Agriculture in Peradeniya. It was decided to make good use of the time in the Hill-Country by visiting the Tea Research Institute in Talawakelle, St Coombs Estate to gain insights into the current situation of the research institute and its possible future direction given the decline in productivity of the tea sub-sector, and if possible to have sight of the latest strategic report.

The visit to the University of Peradeniya was focussed on possible collaboration and liaison with prominent academics with regard to up-coming assignments to be commissioned by TAMAP for September mobilisation. In addition, the visit intended to learn about current research being conducted by the university relevant to TAMAPs mandate. Finally, a visit to the Department of Agriculture new National Agriculture Information Centre at Gannoruwa, Peradeniya to learn what work is currently being done and of any technology developments which would help improve strengthening of the Research-Education-Extension-Farmer linkages. It was also intended to collect copies of any strategic plan developed by the Centre. A back-to-office report was prepared.

TAMAP Scoping mission Central-South 26-31 August 2018 | The purpose of this field mission was to get a better understanding on how irrigation schemes are managed with a view to sustainability, challenges in the irrigation sector, how catchment management is performed, challenges the agricultural extension service is facing and how to improve its services, challenges the livestock sector is facing and discussion of some innovative approaches on how to satisfy the demand for dairy and meat products through inland production. For details see Annex 6.

Peradeniya 9 to 11 October 2018 | Information collection for the NKE Extension assignment. Participants in the Mission - James Biscoe, Shantha Emitiyagoda and Han van de Meerendonk

Jaffna, Trincomalee 10-14 December 2018 | Jaffna meeting provincial agriculture office, field visits in the surrounding area, visit to the provincial agriculture office in Trincomalee and site visits in the surrounding area. Purpose of this mission was to accompany, guide and monitor the extension assessment team.

Kandy, Mayiyangana, Giradurkotte 14-16 November 2018 | Accompanying the extension assessment team to various places to give guidance and advise to make sure that all aspects laid down in the ToR are properly addressed.

Peradeniya and Dambulla 26 to 27 November 2018 | Information collection for the NKE Market Intelligence assignment with Sebastian Balcerak and meetings with Dr Periyasami (Ministry of Agriculture Documentation and Information Center), Dr Prasada and Mr A Karunarathne (Ministry of Agriculture Dambulla Market), Mr W Bandara of Ellawalla Horticulture Pvt and Mr Sachithra Yapa of Govipola as well as Mr C Gunathilake of NIDRO Supply PVT LTD.

Jaffna 16 -19 December to Jaffna | Information collection for the NKE Value Chain Development assignments with C Rodrigo and meetings with farmers, processors and traders in horticulture, dairy and fisheries sector in Jaffna and Northern Province.
4.2 Contractual and procedural issues

In the first reporting period, no major issues had to be discussed and agreed upon with the EU Delegation Colombo. The only issues which needed consent are mentioned in the following sections. In the second reporting period, some challenges have incurred which are also mentioned below.

4.2.1 Reporting period

It was agreed between EUD SL and Ecorys that the reporting period would start on 1 January 2018 and end on 30 June 2018. This reporting period compared to 8 January – 7 July 2018 is much more convenient since among others, only one timesheet has to be submitted for the last month of the reporting period. Ecorys made a request dated 28 June and the EUD’s approval was made on 2 July 2018.

4.2.2 Logframe

The Terms of Reference for the TAMAP service contract and hence, the logical framework partly lack a coherent and logic structure. As such there are some duplications and some of the activities under Result 3 would be better placed under Result 2. Some revisions have
been already made and also been approved by the EUD during the reporting period. On writing this progress report some additional issues became apparent which could be improved resulting in a more user friendlier logframe. These observations, however have not been revised in the prevailing logframe. Therefore, it is suggested to devote half a day meeting between TAMAP and the EUD SL to discuss these issues and agree on a better structured logframe, and hence more reader friendlier document.

4.2.3 Resignation of Key Expert 2, its implications and required addendum

KE 2 resigned from the project with effective date 31 October 2018. He resigned due to personal reasons.

Notwithstanding, it has to be noted that the outputs of KE 2 could have been more effective and efficient in the first 10 months of TAMAP implementation. One reason, among others, was that, the insufficient ownership of the Ministry of Agriculture towards the project, which was reflected in the fact that KR 2 did not have counterparts from MoA to liaise with on a daily basis and also to undertake some brainstorming unlike KE 1 and KE 3 who have a number of counterparts with whom they can liaise and have built up a good personal and professional relationship.

The resignation of the KE 2 enabled a review of whether the prevailing team structure was the best in order to accomplish the tasks as per ToR. Experience in the first ten months of programme implementation suggests that whilst access to international expertise is important the quality and knowledge of national experts provides increased traction and improved stakeholder engagement. The latter is considered of prime importance in underpinning effective delivery.

For this reason, and to improve effectiveness and enable greater involvement of Sri Lankan NKEs in the programme it was proposed that the remaining KE 2 days (484) be reallocated to the senior non-key expert pool. The proposal was that KE 2 be replaced by two senior non-key experts. One international expert for up to 154 work days who would oversee, mentor and coach the process of strategy development and capacity building on public finance management related aspects and one international / national expert for up to 330 work days mainly in charge of facilitating the process of strategy development and associated capacity building in policy analysis, planning, strategy development & planning and budgeting.

The EUD SL agreed with this proposal and Ecorys managed to identify a suitable international expert for the 154 WD assignment. Since the 330 WD position is of major importance, the search for a suitable expert has not come to an end. The TAMAP TL interviewed several potential experts, but was not convinced by them. Nonetheless, one good candidate who was interviewed for a previous position indicated that he is interested and he will come to Sri Lanka at the beginning of the next reporting period to be interviewed. We believe, that he would be a very suitable person bringing a blend of national and international experience for this post.

The reallocation of work days from a key expert position to a non-key expert position requires an addendum, Ecorys was asked to draft an addendum, this however needs more discussion on structure since there are different opinions between EUD SL and TAMAP on the content of the addendum and supporting documentation. It is hoped that this will be sorted out in the first weeks of the next reporting period.
4.2.4 Selection of short-term experts

Evidence from the first ongoing assignments (agriculture extension assessment and value chain studies) suggests that more efforts have to be made in selecting the right experts. As such, the contract of the international expert for the extension assessment was terminated after 12 work days and his replacement also faces some challenges.4 With regard to the value chain assignment, the international expert is under review due to inadequate social competence and technical performance. Though interviews were conducted, more efforts have to be made in improving the interviews, by having the TAMAP TL as key interviewer supported by one or two TAMAP experts. Moreover, references need to be obtained not only in written form (companies usually do not give bad references in written form since they are afraid of legal actions, but particularly in form of phone calls where respondents appear to be more honest and open in providing more negative messages.

4.2.5 Financial compensation of TAMAP PSC and WG members

A significant number of TAMAP working group and PSC members come from different parts of the country. Experience with our previous workshops has shown that accommodation is a challenge for some of the stakeholders and GoSL often does not provide accommodation.

Similar to accommodation, some stakeholders face challenges in financing transport to participate in stakeholder workshops. In its circular from 2016, GoSL foresees the payment of transport allowances for stakeholders coming with their own means as use of GoSL vehicles is constrained by lack of operational funds. The official GoSL bulletin foresees the payment of 15 LKR per km. These are relatively old figures and do not capture the recent price hikes of fuel nor the depreciation of the LKR.

In parallel, several international funded projects finance compensation allowances or “sitting allowances” to stakeholders who attend meetings and workshops. The payment of these allowances was a response to poor attendance or uncommitted participation of stakeholders. In view of that the World Bank funded Agriculture Sector Modernisation Programme has been paying sitting allowances to participants. The GoSL also foresees the payment of allowances to stakeholders participating at workshops. The amount varies with the volume of the project.

In view of the above, TAMAP requested the approval with support for accommodation and transport and also to pay “compensation allowances” for civil servants who do not belong to the project and who face opportunity costs when attending TAMAP workshops.

As a response on this request, the EUD SL approved the following:

- For working groups organised by TAMAP and TAMAP PSC meetings, the project will be in the position to finance accommodation for working group / PSC members amounting to 12,500 LKR (lump sum) per night and for drivers of WG / PSC members 5,000 LKR (lump sum) per night if they fail to obtain the allowances through the Government system.
- TAMAP Working Group and PSC members not belonging to the project team but belonging to a Government of Sri Lanka institution attending TAMAP working groups

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4 The TAMAP TL interviewed in a 45 minutes lasting skype interview the replacement person and made a very clear recommendation not to deploy this person. However, the Ecorys management had also an opportunity to have a face to face interview with her and came to a different conclusion.
or TAMAP PSC meetings will receive compensation allowances amounting to 3,000 LKR per participant.

➢ TAMAP Working Group and PSC members attending a TAMAP organised working group or PSC meeting and whose transport expenses are not covered by the institution they represent will receive transport allowances amounting to 20 LKR / km. The km driven should be evidenced by a copy of the vehicle logbook.

➢ TAMAP national team members using their private vehicles outside of their duty station for TAMAP missions, earmarked for incidental budget funding, can claim 30 LKR / km from the project (funded from the incidental budget) for actual kms driven against evidence (scan of vehicle logbook).

We believe that this will increase commitment in actively participating at TAMAP WGs and PSC meetings.

4.3 Reporting

In the reporting period, the following reports were developed and submitted:

• Draft Inception Report was submitted to the EU Delegation on 8 May 2018 by e-mail. Since the EU wanted to have a first review prior to sending it as an official draft to the stakeholders. The EUD made some comments which were incorporated. The official draft Inception Report was disseminated by e-mail and as hardcopy to the stakeholders on 17 May 2018.

• Based on the comments received, TAMAP sent a final Inception Report to the EUD and stakeholders on 21 June 2018. Approval of the Inception Report was made at the first TAMAP PSC dated 3 July 2018.

• The Desk Study on Agricultural Sector, Subsector Assessment and Stakeholder Mapping was been disseminated to the EUD and stakeholders on 28 June 2018.

• Since the EU Task Manager wanted a first draft of the progress report (contractually two drafts are not foreseen in accordance with the Terms of Reference) for a first review, a first draft was sent on 30 July 2018.

• Minor comments from the EU Task Manager were received on the first draft on 6th August 2018 and a second (official draft) was submitted to EUD and stakeholders on 8th August 2018 requesting that comments should be received by 22th August 2018.

• In the absence of any comments on PR 1 apart from those received from the EUD SL, the final Progress Report No. 1 was submitted to the major stakeholders on 4th September 2018. No official approval was obtained from the EUD SL.

4.4 Issues and possible solutions

In the Inception Report, the TA team identified a few issues based on observations of the Terms of Reference and also on experiences during the inception phase. Some of the issues are still prevailing, some have been partly resolved. Issues and approaches on how best to cope with them are illustrated in the following sections.
4.4.1 Location of the workplace of the three key experts

4.4.1.1 Issue

According to the ToR, the three key experts are based in different ministries and hence, in three different locations. Whereas KE 1 is based in the Ministry of National Policies and Economic Affairs, KE 2 is housed in the Ministry of Agriculture and KE 3 is located in the Ministry of Social Welfare and Primary Industries. Given the complexity of the programme in conjunction with extremely unfavourable traffic conditions (high congestion throughout the day) in Colombo, we strongly recommended that this situation should change and all three experts should share one office at a central point from where the daily activities can be performed. This can be either a ministry or an external office rented using funds from the incidental budget and also to better supervise, monitor and coach the short-term experts working on a significant number of assignments in the near future. This would significantly help the TA team to have more brainstorming on complex issues. We believe that the main reason to accommodate the three key experts in different locations was the capacity building aspect for three major ministries and to assist coordination of the programme in these key ministries. We acknowledge this argument but in our opinion, capacity building will play a more prominent role at a later stage of the programme. Furthermore, there are other ministries and also provincial councils which will also require capacity building. Therefore, it is of less importance where the team is located and the prospects of more in-depth team discussions facilitated by a central base will offset potential shortcomings in capacity building.

4.4.1.2 How to resolve this issue

This issue was brought to the attention of the key ministries on several occasions. The Secretary of the Ministry of Social Welfare and Primary Industries allocated some extra office space in the MoSWPI branch office, the World Trade Center (WTC) where KE 3 is located so that the entire TAMAP team including short-term experts can be accommodated. This was a very favourable development and the entire TA team (key experts and also non key experts) have made good use of facilities in the WTC. Furthermore, a large number of meetings have been held in the premises of WTC within the TAMAP team but also with stakeholders from other projects or the private sector. Nonetheless, it should not be forgotten that the use of the WTC is only a suboptimal and temporary solution since the successors of KE 2 have to overcome the traffic problems when coming to WTC from MoA and furthermore, is the fact that with the temporary government from November onwards under Mahinda Rajapaksa abolished the MoSWPI which means that latest by March 2019 the leased offices in the WTC have to be vacated. Irrespective whether the government under Mahinda Rajapaksa remains in power, the likelihood is very high that the premises at WTC have to be vacated for good. In this case, TAMAP would face even bigger challenges since then KE 3 would not have a work place. In the new reporting period clarification on office space must be sought with high priority.
4.4.2 Stakeholders’ interest and means of communication and little change in abandoning very formal and administrative structures

4.4.2.1 Issue

In the Inception Report under the header “ToR underestimate the political environment in Sri Lanka” the question was raised whether there is sufficient political will to change the situation which would start with developing an overarching agricultural policy followed by an implementation strategy and a detailed action plan, which would among others propose to streamline and restructure ministries. We have not found an answer to this issue but with regard to the use of communication between the large number of stakeholders the TA team highlighted on numerous occasions, such as at the Kick-off meeting and particularly at the Inception Workshop, that all communication will be done via e-mail for the purpose of efficiency and effectiveness.

Unfortunately, e-mails are generally not accepted by the various GoSL entities. What is accepted are original letters, faxes and phone calls and always addressed to the heads and not to the technical persons we have already identified during the inception workshop. And even using these antique means of communication is not a guarantee for getting feedback.

This is a major problem since the use of e-mail with distribution lists is much more efficient and it is impossible, or at least very time consuming and prohibitively expensive to send files and reports via fax. Some GoSL officers, irrespective of seniority neither respond to e-mails, nor to faxes or letters. Standard is to follow up by phone and then it usually turns out that people have not read the messages irrespective of which means of communication was used. As such, the attendance at the TAMAP Inception Workshop was only so high because the TAMAP office manager followed up with all invitees on a daily basis up to three to four weeks before the event and then again a last strong follow up on all invitees one and two days before the event. Similar to that, stakeholders were invited to the budget support training more than one month prior to the organisation of the event. Yet, the TAMAP office manager spent most of her time phoning officers, explaining to them about the project and the purpose of the invitation, though the project must have been known to them through previous communication and the invitation letter was also very clear.

This attitude favouring outdated means of communication in conjunction with general reluctance to respond to messages also contributed to challenges in establishing the necessary working groups in this reporting period. As everything is very formal it would not have been accepted to send e-mails to the various stakeholders who had already been identified at the inception workshop as key persons for the TAMAP working groups.

Given the fragmented agriculture sector with so many entities in charge of agriculture, and the principal need for using modern and efficient means of coordination, we see this attitude as a threat for our participatory approach around developing jointly the overarching agriculture policy and strategy in time. It could also be that the continuous emphasis on using very formal means of communication might be a sign of insufficient interest into the programme.

4.4.2.2 How to resolve this issue

At the PSC on 3rd July, the TA team brought to the attention of the PSC members the importance of using efficient means of coordination and communication and that each entity should appoint two members for the TAMAP working group. It was hoped that once the
members have been nominated, then the communication facilitated by semi-modern technologies (e-mail is not really a new technology) can be established and once the people are more familiar with each other, it is believed that a good personal relationship will facilitate communication and collaboration.

Evidence from the last three months of 2018, particularly November and December suggests that the communication problem has slightly improved. An increase of the response by e-mail could be observed among some of the stakeholders. Despite this positive development, follow up by phone is still important, particularly when it comes to confirm participation, support with accommodation and transport.

4.4.3 Meetings not initiated by TAMAP, but with perceived responsibility

4.4.3.1 Issue

In order to brainstorm and discuss with TAMAP and with our counterparts from the three key ministries on the future EU support, the EUD SL instructed TAMAP to organise a brainstorming meeting on 2 October 2018. In spite of the fact that this meeting was initiated by the EUD, TAMAP was instructed to develop an agenda. This was done in good time before the event and EUD made some minor comments. On the day of the event, TAMAP team members (key experts and also non-key experts) made their presentations in accordance with the approved agenda. At halftime of the half-day event, tension between EUD representatives on the one hand and TAMAP and counterparts on the other hand increased. Obviously, the EUD representatives expected something different from the event than TAMAP presented. Whereas TAMAP intended to prepare the path for some fruitful discussions for a brainstorming exercise on the future interventions in Sri Lanka funded by the EU, the EUD representatives expected clear action points for the next funding window.

4.4.3.2 How to resolve this issue

From this 2 October brainstorming meeting the following lessons learned can be learnt. The organisation who initiates a particular meeting and having at the same time the highest ownership / vested interest, should organise the particular event and should take full responsibility for the programme. This will reduce the likelihood that misunderstandings occur.

4.4.4 Support in managing and coordinating TAMAP

4.4.4.1 Issue

The TAMAP team leader spends a significant amount of time in stakeholder liaison (inviting for meetings, follow up), guidance of short-term experts on internal TAMAP and EU procedures (financial, administrative and technical for report writing) and operation and maintenance of the TAMAP onedrive server, particularly maintaining the document data base since neither KE 2 nor KE 3 are interested to get the onedrive facility installed on their computers. Thus, little time can be devoted to monitoring and supervising short-term experts and the TAMAP team members.
4.4.4.2 How to resolve this issue

The EUD SL has acknowledged this problem and also the need for support in both operating and maintaining the TAMAP server and other administrative support. The EUD has agreed with TAMAP that an assistant coordinator for TAMAP be employed for a period of 2 years using up to 48 JNKE work days. TAMAP launched an internet vacancy announcement for the assistant coordinator position and got more than 60 applications. All CVs were reviewed and four candidates invited for interview from 18 December to 20th December 2018. The TAMAP TL made his choice and will submit the request to the EUD for approval earliest January 2019.

4.5 Assignments which have started in 2018 and planned for the first half of 2019 in the coming reporting period

The following assignments have started (and finished) in 2018. For details see Annex 7 which represents an overview of all TAMAP assignment in accordance with the four results to be accomplished among others. Since this is a living document, it will be continuously updated.

6. Desk study on agriculture sector, subsector assessment and stakeholder mapping: this assignment was carried out by Verité Research from March to May 2018 and was funded under the incidental expenditures budget;
7. Developing overarching agriculture policy, implementation strategy and detailed action plan including budget. The assignment started in September 2018 and is expected to be finalised end of March 2019;
8. Assignment: Review and assess agriculture extension service and improve its functionality. The assignment started in September 2018 and is expected to be finalised latest by end of April 2019;
9. Value Chain Development, Food Technology Processing and Training. This assignment started in October 2018 and is expected to be finalised in December 2019 (last training).
10. Market Intelligence & Website. This assignment started in November 2018 and is expected to be finalised towards end of August 2019.

The following assignments will be launched in the coming reporting period (until June 2019):

3. Political Economy Assessment Sri Lanka. The assignment will start in February and will be finalised end of April 2019.
4. Cold Chain Pre-Feasibility Study. The assignment will start in February and will be finalised end of April 2019.

Some other assignments will be prepared and might start towards the end of the next reporting period or at the beginning of the second half of 2019. For details see the previous sections and the TAMAP work plan attached in Annex 1.
5 CURRENT STATUS OF THE TAMAP SERVICE CONTRACT

5.1 Overview of inputs of experts since commencement

<table>
<thead>
<tr>
<th>Month</th>
<th>Key Experts</th>
<th>Total WD</th>
<th>Senior Non Key Experts</th>
<th>Total WD</th>
<th>Junior Non Key Experts</th>
</tr>
</thead>
<tbody>
<tr>
<td>KE 1: Team Leader</td>
<td>BAATZLEN</td>
<td>660</td>
<td>660</td>
<td>660</td>
<td>70</td>
</tr>
<tr>
<td>January 18</td>
<td>18.0</td>
<td>13.0</td>
<td>8.0</td>
<td>18.0</td>
<td>21.0</td>
</tr>
<tr>
<td>February 18</td>
<td>20.0</td>
<td>20.0</td>
<td>10.0</td>
<td>20.0</td>
<td>20.0</td>
</tr>
<tr>
<td>March 18</td>
<td>22.0</td>
<td>21.0</td>
<td>22.0</td>
<td>22.0</td>
<td>11.0</td>
</tr>
<tr>
<td>April 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
</tr>
<tr>
<td>May 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
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<tr>
<td>June 18</td>
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<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
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<tr>
<td>July 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
</tr>
<tr>
<td>August 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
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<tr>
<td>September 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
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<tr>
<td>October 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
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<td>November 18</td>
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<td>5.0</td>
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<tr>
<td>December 18</td>
<td>20.0</td>
<td>15.0</td>
<td>5.0</td>
<td>18.0</td>
<td>11.0</td>
</tr>
</tbody>
</table>

TOTAL USED 221.0 176.0 195.0 37.0 42.5 44.0 7.5 34.5 38.0 43.5 7.0 8.0 3.0
BALANCE 439.0 484.0 465.0 33.0 27.5 106.0 50.0 12.5 35.5 32.0 156.5 73.0 142.0

% as of total 33% 27% 30%

33% of the work days of KE 1, 27% of KE 2 and 30% of KE 3 have been consumed since commencement of the service contract. Four assignments with NKE were launched and 131 SNKE work days and 134 JNKE work days consumed. Out of the total contract value of € 4.167 million, approximately € 803,456 was spent in 2018 with € 704,300 on fees, € 94,396 for incidental expenditures and € 4,760 for expenditure verification (see table overleaf).
## 5.2 Overview of the financial status of the TAMAP

<table>
<thead>
<tr>
<th>ECORYS - Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka - Service Contract</th>
<th>Budget according to contract</th>
<th>Expenditure in reporting period (1 July - 31 December 2018)</th>
<th>Cumulative expenditures until reporting period (excluding current reporting period)</th>
<th>Balance available</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of work days</td>
<td>Fee rate (€ per work day)</td>
<td>Amount €</td>
<td>Number of work days</td>
</tr>
<tr>
<td><strong>FEES (including overheads):</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>KEY EXPERTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>KE 1: Team Leader</td>
<td>660</td>
<td>900</td>
<td>594,000</td>
<td>110.0</td>
</tr>
<tr>
<td>KE 2: Agriculture Policy</td>
<td>660</td>
<td>900</td>
<td>594,000</td>
<td>62.0</td>
</tr>
<tr>
<td>KE 3: Value Chain</td>
<td>660</td>
<td>900</td>
<td>594,000</td>
<td>87.0</td>
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<tr>
<td><strong>NON KEY EXPERTS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>International / National (Senior Experts)</td>
<td>1,000</td>
<td>900</td>
<td>900,000</td>
<td>131.0</td>
</tr>
<tr>
<td>National (Junior Experts)</td>
<td>1,750</td>
<td>400</td>
<td>700,000</td>
<td>134.0</td>
</tr>
<tr>
<td><strong>TOTAL FEES</strong></td>
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<td></td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3,382,000.00</td>
<td>404,600.00</td>
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<tr>
<td><strong>PROVISION FOR INCIDENTAL EXPENDITURE:</strong></td>
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<td>750,000</td>
<td>40,980</td>
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<tr>
<td><strong>PROVISION FOR EXPENDITURE VERIFICATION:</strong></td>
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<td></td>
<td>35,000</td>
<td>2,380</td>
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<tr>
<td><strong>MAXIMUM CONTRACT VALUE</strong></td>
<td></td>
<td></td>
<td>4,167,000.00</td>
<td>447,960</td>
</tr>
</tbody>
</table>

Figures have been derived from the first expenditure verification report and TAMAP estimates for the second invoicing period.
## PROGRESS REPORT AND FUTURE WORK PROGRAMME BY RESULTS

<table>
<thead>
<tr>
<th>Activity</th>
<th>Planned during period</th>
<th>Achieved during period</th>
<th>Planned for next 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Result 1: An overarching Agriculture Policy in line with the Government Development Goals is developed</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>A 1.1:</strong> Provide expertise and support to the preparation of an overarching Agriculture Policy (including actions related to women/social exclusion and environment/climate change) that covers all sub-sectors, based on extensive consultations with, and the full participation of, all stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>1.1.1</strong> Stakeholder consultation, participatory needs assessment conducted and policies including crosscutting issues in key associated ministries and sectors reviewed</td>
<td>Continuation of stakeholder analysis of relevant government agencies connected with the agriculture sector (all sub-sectors)</td>
<td>Thorough analysis of major stakeholders particularly all entities which are in charge of provision of agricultural extension service, provincial councils, Department of Agriculture on provincial and interprovincial level and Mahaweli Authority.</td>
<td>Stakeholder consultation will continue with submission of draft policy to the broader stakeholders of TAMAP and the subsequent Public Review.</td>
</tr>
<tr>
<td><strong>1.1.2</strong> Identification and formation of cross sector planning working group for the Overarching Agriculture Policy (OAP)</td>
<td>Facilitation of WG member nomination and organisation of various WG meetings with a view to agree on a first draft overarching agriculture policy by December 2018</td>
<td>Terms of Reference for the National Working Group for the Overarching Agriculture Policy (OAP) were presented to the first WG on TAMAP Working Group developed on 12 October 2018, discussed and revised in accordance with the comments received by various stakeholders. A second WG was organised on 30 November 2018 whereby numerous proposals and comments were received and discussed to be considered for inclusion in the OAP.</td>
<td>Organisation of a third WG, presentation at the Sri Lanka Association of Professional Agriculturalists prior to submission of final draft to the TAMAP PSC.</td>
</tr>
<tr>
<td><strong>1.1.3</strong> Review of recently developed agricultural policies &amp; strategies in Sri Lanka and conducting of a SWOT analysis</td>
<td>Continue process of compiling policies and strategies. Launch assignment on policy review and development in October 2018</td>
<td>The short-term assignment focusing on the development of a comprehensive national agriculture policy and strategy started at the end of September 2018. The expert team has started conducting a thorough assessment of the current situation in the agriculture sector, review of existing policies and strategies and identifying gaps and deriving policy statements.</td>
<td>It is anticipated that the process of policies and strategies review will be finalised with the submission of the final draft version to the TAMAP PSC which is scheduled for February 2019.</td>
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### Activity

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<tbody>
<tr>
<td>1.1.4 Needs assessment of the agricultural sector and subsectors</td>
<td>Continuation of needs assessment and launch of the two assignments. Agricultural Extension assignment expected to be finalised in December 2018 and preliminary results of the Agriculture Research assessment expected to be submitted by Nov/Dec 2018</td>
<td>The review of the agriculture extension service and the subsequent needs assessment started end of September 2018 and included field missions to all provinces in Sri Lanka. The assignment to review the agriculture research system in Sri Lanka has been put on hold since a similar assignment has been commissioned by CARP. In order to avoid duplication, it has been decided not to start with this assignment until results of the CARP initiated review have become public</td>
<td>It is expected that the draft report on the review of the agriculture extension system will be submitted to the stakeholders for review by end of March 2019. Results of the CARP initiated review of the agriculture research system are expected to be made available by March / April 2019 and then a decision will be made whether or not TAMAP should pursue the planned assignment on research review.</td>
</tr>
<tr>
<td>1.1.5 Drawing up overarching agricultural policy</td>
<td>Submission of draft overarching agriculture policy by December 2018 to the TAMAP PSC</td>
<td>Contrary to what was planned, no draft policy document was disseminated prior to the organisation of the WG. The policy team did not feel comfortable to disseminate documents which are not very advanced and therefore, only powerpoint presentations were made at the WG# 1 and # 2.</td>
<td>It is expected that an advanced version of the draft overarching agriculture policy will be submitted to the TAMAP PSC members for review or endorsement towards the end of February 2019.</td>
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A 1.2: Support the design of a strategy, action plan and a clear roadmap to implement the policy together with the institutional framework for its implementation

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<tr>
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<tbody>
<tr>
<td>1.2.1 Development of Action Plan and Strategy for OAP implementation.</td>
<td>Action / work plan continuously updated and revised following actual progress and anticipated challenges</td>
<td>The detailed TAMAP action / work plan was updated on the commencement of the two assignments: policy development and extension service review.</td>
<td>Action / work plan continuously updated and revised following actual progress and anticipated challenges</td>
</tr>
<tr>
<td>1.2.2 Supporting the Institutional Framework (annual reviews) with a view to align it as much as possible with the way NPD has been monitoring national policies.</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>Liaison with the Department of National Planning and the Department of Project Management and Monitoring in order to discuss, agree and harmonize the methodology on monitoring policies.</td>
</tr>
</tbody>
</table>
### Activity 1.2.3
Support the Government to get up to date data, information and analysis in support to the implementation of the policy, notably at sub-sectoral level and develop applicable models and methodologies

- **Planned during period:** No activities foreseen for the reporting period
- **Achieved during period:** Not applicable
- **Planned for next 6 months:** While developing the various (sub) sector implementation strategies for the OAP, baseline data will be compiled in order to derive meaningful indicators / milestones for the policy and strategy.

### Activity 1.2.4
Capacity building in prioritisation of data compilation in line with the OAP, data collection, compilation and analysis

- **Planned during period:** No activities foreseen for the reporting period
- **Achieved during period:** Not applicable
- **Planned for next 6 months:** Performing on the job training while compiling baseline data and planning of indicators and milestones.

### Activity 1.3.
Share all relevant budget processes/analyses to show the costs and funding of policy implementation over the medium term (including the use of Medium Term Expenditure Framework guidelines (MTEF))

#### 1.3.1
Support in the development of short-term, Medium Term Expenditure Framework and also long-term budgets for NAP implementation

- **Planned during period:** First sensitisation of required budget processes with a view to budget support in a 2-day stakeholder training in July 2018.
- **Achieved during period:** Two budget support seminars were organized: one half-day seminar for secretaries and directors to sensitize decision-makers on budget support on 3 July 2018. A two-day training was organized for GoSL officers, mainly WG members and interested stakeholders on budget support in order to strengthen their understanding of and preparation for future budget support on 5th and 6th July 2019.
- **Planned for next 6 months:** With the development of the implementation strategy for the OAP, cost estimates will made based on the detailed action plans based on evidence. Once the costs are known for the various action plans, an attempt will be made to associate costs and hence budget allocations to the various implementing partners / entities.

#### 1.3.2
Needs assessment/costing of interventions as a tool for aligning development plans and objectives to budgets

- **Planned during period:** No activities foreseen for the reporting period
- **Achieved during period:** Not applicable
- **Planned for next 6 months:** No particular activities planned for the next reporting period
### Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka

#### Activity

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<tbody>
<tr>
<td>1.3.3</td>
<td>Support public policies and reforms coherence with resource planning in close collaboration with the upcoming EU funded PFM programme.</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
</tr>
<tr>
<td>1.3.4</td>
<td>Introducing Mechanisms and Methods of Public Expenditure Tracking (PET) in close collaboration with the upcoming EU funded PFM programme.</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
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#### A 1.4: Support the Government to acquire international best practices in agricultural development and knowledge that can be replicated in the Sri Lankan context

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<tbody>
<tr>
<td>1.4.1</td>
<td>Organising study tours and international conferences with a view to learning international best practices</td>
<td>Liaise with relevant regional and national bodies to conduct tours in 2019, and for key persons to attend relevant conferences</td>
<td>A first study tour (Vietnam) is planned for June 2019. An indicative agenda with site visits was prepared by TAMAP and shared with the EUD in Vietnam enabling them to identify a person who will be in a position to assist against a fee in the preparation of a study tour (organising meetings, site visits, booking of accommodation).</td>
</tr>
<tr>
<td>1.4.2</td>
<td>Facilitation participation at twinning programmes</td>
<td>Liaise with relevant regional and national bodies, draw up tentative programmes</td>
<td>No activities conducted due to other priorities.</td>
</tr>
<tr>
<td>1.4.3</td>
<td>Conducting desk studies to assess agricultural policies from other countries</td>
<td>Analysis of the policies and synthesise lessons learnt from regional countries on agriculture policies</td>
<td>For the OAP policy development assignment, a review of agriculture policies and strategies was conducted mainly from Vietnam, Costa Rica, Nepal which to a large extent used the OECD methodology in producer support. The examples were mainly used for the methodology in assessing the current situation for the various sectors and an analysis of policy gaps.</td>
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<tr>
<td><strong>A 1.5:</strong> Support the Government and the EU Delegation (EUD) to prepare the future sector reform contract in agriculture: preparing the necessary analysis and documentation for the identification and formulation of the programme including the selection of SMART indicators</td>
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<tr>
<td><strong>1.5.1 Sensitisation of key personnel through training, study tours around the requirements of the Sector Reform Contracts (SRCs)</strong></td>
<td>Budget support training on 3rd July and 5th &amp; 6th July 2018. Planning of a study tour to a country in which budget support has been a success</td>
<td>The Budget Support training was organised on the same days with 15 participants for the half-day briefing with high senior officials and up to 25 participants from the various stakeholder entities for the two-day training.</td>
<td>No particular activities foreseen in the next reporting period.</td>
</tr>
<tr>
<td><strong>1.5.2 Developing the analysis and tools including SMART indicators to monitor and evaluate budget support.</strong></td>
<td>Developing ToR for a short-term assignment supporting the development of indicators.</td>
<td>No activities conducted due to other priorities.</td>
<td>Budget Support will be part of the AAP 2020 which has to be submitted as a draft version to the EUD SL by August 2019. TAMAP is tasked to carry out a PFM review and transparency assessment towards end of the reporting period. ToR will be developed for that in close collaboration with the EUD SL.</td>
</tr>
<tr>
<td><strong>1.5.3 Preparation of a road map and the institutional set up for implementation of budget support (PSC, M&amp;E).</strong></td>
<td>Preparation of the launch of the short-term assignment mentioned above.</td>
<td>No activities conducted due to other priorities.</td>
<td>ToR will be developed for this assignment in close collaboration with the EUD SL.</td>
</tr>
<tr>
<td><strong>1.5.4 Supporting EUD SL in developing an Action Document for the Sector Reform Contract</strong></td>
<td>Familiarisation with the EU template and commencement of drafting sections of the AD. First draft AD by November 2018 assuming that AAP 2019 will be developed. A decision on that is expected to be made in September 2018.</td>
<td>From October 2019 to January 2019, the TAMAP team assisted the EUD SL in developing the Action Document for AAP 2019. Since it was not sure which mode of intervention should be pursued, an AD was prepared catering for various options: Budget Support, various grant interventions and developing a cold chain and distribution system including interventions focusing on food safety and certification.</td>
<td>Since it has been decided that AAP 2019 will focus on cold chain and related activities, TAMAP will continue supporting the EUD SL to develop and finetune the AD for AAP 2019. At the same time preparatory work for AAP 2020 (Budget Support) will continue. Given the a very complex and less transparent political environment, the EUD SL tasked TAMAP to carry out a Political Economy Assessment (PEA) for the agriculture sector in Sri Lanka. ToR will be developed with an indicative start of the assignment during February 2019.</td>
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<tr>
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<tr>
<td>1.5.5</td>
<td>Supporting EUD SL in developing the Public Finance Management and transparency assessment report.</td>
<td>No particular activities planned for the next reporting period</td>
<td>No particular activities planned for the next reporting period</td>
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<tr>
<td>1.6</td>
<td>Support the development of a communication strategy to promote TAMAP and its activities among all stakeholders</td>
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<tr>
<td>1.6.1</td>
<td>Tailoring a communication strategy according to nature of stakeholders / beneficiaries and development of an action plan</td>
<td>Development of ToR for the visibility and communication assignment, selection of suitable expert / company and finetuning of a communication strategy supported by technical inputs from the TAMAP team</td>
<td>Based on the communication strategy outlined in the Inception Report and some additional needs, several visibility companies and experts were contacted to submit quotes on a number of visibility and communication actions including an outline of their methodology how to tackle visibility and communication. An evaluation of the quotes has started but not finalised in the reporting period.</td>
</tr>
<tr>
<td>1.7</td>
<td>Support the Government to coordinate the sectors, including development partners</td>
<td></td>
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<tr>
<td>1.7.1</td>
<td>Mapping of External Assistance Interventions (Content, Scope, Periodic Results)</td>
<td>Planning of an assignment / desk study to map major development partners in Sri Lanka with a view to answer who is doing what and how. Assignment is expected to be finalised by November 2018</td>
<td>No activities conducted due to other priorities. However, in developing the Action Document 2019, and the stakeholder analysis some mapping of development partners was done, however in a less structured manner.</td>
</tr>
<tr>
<td>1.7.2</td>
<td>Specific Periodical Meetings with the agriculture sector stakeholders.</td>
<td>No activities foreseen for the reporting period</td>
<td>TAMAP participated in the Agricultural Working Group of the development partners on 20 September 2018 and made a presentation on the progress accomplished so far.</td>
</tr>
</tbody>
</table>
### Result 2: An enabling environment is created, and relevant reforms and policies for the modernisation and diversification of existing agriculture production implemented and exports to meet expanding international demands promoted

**A 2.1:** Assist the Government to improve its market intelligence so as to obtain updated trends in demand for agro-export products, and thus help agro-processors to restructure their production to meet revised agro-export targets

<table>
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<tr>
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<tbody>
<tr>
<td><strong>2.1.1</strong> Harmonisation methodology for value chain analysis and data collection and compilation for all crops along the entire value chain (e.g. producer, processor, marketing) (Market information management system)</td>
<td>Review of the various systems of data collection and agreement on one common system. This will be an integral part of the Market Intelligence.</td>
<td>The assignment developing the market intelligence system started in November 2018 and the first weeks were devoted to develop the methodology for the establishment of the market intelligence system including harmonisation of data. On 7 December TAMAP organised a seminar on Harmonizing Methodologies for Agriculture Value Chain Assessments in Sri Lanka in Colombo to explore opportunities to coordinate work to achieve cost savings and efficiency, and to avoid duplicating efforts.</td>
<td>Agreement on one particular methodology which will be pursued in developing the market intelligence system.</td>
</tr>
<tr>
<td><strong>2.1.2</strong> Develop software for harmonised market information, software installation and training (IT component)</td>
<td>Contracting a team of suitable experts, launch of the assignment with approximately 250 WD NKE with a view to analysis and design and implementation of a harmonized market information system. Development of software and improved system of market data collection and storage.</td>
<td>The assignment started end of November 2018 and the team developed a workplan and the methodology of how to develop the market intelligence system.</td>
<td>Determining specifications for the market intelligence system, designing the online order flow, development of the app and a manual for its operation.</td>
</tr>
<tr>
<td><strong>2.1.3</strong> Develop a website giving easy access to harmonised market information</td>
<td>As part of the market intelligence assignment, a website will be developed and it is expected that website will be operational by end of 2018.</td>
<td>No activities conducted under this item.</td>
<td>Once the market intelligence system is operational, a website will be selected, the platform uploaded and made operational towards end of the reporting period.</td>
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<td>Activity</td>
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<tr>
<td>A 2.2:</td>
<td>Assist the Government of Sri Lanka to strengthen its value chain development research and analytical capacities in export market driven approaches and use it to promote new technologies</td>
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</tr>
<tr>
<td>2.2.1</td>
<td>Promotion of market led commodity research and conducting value chain analysis studies</td>
<td>Carrying out short-term assignment for approximately 400 WD NKE to harmonize VCA methodology through meetings with MoSWPI members and major stakeholders</td>
<td>The assignment on value chain analysis started in November 2018 and is expected to end towards end of 2019. Eight value chain studies are expected to be submitted, one in each month to investigate: vegetables, fruits, aquaculture, honey, floriculture, selected spices, specialty rice and dairy products,</td>
</tr>
<tr>
<td>2.2.2</td>
<td>Research on components of value chains</td>
<td>Conducting assignment on value chain analysis</td>
<td>See above</td>
</tr>
<tr>
<td>2.2.3</td>
<td>Promoting new technologies and diversification</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
</tr>
<tr>
<td>2.2.4</td>
<td>Developing a capacity building programme on value chain development for GoSL staff members and private sector entities</td>
<td>On-the-job and ad-hoc training in VCA for MoA and MoSWP and other major stakeholders. However, comprehensive formal training on value chain development is not foreseen in the next reporting period</td>
<td>No particular activity conducted under this item, however the value chain harmonization workshop can be considered as a capacity building of stakeholders since different approaches and methodologies were shared and discussed.</td>
</tr>
<tr>
<td>A 2.3:</td>
<td>Assist the Government to promote sustainable green production practices among agri-businesses</td>
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<tr>
<td>2.3.1</td>
<td>Clarify sustainable green production in the Sri Lankan context</td>
<td>Review of green production in Sri Lanka including standards and regulations in November and December 2018</td>
<td>No activities conducted due to other priorities.</td>
</tr>
</tbody>
</table>
## 2.3.2 Increasing outreach to the private sector around green production techniques

**Planned during period:** From November / December 2018 onwards, engage stakeholders in consultations on green agriculture and organise workshops and trainings and drafting guidelines on achieving green production practices. Commencement of planning a study tour to Kenya

**Achieved during period:** No activities conducted due to other priorities.

**Planned for next 6 months:** See above. A study tour to Kenya or South Africa related among others to sustainable and organic agriculture is planned for the second half of 2019 but preparations will start in the next reporting period.

### A 2.4: Assist the Government in developing a website where all companies involved in value chains can voluntarily register in order to enhance transparency and facilitate their de-fragmentation

#### 2.4.1 Registration and institutionalisation for cooperation (horizontal and vertical)

**Assignment on Market Intelligence expected to be carried out between September and December 2018**

**Achieved during period:** Assignment on development of a market intelligence system started in November 2018. No activities conducted under this item.

**Planned for next 6 months:** Development of registration system is part of the market intelligence assignment. Activity will not come to an end in the next reporting period.

#### 2.4.2 Promoting use of the registration system

**Implementing an active campaign to Sri Lankan export and import companies to explain the registration system. Activity will not come to an end in this reporting period.**

**Achieved during period:** No activities conducted under this item.

**Planned for next 6 months:** Development of registration system is part of the market intelligence assignment. Activity will not come to an end in the next reporting period.

#### 2.4.3 Ensuring sustainability of the registration process and the operation of the website

**Facilitation of simple and transparent registration and information sharing via the website to allow registered companies to conduct network and knowledge sharing via the web site. Activity will not come to an end in this reporting period.**

**Achieved during period:** No activities conducted under this item.

**Planned for next 6 months:** Development of registration system is part of the market intelligence assignment. Activity will not come to an end in the next reporting period.
### Activity

**A 2.5: Help the Government to improve its support to farmers and farmer organisations, including support to the extension service**

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<thead>
<tr>
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<tbody>
<tr>
<td>2.5.1 Review farmer organisations and conducting TNA on areas related to agricultural extension, cooperative development, water management, contract farming and mainstreaming farming as a business</td>
<td>Identification of suitable experts and contracting them. Assignment will not start in the next reporting period</td>
<td>ToR developed for an assignment supporting Farmer Organisations. Main focus will be the review and recommendation of the most suitable type of farmer organisation with farming as a business as underlying principle. The number of work days for this assignment has been estimated at 90 WDs.</td>
<td>Launch of assignment towards end of reporting period.</td>
</tr>
<tr>
<td>2.5.2 Development of training programme for farmer organisations based on the TNA and conduct training of trainers on group formation, lead farmer approach and farmer field schools</td>
<td>Identification of suitable experts and contracting them. Assignment will not start in the next reporting period</td>
<td>No activities conducted under this item.</td>
<td>Development of training documentation and conducting training will be part of the above assignment.</td>
</tr>
<tr>
<td>2.5.3 Review agricultural extension service and TNA on areas related to agricultural extension, cooperative development, water management, contract farming and mainstreaming farming as a business</td>
<td>Identification of suitable experts and contracting them. Assignment is expected to start in Sep / Oct 2018 and will be finished by end of December 2018</td>
<td>The extension review assignment started end of September 2018. The international extension expert was replaced after having performed 12 work days by another expert who started working in November 2018. Field missions were conducted in all provinces and a lot of primary data collected. Analysis of this data started but has not been finalized in the reporting period.</td>
<td>Work on this assignment is ongoing and it is expected that the draft report will be submitted by end of March with the final report submission towards end of April 2019.</td>
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### Activity 2.5.4: Development of training programme and conducting training of trainers in the areas under 2.5.3

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<tbody>
<tr>
<td>Nothing planned for the next reporting period under this activity.</td>
<td>No activities conducted under this item.</td>
<td>Developing a training programme can only start once the extension review report has been finalized. However, it has to be noted that ToR for the development of the training programme have first be developed. It might the useful to include this training programme under FO training (see 2.5.2)</td>
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### A 2.6: Assist the Government to establish surveillance systems for the certification of organic production and good agriculture practices (GAP) and good manufacturing practices (GMP)

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<tbody>
<tr>
<td>2.6.1 Review of organic production in Sri Lanka in line with GAP and GMP and Agreeing with Institute of Standards on guidelines for organic as well as Fairtrade production along value chains</td>
<td>No activity planned for the reporting period.</td>
<td>No activities conducted under this item.</td>
<td>ToR for an assignment on organic agriculture has been jointly developed with the SL association of vegetable and fruits exporters. It is envisaged that this assignment will start towards end of the reporting period.</td>
</tr>
<tr>
<td>2.6.2 Assist in the establishment of a surveillance system</td>
<td>No activity planned for the reporting period.</td>
<td>No activities conducted under this item.</td>
<td>See above assignment</td>
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### A 2.7: Develop a platform for dialogue between the Government and the private sector to support the formation of public / private partnerships to raise technical performance in the agriculture sector and increase agro-exports

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<tr>
<td>2.7.1 Agreeing an approach to PPPs for smallholder farmers</td>
<td>Liaising with the PPP unit of the ministry of Finance and discussing with them the proposed assignment on PPP analysis and option development. Depending on the outcome of the discussions with the PPP unit, the assignment could start in Sep / Oct 2918 and would come to an end in November 2018</td>
<td>Draft ToR developed for Public Private Partnership analysis. TAMAP tried on several occasions to liaise with the PPP unit of the Ministry of Finance. Unfortunately, the PPP unit was not interested in have a meeting.</td>
<td>Identification of a champion who can facilitate access to the PPP unit of MoF. Assuming that this is successful, then discussion of ToR and overall policy towards PPPs with the relevant persons. Assignment not expected to start in the next reporting period.</td>
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### Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka

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<tbody>
<tr>
<td>2.7.2 Building trust and understanding around PPPs</td>
<td>Sensitization meetings and workshops will commence towards end of the reporting period. Major trainings however will not start in the next reporting period.</td>
<td>No activities conducted under this item.</td>
<td>Sensitization meetings and workshops will commence towards end of the reporting period. Major trainings however will not start in the next reporting period.</td>
</tr>
<tr>
<td>2.7.3 Developing model options for PPPs</td>
<td>Assignment on analysis and option development is expected to start in September and will come to an end in November 2018.</td>
<td>No activities conducted under this item.</td>
<td>Assignment on analysis and option development is expected to start towards end of reporting period. Assignment not expected to end in the next reporting period.</td>
</tr>
<tr>
<td>2.8 Assistance to the EU in developing AAP 2019 on cold chain infrastructure, improvement of food safety and certification &amp; GSP+</td>
<td>No activity planned for the reporting period.</td>
<td>As explained under 1.5.4 alternative options to Budget Support were developed for the AAP 2019. As such a concept for a cold chain project, food safety and certification was developed which however needs to be detailed by commissioning a pre-feasibility study. ToR were developed for such an assignment towards end of the reporting period.</td>
<td>Identification of a team of experts to carry out the pre-feasibility study on cold chain to assess the technical feasibility and the financial viability of the concept. The findings of the study will feed into the Action Document.</td>
</tr>
</tbody>
</table>

### Result 3: The existing systems and practices used by central and provincial ministries involved in Agriculture for planning, budgeting/resource allocation, implementation of sectoral and sub-sectoral policies are improved

#### A 3.1: Review the Government’s planning, budgeting, resource allocation, implementation and coordination system on central, provincial council and district level related to agriculture development

<table>
<thead>
<tr>
<th>Activity</th>
<th>Planned during period</th>
<th>Achieved during period</th>
<th>Planned for next 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1.1 Review of the existing planning, budgeting and resource allocation system in all levels</td>
<td>More thorough review to start in September 2018. Planning of a short-term assignment to support the review. Developing of ToR to be finalized in December 2018.</td>
<td>No activities conducted due to other priorities.</td>
<td>ToR for an assignment to assess the current planning and budgeting system will be developed and conducted towards end of reporting period.</td>
</tr>
</tbody>
</table>
## Activity

### 3.1.2 Identifying relevant priority areas for coordination on all levels

- **Planned during period:** In parallel to the thorough review of the planning and budgeting system, assessment of coordination mechanisms and finalization of the ToR for the short-term assignment.
- **Achieved during period:** No activities conducted due to other priorities.
- **Planned for next 6 months:** In parallel to the thorough review of the planning and budgeting system, carrying out an assessment of the existing coordination and communication mechanisms and suggestions for improvement between the various layers of GoSL. It needs to be discussed whether this activity can be carried out by one of the long-term experts or whether a short-term assignment needs to be launched. In the latter case ToR will be drafted.

### 3.1.3 Improving the channels for coordination and policy dialogue and impact assessment at line ministries level, provincial councils, district level and farmer / community organisations and groups

- **Planned for next 6 months:** See previous activity.

### 3.1.4 Establishment of best practice coordination and communication structures using IT and traditional channels

- **Planned for next 6 months:** See previous activity.

---

### A 3.2: Develop capacity building programme for planning, budgeting, resource allocation at central, provincial and district level based on needs assessment and its implementation

#### 3.2.1 Conduct a thorough Needs Assessment among all relevant stakeholders

- **Planned for next 6 months:** See previous activity.

#### 3.2.2 Develop and implement training programme

- **Planned for next 6 months:** No particular activities planned for the next reporting period.
### Activity

#### A 3.4: Facilitate exchange of practices and information with other countries, including visits and workshops / seminars / conferences

<table>
<thead>
<tr>
<th>Activity</th>
<th>Planned during period</th>
<th>Achieved during period</th>
<th>Planned for next 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4.1</td>
<td>Facilitate exchange of practices and information with other countries, including visits and workshops/seminars/conferences (addressed as part of 1.4)</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

#### Result 4: The impact of implementing Government’s overarching Agriculture Policy through an improved statistical and data analysis system is monitored and assessed

<table>
<thead>
<tr>
<th>Activity</th>
<th>Planned during period</th>
<th>Achieved during period</th>
<th>Planned for next 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>A 4.1:</td>
<td>Design an overall M&amp;E framework to assess the impact of Government’s Policy on Agriculture development, export diversification and development of guidelines for carrying out impact assessment studies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.1.1:</td>
<td>Review of the current M&amp;E framework on national policies pursued by GoSL and recommendations for improvements.</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
</tr>
<tr>
<td>4.1.2</td>
<td>Stakeholder engagement to develop a participatory M&amp;E framework</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
</tr>
<tr>
<td>A 4.2:</td>
<td>Inform, train and sensitise all stakeholders and implementers of the M&amp;E framework through communication activities, training sessions, conferences and workshops, so that they can contribute to its implementation, as well as provide regular feedback</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.2.1</td>
<td>Regular update of M&amp;E framework</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Activity</td>
<td>Planned during period</td>
<td>Achieved during period</td>
<td>Planned for next 6 months</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>------------------------------------------------------------</td>
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<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>4.2.2 Dissemination and communication of events around M&amp;E Framework</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>A 4.3: Capacitate stakeholders in analyzing the information gathered</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>around the M&amp;E Framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and communicate events around the M&amp;E Framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No activities foreseen for the reporting period</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not applicable</td>
<td></td>
<td></td>
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<tr>
<td>No particular activities planned for the next reporting period</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>4.3.1: Assistance in developing the performance assessment using score</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>cards</td>
<td></td>
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</tr>
<tr>
<td>4.3.2: Training in output based impact monitoring</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>4.4: Develop ToR and train stakeholders in conducting pilot sample</td>
<td></td>
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<tr>
<td>surveys to measure the results and potential impact of specific</td>
<td></td>
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<tr>
<td>aspects of implementation of the Agriculture Policy</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>e.g. actions related to crosscutting issues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.4.1: Selecting the Random Sample</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>4.4.2: Preparing Structured Survey Templates and Field Surveys</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>4.4.3: Sample surveys and analysis of data</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>4.4.4: Review of outputs of sample surveys and deriving recommendations</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
<tr>
<td>for improvement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Planned during period</td>
<td>Achieved during period</td>
<td>Planned for next 6 months</td>
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<tr>
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</tr>
<tr>
<td>A 4.5: <strong>Review the statistical system in agriculture and all agriculture related subsectors, and provide ad hoc support where necessary</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.5.1: Stocktaking, review and assessment of the statistical system</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>Drafting ToR for an assignment to review and improve the statistical system. Assignment will not start in the next reporting period.</td>
</tr>
<tr>
<td>4.5.2: Development and implementation of training for improvement of the statistical system</td>
<td>No activities foreseen for the reporting period</td>
<td>Not applicable</td>
<td>No particular activities planned for the next reporting period</td>
</tr>
</tbody>
</table>
Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka

ANNEXES

<table>
<thead>
<tr>
<th>Annex</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annex 1</td>
<td>Updated TAMAP work plan</td>
</tr>
<tr>
<td>Annex 2</td>
<td>Report of the Screening Mission to the North and Centre of Sri Lanka in June 2018</td>
</tr>
<tr>
<td>Annex 3</td>
<td>Minutes of the First TAMAP PSC dated 3 July 2018</td>
</tr>
<tr>
<td>Annex 4</td>
<td>Minutes of the first National Working Group on OAP 12 October 2018</td>
</tr>
<tr>
<td>Annex 5</td>
<td>Minutes of the second National Working Group on OAP 30 November 2018</td>
</tr>
<tr>
<td>Annex 6</td>
<td>Mission Report of the TAMAP scoping mission Central-South August 2018</td>
</tr>
<tr>
<td>Annex 7</td>
<td>Monitoring of short-term assignment in accordance with the four results</td>
</tr>
<tr>
<td>Annex 8</td>
<td>Final Terms of Reference for the TAMAP Working Groups</td>
</tr>
</tbody>
</table>
Annex 1

Updated TAMAP work plan
### Detailed TAMAP Work Plan (updated in February 2019)

#### RESULT 1: An overarching Agriculture Policy in line with the Government Development Goals is developed

<table>
<thead>
<tr>
<th>No.</th>
<th>OUTCOMES</th>
<th>KE1</th>
<th>KE2</th>
<th>KE3</th>
<th>SNKE</th>
<th>JNKE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td><strong>A1.1.</strong> Provide expertise and support to the preparation of an Overarching Agriculture Policy (including actions related to women/social exclusion and environment/climate change) that covers all sub-sectors, based on extensive consultations with, and the full participation of, all stakeholders</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.1.</strong> Stakeholder consultation, participatory needs assessment conducted and policies including crosscutting issues in key associated ministries and sectors reviewed</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.2.</strong> Organising working groups to i) agree on the overall approach and methodology to accomplish Result 1 and ii) monitor, guide and mentor the process of accomplishing result 1</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.3.</strong> Continuous stakeholder consultation to make GoSL aware on the need of an overarching agriculture policy, marketing its advantages and lobbying for approval</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.4.</strong> Awareness raising and tailoring communication strategy to make stakeholders aware that sharing information, policies and strategies is a must to accomplish the results.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.5.</strong> Stakeholder analysis of major ministries, departments and private sector entities</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.6.</strong> Assessment of key agriculture sectors and subsectors with a view to challenges, potential, recommendations for improvement and way forward</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.7.</strong> Identification and formation of cross sector planning working group for the OAP</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.8.</strong> Development of Terms of Reference for the planning working groups in accordance with the 4 results</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.9.</strong> Identification &amp; appointment of core members and additional members for the working groups in accordance with the results and subjects to be discussed and agreed upon</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.10.</strong> Agreeing on the mode of communication related to working group organisation (e-mail with distribution list and no formal letters to each entity)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.11.</strong> Organisiation of the first working group discussing and agreeing upon way forward as proposed in the inception report</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.12.</strong> Review of recently developed agricultural policies &amp; strategies in Sri Lanka and conducting SWOT analyses</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.13.</strong> Assessment of existing policies and strategies dealing with agriculture in broader context which are made available by stakeholders with a view to core tasks and inclusion of crosscutting issues using SWOT analysis</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.14.</strong> Lobbying and making GoSL stakeholders aware on the need for transparency and sharing documentation which is required for successful project implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.1.15.</strong> Assessment of policies and strategies which have been recently developed or which are currently under development with a view to core tasks and inclusion of crosscutting issues using SWOT analysis</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.</strong> Support the design of a strategy, action plan and a clear roadmap to implement the policy together with the institutional framework for its implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.1.</strong> Development of multi-sector implemental Strategy and Action Plan for the OAP implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.2.</strong> Development and agreement of the change management plan following the 8 step approach</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.3.</strong> Extensive stakeholder consultation to enhance ownership and buy-in</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.4.</strong> Supporting the Institutional Framework (annual reviews) with a view to align it as much as possible with the way NPD has been monitoring national policies</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.5.</strong> Support the Government to get up to date data, information and analysis in support to the implementation of the policy, notably at sub-sectoral level and develop applicable models and methodologies (see Result 4)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.2.6.</strong> Capacity building in prioritisation of data compilation in line with the OAP, data collection, compilation and analysis (see Result 4)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.3.</strong> Share all relevant budget processes/analyses to show the costs and funding of policy implementation over the medium term (including the use of Medium Term Expenditure Framework guidelines (MTEF))</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.3.1.</strong> Support in the development of short-term, Medium Term Expenditure Framework and also long-term budgets for OAP implementation</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.3.2.</strong> Needs assessment/costing of interventions as a tool for aligning development plans and objectives to budgets</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.3.3.</strong> Support public policies and reforms coherence with resource planning in close collaboration with the upcoming EU funded PFM programme</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td><strong>A1.3.4.</strong> Introducing Mechanism and Methods of Public Expenditure Tracking (PET) in close collaboration with the upcoming EU funded PFM programme</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

**Period in which activities related to Result 1 are implemented**

- Jan - June 2018
- Jul - Dec 2018
- Jan - June 2019
- Jul - Dec 2019
- Jan - June 2020
- Jul - Dec 2020
- Jan - June 2021
<table>
<thead>
<tr>
<th>No.</th>
<th>OUTPUTS</th>
<th>Responsibilities</th>
<th>Indicative Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>KE1 NKE 1 INT NKE 2 NAT KE3 SNKE JNKE</td>
<td>Jan - June 2018</td>
</tr>
<tr>
<td>A1.4</td>
<td>Support the Government to acquire international best practices in agricultural development and knowledge that can be replicated in the Sri Lankan context</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.4.1</td>
<td>Organising study tours (Vietnam &amp; Kenya) and international conferences with a view to learning international best practices</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.4.2</td>
<td>Facilitation participation at twinning programmes</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.4.3</td>
<td>Conducting desk studies to assess agricultural policies from other countries and sharing them with stakeholders through organisation of working groups, discussion to contents and applicability for Sri Lanka</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.5</td>
<td>Support the Government and the EU Delegation (EUD) to prepare the future sector reform contract in agriculture: preparing the necessary analysis and documentation for the identification and formulation of the programme including the selection of SMART indicators</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.5.1</td>
<td>Sensitisation of key personnel through training, study tours around the requirements of the Sector Reform Contracts (SRCs)</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.5.2</td>
<td>Developing the analysis and tools including SMART indicators to monitor and evaluate budget support</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.5.3</td>
<td>Preparation of a road map and the institutional set up for implementation of budget support (PSG, M&amp;E)</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.5.4</td>
<td>Continuous training, lobbying, mentoring with a view to convince stakeholders on budget support</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.5.5</td>
<td>Development of a draft Action Document (AD) for the AAP 2020 including Annexes for submission to the quality review by the EU and support to the EUD SL in developing the PFM and transparency assessment report</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.6</td>
<td>Support the development of a communication strategy to promote TAMAP and its activities among all stakeholders</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.6.1</td>
<td>Tailoring a communication strategy according to nature of stakeholders / beneficiaries</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.6.2</td>
<td>Design of communication messages for diversified stakeholders, e.g. newsletters, briefing notes for professionals, guidebooks for semi-professionals and drama / role plays for farmers / less educated stakeholders</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.6.3</td>
<td>Developing an action plan for the Communication Strategy</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.6.4</td>
<td>Developing and implementing a concrete roll-out plan for various communication messages and actions</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.7</td>
<td>Support the Government to coordinate the sectors, including development partners</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.7.1</td>
<td>Mapping of External Assistance Interventions (Content, Scope, Periodic Results)</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A1.7.2</td>
<td>Specific Periodical Meetings with the agriculture sector stakeholders using the development partners working groups</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>A.1.8</td>
<td>Indicative assignments using NKE work days or subcontracting using incidental budget</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
</tr>
<tr>
<td>Agricultural Policy and Strategy: review of past and current policies on sector and macro level, needs assessment how policies need to be designed to reach long-term vision 2030 in Sri Lanka</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agricultural extension: assessment of current extension service provided by all entities (public and private) on ACS and village level, recommendations how services should be improved within given political environment, proposing capacity building activities, budgeting of recommended efficient and effective extension service.</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
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</tr>
<tr>
<td>Political Economy Analysis to incorporate political factors in the development of the overarching national agricultural policy and outline strategy</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institutional / Decentralisation: review and assessment of decentralisation system on all levels, how are institutions performing, what is required to make them better work, which services should be decentralised and which not, development of change management strategy using the 8 step approach.</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
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</tr>
<tr>
<td>Public Sector Expert / PET training expert: Prepare mechanisms and methods of Public Expenditure Tracking (PET), provide a budgetary analysis of the impact of adopting budgetary support, roll out training programme development, Support the development of a PFM and transparency assessment report. (Assumption is made that SRC is part of AAP 2020)</td>
<td>✓ ✓ ✓ ✓</td>
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</tr>
<tr>
<td>Legal expert: review all major legal acts the current policies are based on and support the policies the project is developing on this legal compliance.</td>
<td>✓ ✓ ✓ ✓</td>
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<tr>
<td>Workshop facilitators</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communication &amp; Visibility Company (Incidental budget)</td>
<td>✓ ✓ ✓ ✓</td>
<td></td>
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<tr>
<td>No.</td>
<td>OUTPUTS</td>
<td>KE1</td>
<td>KE2 1</td>
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</table>

**Result 2:** An enabling environment is created, and relevant reforms and policies for the modernisation and diversification of existing agriculture production implemented and exports to meet expanding international demands promoted.

### A2.1 Assist the Government to improve its market intelligence so as to obtain updated trends in demand for agro-export products, and thus help agro-processors to restructure their production to meet revised agro-export targets

- **A2.1.1** Harmonisation of methodology for value chain analysis and of data collection and compilation for all crops along the entire value chain (e.g. producer, processor, marketing) (Market information management system)
- **A2.1.2** Develop software for harmonised market intelligence, software installation and training (IT component)
- **A2.1.3** Develop a website giving easy access to harmonised market information

### A2.2 Assist the Government of Sri Lanka to strengthen its value chain development research and analytical capacities in export market driven approaches and use it to promote new technologies

- **A2.2.1** Promotion of market led commodity research and conducting value chain analysis studies
- **A2.2.2** Conducting Value Chain Analyses based on market study for vegetables, fruits, aquaculture, honey, dairy, specialty rice, selected spices and floriculture
- **A2.2.3** Promoting assignments to researchers based on proposals related to demand driven research both from large as well as medium and small-scale companies
- **A2.2.4** Presenting findings of research in stakeholder meetings

### A2.3 Assist the Government to promote sustainable green production practices among agri-businesses

- **A2.3.1** Clarifying sustainable green production in the Sri Lankan context
- **A2.3.2** Engaging stakeholders in consultations on green agriculture and organise workshops and trainings and drafting guidelines on achieving green production practices
- **A2.3.3** Organising a study tour for stakeholders to Kenya’s green agriculture in horticulture and floriculture export sector, namely Oserian Development Corporation

### A2.4 Assist the Government in developing a website where all companies involved in value chains can voluntarily register in order to enhance transparency and facilitate their de-fragmentation

- **A2.4.1** Registration and institutionalisation for cooperation (horizontal and vertical)
- **A2.4.2** Promoting use of the registration system
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>KE1</td>
<td>Implementing an active campaign to Sri Lankan export and import companies in agriculture sector to explain the registration system and its benefits for the companies.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>2</td>
<td>NKE 1</td>
<td>Facilitation of simple and transparent registration and information sharing via the website to allow registered companies to conduct network and knowledge sharing via the web site.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>3</td>
<td>NKE 2</td>
<td>Ensuring sustainability of the registration process and the operation of the website.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>4</td>
<td>KE3</td>
<td>Developing an active campaign to Sri Lankan export and import companies in agriculture sector to explain the registration system and its benefits for the companies.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>5</td>
<td>SNKE</td>
<td>Facilitation of simple and transparent registration and information sharing via the website to allow registered companies to conduct network and knowledge sharing via the web site.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>6</td>
<td>JNKE</td>
<td>Ensuring sustainability of the registration process and the operation of the website.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>No.</td>
<td>Outputs</td>
<td>KE1</td>
<td>NKE 1</td>
<td>INT</td>
<td>NKE 2</td>
<td>NAT</td>
<td>KE3</td>
<td>SNKE</td>
<td>JNKE</td>
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<td></td>
<td>In the frame work of the VC Analysis and Development activities recommended under 2.1 initiate annual stakeholder meetings for participants of key export-oriented value chains (minor export crops, horticulture and plantation crops) and key import substitution value chains (paddy, other field crops, livestock)</td>
<td>✓</td>
<td>✓</td>
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<td></td>
<td>Assist and train stakeholders to conduct such meetings annually to discuss bottleneck in the value chains of crops and fruit subsectors as well as discuss general principles of cooperation in the chains (supply contract conditions, harvest estimates etc)</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A2.7.3</td>
<td>Developing model options for PPPs</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A2.8</td>
<td>Assistance to EU in developing AAP 2019 on cold chain infrastructure, improvement of food safety and certification &amp; GSP+</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>

**Indicative assignments using NKE work days or subcontracting using incidental budget**

<table>
<thead>
<tr>
<th>Responsibilities</th>
<th>KE1</th>
<th>NKE 1</th>
<th>INT</th>
<th>NKE 2</th>
<th>NAT</th>
<th>KE3</th>
<th>SNKE</th>
<th>JNKE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Intelligence Assignment: Study databases on market information systems, design and install improved system, design and upload website of system and company registration, training of identified staff members in operation and maintenance of systems and websites</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Value Chain analysis &amp; training including food processing technology: Conduct VC analysis for 11 subsectors, prepare research reports and present findings, develop VC training and carry out training, support mainstreaming VC analysis in public sector, study market segmentation on the basis of GAP / GMP and organic production, conduct 2 pilots</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Farmer organisation (collective action): Establish inventory of farmer groups, credit and saving groups, water user groups (associations), conduct needs assessment, identify feasible collective actions, introduce lead farmer and farmer field schools approach, pilot farmer field schools, conduct gender study</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Farm Business Training: Design a training programme for participants to understand the business dynamics of farming Training will include: organisational structures, human resources management, conflict management, resource planning, budgeting, gross margin analysis and cash flows, financial management, bookkeeping, dealing with banks, marketing, stores management</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>PPP Analysis: Study on PPP options in potential high value-added VCs in agriculture, Present findings and options of study in meetings with stakeholders of such VCs, Prepare a roadmap for PPP development in agriculture sector</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Pre-Feasibility Study: To assess the technical feasibility and financial viability of a cold chain network and distribution system</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Support to organic farming and sustainable agriculture: Assist the private sector and the Government to improve their Organic Farming promotion strategy through review of organic practices and profitability of business in most important value chains in spices and important value chains in fresh vegetables and fruits</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Workshop facilitators</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Communication &amp; Visibility Company (Incidental budget)</td>
<td>✓</td>
<td>✓</td>
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</tbody>
</table>

**SUB-TOTAL**                                                                                          | 405 | 750  |     |       |     |     |      |      |

**Result 3: The existing systems and practices used by central and provincial ministries involved in Agriculture for planning, budgeting/resource allocation, implementation of sectoral and sub-sectoral policies are implemented**

**Period in which activities related to Result 3 are implemented**

<table>
<thead>
<tr>
<th>Month</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan - June 2018</td>
<td>Review the existing planning, budgeting and resource allocation system in all levels</td>
</tr>
<tr>
<td>Jul - Dec 2018</td>
<td>Organising working groups to i) identify priority areas and to agree on the overall approach and methodology to accomplish Result 3 and ii) monitor, guide and mentor the process of accomplishing result 3</td>
</tr>
<tr>
<td>Jan - June 2019</td>
<td>Improving the channels for coordination and policy dialogue and impact assessment at line ministries level, provincial councils, district level and farmer/community organisations and groups</td>
</tr>
<tr>
<td>Jul - Dec 2019</td>
<td>Establishment of best practice coordination and communication structures using IT and traditional channels</td>
</tr>
<tr>
<td>Jan - June 2020</td>
<td>Develop capacity building programme for planning, budgeting, resource allocation on central, provincial and district level based on needs assessment and its implementation</td>
</tr>
<tr>
<td>Jul - Dec 2020</td>
<td>Conducting thorough Needs Assessment among all relevant stakeholders and dissemination of results</td>
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</tbody>
</table>

**Work_Plan_details**
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Annex 1 TAMAP Work Plan.xlsx</td>
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<tr>
<td>A3.2.2</td>
<td>Developing and implementing training programme based on needs assessment</td>
<td>✓</td>
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<tr>
<td>A3.3.3</td>
<td>Facilitate exchange of practices and information with other countries, including visits and workshops/ seminars/ conferences</td>
<td>✓</td>
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<tr>
<td>A3.3.3.1</td>
<td>Facilitate exchange of practices and information with other countries, including visits and workshops/seminars/conferences (addressed as part of A1.4)</td>
<td>✓</td>
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<tr>
<td></td>
<td>Indicative assignments using NKE work days or subcontracting using incidental budget</td>
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<td></td>
<td>Budget Expert: Reviewing the budgetary processes employed by key stakeholders, taking a preferred approach for budgeting, supporting the TAMAP Team to carry out training needs assessment. Design and roll-out of broad training. Training will focus on Training of Trainers (ToT) programme.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Workshop facilitators</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Communication &amp; Visibility Company ( incidental budget)</td>
<td>✓</td>
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<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>SUB-TOTAL</td>
<td>60</td>
<td>155</td>
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<tr>
<td></td>
<td>Period in which activities related to Result 4 are implemented</td>
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<tr>
<td>A4.1.1</td>
<td>Design an overall M&amp;E framework to assess the impact of Government’s Policy on Agriculture development, export diversification and development of guidelines for carrying out impact assessment studies</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A4.1.1.1</td>
<td>Review of the current M&amp;E framework on national policies pursued by GoSL and recommendations for improvements</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A4.1.1.2</td>
<td>Engaging stakeholders to develop a participatory M&amp;E framework through the organisation of working groups and the use of national expertise and experience as much as possible.</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A4.1.2</td>
<td>Awareness raising and tailoring communication strategy to make stakeholders aware that sharing information, existing M&amp;E systems, policies and strategies is a must to accomplish the results.</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Developing M&amp;E system using as much as possible local expertise and experience to enhance ownership and hence, sustainability</td>
<td>✓</td>
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<tr>
<td>A4.2.1</td>
<td>Inform, train and sensitize all stakeholders and implementers of the M&amp;E framework through communication activities, training sessions, conferences and workshops, so that they can contribute to its implementation, as well as provide regular feedback</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<td></td>
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<tr>
<td>A4.2.2</td>
<td>Dissemination and communication of events around M&amp;E Framework</td>
<td>✓</td>
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<tr>
<td></td>
<td>Regular feedback on M&amp;E to all stakeholders through workshops, briefing notes and progress reports.</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A4.3.1</td>
<td>Capacitate stakeholders in analyzing the information gathered within the M&amp;E framework, draft analytical notes, feed reports into decision-making processes at central and decentralised levels, and ensure all actions are followed through</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>A4.3.1.1</td>
<td>Assistance in developing the performance assessment using score cards</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
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<tr>
<td>A4.3.2</td>
<td>Training in output based and impact monitoring</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Conducting class-room training but also on the job training in the operation of the M&amp;E system</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td></td>
<td>Awareness raising through tailored communication strategy to enhance ownership of the M&amp;E system with a view to increase likelihood towards sustainable operation of the M&amp;E system</td>
<td>✓</td>
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<td></td>
<td>✓</td>
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<tr>
<td>A4.4</td>
<td>Develop ToR and train stakeholders in conducting pilot sample surveys to measure the results and potential impact of specific aspects of Implementation of the Agriculture Policy e.g. actions related to cross-cutting issues</td>
<td>✓</td>
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<tr>
<td>A4.4.1</td>
<td>Selecting the Random Sample</td>
<td>✓</td>
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<tr>
<td></td>
<td>Identification of field survey staff, particularly field supervisors and enumerators and corresponding training</td>
<td>✓</td>
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Work_Plan_details
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<tbody>
<tr>
<td>A4.4.2</td>
<td>Preparing Structured Survey Templates and Field Surveys</td>
<td>✓ ✓</td>
<td></td>
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<tr>
<td>A4.4.3</td>
<td>Conducting sample surveys and analysis of data</td>
<td>✓ ✓</td>
<td></td>
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<tr>
<td></td>
<td>Training and capacity building of field survey staff in carrying out surveys and to analyse data</td>
<td>✓ ✓</td>
<td></td>
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<td></td>
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<tr>
<td>A4.4.4</td>
<td>Review of outputs of sample surveys and deriving recommendations for improvement</td>
<td>✓ ✓</td>
<td></td>
<td></td>
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<tr>
<td>A4.5</td>
<td>Review the statistical system in agriculture and all agriculture related subsectors, and provide ad hoc support where necessary</td>
<td>✓ ✓</td>
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<td></td>
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<tr>
<td>A4.5.1</td>
<td>Stocktaking, review and assessment of the statistical system with a view to clarify &quot;who is using which methodology, how it is done and how is the quality of the outcomes&quot;</td>
<td>✓ ✓</td>
<td></td>
<td></td>
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<tr>
<td>A4.5.2</td>
<td>Development and implementation of training for improvement of the statistical system</td>
<td>✓ ✓</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Continuous coaching and mentoring of the staff members trained</td>
<td>✓ ✓</td>
<td></td>
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<tr>
<td>Monitoring &amp; Evaluation Experts:</td>
<td>This assignment should be carried out as a tandem. Whereas the international expert is designing and drafting the framework of the M&amp;E system in a participatory way, the national expert will fine tune the framework in close collaboration with the stakeholders. Both experts will provide training and mentoring and coaching on the application of the M&amp;E framework.</td>
<td>✓ ✓ ✓ 50 50</td>
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<tr>
<td>Baseline Survey:</td>
<td>Survey on indicators following the M&amp;E framework using data from the latest Household Income and Expenditures Survey.</td>
<td>✓</td>
<td>20 125</td>
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<tr>
<td>Agricultural Statistics Team:</td>
<td>Team of international and national experts. Thorough assessment of the current system on sampling, data collection, compilation system, analysis and result dissemination system of the various entities currently in charge of agriculture data; developing in a participatory manner an efficient and easy to apply agriculture statistics system with the major entities; capacity building on selected case surveys, coaching and mentoring throughout the project implementation period.</td>
<td>✓</td>
<td>50 125</td>
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<tr>
<td>Workshop facilitators</td>
<td>✓</td>
<td>5 30</td>
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<tr>
<td>Communication &amp; Visibility Company (incidental budget)</td>
<td>✓ ✓ ✓</td>
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<td>SUB-TOTAL</td>
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<td>TOTAL NKE INPUTS</td>
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<td>1,010 1,600</td>
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</table>

**MILESTONES TO BE ACCOMPLISHED**

**RESULT 1**
1. Draft overarching agriculture policy developed
2. OAP approved by GoSL
4. OAP Implementation Strategy developed & approved by GoSL
5. AAP 2020 (containing SRC) developed (draft, final)

**RESULT 2**
9. Market information system for inputs, agric. Commodities and export commodities established and in operation
10. Website developed, in operation where value chain actors in SL can voluntarily register with detailed contacts
11. At least 3 Public Private Partnerships facilitated by the project by December
12. Roadmap for the establishment of a surveillance system for selected value chains developed and agreed upon
13. Concept and roadmap developed and agreed upon for improved agricultural extension services
<table>
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<tr>
<td>14</td>
<td>Road map developed to strengthen farmer organisations mainstreaming farming as a business</td>
<td>RESULT 3</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
</tr>
<tr>
<td>15</td>
<td>Current coordination &amp; planning system reviewed, recommendations for improvement made and implementation guidelines developed</td>
<td></td>
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<td></td>
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<tr>
<td>16</td>
<td>Needs assessment for planning &amp; budgeting teams of ministries dealing with agriculture on central and provincial level related to budget support eligibility conducted.</td>
<td></td>
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<tr>
<td>17</td>
<td>Draft &amp; final capacity building plan developed</td>
<td>RESULT 3</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
</tr>
<tr>
<td>18</td>
<td>Training programme developed and 80 key staff members of the district planning teams capacitated.</td>
<td></td>
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<tr>
<td>19</td>
<td>Needs assessment in private sector and market driven approaches related to export commodities and VCs for relevant ministry staff members conducted</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>20</td>
<td>Draft &amp; final capacity building plan developed</td>
<td>RESULT 4</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
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<tr>
<td>21</td>
<td>Training programme on VCs developed and 80 key staff members of the district planning teams capacitated.</td>
<td></td>
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</tr>
<tr>
<td>22</td>
<td>A monitoring system developed &amp; in operation</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
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<tr>
<td>23</td>
<td>Stakeholders trained in operating the M&amp;E system</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
</tr>
<tr>
<td>24</td>
<td>Baseline sample surveys designed on crosscutting issues conducted &amp; repeated</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
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<tr>
<td>25</td>
<td>Final Inception Report</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
</tr>
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<td>26</td>
<td>Final Progress Reports</td>
<td>Management of TAMAP</td>
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<td>NKE</td>
<td>NKE 1</td>
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<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
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<tr>
<td>27</td>
<td>Sustainability Strategy developed and agreed upon</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
</tr>
<tr>
<td>28</td>
<td>PSC meetings</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
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<tr>
<td>29</td>
<td>End of assignment report</td>
<td>Management of TAMAP</td>
<td>KE1</td>
<td>NKE</td>
<td>NKE 1</td>
<td>INK</td>
<td>NKE 2</td>
<td>INT</td>
<td>KE3</td>
<td>SNKE</td>
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Annex 2

Report of the Screening Mission to the North and Centre of Sri Lanka in June 2018
1 BACKGROUND

Following the submission of the Inception Report in late May 2018, the Ecorys Technical Assistance Team (TAT) implementing the Technical Assistance to the Modernisation of Agriculture Programme decided to embark upon a field visit to add to the information gathered through the literature reviews and from the many stakeholder meetings, and to gain a better sense of reality regarding Sri Lanka's agricultural sector.

Apart from visiting key agricultural facilities being supported by Government and private sector stakeholders, it was felt important to meet with farmers, with private sector agencies and with key civil servants engaged in agriculture.

A further objective of the mission was for the TAT to engage and team build with colleagues from the three host ministries, namely the Ministry of National Policies and Economic Affairs, the Ministry of Agriculture, and the Ministry of Social Welfare and Primary Industries.

2 MISSION MEMBERS AND ITINERARY

The following constituted the mission membership:

**Ministry of National Policies and Economic Affairs**
- Dr Christof Batzlen – TAMAP Team Leader
- Mrs Yasantha Munasinghe – Director, Planning

**Ministry of Agriculture**
- Mr Agith Pushpakumara – Director, Agricultural Services
- Dr Stephen Atkins – TAMAP, Public Policy and Agriculture

**Ministry of Social Welfare and Primary Industries**
- Dr Kumudini Gunasekare – Agribusiness Specialist, Agriculture Sector Modernising Project
- Mr Han van de Meerendonk – TAMAP Agribusiness Expert

An itinerary was developed by Mr Pushpakumara which took the group to key government research institutions and seed farms, Government financed agricultural offices at provincial, district and division level, a selection of Agrarian Service Centres (ACS), in-service training facilities, and Government built traditional food stalls, private sector initiatives including seed farms and research centres, and importantly many smallholder farmers being supported by the spectrum of extension initiatives working in the Northern, North Central and Central Provinces in Sri Lanka, and finally a dairy processing facility being managed by a donor established NGO.

After some minor adjustments to the initial schedule the mission visited the following areas between Monday 3rd and Tuesday 12 June, 2018:
<table>
<thead>
<tr>
<th>Date</th>
<th>Location and Key Person Met</th>
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<tbody>
<tr>
<td>Sunday 3 June</td>
<td>Travel Colombo to Anuradhapura</td>
</tr>
<tr>
<td>Monday 4 June</td>
<td>Department of Agriculture, Government Seed Farm Pelwehera, Mrs. Geetha Edirisinghe, Deputy Director Seed &amp; Planting Material, 071 814 70 77</td>
</tr>
<tr>
<td></td>
<td>School of Agriculture Pelwehera, Mr. Basnayaka Principal, 071 847 60 33</td>
</tr>
<tr>
<td></td>
<td>Chemical Industries Colombo (CIC) Farm in Pelwehera, Mr. Jayendra Rajasekera, General Manager, 077 175 32 09, <a href="mailto:jayendra@cicagri.com">jayendra@cicagri.com</a></td>
</tr>
<tr>
<td></td>
<td>Hela Boujan Traditional Food Stall, Pelwehera</td>
</tr>
<tr>
<td>Tuesday 5th June</td>
<td>Field Crop Research &amp; Development Centre, Mahailuppallama, Mr. W.A.K. Karunatilake, Director FCRDC, +94 71 804 49 42, <a href="mailto:wirasing@yahoo.com">wirasing@yahoo.com</a></td>
</tr>
<tr>
<td></td>
<td>Farm Mechanisation Research Centre (FMRC), Mahailuppallama, Deputy Director Mr. Chinthaka Balasooriya +94 773 250 123 and +94 71 800 35 73, +94 255622500, <a href="mailto:Chinthaka.Balasooriya@gmail.com">Chinthaka.Balasooriya@gmail.com</a></td>
</tr>
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<td></td>
<td>In-Service Training Institute, Mahailuppallama, Mr. Darmasena Assistant Director</td>
</tr>
<tr>
<td></td>
<td>Government Seed Testing Unit, Mahailuppallama, Ms. K B R W Windini Balasooriya, Agricultural Instructor</td>
</tr>
<tr>
<td></td>
<td>Government Seed Farm, Mahailuppallama, Deputy Director, Mr. Priyantha Wirralasena (+94 713284801)</td>
</tr>
<tr>
<td>Wednesday 6th June 2018</td>
<td>Office of the Deputy Director of Agriculture (Inter Province) Anuradhapura - Mrs. Samanthi Godigamuwa, Assistant Director of Agriculture (Inter province), +94 71 603 77 56 +94 252 23 50 37, <a href="mailto:anuruddhikagodigamuwa@gmail.com">anuruddhikagodigamuwa@gmail.com</a></td>
</tr>
<tr>
<td></td>
<td>Office of the Deputy Provincial Director (Extension) of Agriculture, D.P.D. Gnanasinghe, Deputy Director (Extension), Provincial Department of Agriculture, +94 71 453 62 43 Mr. Chandrasiri, DD</td>
</tr>
<tr>
<td></td>
<td>Institute of Post-harvest Technology Research and Development Center, Anuradhapura, Mr. Mr. Kavinda C. Dissanayake, Chairman, <a href="mailto:Dissanayake.k@agrimin.gov.lk">Dissanayake.k@agrimin.gov.lk</a></td>
</tr>
<tr>
<td>Thursday 7 June 2018</td>
<td>Department of Agrarian Development, VAVUNIYA, Office of Assistant Commissioner Agriculture, Vavuniya Mrs. S. Thiru Sethucesvalar, DFOA 077 30 65 203 Agrarian Service Center Omanthai Agrarian Service Center Omanthai and Farmer Organisation Omanthai Regional Agriculture R&amp;D Centre Killinochichi</td>
</tr>
<tr>
<td>Friday 8th June</td>
<td>Northern Province, Department of Agriculture (under Provincial Council), Mr. Sivapatham Sivakumar (0773868581/021 221 6022; <a href="mailto:sivakumar.sivapatham@gmail.com">sivakumar.sivapatham@gmail.com</a></td>
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Findings of the TAMAP Screening Mission Central and North from 3 June-12 June 2018
Findings of the TAMAP Screening Mission Central and North from 3 June-12 June 2018

<table>
<thead>
<tr>
<th>Date</th>
<th>Location and Key Person Met</th>
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<tbody>
<tr>
<td></td>
<td>Visits to Government offices including Secretary to Agriculture</td>
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<tr>
<td></td>
<td>Jaffna Milk Collection and Processing Centre Cooperative</td>
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<tr>
<td>Saturday 9th June</td>
<td>Writing up field notes</td>
</tr>
<tr>
<td>Sunday 10th June</td>
<td>Travel from Jaffna to Kandy</td>
</tr>
<tr>
<td>Monday 11th June</td>
<td>Plant Generic Resource Centre (PGRC)</td>
</tr>
<tr>
<td></td>
<td>Additional Director/Head, PGRC, Dr. W.L.G. Samarasinghe (071821 7437; 081 2388494 <a href="mailto:gaminisam@yahoo.com">gaminisam@yahoo.com</a>; <a href="mailto:pgrc@slt.net.lk">pgrc@slt.net.lk</a>)</td>
</tr>
<tr>
<td></td>
<td>Tea Factory – New Peacock Estate, Pusellawa, Mr Senarath Pathathkumbura, Senior General Manager, +94 777 583 704, <a href="mailto:senarathpahath@yahoo.com">senarathpahath@yahoo.com</a></td>
</tr>
<tr>
<td>Tuesday 12th June</td>
<td>Rice Research and Development Institute Batalagoda, Mrs. Upul K. Rathnayake, Additional Director, <a href="mailto:upulr@yahoo.co.uk">upulr@yahoo.co.uk</a></td>
</tr>
<tr>
<td></td>
<td>Return to Colombo</td>
</tr>
</tbody>
</table>

3 SUMMARY FINDINGS AND LESSONS LEARNED

Detailed notes compiled by mission members from the field visits are presented in Annex 1.
A non-exhaustive list of major findings emanating from the mission are given below:

**General**

- Great emphasis on paddy production
- Little diversification into high value field crops, and new act allowing paddy lands to be converted to other annual not being implemented (law still be enacted).
- Large areas of the Northern Province are unused land – problems associated with inability of returning communities to prove legal land tenure status after civil war.
- Major shortages of labour for basic agricultural work. Labour rates are high and farmers complain they cannot plan to complete tasks as required as labour is unreliable.
- Staff from Department of Agrarian Services fully employed with fertilizer subsidy scheme and supporting government schemes.
- Revenues from any Government activity (seeds, fertilizer partial grants etc) are returned to government consolidated fund and leak from the agricultural system.
- Provincial Councils have a devolved responsibility to allocate resources to provincial departments of agriculture.
- Provincial Councils may not necessarily allocate on a needs basis.
- Provincial Departments of Agriculture have a broad-based structure similar to traditional ministries of agriculture – agronomy, livestock, agro-forestry, fisheries, irrigation, commodity specialists, land use planning etc
- Dambulla fresh produce market is a major hub for vegetable marketing – produce handled from all corners of the country, we even saw produce from China.
• Conditions on Dambulla fresh produce market are not hygienic and handling of produce is particularly poor – absence of cold storage facilities and more suitable produce containers.

Extension

• The agricultural extension service is structured as follows:
  1. The Department of Agrarian Development under the Central Government is responsible for institutional development of farmer organisations, rehabilitation and maintenance of medium and minor irrigation schemes and the provision of fertiliser subsidies to paddy rice farmers and other field crops.
  2. The Provincial Department of Agriculture under the provincial council is in charge of extension services such as crop husbandry, animal husbandry and inland fisheries. Similar extension services are provided by the interprovincial Department of Agriculture (6 inter provincial departments countrywide where the (command) area is covered by more than one province.
  3. The district level Department of Agriculture are supported by the central Ministry and responsible for implementing national agricultural programmes.
  4. The Department of Irrigation under Central Government is in charge of rehabilitation, operation and maintenance of major irrigation schemes.
  5. The Department of Export Agriculture under the Ministry of Social Welfare and Primary Industries is in charge of technical extension service of export crops, mainly spices as well as minor export crops such as cocoa and coffee.
  6. Extension services for plantation crops (rubber, coconut, tea) are provided by the Ministry of Plantation Industries.
  7. The Mahaweli Development Authority under the jurisdiction of the Ministry of Mahaweli Development and Environment is providing a complete extension service to farmers within the Mahaweli River Basin.
  8. Moreover, the private sector is also providing agriculture extension service to contract farmers and outgrower commodity groups.
  9. There some less prominent extension service providers such as HADABIMA Authority in the high country.

• Whereas 1) and 2) are located in 560 Agrarian Service Centers (ASC) spread all over the country at divisional level, the other extension service providers work from their own offices. The Provincial Department of Agriculture works also on district level.
• The ASCs can be considered as one-stop-shops and are focal points of the extension service.
• Most agricultural offices, both provincially and centrally funded are grossly understaffed due in part to an on-going court case for the last four years and due to reduced allocations in the case of provincial departments of agriculture.
• Most staff senior met were highly articulate and well-motivated.
• Field level staff the same.
• Provincial field staff in particular are hard hit – they have to provide their own transport and some are responsible for up to 5,000 farmers.
• Current budgeting and planning for provincial agriculture departments appears good, with backstopping by Finance Commission in the Ministry of Finance and Mass Media.
• Budgeting appears incremental and not zero based.
• System of MTEP’s is currently employed.
Given high number of staff vacancies it appears that little performance review and succession planning is in place.
Current extension model does not appear to be effective as staff numbers in post are well below cadre establishments.
Need to review extension model adopted to harsh reality of low staff numbers.
This would facilitate a zero-based planning and budgeting.
Not all commodity experts are based in Agrarian Support Centres (ASCs) – coconut, irrigation etc
Farmer Organisations gravitate to ASCs – good database maintained by Department of Agrarian Development
ASCs are a solid base for extension and interaction with farmers.
FOs based on area organisations; commodity groups on production options.
Agricultural school visited (1 of 5 in the country) was very understaffed although well endowed with infrastructures which were being renovated. Many were in a poor state of repair – especially the student accommodation.
Could possibly consolidate facilities.
Government seed farms appeared to be underutilized. Another example of possible area privatisation as shown by CIC.
Similarly, for seed Government Seed Testing Unit which could up-graded to make the repetitive work more efficient.
The private sector has very good network of contract farmers, especially for seed multiplication. Farmers enter into contract with the company, all inputs are covered by the farmers which is assured of a good price at the end of the season, contracting company supplies extension ‘free’ at ratio of 1:450 growers.
Many tea estates have very old tea plants – some up to 100 years and many are now becoming unproductive.

Research

We met with well qualified and highly professional people in just about every facility visited.
A very extensive network of institutions across all provinces visited.
Staff cadres are not filled, gaps in high level scientist positions
Highly valuable resource and gene-pool embodied across the research facilities.
Huge emphasis on paddy.
One gets the impression that there is considerable duplication of effort between institutes and perhaps there is scope for merging institutions (Farm Mechanisation Research Institute and Institute of Post-Harvest Research) etc
Apparently there are no soil scientists in Government service in SL.
There is a lack of a Plant Variety Protection Act – could be a possible source of income for the research division.
Each research institution has to compete between three government bodies for research funds and their success rates cannot be taken for granted. This makes long term planning problematic – perhaps a fresh look at research modalities is required.
More emphasis could be placed on the private sector to conduct adaptive research and on-farm trials.
Field Crop Research & Development Centre trains extension staff in pre-season training programmes.
Tea

- COP for tea is escalating, workforce is highly unionised, and difficult to obtain.
- SL tea industry slipping in global competitiveness, behind Kenya and other Asian countries.
- Tea plucking is a very labour-intensive activity and people (women) are highly demotivated due to the social stigma attached to the work and poor working conditions
- Quality of household nutrition in the estates is highly questionable
- Due to the steep terrain of many SLs tea estates it is not possible to mechanise tea plucking.
- Estates carry a large overhead for labour costs – housing (in very poor condition), schools, clinics and ambulances etc
- Government grants to support replanting and in filling has not worked.
- Government policy not conducive to new investments into the tea industry – at field and factory level
- International certification standards constantly moving and difficult for companies to maintain standards.

The above points will assist the TAMAP draw-up terms of reference for a number of short-term assignments which are scheduled to be launched in the coming months.
Findings of the TAMAP Screening Mission Central and North from 3 June-12 June 2018

ANNEX 1
TAMAP Screening Mission Central-North 3 June – 12 June 2018
FIELD NOTES

Day 1: 4 June 2018

1. Department of Agriculture, Government Seed Farm Pelwehera,
   Mrs. Geetha Edirisinghe, Deputy Director Seed & Planting Material, 071 814 70 77

Farm operates under Department of Agriculture. Focus is on other crops than paddy (Other Field Crops). Each Farm selects its different group of crops on the basis of regional priorities. This seed farm produces 9 crops seeds. They get the breeder seeds mainly from GoSL research institutes (in total there are 25 GoSL seed farms in Sri Lanka) and multiply these on their own farm and using the services of 35 contracted farmers. Some breeder seeds are also produced by the private sector namely paddy seeds which is profitable for the private sector. Other field crops are usually not profitable for the private sector.

Certification of the foundation seeds (multiplied breeder seeds) is done by the National Seed Certification Agency. Foundation seeds are further multiplied which gives the commercial registered seeds. They sell this seed to farmers via the sales outlets of the Farm. The Farm has a seed processing facility where the commercial seed is cleaned and graded and eventually packed in small consumer packages. These are than distributed to the sales outlets. The farmer has the option to buy imported seeds, seeds from local private companies or from the Government Seed Farm. Seeds from the government farm are cheaper than from other suppliers. Nowadays paddy seeds are mostly obtained from private companies such as CIC so the government farm focusses on other crops.

In Sri Lanka still 75 to 80% of seeds are retained from the previous harvest so the commercial seed sector is only 20 to 25% of the use by farmers. The Department of Agriculture’s target is that 25% of the required seeds in Sri Lanka should be provided by GoSL seed farms. More than 25% is not possible given the current constraints such as limited storage place, not sufficient land to produce breeder seeds.

The private sector is covering for the commercial paddy seed sales to a large extent. But also for the other crops the capacity of the Government Seed Farm is not
enough and the commercial seed market can only be increased through cooperation with private sector seed companies. The Farm has a network of 25 agents buying and distributing their seeds.

The main challenges the Farm has are:

1. the amount of breeder seeds they receive from the research stations is very small and it takes long to reach commercial amounts; and
2. the material in their fields gets affected by pests and diseases.

Seed farm is using drip and sprinkler irrigation. The Farm attempts to promote organic farming and also observed that farmers overutilized pesticides and fertilizer. This might be due to the highly subsidized and cheap available fertilizer. Pesticides and chemicals are not subsidized. The seed farm has been trying to train the farmers to avoid excessive use of fertilizer.

**Finance and Budgeting**

The Farm gets funds for its operation from the Central Government. Usually they request 2 times per month operating funds and their accounts are replenished on a fortnight basis.

Prior to the commencement of the subsequent fiscal year, the farm develops an action plan including budget. Experience has shown that the actual money received is usually less that the amount requested.

The Farm produces an action plan each year with a budget but always gets less than they asked for. At the moment, they face a problem that this year the rains are better and therefore more farmers demand paddy seeds and less for other seeds (which is their major product). This means that they cannot cope with the current larger demand for paddy rice seeds.

Some figures & issues:

- Currently, the farm gate price for onions is low with 40 LKR/ kg and therefore onion production declines;
- Seeds produced by the contracted farmers has a reject rate of 10%. Crops rejected for seeds are sold on the wholesale and retail market;
- All foundation seeds are stored in the cold room

2. **School of Agriculture Pelwehara** Mr. Basnayaka Principal, 071 847 60 33  
   Mrs. R.J. Rathnayake, 071 299 47 41

There are 5 Schools of Agriculture in Sri Lanka. The School of Agriculture Pelwehara runs a 2.5 years course in agriculture comprising of 4 semesters (2 years) and half a year of
practical work in a private or public company. In total they have 200 students (100 students per year) at the moment both male and female.

After the 2.5 years attendance of the school the students receive a Higher National Diploma. The school is targeting agricultural extension officers, however currently only 5% of the students are GoSL officers. The remaining 95% are private students (general higher vocational training students).

The school (boarding school) including hostel is free of charge. Only the best students from high schools can attend the agricultural school. It provides for a higher national diploma and extension workers of the government need to have the certificate of the School. Students who succeeded the school do have very good chances to get jobs in agricultural extension service and also in the private agriculture sector.

Some courses are (not complete):

- Farm management and organization
- Nursery management
- Economic and farm management
- Agricultural extension and education
- Basic food science and farm food technology
- Land, soil & water management
- Paddy and other field crops
- Horticultural crop production
- Plantation & expert agriculture crop production
- Management of farm machinery
- Food processing and value addition
- Applied plant protection
- Farming systems and protected agriculture
- Livestock production and management
- Agricultural business management
- Marketing and sales of agricultural produce
Major challenges the school is facing are:

1. poor facilities (very poor laboratory) especially for practical teaching
2. Hostel requires major refurbishment
3. lack of teachers.

The staff problem is severe and at the moment they have only 6 permanent teachers and 5 part-time teachers. The School has land for practical work with a total of 65 acres of upland land (for other field crops) and 8 acres of lowland land (for paddy). Here they teach the good practice of growing the crops and the harvest is consumed by the boarding students.

The school gets its operating funds from the Department of Agriculture (central level). If the school generates some income from the sale of its produce they have to return it to the central government budget. Therefore they have little incentives to generate money.

3 Chemical Industries Colombo (CIC) Farm in Pelwehara

Mr Jayendra Rajasekera, General Manager, 077 175 32 09, javendra@cicagri.com
Dr. G.M. Wasantha Chithral, Senior Research Consultant, 076 322 18 95, chithral@cicagri.com
Dr Sumith Abeysiriwardena, Senior Consultant (R&D), 077 366 7265, sumithab@sltnet.lk

CIC is a private company that obtained land and facilities through takeover of a public facility (former Government farm). They produce and import a large variety of agro-inputs. They work on seeds for paddy rice, corn (maize) and some vegetables. As far as seed production is concerned they get breeder seed for free from government research station and they produce also some own breeder seeds of new varieties that they develop at CIC. They arrange the multiplication and certification and sales of paddy rice (25 varieties) and other crops via a program where they use contracted farmers as well as their own farm. Currently they work with up to 20,000 contract farmers and they have in the region 3 seed farms plus 2 dairy farms. The contract (outgrower) farmers are involved in the following activities:

- Paddy rice production for consumption;
- Paddy rice seed production;
- Corn production for consumption (mainly animal feed); and
- Raw milk production (buffalo and cow milk) for yoghurt.
Corn breeder seeds are usually imported from Thailand. They produced and sold about 4,000 tons of paddy seeds last year. They also trade imported seeds from international seed companies but use various ones (no fixed contract with any of them). The company makes it attractive for farmers to grow seeds for them by offering them LKR 5 per kg above the prevailing market price. Also they guarantee uptake and farmers can sell whatever quantities they produce for the higher price. The own breeding program of CIC focusses on high quality rice (such as white local basmati and jasmine and red local basmati). The company also focusses on the production of hybrids of chillies and other crops. Such hybrid seeds achieve a 4 to 5 times higher price in the market than regular seeds for the same crops. Hybrids give a much higher yield and repay themselves from the yield returns. In addition, hybrids have in-built protection against re-use of the part of the seeds for next season due to the sharp degeneration of the yields. Such seeds have very effective in stimulating the commercial seed market. CIC operates a laboratory which they use mainly for expert rice testing.

Interesting is that the contract farming system implemented by CIC has not grant or subsidy component for the contract farmers. All seeds, inputs are sold to the farmers. The only free of cost service is the extension service provided on a regular basis to the contract farmers.

Some figures & issues:

- Yield of paddy rice which can be accomplished by farmers under good farming practices up to 7.5 tons paddy / ha;
- Yield of Basmati rice under good farming practices by farmers up to 4 tons of paddy / ha
- The research consultant has the opinion that the broad casting system is in Sri Lanka more economical than transplanting and parachute system. Moreover, Systems of Rice Intensification also does not appear to be profitable in Sri Lanka.
Main reason for poor economics of transplanting and parachute has to be attributed to the high labour costs due to labour shortages.

- CIC has in total 45 field extension officers (diploma holders). 1 extension officer for about 450 farmers

Challenges CIC is facing:

- Not sufficient funds for research. This year the area for paddy research has declined
- Expanding outgrowers (scaling up) is difficult
- Rice milling capacity has to be increased if farm and outgrower operations to be increased

4. Dambulla Wholesale market

A short visit was made of the wholesale market of Dambulla. The market is very busy and all kind of commodities are traded on this market. The hygienic conditions on this market are limited and the storage facilities are very poor.

There are no cold storage facilities and it is obvious that within a very short period a lot of the commodities will get spoiled.

This is even exacerbated by the fact that the trucks arriving with the goods are poorly loaded and heavy commodities are put on top of easy perishable goods. In a nutshell, the market and its management needs to be significantly improved to cater for good quality produce.
DAY 2: Tuesday 5th June

1. Field Crop Research & Development Centre, Mahaiulluppallama
Mr. W.A.K. Karunatilake, Director FCRDC, +94 71 804 49 42, wirasing@yahoo.com

FCRDC covers the dry and intermediate zones which account for 80% of the agriculture area of SL.

The station covers non-rice crops, Other Food Crops (OFCs) such as coarse grains, legumes, sesame, soya. It also has regional responsibilities and so also study tuber crops grown in drier areas, as well as fruits – mango, grapes (national and regional), they also do work with veggies but breeding work is the domain of HORTI.

The station is 1,000 acres, approximately 400ha. Of which 300ha is effectively used.

The station has an establishment of 44 research officers but now only 18 in place as they have a big problem with recruitment as for the last 5 years certain cadres (technical) in DoA service are taking Government to court. In consequence the Public Service Commission has frozen all recruitment.

FCRDC produces Breeder seeds and the private sector handles multiplication. Private sector does do some rice and brinjal breeding no other crops though.

Private sector does annual crops as it is more profitable for them. Private sector also handles value addition aspects of various crops but is not mandated to assist with breeding these crops. Companies can also handle the introduction of imported lines.

With oil crops FCRDC collaborates with the private sector – ask what characteristics they are looking for and factor priorities into their research breeding programmes. For example for onions they have incorporated stakeholder needs for technology development following open fora. Research programmes are overseen by a regional technical working group incorporating what are the research issues, feedback from stakeholders (research, extension, farmers and private sector) and proposals written by research teams. This included work of four regional centres affiliated to FCRDC – proposals are pulled together and TWG prioritises into short, medium and long-term priorities.

FCRDC receives a lump-sum for general overhead and staff costs allocated by central DoA. Research is funded on a case by case basis – national priorities and then regional (SL) and local. Mainly looking at import substitution. Funds are allocated by the National Science Foundation and the National Research Council, and by CARP. This sometimes results in duplication. Focus is on PPPs.

Foreign funding can also come from CGIAR groups – IRRI, CYMMIT, ICRASAT etc. for collaborated studies.
SL lacks Plant Variety Protection (PVP) act. Developing new varieties is expensive, requiring major upfront investment over many years in terms of human resources, technology and facilities. As PVP is not in place yet in SL, valuable materials such as parental lines for hybrid seed production and breeder seeds are issued free of charge even to the private sector. If the new varieties can be protected, the income generated through this can be ploughed back to the institute to assist research.

Government is given advice by FCRDC through DoA, and macro-level policies are then the domain of central treasury. This is not always conducive to LT research programmes (import and export tariffs, cesses, subsidies etc).

FCRDC handles around 25 crops and it is important that they have consistent policy support.

FCRDC provides open pollinated breeder seeds to the gov and private sector (free) farms to multiply parent lines in case of hybrid

Dept of Irrigation has no research arm so FCRDC does this for them.

There is a problem with funding research. They receive recurrent budget to cover overhead costs including staff costs, but they have to motivate and apply for research with specific proposals. This is quite a difficult job as they are understaffed and they do not always get funding.

How to promote the findings of research – they train extension staff at pre-season training courses at in-service training institutions, and they also have special training programmes from time to time. Research provides the trainers.

They also have demonstration plots in farmers’ fields.

There is an M&E feed-back loop – but sometimes growers change the names of varieties which can cause confusion.

A major issue is staff training – earlier they had training grants to study in SL or overseas – latter have now dried up but there are some scholarships available through SLCARP (see Dr Gerry A about training programmes and funding). What they also lack is specialized training with international organisations such as ICRASAT, CYMMIT etc – the medical profession has these facilities. Training is a major problem area.

Operational costs for equipment in the labs is not a problem at present as they are well catered for but funds for maintenance is problematic.

They would benefit from stronger collaborative ties with universities, gov research, extension and farmer interfaces – could work with the private sector.

Able to conduct adaptive research programmes with their current funding.

There are local water problems and so the centre is helping local com units with potable water supplies. This does drain their budgets (pumping, transport etc).

It was noted that the Mahaweli Development Authority does not have the same restrictions as working through Dept of Agriculture.

Dept previously had KVs in the villages – this was changed with the 13th Amendment and now have AIs at village level – and they are not as effective.
The team visited some of the research facilities and plots – Chilli breeding, mango etc. Impressed with the enthusiasm and dedication of the staff at the centre

2. Farm Mechanisation Research Centre (FMRC), Mahailluppallama
Deputy Director Mr Chinthaka Balasooriya +94 773 250 123 and +94 71 800 35 73, +94 255622500, Chinthaka.Balasooriya@gmail.com

There are 4 engineers assigned to the centre – all mechanical engineers, no agricultural engineers (irrigation) as there is no faculty in SL universities teaching the subject. Total staff is 180 – 4 professionals, 20 technicians, admin and labourers.

FMRC deals with research, development and testing of farm machinery up to harvesting (Inst of Post-Harvest Technology takes on research at that point).

The centre deals with paddy, oil seeds but it does not deal with cash crops, but they deal with veggies and maize. But they do not deal with maize harvesters as the roads are too narrow for the machines and hence farmers do not have them!

The centre either develops its own machinery, or tests others, or tests suitability of imported equipment and sometimes adapts them to local conditions. They have tested paddy establishment seeders – already some farmers own them which they also hire out – FMRC tests their suitability.

Main problem is extension interface – the centre does not have enough staff, and likewise Prov Dept of Agric extension is understaffed.

In the past they developed threshers and reapers but they are no longer used as 95% of the paddy crop is harvested by combines, mainly hired by a few individuals. Optimum area for harvesters is 1 acre – few farmers have this in contiguous blocks. There are also problems with the bunds in paddy fields – major limitation to full mechanisation.
FMRC certifies equipment – for example paddy transplanters (Japanese imports mainly) which are very much needed as they do reduce labour inputs.

They also certify tractors.

Weeders are also needed to reduce labour inputs – but can only be done on transplanted paddy areas, but it is quite costly – walk behind self-powered machines are around US$3,000, ride on tractor pulled are around dUS$1,900.

Areas with broadcasted paddy seed use herbicides.

For mechanical harvesting need at least 50 acres per annum – as paddy is harvested at various times throughout SL harvesting contractors can move around with the different seasons evolve. They cut about 10 acres a day.

Local blacksmiths do the repairs which can be problematic as most operators are not skilled mechanics. Some machinery suppliers have mobile servicing unit.

Some machinery developments emanate from own ideas – but do not patent as this makes equipment expensive and Govt is not keen to pass this cost on to farmers!

Note that coconut harvesting equipment has been developed by the Coconut Research Institute which has its own centre for mechanisation.

Little animal traction in use in SL as farmers have mostly sold off their animals (buffaloes).

Institute of Post-Harvest Research has developed solar dryers.

No or little effort applied to irrigation – have developed own small PTO driven pumps though.

Major challenges are that all machinery can be imported – and Mr B. felt that need stern policies as local manufacturers cannot compete with China which come in duty free and local manufactures have to pay duty on steel, nuts and bolts etc.

3. In-Service Training Institute, Mahailuppallama
   Mr Darmasena Assistant Director

The institute falls under the Provincial Council and not the Central Dept of Agriculture.

Their role is to train extension officers (and farmers) in use of new technologies.

There was no readily available list of courses or module to hand and no list of number of participants trained. However, a soft copy of the list for 2017 was provided (Han) and also a list of training courses obtained from a banner in the entrance hall – mostly household entrepreneurial courses focused on women, such as Floriculture and ornamental plants, Beetle cultivation, Scientific Homestead gardening, Bee keeping, Cultivation under agrowells, B. onion seed production and cultivation, Mushroom cultivation. They also provide training specifically requested.

Some Govt departments use the facilities (at cost) and bring their own trainers.
The institute was built in 1970 with NZ aid funds – currently undergoing a major rehabilitation.

Training is limited as they only have 3 training officers – not much action was apparent. They claim that trainings and programs are prepared on need base. Farmers needs are identified by extension officers and they inform the ISTI to conduct relevant trainings. Farmer trainings are offered free of charge. Resource persons fee is paid by the ISTI

The hostel is in a very poor shape and requires urgent rehabilitation and refurbishment. They do experience budgetary problems, especially towards the end of the year (Oct-December when they have to close down early. They are unable to contest allocations with provincial department and council.

Dr Kumudini remarked that the facilities at the centre and around could be optimally used if the new initiative on agriculture technology demonstration parks designed under WB Modernization project would be established in the perimeter.

4. Government Seed Testing Unit, Mahailuppallama
Ms K B R W Windini Balasooriya, Agricultural Instructor

There are 6 regional seed certification centres throughout SL. Sampling officer receives samples and passes them into the systems – 4 categories – A – farmers’ fields, B – after processing, C from government storage, and Other – such as paddy.

They test for Moisture, Purity, Germination and Viability. The tasks are extremely demanding and highly repetitive, the team appeared to be dedicated and competent.
This is an essential facility for SL agriculture sector.

This facility could be privatised and fees charged for the work. Possibility of employing high tech equipment for faster service delivery.

5. Government Seed Farm, Mahailuppallama

Deputy Director, Mr Priyantha Wirralasema (+94 713284801)

Largest government farm in SL and provides mainly basic seed from Government seed farms. It receives breeder’s seeds from research and multiplies foundation seed, mainly paddy, oil seed crops, veggies

They have 500 contract growers who produce certified class seeds from registered class seeds. The Seed Farm buys seed from the contract growers, processes the seeds, sales and coordination is from the office, or at seeds stores throughout the province and other areas (eg Western Province). They also have a mobile sales service access facility. Sometimes farmers are given concessional sales eg 50% of usual price.

Revenue is deposited into central treasury fund.

Their establishment or cadre is 25 plus 7 contracted, farm labourers 153 and 34 seasonally contracted. They have 15 technical staff on the farm at the moment.
Produce 20.5 mt of paddy last year, 7 mt oil seeds, OFCs 3mt. Contract growers sent in 40,000 bushels of paddy +/- 2,000mt

They select growers with assistance from extension officers from Mahaweli Development Authority – they give criteria and then – they are given seeds and no other inputs, technical support given by the farm’s staff who visit 3 times a season along with seed certification staff who take samples for testing.

Extension Officers from Dept of Agric for 500 outgrowers. The EOs are mostly diploma holders, although some are having a BSc.

DAY 3: 6th June 2018

1. Office of the Deputy Director of Agriculture (Inter Province), Anuradhapura
   Mrs. Samantha Godigamuwa, Assistant Director of Agriculture (Inter province), +94 71 603 77 56 +94 252 23 50 37, anuruddhikagodigamuwa@gmail.com

In the North Central Province, 3 different institutions are operating in the context of agriculture development and this categorization is based mainly on the scale of the irrigation scheme:

1. Dept of agriculture – central govt: Operating in interprovince areas mainly dealing with major irrigation schemes
2. Provincial Dept. of Agriculture: Operating in areas under provisional council dealing with minor irrigation schemes
3. Mahaweli Authority ??? operating in Mahaweli areas

Six inter-provincial areas can be identified within the country: Anuradhapura, Pollunariwa, Monaragla, Hambantota and Hasalaka

12 major irrigation schemes (eg. Niwaraawewa, Nachchaduwa, Wilachiya, Dewhoowa to name few) are located in Anuradhaputa inter-provincial region. Paddy, OFC, F&V, are the major crops handled by this center. Priority crop is paddy and other field crops too in maha season in upland cultivation under rainfed condition. During yala season, source of irrigation is mainly through agro-wells. The extent of paddy lands and highlands are 31,000 ha and 35,500 ha respectively. Farm families about 47,400. 38 Agriculture Instructors (AT) 36 Technical Assistants (TA) provide the services to the farmer community. AIs and TAs have demarcated area or location, and perhaps have
some Subject Matter Officers (SMOs) who deals with specific subject covering entire region.

Farmers can always keep contact with Agriculture in the area. Agriculture Instructor is available on Wednesday at the Agriculture Instructor’s office at the agrarian service his/her area. The Assistant Director of Agriculture (Extension) of the segment or Deputy Director of Agriculture (Extension) in the inter-provincial area could be contacted on Wednesday in relevant office or over the telephone or by mail at any time.

The main focus of the office is to contribute to agriculture development. There are several divisions under Office of DD (Agriculture - Interprovince) namely: Research, Extension and Education.

Agriculture Instructor’s office at agrarian service centers in inter-provincial agriculture extension service areas at sub-divisional level
Assistant Director of Agriculture (Extension) at segment level.
Deputy Director of Agriculture (Extension) at inter-provincial level.

**Nature of the Service provided:**
Information on new technologies, training field visit & advisory service, field problem solving assisting in input supplies and marketing, coordination with other relevant stakeholders etc.

The major issues and challenges:
- Diminishing of cultivated land extent
- Water scarcity
- Soil erosion
- Pests, diseases and soil problems (salinity)
- Misuse of agrochemicals
- Labor shortage
- Climate change effects
- Timely unavailability of good quality planting materials
- Marketing

**Productivity Improvement programme – “YAYA PROGRAMME”:**
Farmers who have similar interest are grouped together and carry out cultivation simultaneously. 50-60 farmers are in one group and total area is around 40ha. This groups enable farmers to use machineries for land preparation and transplanting.

**New technologies:**
Parachute method and transplanting have been introduced to farmers as a measure to handle labour shortage and it proved to increase the land productivity. Yield estimated to be 10-15 higher in parachute methods than broadcasting. Eight labors are needed for broadcasting while only ½ of this is needed for parachute. Seed requirement are 40, 20 and 12 kg per ac for broadcasting, transplanting and parachute respectively. However, the adoption rate of parachute method is comparatively low (only 1-2%) due to high cost of trays. These trays could be re-used for three seasons max.
Mechanization and IPM:
Machinery such as inter cultivator is becoming popular for weeding and labor saving is more compared to manual weeding. This is a good option to address the limited availability of weedicides. Advice is given to farmers to promote IPM and farmer field demonstrations are set up to create awareness, especially to control chilli leaf curl complex and thereby to reduce chemical use.

Support has been given to farmers to construct agro-wells, micro irrigation and to acquire water pumps under the National Food Production program (under Central Gov). These facilities would increase water use efficiency and minimize price fluctuation effect by allowing for off season cultivation. Farmers have also been encouraged to establish soil conservation bunds.

Leaf color chart is used to determine the requirement of N and use accordingly. Rain shelters are promoted to minimize fungal disease spread in big onion seed production, nursery establishment during rainy season and off-season cultivation.

Home gardening is encouraged in villages to cultivate crops without chemicals and following IPM while ensuring food security and food safety under National Food Production program. To face the water shortage issues, short-age paddy varieties (21/2 – 3 months) have also been introduced. The recently introduced new varieties: Maize MIHI, Chilli MI CH 3, papaya – Horan Hybrid.

A special AT paddy variety was commercialised and used by the CBL adding value for producing Munchee Kome, a rise based cookie.

Varietal adaptability trials are being carried out in farmer fields to get the feedback from farmers re: milling quality, taste, P&D tolerance and promising lines identified will be expanded further.

Farm Business School:
Is being implemented an as extension tool where farmers are educated to calculate COP, setting prices, linking market and financial analysis in a business context. Example of
Findings of the TAMAP Screening Mission Central and North from 3 June-12 June 2018

success stories: Training “HELA BOJUN” entrepreneurs (women-headed groups). 2-day workshops are conducted for AIs of Interprovince, Anuradhapura.

Each and every season “Kanna Rasweem” (Season meetings) are organized with all stakeholders and inform farmers regarding the amount of water to be released and paddy cultivation extent will be decided accordingly for particular season.

Some assistance has been offered by projects viz. PEASE, JICA_ICIM, EU-SDDP (FAO) and PEISEIP.

There are some issues connected with farmers’ perceptions and confusion messages due to operating three extension services offered by Provincial, Inter-provincial and Mahawelli. In the provincial set up subsidies are provided whereas other two do not provide such.

In line with the provisions in the Agrarian Service Act, farmer organizations are registered based on the locality. But the “SARU KETHA” scheme for commodity-based groups among the many.

Technology driven groups are also there eg: Young Farmer Clubs and Seed production groups

**Budget allocation process:**

Allocation is performance based and the estimate will be submitted to the Head office for onward submission to Ministry of Agriculture (Central Govt.)

2. **Office of the Deputy Provincial Director (Extension) of Agriculture**

   D.P.D. Gnanasinghe, Deputy Director (Extension), Provincial Department of Agriculture, +94 71 453 62 43

   Mr Chandrasiri, DD

This office is attached to the Provincial Dept. of Agriculture which is under the Provincial Ministry of Agriculture and is concerned with Agro-product marketing, Animal Production, Animal Health and Fisheries Affaires of the North Central Province. Provincial Councils were established in 1987 with the 13th Amendment to the Constitution. There are in total 45 extension offices. 32 Agrarian Service Centers under the Province. 6 ACS under Inter-province and the remaining are under Department of Irrigation and some other entities.
Approved carder of Als – 140 but only 45 filled. Fund are received from Finance Commission under Provincial Specific Development Grant (PSDG).

This office covers two districts, Anuradhapura and Pollonnaruwa. Basic information pertaining two the areas covered are given below:

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<th>Pollonnaruwa</th>
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<td><strong>Farmer organizations</strong></td>
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**Crops**: Mainly paddy under minor irrigation (small tanks), OFC – Maize, B. onion, soya, cowpea, black gram, vege, green gram, finger millet, ground nut

Some projects under PSDG:

1. Production and productivity improvement
   - Quality improvement of seed and planting material
   - Introduction of new technologies and good management practices
   - Crop diversification and crop zoning
   - Homestead development
   - Soil and water conservation

2. Marketing and technology development
   - Institutional development
   - Institution of pre and post harvest technologies
   - Linking producers and markets/ market extension

3. Promotion of agro industries
   - Technology support for agro based industries
   - PPP
   - Development of individual/group entrepreneurs
4. Capacity building
   - Institutional development of beneficiaries
   - Capacity development of government organizations

3. Agrarian Service Centre (ASC) – Shawasthipura

The ASCs are under the Department of Agrarian Development (DAD) of Ministry of Agriculture (Central Government).

The officers of the DOA and DAD are working together in the same building. The As and TAs maintain the field note books, record daily routines and carry out crop cut surveys. They were of the opinion that if smart phones and tablets are provided, they could do their job more efficiently as transfer of the information would be facilitated though those devices.

Functions of DAD

1. Executing of provisions according to the Agrarian Service Act
2. Strengthening farmer organization to increase land productivity
3. Resolving agriculture conflicts and setting of regulatory frameworks
4. Managing farmer banks
5. Collecting acre tax (“Akkara Badu”)
6. Suppling agriculture inputs on time and maintaining internal sales centers.

Functions of Provincial DOA

1. Providing agriculture extension service, Preparing and implementing extension plans
2. Awareness on new technologies, strategies, demonstration of Yaya programme, organizing training classes, filed days, field visits,
3. Introducing new seeds and planting materials
4. Extension on homestead cultivation/ soil nutrient and soil moisture conservation and post-harvest technologies
5. Instructions to control and minimize pest and disease
The AIs and TAs based in this center are quite diverse but does not cover all agriculture related disciplines. Eg- an AI who deals with coconut is not stationed in this center.

AIs use their own vehicles for field visits. Fuel allowance is given to them for traveling although it is not sufficient to cover the actual cost because sometimes they need to travel long distant to visit farmers belong to his /her area. (One AI travels about 36 km to visit some farmers)

Farmers have been provided with state owned land for cultivation on lease. Although they must renew license in every year, it seems not being practiced in regular manner.

They use training facilities at the in-service training centre Gannoruwa and Mahailuppallama and mentioned to be quite good facilities.

Visited the following during field visit:

- Agro-well based farming systems – Papaya and vegetable plots
- Paddy demonstration plot comparing parachute and transplanting and broadcasting

4. Institute of Post-harvest Technology Research and Development Center, Anuradhapura

Mr. Mr Kavinda C. Dissanayake, Chairman
Eng. H.M.A.P. Rathnayake, +94 71 534 22 23, aprathnayake@hotmail.com
Dr. Nilanthi Wijewardane, Head of Research Division, +94 71 534 22 24
Ms Srima Dissanayake – HOD (Engineering),
Mrs Ruwanka Ratnayake, – HOD (Planning and Monitoring), ruwankaratnayake@yahoo.com

IPHT was established on 19th June 2000 by the Extraordinary Gazette of the Democratic Socialist Republic of Sri Lanka No. 1137/10 under the provisions of the State Agricultural Corporations Act. No. 11 of 1972.

They work with crops such as Paddy, Other Grain, Fruits, Vegetables, Field Crops, Spice, Cut Flowers and Ornamental Plants from harvesting up to consumption and involved with R&D, Extension, Training and also consultancy work which is not common to other institutes visited so far. Income generated through Consultancies goes
to the Institute not sending to the Treasury. IPHD does not have any competition with the Private sector for post-harvest consultancies as not much private sector firms are engaged post-harvest discipline.

**Main areas of consultancy work includes:** Establishment /modernization of rice and other grain processing plants; Establishment of food processing plants; Evaluation of post-harvest machinery and equipment; Preparation of technical and feasibility reports; Designing of grain storage facilities and plant layouts and conducting feasibility studies

**Specific goals identified for 2018 -2022 are:**

1. Redefining of the supply and value chains of agricultural crops in Sri Lanka


3. To become the most preferred institute for employment

4. International Center of Excellence for Postharvest Management in South Asia

**Divisions of the Institutes:**

Research, Engineering Services, Laboratory Services, Extension, Development Projects;, Academic, Administration, Finance, Planning, Monitoring and Evaluation and Internal Audit Division.

Their extension network constitute of R&D center in Anuradhapura and Post-Harvest Technology Centers at Anuradhapura, Abanpola, Kandy, Nuwara Eliya, Ampara, Hambantota, Kilinochchi, Colombo

**Current Status of R&D staff** shows that most of the key positions are still vacant:
Facilities available at the IPHT:

- Chemical Laboratory
- Physical Laboratory
- Microbiology Laboratory
- Food Processing Laboratory
- Post -harvest Processing Laboratory
- Engineering Workshop
- 3 Auditoriums
- Hostel (10 AC rooms, 18 Non-AC rooms)
- Officer quarters – 15
- Supporting staff quarters – 12

There are two types of R&D:
- Treasury (Govt) funded projects
- Private sector funded projects

Research projects are designed based on feedback received through stakeholder discussions, problems in supply chains elicited through research & extension staff dialog, involvement of a properly constituted research planning committee and R & D meeting in project/activity planning.
**Major lines of research** since 2017 are focused towards:

- Improvement of supply and value chain management practices of mango in Sri Lanka
- Training of trainers on postharvest loss reduction of agricultural food crops in major agricultural institutions
- Induction of fruit ripening by organic methods
- Determination of heavy metal contaminants of economically important food commodities
- Improvement of supply and value chain management practices of Banana, papaya and guava

**Value added products** developed are: vegetable sauce, fruit drinks, rice cream, Dehydrated fruits, vegetables & black lime, Osmotically dehydrated fruits, rice biscuits, bread, flakes, noodles, cake and rice soup cubes.

**Machineries** imported from other countries modified to suit the local context and certificates are issued. If there are any machines fabricated by the IPHD, they fabricate machines when they get orders from the end-user. Private sector is not attracted to fabricating machines in mass scale as demand is quite small and thus COP is high. As these machineries are used seasonally, may be 2-3 time per year, investing on such items is not economically feasible. So far they have not carried out any economic analysis and this year they intend to do that.

**Machineries and equipment developed by the IPHT:** Rural level parboiling vessel, Pulse de-huller machine, Hand operated maize Sheller, Maize Dryer, Medium Scale Parboiling Vessel, Fruit pulping machine, B-onion Grader, Solar Assisted Paddy husk dryer, Onion Dryer and Store, Pepper Steam Sterilization Machine.

Research outcomes are communicated to Extension staff through Research – Extension dialogue and feedback received from extension staff that reflect farmer needs are identified and projects are designed for researchable areas.

There are couple of patents developed by the researched in the IPHT and the patent rights owned by the institute.

Agreed to send the Five strategy document (soft copy).
DAY 4: 7 June 2018

1. Department of Agrarian Development, VAVUNIYA, Office of Assistant Commissioner Agriculture, Vavuniya

Mrs. S. Thiru Sethucesvalar, DFOA 077 30 65 203
and Mr. G. Ranjana, Divisional Officer / Kovilkulam Agrarian Service Centre, Vavuniya, 077 127 60 64,
ranjanas10@gmail.com

Agrarian Service Center Omanthai

This office focusses on assistance to paddy rice farmers and it covers one district which has in total 8 Agrarian Service Centers (ACS are under the control of the Central Government). Apart from paddy the office also render assistance to farmers growing other field crops. One major task of the Department of Agrarian Development in their field activities is to rehabilitate minor irrigation tanks and schemes and to assist farmer organisations in their organizational and institutional development and provision of fertilizer subsidies for paddy farmers.

The district faces the following challenges:

Many tanks in the district are in bad shape and need urgent rehabilitation;

About 30% of the paddy land (5,540 acres) in the district is abandoned because of the war farmers were displaced (partly 30 years ago) and people didn’t return to the land. The land belonged to the displaced people and they wanted to return after the war but since they did not have deeds they could not proof that the land belonged to them. Therefore, most of the land went back to GoSL. Most of the land is now bush and all infrastructures (irrigation canals, bunds, etc) on the land entirely depleted. Department of Agrarian Development has been implementing a
small rehabilitation programme to encourage displaced people. The rehabilitation programme would require significant more funds than available since putting back the land into production means starting from the scratch. The programme also suffers difficulties in allocating land to the displaced people. The rehabilitated land can only be used for paddy or for annual other field crops. The law does not allow to use the paddy land for perennial cultivation such as fruit trees.

There is a World Bank supported project in the district in which 3 ware houses have been established using the ware house receipt system approach.

**Funds and budgeting**

The office receives its funds from the Central Government. In making the funds as effective as possible, the Agrarian Service Centers have committees to decide on priorities. Based on those priorities action plans are developed and costed. The Department of Agrarian Development on district level compiles the action plans and requests the funds from Central Government. It should be noted that the Department of Agrarian Development and the Department of Agriculture through the Provincial Government work together in developing the action plans. Whereas the Department of Agrarian Development mainly focuses on tank rehabilitation, farmer organization development and subsidies, the Department of Agriculture focuses on farmer training, provision of seeds (sold).

Funds from Central Government are used to finance rehabilitation of tanks, fertilizer subsidy and crop insurance

Funds from Provincial Government are used to finance seeds, seedlings and training of farmers.

In the district there are about 750 tanks of which 150 have been abandoned and 600 are still operational.

Marketing and distribution are the main problems for farmers. Market prices are low and transport is frequently not available or very expensive.

**Farmer Organisations**

There are about 242 Farmer organisations in Vavuniya District consisting of about 22,000 farmer families. All individual FOs in the district form a District Federation which has representatives in the National Federation.

The farmer organizations are directly connected to the ASCs. The farmer organisations select two members for representation so in total 16 representatives of farmer
organisations in the monthly meeting of all 8 ASCs.

Task of the farmer organisations are:

Maintenance of minor tanks, discussing and agreement on the seasonal cropping pattern, water distribution

Farmer organisations are set up in accordance with the Law on Farmer Organisations and its by-laws.

Every year the ASC is conducting training for the FOs on management and administration.

**FOs and finance**

The organisations can get loans up to LKR 5 million and can enter into big contracts on behalf of the members. Individual farmers can get loans from the farmer organisations but the defaulting on such loans is high. This is mainly also caused by the fact that too little insurance is available for farmers. The loans are organized via a group lending system via Farmers Bank. Normal loans are not available for farmers as the running time of the loans is minimum 4 months which is too long for many banks without any collateral. Farmers Bank doesn’t demand for collateral. It has a guarantee fund for defaulting loans. Farmer organisations need to meet at least once in 3 months and need to allow for auditing of their accounts. Farmer organisations are allowed to make money on their business but the real business entity for business oriented organisations is the Co-operative.

FOs are closely monitored by ASC staff (Agrarian Development) and are regularly audited by ASC. Each ASC has two officers who are in charge of auditing.

In the district no farming is done on a contracting basis and also farmer organisations are not into milling or other processing activities but have storage capacity. The ASC contributes to the strength of the farmer organizations through training on management and business administration. Currently, by-laws are in the process to provide a legal base for these activities of the ASCs. Membership fees of the farmer organisations are low with LKR 120 per annum. For this every farmer gets an ID card of the organization.
2 Agrarian Service Center Omanthai and Farmer Organisation Omanthai

Discussion with farmer organization. The Farmer organization has 84 members of which 50 are males and 34 are females. It was (voluntarily) established in 2005. The organization is registered under the Act with

(a) One president
(b) One secretary
(c) one treasurer
(d) FO committee with 9 members

The main purpose of the FO is to promote sustainable paddy rice production among the FO members.

The members of the organization meet once a month among each other and have a General Assembly Meeting once a year. Prior to the begin of each cropping season, farmers of the FO have pre-seasonal meetings to agree on cropping pattern. The main problem the members have is lack of marketing assistance. Awareness of prices and arrangement of logistics to the market. Also they have too many different suppliers of assistance to the farmers.

The man function of the committee of the FO is to resolve conflicts between members of the FO. If the committee fails to resolve the conflict, then the conflict is brought to the attention of the corresponding ASC for assistance. If the particular ASC can’t solve the conflict then the case is taken up to the division office of the ASC. If still unsolved then the problem is taken up by the commissioner and then the last entity is the police.

The ASC consists of officers from the Department of Agriculture (agricultural extension, seeds supply) and from the Department of Agrarian Development (fertilizer subsidy, minor tank rehabilitation, institutional development of FOs).

The distance between ASC and FO Omanthai is 22 km. Extension services of the ASC to the farmer organization and its members are supplied on demand. The ASC Omanthai (division level) covers in total 32 FOs and is heavily understaffed. Usually for individual problems the officers visit the individual farmers. For common problems they organize groups of farmers. The agricultural extension staff from Department of Agriculture (Agricultural Instructors from Provincial Government) has a cadre of 5 officers but there are only 2 in place. The cadre of the staff from the Department of Agrarian Development (called Agricultural Research and Production Assistants) is 13 officers but only 1 officer is in place.

The extension officers have to use their own means of transport (usually scooters or motorbikes) and most of the fuel they have to pay from their own pocket. The distance an officer has travel is up to 36 km from office to FO.

Farmer Bank services are used by 20 members of the farmer organization. The main problem is that the Farmer Bank has too little resources to assist more farmers. The maximum loan a farmer can get is 40,000 LKR.

The FO has one water tank and appointed one person being in charge of the operation and maintenance of the tank. Farmers pay LKR 200 per acre for tank management. In addition, the farmers have to supply labour to clean the tank and the irrigation canals.
This has to be done twice per season. If members of the FO are reluctant to offer their labour services to clean the tank and the canals, they have to make payments to the FO as compensation. The officer from the ASC assists in main repairs of the tanks.

### 3 Regional Agriculture R&D Centre Killinochchi

**P.G.H.M. Shashika Herath, RARDC Killinochchi, +94 71 812 63 18, shashika.herath@gmail.com**  
**B.G.R.C. Balasooriya, RARDC, +94 77 859 86 11, bgrchalasooriya@gmail.com**

The Centre has 4 research staff. The focus is on all kinds of dry zone crops (no Paddy), however with emphasis on bananas and ground nuts. They do various testing such as adaptability and germplasm collection. The research centre is heavily understaffed and it does not have a soil scientist and also no horticulturist. In parallel, the available land is too little to conduct the required research.

The adaptability research focuses on drought resistance and hard water tolerance.

The centre has regular meetings with farmers and organizes trainings for farmers at the center but also in farmer schools. Also they visit farmer fields to discuss with farmers. The center got some more budget for operations.

The center produces breeder seeds and multiplication is done on government Seed Farms which use a system of outgrowers next to their own lands. Private sector companies are not involved in the multiplication as there are no such companies in the district. A main problem of the district in general is the low quality of the soil. The soil needs intensive treatment to improve it.

The soils are prone to virus diseases but prevalence of bacterial diseases is quite low. The farmers are increasingly changing from grape production (traditional crop of the district) to passion fruit as there is a ready market for it. The local fruit juice company KIST is buying passion, mango and papaya for their processing. This growing is done on contract basis and has a much lower risk than grapes.

In spite of the challenges the research centre has been facing, our impression that the researchers are very much committed and dedicated to carry out their duties. Moreover, it has to be noted that 4.5 years ago the research centre was entirely destroyed due to the civil war. In view of that, the centre looks quite good and has made a remarkable progress.
DAY 5 Friday 8th June

1. Northern Province, Department of Agriculture (under Provincial Council)

Mr Sivapatham Sivakumar (0773868581/021 221 6022; sivakumar.sivapatham@gmail.com)

Mr S was a very competent informant – knew the technical information and the administrative and planning systems very well. He provided very good documents and in additional he could back up with information. He also managed his staff very well.

The department’s main focus is on groundnuts – providing technical production support, supported by value chain in a relatively undeveloped form.
Findings of the TAMAP Screening Mission Central and North from 3 June-12 June 2018

3.1 Organization Chart

Provincial Department of Agriculture, Northern Province

PDA - Provincial Director of Agriculture
APDA - Additional Provincial Director of Agriculture
DPDA - Deputy Provincial Director of Agriculture
ADA - Assistant Director of Agriculture
SMD - Subject Matter Officer
AI(Sp) - Agricultural Instructor (Special Grade)
AI - Agricultural Instructor
FM - Farm Manager

DPDA (NP) - 01

PDA (NP) - 01

ADA-01
Seeds and Planting Material
DO-01 AI-01

ADA-01
Economics
DO-02 AI-01

ADA-01
Information & Training
DO-03 AI(Sp)-02

Accountant- 01

Administrative Officer - 01

CMA - 01

DPDA - 05 DPDA (Ext) Offices

ADA (HQ) 05

AI (Sp)-16

ADA Segment 06

CMA - 05

GIFF Vavunia
AI - 01 (FM)

05 DATGs
AI (Sp) 05 (FM)

ISTI AI (Sp) 01 FM

AI - 1 (AFM)

Al - 01

DO-06

Al-1

Lab - 05

 ASC - 3.0 x 1 Lab.

Driver - 18, 0EX - 10,
Lorry Cleaner - 01
Circum Bungalow Keeper - 01

Tractor Driver - 01, Buddez - 01
Lab - 11, Nursery Man - 01
Water pump Operator - 01

Lab - S8, Warden - 01, Cook - 05
Store Man - 01
Tractor Driver - 05, Water pump Operator - 01
San. Lab - 01, Nursery Man - 04, Body - 05.
The private sector is involved such as Food City Cargills – who collect veggies etc at collection centres; produce is then sent to sorting centres and then distributed to supermarkets. Other companies are following suit. They are trying to encourage small entrepreneurs as well. They have established a vacuum drier – a bit primitive but it works. Using Moringa leaf which they dry with solar driers, pack and export. Problems with quality as exporters not paying a decent price even though demand is high and global prices are high.

Trying to get small businesses to follow Cargill’s example but they are only partially adding value though processing. The idea is to use commodity groups - private sector has asked Dept of Agric to assist – getting there slowly.

Also trying to promote mango production using improved cultivars – initially farmers use sprinkler irrigation for intercropped ground nuts then after 3 years switch to drip as mango trees come to fruition. WB project is focussing on short term annual crops as mangos more long term.

Policy and planning – Prov Director tabled the departments policy and strategic plan – which talks to the new NAP. It is very detailed and well written and has strategic milestones which they will use in monitoring performance.

They have some political issues but no major problem.

Provincial Council – Provincial Governor under whom are 4 ministers – Health, Education, Agriculture and Woman’s Welfare.

The Provincial Agriculture Department which received its allocation from PC, has larger mandate than Central Dept Agric – is it is responsible for Agriculture, Agrarian Services, Livestock, Inland Fisheries, Irrigation, Environment and water Supply, Food Distribution, There are 5 districts in NP, with 54 Agrarian Service Centres, they are responsible for major and minor tanks

There is an establishment of 607 cadres, of which only 393 posts are filled. In particular there are:

- Agrarian Service centres 23 cadres but only 6 positions filled
- Agricultural Instructors 106 cadres with only 48 positions filled
- Technical Assistants 140 cadres with only 30 positions filled

The Director provided details of all cadres and filled posts. We also saw his 2018 budget which has to be completed and reported on monthly giving actual expenditures against budget for all line items.

They receive support from National Planning and Treasury – Finance Commission. They have been allocated 80% of requested budget – in terms of pecking order they are 3rd in line after Education and Health.
Main problem apart from high vacancy rate (recruitment has been frozen due to pending court case) is lack of mobility, this is causing major problems – some AIs are having to support 5,000 farmers.

The planning cycle involved all stakeholders including central level and planning officers liaise regularly with these ministries. They have to review implementation progress against budget every ¼ and involves all Prov senior stakeholders. In terms of procurement – they need permission at every juncture and this is time consuming and slows things down.

A noticeable problem with the budget and strategic plan is that they are assuming fully funded programme of work using all cadres filled. There is no plan B. All relevant docs provided which was very useful. Will need to ask all Provincial Agric departments to provide the same.

There is a good case for reviewing the present model and to debate how to move forward given the limitations they are facing – consider the T&V system abandoned after the 13th Amendment etc.

TAMAP could assist in this especially the planning and strategizing aspects.

Irrigation is a major problem – they lack access to water and cannot get involved with fodder development for livestock.

The team moved to the Prov Agric Secretary’s office for a courtesy call. Also met Provincial Head of Livestock who shared his thoughts on the sector and shared his views that Govt was not interested in promoting cattle production in SL due to religious inhibitions even though all groups eat meat.

Visited Demonstration plot – improved organic Mango farm (see photos) – which was experiencing problems with fertility and virus attacks (leaf curl etc), also poor spacing and pruning.

With several AIs we then visited a farmer using an inter-row power weeder – assorted veggies – chillies, beetroot, onions etc. Really good soils and looked impressive.

From there we visited a progress farmer growing cooking bananas and 1.25 acres of grapes growing on a raised trellis under netting.

Trellis cost Rs 500,000, netting Rs 2,000. Applies cow dung twice a year at Rs 70,000, employs labour to prune and apply insecticide (300 md). There are 450 grape plants from which he yields about 15,000 kg per annum (10,000 & 5,000 kg). He sells produced mainly neighbours for around Rs 250 /kg.
We then went to another banana farm also growing big onions, leeks and carrots. All looked very impressive.

Als mentioned they have to use their own motor bikes or scooters which go for 75kms per litre petrol. The bike costs now 300,000 (Vespa 350,000) payable over 3 years. Govt provides a travel allowance of Rs1700 pm which does not cover the travel expenses incurred by the Als – they travel around 75 – 100 km per day at least.

There is a govt loan scheme but they are not given access to it.

2. Jaffna Milk Collection and Processing Centre Cooperative

The group visited the above centre which was initiated about 10 years ago by UNDP, Land O’Lakes etc.

The details given by the CEO were rather confusing and often did not tally with the comments made by the manager of the processing plant.

There are 27 collection centres covering 5,500 members. This number has declined as many joined to benefit from an initial subsidy given by Govt to the dairy sector. Now there are 900 farmers delivering milk, another 1000 or so are in the dry-off phase of production.

Farmers milk once a day in the night and the cooperatives one tanker collects milk between 5 a.m. and 6.30 a.m. – no plan for break-downs.

The CEO mentioned they receive 550 litres of milk a day – processing plant manager said 1000 that day even though only one 500 litres cooler tank was in operation.

They test samples for E.coli and acidity. According to Han the quality of milk is low so they make yogurt from powdered milk. The coop also makes ice cream, cheese, iced-lollies – milk with colouring, Ghee and Gert.

We toured the processing plant. The manager mentioned they were seeking GMP certification – in his dreams, this was a pretty rank facility that needs demolishing, rebuilding and re-equipping.
DAY 6  Monday 11 June

1. Plant Generic Resource Centre (PGRC)
   Additional Director/Head, PGRC, Dr. W.L.G. Samarasinghe  (071821 7437; 081 2388494  
gaminisam@yahoo.com; pgrc@sltnet.lk)

Plant genetic resources center (PGRC) was established under the grant of Japan international cooperation (JICA) in 1988 and mandated for conservation of all the crop varieties and their wild relatives in Sri Lanka. It is administered under the Seed Certification and Plant Protection Center of the DoA. The main objective of PGRC is Exploration, Collection, Evaluation, Multiplication, Conservation and characterization aiming to promote utilization of germplasm (genetic resources) for the benefit of researchers, plant breeders, farmers etc.

Services offered by the Center includes: Conservation of diversity of plant Genetic Resources; Provide necessary germplasm and information to users (e.g.: International counterparts, DOA –Research Institutes; Other researchers /universities; Farmers, NGOs, Community seed banks and private sector); Technical assistance to improve crop breeding programs and variety development; Promote traditional cultivars among the farmers; Conducting awareness on Plant Genetic Resources to various groups.

Germplasm materials are provided free of charge to all users and even to the private sector but endorse with a MTA.

Responsibilities are entrusted to key three unites: Technical Units, Unit and Non-technical.

There are several disciplines under Technical Unit: Exploration and Collection; Seed Conservation (seed gene bank); Multiplication, Characterization & Evaluation; In-vitro conservation & Biotechnology and Data management

(PGRC has the best laboratory for biotechnology and a special request has been forwarded to the Treasury seeking funds to upgrade it into a state-of-art laboratory that can serve as a hub for DoA).

Project unit deals with international donor funded projects foe eg: GEF ; Biodiversity for Climate change Adaptation (BACC), Biodiversity for Food and Nutrition (BFN).

In the video clip it was depicted that Sri Lanka being 35 in the biodiversity hot spot is depleting its forest cover and crop wild relatives. Introduction of exotic varieties also making an impact of evolution of crops and domestication. It was mentioned that genetic
erosion of cultivated indigenous varieties and wild relatives of crop plant species in Sri Lanka has been occurring rapidly in natural habitats and hence, conservation of PGR is essential. Several programmes have been implemented towards in situ conservation of PGRFA and quite remarkable progress has been achieved.

As at year 2015 records, 1974 germplasm accessions have been collected and conserved. The collection is dominated by Rice (5588), Grain legumes (3467) and Cereals (2123). Of the total gene bank holding (19744), 50% have already been characterized morphologically and passport data were recorded. Around 8000 accessions have been given to researchers and farmers. Many promising varieties of different crops have been developed using the PGR collection maintained at PGRC.

There are various projects and strategies, multilateral agreements and mechanisms for institutional/sectoral integration/coordination that address various aspects of PGR conservation and use in the country. To name few:

- **“Helabojun”:** An innovative platform for promoting traditional crop varieties and their usage in culinary purposes while encouraging women entrepreneurs (self-employment). In this program re-introducing old and traditional varieties to farmers is the key feature.
- **On-farm conservation:** Work with farmers to conserve crop cultivars on their farms (in-situ)
- **Community seed bank:** Funded by Treasury for rice and yam and enterprise seed farmers – facilitate storage of materials to minimize moisture content
- **Community based survey of traditional genetic resources:** is conducted covering 3 agroecological regions. Baseline assessment of initial population survey in cascade, home garden and “Owita” ecosystems in Kurunegala Kandy and Kalutara completed.
- **Trainings and Awareness for Farmers, International participants, DoA Officer; Postgraduate/undergraduate students, Diploma holders and School children.** There is a conference hall where they conduct these trainings and the hall is hired for outsiders and the income earned through this goes back to the Treasury.

Finances are channeled through the MoA and DoA and other several funding sources available:

**International** - (JICA; USDA; Crop Wild Relatives (CWR) – GEF; Integrated Management for PGR (IMPGR – AFACI- Korea); Biodiversity Adaptation for Climate Change (BACC – GEF); Biodiversity for Food and Nutrition (BFN- GEF)

**Local**: Ministry of Agriculture, Competitive grants (CARP, National Food production program (NFPP); National Research Council (NRC)

**Visited laboratories and ex-situ collections:**

**Conservation of seed in two main categories:** Base collection at 10 C, 25-30% RH with projected longevity of 35-50 years; and Active collection at + 4 °C, 25-30% RH with 20-25 years longevity. As such the cooling facility is quite demanding to maintain accessions without loss of viability. The major repair is due for converting the CFC into other envir. friendly sources. Energy consumption for this facility is quite high and seeking to go for solar energy.
In-vitro-conservation and Biotechnology: Germplasm conserved and maintained in vitro mainly includes sweet potato, potato, banana & Dioscorea spp.

Protocol development for long term conservation using cryopreservation at ultra-low temperature is underway and if this can be achieved germplasm can be conserved for many years without further multiplication for maintaining the stock. However, at the moment, major impediment is access to liquid nitrogen and this has to be bought all the way from Colombo quite frequently.

Biotechnological applications for germplasm related activities includes: Genetic characterization, Genetic diversity studies, Genetic fingerprinting, Gene tagging and gene identification for desirable traits, Molecular markers to cut short the breeding and crop improvement in developing elite varieties with commercial potential

Requirements:

Conservation capacity need to be increased and cool rooms need to be converted into non-CFC. In vitro conservation facility also need to be upgraded. Cryopreservation protocol to be developed and optimized for important crop varieties specially for vegetative propagated crop; DNA fingerprinting protocols for ensuring verity protection when PVP act is in place.

Challenges:

1. Many higher posts are vacant and unable to fulfil the carder due to court case. Presently only two scientists (one PhD and 2 MSc.) and manage with Pas, DOs, RAs and TAs
2. Though CARP provide competitive grants for projects, those do not cover training (foreign) and even it is provided, cannot afford to send out officers for postgraduate on full time due to availability of limited number of scientists.
3. Income generated by the PGRC goes back to revolving fund and thus proposed to establish “Thrust Fund” for PGRC.
4. Private sector does not fund their research and other activities but material are given free of charge. Expediting PVP act and laws in place is the solution.
5. Though budget allocation is there, timely liquidity is a problem. All budgetary provisions are channeled through Treasury, DG and Chief accountant. Grant release procedure is cumbersome and more paper work involved. Same for reporting R&D progress and activities.
6. Although there are collaborative efforts for R&D, these operates through informal contacts, thus need to have a formal procedure to realize outcomes of projects with integrity.

2. Tea Factory – New Peacock Estate, Pusellawa

Senarath Pathathkumbura, Senior General Manager, +94 777 583 704, senarathpahath@yahoo.com

This factory is managed by Elpitiya Plantation PLC of the Aitken Spence group, which is now engaging in Rubber, Coconut, Cinnamon and Oil Palm other than Tea. New
Peacock and Nayapanne estates have 268 ha and 235 ha tea in bearing (currently harvesting)

The average tea production in Sri Lanka is around 1,500 kg (made/ black tea)/ha, whereas this estate could reach 3,000 kg/ha in some fields/divisions. However, in some fields average yield is around 800kg/ha and this leads to high COP in the estate in general. In many fields of the estate, re-planting is needed to be continued in order to increase the productivity. Replanting is cost prohibitive and require spending nearly Rs 4 million /ha. As soil rehabilitation involves 2 years under grass planting, it does not generate any income. Also, another three years until the first crop is harvested making it altogether 5 years without any revenue. It takes nearly 20 years to recover the capital investment, though the productive life span of tea is around 25-30 years.

Some tea plants in this estate are more than 100 years, which needs to be replanted and the company policy is to diversify unproductive lands for timber cultivation. The estate has identified around 143 ha (almost 50%) unproductive lands and converted into timber (Eucalyptus) cultivation and also for fodder, dairy farming, fruit and vegetable cultivation.

Retaining labor for estate work: One of the main problems facing at the moment is retaining labourers. Although, currently, there are 3,800 people living in this estate, only 407 are working in the estate. Labour migration to other industries such as construction, hospitality industry to make quick money appears to be the reason. Youth moving into 3-wheeler driving also another major hindrance. Despite of providing various welfare and other benefits to the workers (housing, medical, water, sanitary facilities, maternity benefits, child care etc.) attracting them for work is an issue. Strong Union backing with political support is one of the reason for preventing the management taking decisions to take off some benefits to lower the COP. In addition, the new separate houses are also being built with the assistance of the Indian government by the Ministry of Hill country, New Villages, Infrastructure and Community Development. Education facilities are also there in tea estates and this estate has three schools.

To address labor scarcity, one option is mechanization.

Although there are machines and shears developed for harvesting, mechanization of tea plucking is not amenable due to steep slope terrain. However, the machineries, which are suitable to this type of terrain need to be developed. Mechanical harvesting has become a necessity during “rush crop” period (peak season).
Soil erosion is also common in this area and soil conservation methods such as lateral draining system, water diversions to streams, cover crops in bank side have been practiced. **Low soil carbon** content/ organic matter in soil also is a problem to achieve good growth and yield.

Fertilizer, especially Nitrogen is needed to keep the tea plant in vegetative stage. High cost of fertilizer was also a major problem when government converted the fertilizer subsidy scheme in to cash grant scheme. Now, the government has decided to continue the fertilizer subsidy scheme again and however, the **policy inconsistencies** also lead to many other issues. This factory buys the fertilizer from reputed companies such as Hayleys and Bauer.

**Banning of Glyphosate** (Roundup) is an issue and need to spend more money on manual weeding. Though ban has been lifted for plantations, still in the process of seeking cabinet approval. Fungicide, Hexaconazole which is quite and efficient fungicide was also banned and thus making it difficult to control some diseases making huge crop losses during bad weather condition.

Every year **wage hike contribute to high COP** and estates run under loss.

**Value Chain analysis need to be undertaken** and need to shorten it by excluding middlemen in the chain and connecting directly to the international buyers /consumer also enhancing the product traceability. Also need to ensure guaranteed price for tea produced like with setting prices for bought tea leaf (green leaves).

Importation of tea, blending in Sri Lanka and re -export with lion logo is also an issues causing poor image for the tea industry thus, need to have **appropriate policy directives and regulations**.

**Visited the factory:**

This factory has the ISO 22,000 certification, since the tea is considered as a food. Good Management Practice (GMP) is also used as a quality assurance. In addition, obtained the Rainforest Alliance certificate. The factories in the plantation produces both orthodox and CTC (Crushing Tearing and Curling) tea and New Peacock factory is CTC. Orthodox process though an old age practice preserve the best quality of black tea. (Orthodox teas are exported to countries like Japan, Germany, Russia and Middle East. CTC is mostly used for producing tea bags. Kenya produces only CTC tea).

This factory produces 70-80% main grades, 20% off grades and 10% refuse tea. The factory sends the produce to Colombo Tea Auction through brokers. Final product packed in 60 kg bulk packaging in sacks are sent for auction. Therefore, finally the middlemen get the higher profits and it does not trickle down to the producers. The estate has out growers and the productions receive from them are processed and packed separately, because sometimes there are certain problems with the out-grower arrangement such as usage of banned chemicals.
Factory runs under capacity (only around 60%) during off peak season but operate in full capacity during rush crop period which last nearly for 3-4 months.

The factory had tried to maintain their own brand and however, it was not successful due to marketing problem. Value addition such as consumer packing also is expensive due to high machinery cost.

Issues in summary:
High COP, marginal lands and poor soil, old seedling tea with low productivity requiring replanting, high cost of rehabilitation and re-planting, labor retention, terrain makes field operations non-amenable for mechanization, bulk tea to auction and less profit margin, strong unions with political backing, cost involved to meet social welfare facilities.

His visioning for future:
- Mechanization and development of appropriate machinery suitable for terrain
- Establishment of Bank branch or ATM introducing debit cards to workers with borrowing limits and conducting awareness programmes to workers on money saving are some of the interventions required to develop this industry in future.
- Adopt KTDA model
- Upgrading housing for workers (individual houses than line rooms)
- Proper regulations and reaching consumers directly with value added products of own estate creating their own brands

Day 7 12 June 2018
Rice Research and Development Institute Batalagoda
Mrs. Upul K. Rathnayake, Additional Director, upulr@yahoo.co.uk

In Sri Lanka there are 46 agro-ecological regions with tree major zones: dry zone, wet zone and immediate zone. The Rice Research and Development Institute Batalagoda is the main rice research centre and has 7 branches (satellites) in the country covering most of the agro-ecological regions.

(a) Dry zone has annual rainfall of 1,750 mm and less
(b) Intermediate zone has annual rainfall between 1,750 mm and 2,500 mm
(c) Wet zone has rainfall above 2,500 mm
- Maha (wet season) starts in October and ends in February
- Yala (dry) starts in April and ends in September

**Importance of rice production**

<table>
<thead>
<tr>
<th>Paddy Extent (million ha)</th>
<th>0.79</th>
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<tbody>
<tr>
<td>Paddy Production (million mt)</td>
<td>2.38</td>
</tr>
<tr>
<td>Average yield (mt/ha)</td>
<td>4.29</td>
</tr>
<tr>
<td>Total Requirement – rice (million mt)</td>
<td>2.36</td>
</tr>
<tr>
<td>Rice Production (million mt)</td>
<td>1.52</td>
</tr>
<tr>
<td>Rice Imports (million mt)</td>
<td>0.75</td>
</tr>
<tr>
<td>Foreign exchange spending (million Rs)</td>
<td>45.881</td>
</tr>
<tr>
<td>Per Capita Consumption</td>
<td>110.2 kg/year/person</td>
</tr>
</tbody>
</table>

**Issues identified regarding rice**

1. Low realizable yields in high potential areas
2. Yield losses due to pest, disease and weed incidences
3. Poor productivity due to natural adverse abiotic conditions (drought, flood, salinity, iron toxicity, temperature)
4. Yield losses due to the adverse effects of climate change
5. Degradation of rice ecosystem due to indiscriminate use of inputs
6. Less availability of quality rice required for consumer satisfaction both as basic food for conventional diet and functional food to cater for non communicable diseases such as diabetics
7. Less availability of rice based products
8. Less availability of quality seed materials for rice cultivation
9. Poor awareness on proven technologies
10. Insufficient and inappropriate polices for food security, nutritional security and sustainability of production
Underlying policies regarding rice

1. Best management technologies suitable for potential areas
2. Best management technologies for integrated management of pest, disease and weed
3. Appropriate management technologies for abiotic stress condition
4. Mitigation and adaptation practices to cope up with climate change
5. Appropriate management (eco friendly) practices for improving soil health, faunal and floral diversity
6. Technology for production of quality rice (eating, cooking, nutritional and health conscious qualities)
7. Novel rice based products to fulfill consumer demand
8. Quality seed production of improved and traditional rice varieties
9. Awareness creation on proven technologies
10. Contributing policy intervention and revision through the IPS (Institute of Policy Studies)

Research areas

Crop Improvement
- Plant breeding (Age group)
- Plant breeding (Quality rice)
- Plant breeding (abiotic stresses)
- Bio-technology
- Hybrid
- Grain quality

Crop Management
- Agronomy
- Soil Science
- Water Management

Crop Protection
- Entomology
- Pathology
- Weed Science

Technology dissemination

Socio-economics

Question: why is there such a big gap between potential yields of rice and actual yields accomplished by farmers?

Answer:
• The rice institute recommends 3 weeks of land preparation whereas farmers spend maximum 1 week for land preparation
• Farmers do not stick to the recommended quantities of fertilizer: some apply too much and some apply too little
• Many farmers are part time farmers and therefore do not devote their time on agriculture
• Climate change: non-availability of drought tolerant varieties, poor water management

Major problems the institute is facing

• Due to pending court case, no researchers can be employed. The last batch of researchers was recruited in 2013. The actual vacancy situation is currently only 50% of the cadre positions are occupied
• There is no soil scientist in the institute
• Currently there are in total only 6-7 PhDs in the 8 research centres
• The annual budget has declined over the last years. Have to compensate the declining recurrent budget with grant contracts. Hit rate proposals submitted estimated at 70%

There is very little collaboration with international universities or research organisations

However, research staff members appear to be very dedicated and committed towards their research work
"Technical Assistance to the Modernisation of Agriculture Programme in Sri Lanka"
A programme, funded by the EU and implemented by a consortium led by ECORYS
Annex 3

Minutes of the First TAMAP PSC dated 3 July 2018
MINUTES

Programme Steering Committee No. 1 for the Technical Assistance to the Modernisation of Agriculture Programme (TAMAP) in Sri Lanka

Held in the Ministry of National Policies and Economic Affairs (Miloda building) on 3 July 2018 at 10:00

Present: See attendance list

The Secretary to the Ministry of National Policies and Economic Affairs opened the meeting by welcoming all and then mentioned that the purpose of the meeting was to have a brief presentation on the TAMAP Inception Report (IR), and map the way forward.

Participants all introduced themselves.

Dr Christof Batzlen, the TAMAP Team Leader, opened by mentioning that in future to make communication between members more efficient, and given the fact that Sri Lanka’s IT systems are relatively advanced, TAMAP would in future communicate with members by emails rather than original letters, followed by faxes and frequent follow-ups by telephone.

He then outlined the objectives of TAMAP and gave a brief description of the programme’s Result 1 to 4 (see attached presentation), its major milestones to be accomplished and the five threads running through the project, namely coordination, facilitation, training, mentoring and mainstreaming of cross-cutting issues such as climate change, gender, youth and smart nutrition.

So far TAMAP has accomplished the following:

- Stakeholder meetings which were mandated at the kick-off meeting, and over 250 persons had been met, and this activity was on-going
- Stakeholder and sub-sector assessments
- Inception workshop
- Field visit to the North, North Central and Central provinces (which will be followed by a visit to southern provinces)
- Inception Report was tabled on time
- ToR for 7 critical assignments, involving the use of approximately 1,200 Short-term expert days (out of a total of 2,750 days).

He then mentioned that as the PSC was the highest decision-making level, the IR proposed that 4 Working Groups should be established in line with the four results to be accomplished with 2 representatives from each relevant agency nominated. These WGs would facilitate collective technical brainstorming and advise on processes needed to complete on time, and importantly to ensure ownership by Government and private sector stakeholders. Recommendations made by the working groups should be submitted to the PSC for endorsement.

Members agreed to this and the Chair (Director General of the Department of National Planning) requested all such agencies to nominate their representatives as soon as possible. It
was agreed that NPD will write an official letter to the various PSC members requesting them to nominate two representatives.

The team leader informed participants that until now the Technical Assistance team (TAT) had not been able to meet as regularly as was liked to ensure adequate programme planning due to the spread over various ministries and limited office space for meetings. However, from this week the Secretary to the Ministry of Social Welfare and Primary Industries (MoSWPI) had kindly allocated space in the Ministry’s World Trade Centre suite for this. TAT members will continue to be present in their respective Ministries, but will be a least one day of the week (usually on Wednesdays) be all gathering at the WTC office.

The team leader also mentioned that there was a need to specify the geographical area of the TAMAP responsibilities. He proposed that field work for up-coming short-term assignments would be focussed on districts that exhibited a high proportion of Agriculture in the GDP statistics, namely Uva, Northern, North Central, South Western and North Eastern.

However, while field work would be focussed on selected provinces the intention was to conduct capacity building and training country-wide to all provinces.

As there was a very high input planned from short-term experts, the WG concept was essential for all 4 result areas, and each WG was oversee, monitor and guide the work being undertaken by the short-term experts.

He also mentioned that TAMAP would not duplicate any work already done with regard to developing sub-sector policy and strategies, rather it would use those already agreed and help weave them and those that are work-in-progress, into a comprehensive and over-arching agriculture policy. Therefore, he highlighted the need of the various stakeholders to cooperate by availing as soon as possible their corresponding policies and strategies.

Up-coming assignments which are scheduled to start by August / September 2018 are:

- Development of a comprehensive overarching national agriculture policy (NAP) which will be developed towards the end of the year, the strategic plan by mid-2019 and a medium-term expenditure plan by the end of 2019.
- Build on the National Agricultural Research Policy and Strategy (dated 2018) two assignments are planned view a view to ensure that the research and extension linkages are strengthened through two assignments to examine in detail 1) Research systems being used in SL, and 2) Extension systems used in SL.
- Strengthen Value Chain analyses and promote new technology
- Improve market intelligence – in place by June 2019
- Promotion of private sector partnerships
- Support to Farmer Groups and Associations

It is envisaged that the other critical tasks will then following, including:

- A road-maps for VC surveillance systems will be completed by June 2019
- During 2019 training will be undertaken to strengthen farmer organisations and commodity groups in Value Chain approaches and processes, as well as farming as a business aimed at extension workers and farmers.
• Training will also commence in 2019 for policy analysis and planning for central, provincial and district level planning divisions.
• Monitoring and Evaluation (M&E) with specifying SMART indicators will start after the overarching policy has been developed and will be completed by mid-2020, along with baseline and follow up surveys in order to specify and monitor the indicators.

Secretary to MoA – thanked Dr Batzlen for an excellent overview of the TAMAP and mentioned that the programme is required given the role agriculture plays in Sri Lanka’s economy and in employment generation. He mentioned that the recently prepared FAO Agriculture policy would be going to cabinet for approval and that the TAMAP work should build on that.

Secretary for MoSW & PI mentioned that the MoPI policy will follow the same route and should be likewise incorporated by TAMAP, he did mention the Social Welfare aspect of his ministry’s portfolio would be made in the coming months. He also endorsed that TAMAP should get agreement through WGs of issues at a technical level and incorporate them accordingly.

A general discussion then centred on links into the Ministry of Finance and Mass Media so the strategic priorities can be incorporated into governments financial plans, with full ownership by all relevant stakeholders. Dr Olaf Heidelbach, EU Programme Manager encouraged the represented line Ministries to develop policies and strategies including budget needs that go beyond the current legislative period, referring to Vision 2025 and the example of international best practice and neighbouring countries.

Ministry of National Policies and Economic Affairs stressed that letters would be sent out to participating ministries and agencies to request representatives to each WG are nominated soonest.

The meeting closed at 11.20am.

Enclosures:

• Signed attendance list
• Updated attendance list in excel with readable contacts
• Presentation for PSC made by TAMAP
• Inception Report
Annex 4

Minutes of the first National Working Group on OAP 12 October 2018
Minutes for the First National Working Group Meeting for the Overarching Agriculture Policy, held at Mövenpick Hotel, Colombo 12 October 2018

The purpose of this National Working Group Meeting for the Overarching Agriculture Policy was to:

- brief stakeholders on the progress made by the project so far;
- discuss, get comments and agree on the Terms of Reference for the National Working Group for the Overarching Agriculture Policy;
- introduce and discuss two assignments which have just started: the development of the overarching agriculture policy and the assessment of the extension service;
- obtain from the various stakeholders their view on policy gaps, challenges the various subsectors are facing and future business development perspectives of the sectors.

1 Opening Remarks

Mrs. Shiranti Ratnayake Additional Director General, from the Department of National Planning of the Ministry of National Policies and Economic made some welcome remarks highlighting the need for the development of an overarching agriculture policy with a view to make the entire agriculture sector more effective and efficient. She mentioned the 1st Programme Steering Committee had met on 3rd July in Colombo at which members were introduced to TAMAP Team and the rationale for the programme.

Professor Buddhi Marambe from Peradeniya University, introduced himself as the days facilitator and also as a members of the TAMAP team working on the Policy assignment. He welcomed members to the first TAMAP Working Group and thanked them for taking their responsibilities seriously. Participants then introduced themselves.

2 Presentations and subsequent discussions

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Discussion held and actions proposed</th>
<th>Way forward / responsibility</th>
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<tr>
<td>Update on progress and ToR for the WG</td>
<td>Dr Christof Batzlen, Team Leader of the Technical Assistance to the Modernization of Agriculture Programme (TAMAP) outlined the process of recruitment of the TAMAP team through international tender, the team’s mandate, and the participatory processes being followed. He then outlined the role of the Working Group to support the programme in advising of the technical and strategic issues that needed to be addressed in the formulation of an overarching agriculture policy, strategies and action plans. He presented a time table on the process for developing the overarching agriculture policy (see below).</td>
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Agenda Item | Discussion held and actions proposed | Way forward / responsibility
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Dr. Batzlen presented the Terms of Reference for the National Working Group for the Overarching Agriculture Policy (OAP). (Presentation and updated ToR are attached). The following comments were made by the participants.

Comment 1 | Ministry of Finance and Mass Media should be part of the Quorum. There was a common understanding by the participants that this comment was justified. | TAMAP will revise the ToR accordingly.

Comment 2 | Under membership of the WG, the ToR mention the private sector, however do not give details. It was proposed that the private sector entities usually actively participating at event such as working group, inception workshop and other events related to TAMAP should be listed in the ToR as members. | TAMAP will revise the ToR accordingly.

Comment 3 | The question was asked why the Ministry of Finance and Mass Media was not invited at this important working group meeting. The members were enlightened that the Ministry of Finance has been invited to all events organised by TAMAP, however has very rarely attend so far. |  

Comment 4 | It was proposed that Sri Lanka Association for Agricultural Professionals should be included in the Working Group | Possible inclusion needs to be discussed with NPD.

Presentation on sector performance & challenges | Mr. Han van de Meerendonk from the TAMAP team made a short presentation on performance, challenges but also business development opportunities of major subsectors related to agriculture (presentation attached). The floor was opened for questions by Prof Marambe. |  

Comment 1 | One participant highlighted that the presentation was incorrect with regard to the percentages of beef imported and locally produced. The correct figure would be that 10% of the beef consumed in SL is imported whereas 90% of the beef is produced on the island. | TAMAP will come up with correct figures after reviewing formal and informal beef markets.

Comment 2 | One participant pointed out that coconut oil was omitted in the presentation. Furthermore, cashew nuts and palmyra palm should be considered in the overarching agriculture implementation strategy since these commodities offer a significant export potential. | Will be considered for the strategy. Some additional information need to be compiled by the TAMAP team.

Comment 3 | One participant explained that the horticulture and vegetable seed sectors have been neglected for some time, even though this | TAMAP confirmed that this important aspect would be
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<td>aspect of production is vital for value addition to the economy. It was suggested that the overall contribution of the seed sector to modernisation should not be overlooked.</td>
<td>addressed in the policy and strategy.</td>
</tr>
<tr>
<td>Comment 4</td>
<td>One participant pointed out that shrimps were not mentioned in the presentation though there is a significant number of large inland shrimps farms.</td>
<td>TAMAP confirmed that this will be looked into.</td>
</tr>
<tr>
<td>Comment 5</td>
<td>It was asked why climate change was not mentioned in any of the presentations though it is reckoned that Sri Lanka is very vulnerable to climate change. TAMAP admitted that this was forgotten in the presentation. In fact mainstreaming climate change will be one of the focal areas for policy and strategy development.</td>
<td>Presentations will be corrected.</td>
</tr>
<tr>
<td>Presentation on policy</td>
<td>Mr. Vagn Mikkelsen made a presentation on the current scenario on policy on the entire agriculture sector in Sri Lanka and prospects of the entire sector in the future. Presentation attached.</td>
<td>The ideas and suggestions will be taken up by the TAMAP team in formulating policy and strategy.</td>
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<tr>
<td>Discussion &amp; brainstorming</td>
<td>Subsequent to the presentation made by Mr. Mikkelsen, a discussion and brainstorming session was convened by Prof. Marambe and ideas and suggestions on three thematic areas (written on cards) collected. The compilation of the three thematic areas is attached.</td>
<td>TAMAP confirmed that this is exactly what will be done provided that adequate financial data can be accessed.</td>
</tr>
<tr>
<td>Comment 1</td>
<td>One section of the presentation was devoted to indicative budget allocations. One participants pointed out that given the fragmented sector and the numerous entities involved in agriculture there would be need to assess how much money is spent for which purpose and to review whether cost saving can be made.</td>
<td>TAMAP confirmed that this is exactly what will be done provided that adequate financial data can be accessed.</td>
</tr>
<tr>
<td>Comment 2</td>
<td>The presentation by Mr. Mikkelsen illustrated that little funds are earmarked and also spent on Research &amp; Development. This has been confirmed by the representative of the EUD SL by stating that funds provided by the European Union for supporting research institutions have not been much used.</td>
<td></td>
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<tr>
<td>Comment 3</td>
<td>One participant recommended that climate change should get a more prominent role in budget allocation in the future. In order to justify that, there would be need to forecast climate change effects and impacts and how to cope (adapt) to them.</td>
<td>TAMAP positively confirmed that by mainstreaming climate change</td>
</tr>
<tr>
<td>Comment 4</td>
<td>One participant proposed that for seed development, the Department of Agriculture should restrict their responsibilities to facilitate and to carry out research by themselves on new varieties whereas the private sector should be tasked with seed multiplication and both should work hand in hand.</td>
<td>Will be reviewed and considered in policy formulation and strategy development.</td>
</tr>
<tr>
<td>Comment 5</td>
<td>One participant pointed out that the common perception that the private sector is not interested in research is incorrect. According to him, the private sector is committed and also has the capacity to carry out research on a number of commodities.</td>
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<td>Guidance on strategy development</td>
<td>Mr. Han can de Meerendonk made a short presentation requesting the working group members for their cooperation in the development of the implementation strategy for the overarching agriculture policy. Since the representatives of the various subsectors have significant expertise in their subjects, they should be the drivers for strategy development. In order to facilitate a coherent and consistent strategy and action plans for all subsectors, TAMAP adopted the template which was used for the National Export Strategy and gave a brief how to use it. The TAMAP brought to the attention that the team will visit the various subsector stakeholders within the next weeks and months to assist the subsector in developing and / or adjusting their strategies.</td>
<td>TAMAP will liaise with the various subsector entities to assist, coach and mentor them in developing the subsector strategies</td>
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<tr>
<td>Agenda Item</td>
<td>Discussion held and actions proposed</td>
<td>Way forward / responsibility</td>
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<tr>
<td><strong>Presentation on overarching agriculture policy</strong></td>
<td>Dr. Stephen Atkins introduced the assignment <em>Developing an Overarching Agriculture Policy and Strategy for Sri Lanka: Overview and Methodology</em>. Presentation attached.</td>
<td></td>
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<tr>
<td><strong>Comment 1</strong></td>
<td>One participant emphasised the need for developing and implementing good governance principles for each subsector strategy and there would be a need to be frank and honest in the performance assessment and subsequent recommendations and one should not please politicians.</td>
<td>TAMAP will adhere to this proposal, particularly the latter.</td>
</tr>
<tr>
<td><strong>Comment 2</strong></td>
<td>It was recommended by one participant that the time horizon of the implementation strategy should be minimum 5, preferably 10 years.</td>
<td>TAMAP will try to facilitate the development of a 10 year strategy.</td>
</tr>
<tr>
<td><strong>Presentation on extension review</strong></td>
<td>James Biscoe from the TAMAP team introduced briefly the assignment <em>assessing and improving the agricultural extension system in Sri Lanka</em> by outlining objectives, methodology and work plan. Members of the working group and stakeholders have become aware of this assignment and were asked to assist in the review process by availing documents but also in their own capacity.</td>
<td></td>
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<tr>
<td><strong>AOB</strong></td>
<td>The next National Working Group for the Overarching Agriculture Policy will be held on <strong>30 November 2018</strong>. Agenda, draft documents and information on the location of the venue will be disseminated with sufficient notice.</td>
<td>TAMAP responsible for invitation and documentation.</td>
</tr>
</tbody>
</table>
Annex 5

Minutes of the second National Working Group on OAP 30 November 2018
The purpose of this National Working Group Meeting for the Overarching Agriculture Policy was to:

- jointly develop a vision and a mission statement for the OAP
- discuss and agree on policy statements for the OAP on areas we believe are important to be captured under the OAP.
- agree on the template / structure for the OAIS for which the OAP serves as a basis. After last time’s WG #1 we felt that we did not give enough time for its discussion.

1 Opening Remarks

Mrs. Shiranti Ratnayake Additional Director General, from the Department of National Planning of the (current) Ministry of Finance made some welcome remarks giving a short summary on what has been accomplished in the first working group highlighting the need for the development of an overarching agriculture policy with a view to make the entire agriculture sector more effective and efficient.

Professor Buddhi Marambe from University of Peradeniya, introduced himself as the facilitator of the workshop and also as a member of the TAMAP team working on the Policy assignment. He welcomed members to the second Working Group on the OAP and thanked them for taking their responsibilities seriously. Participants then introduced themselves.

2 Presentations and subsequent discussions

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<thead>
<tr>
<th>Agenda Item</th>
<th>Discussion held and actions proposed</th>
<th>Explanations / way forward / responsibility</th>
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<tbody>
<tr>
<td>Recap first working group meeting and update since WG #1</td>
<td>Dr Christof Batzlen, Team Leader of the Technical Assistance to the Modernization of Agriculture Programme (TAMAP) gave a quick overview what the expected results of WG #2 are and updated the participants on the progress made so far since 12 October 2018. Furthermore, he alerted the participants that given the limited availability of the TAMAP policy team in conjunction with the latest political developments in Sri Lanka, WG #3 might be postponed for a few weeks. For details see later sections.</td>
<td></td>
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<tr>
<td>Endorsement of minutes WG #1</td>
<td>Prof. Marambe summarised the minutes of the previous WG and asked the participants for comments. The minutes were endorsed by the participants without any change.</td>
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<tr>
<td>Presentation of draft OAP</td>
<td>Prior to the presentation of the draft OAP, Prof. Marambe explained the process of the OAP development with particular reference to the need for receiving a feedback by the various stakeholders. After this introduction, the draft OAP was presented by Prof. Marambe. The following major comments and questions emanated from the presentation. It should be noted that this section reflects only comments made in the forum. The summary of the Group Comments is given in the Annexure.</td>
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<tr>
<td>Agenda Item</td>
<td>Discussion held and actions proposed</td>
<td>Explanations / way forward / responsibility</td>
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<tr>
<td>Comment 1</td>
<td>The OAP should apart from paying attention to labour and land factor productivity also pay attention to capital factor productivity</td>
<td>TAMAP will give due consideration to this in the justification section of the OAP Document</td>
</tr>
<tr>
<td>Comment 2</td>
<td>One participant stated that the Public Investment Programme (PIP 2017-2020)) is currently under revision covering a different time horizon (2018-2021). It was asked which changes are known so far.</td>
<td>The Department of National Planning answered that no changes are known at this juncture,</td>
</tr>
<tr>
<td>Comment 3</td>
<td>The representative of the Ministry of Lands pointed out that since there is a very high pressure on land, not only from the agriculture sector but also from private housing, industry and increasing population, whether the issue of sustainable land use will be captured in the OAP.</td>
<td>It was confirmed that TAMAP will consider all aspects related to land.</td>
</tr>
<tr>
<td>Comment 4</td>
<td>One participant was concerned that since there are several institutions in Sri Lanka responsible for land allocation, land management and land use, the OAP might have challenges in addressing this for the benefit of an effective and efficient agriculture sector.</td>
<td>TAMAP will pick up this comment and will make sure that the OAP will take care of that by strengthening coordination processes</td>
</tr>
<tr>
<td>Comment 5</td>
<td>As a direct response on the policy formulation “Research &amp; Development”, one representative observed that there is a large gap between research outcomes and policy makers regarding land.</td>
<td>TAMAP will look into that and will tailor the OAP accordingly.</td>
</tr>
<tr>
<td>Comment 6</td>
<td>Several participants felt that the proposed vision requires more explanation and that food security should be complemented by food safety and nutrition security.</td>
<td>TAMAP explained that competitive agriculture means effective and efficient agriculture. According to the common definition on food security, food safety and nutrition security are captured under food security.</td>
</tr>
<tr>
<td>Comment 7</td>
<td>One participant pointed out that given the current and particularly the future expected water shortages, the OAP must contain a policy statement highlighting the need for increasing the efficiency and productivity of water in all sectors (hydropower, irrigation, potable water supply).</td>
<td>TAMAP confirmed that the OAP will cater for that.</td>
</tr>
<tr>
<td>Comment 8</td>
<td>One participant suggested that the vision for the OAP should reflect more “global markets” and “global environment”</td>
<td>TAMAP will look into that and will rephrase if deemed necessary.</td>
</tr>
<tr>
<td>Comment 9</td>
<td>One participant expressed concerns that the National Export Strategy has not been mentioned in the draft OAP which is a must.</td>
<td>TAMAP will look into that in the full version of OAP and consider it where most appropriate.</td>
</tr>
<tr>
<td>Comment 10</td>
<td>It has been proposed that OAP should also make a policy statement on standardization along the entire value chains for the agriculture sector including cultivation, processing, transportation and marketing. It has been proposed that OAP should also entail a new segment with a title “Economic and Financial Management”</td>
<td>TAMAP will look into that and consider it where most appropriate.</td>
</tr>
<tr>
<td>Comment 11</td>
<td>Under the policy statement “land administration” it was proposed that also safeguarding biodiversity should be captured.</td>
<td>TAMAP will look into that and consider it where most appropriate.</td>
</tr>
<tr>
<td>Comment 12</td>
<td>It was mentioned that “Gender” and also “Youth” were not captured in the policy statements and that this would be a considerable oversight.</td>
<td>TAMAP confirmed that given the lack of meaningful data (evidence) at the time of developing the policy statements, these two subjects were omitted but the team is</td>
</tr>
<tr>
<td>Agenda Item</td>
<td>Discussion held and actions proposed</td>
<td>Explanations / way forward / responsibility</td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------</td>
<td>---------------------------------------------</td>
</tr>
<tr>
<td><strong>Group work on review of policy statements and areas for improvement</strong></td>
<td>The participants were given time to note down their comments individually, about the draft policy statements presented. Thereafter, four working groups were formed where the members were given sufficient time to review all the policy statements and come up with changes for improvements. The group findings were presented by group representatives.</td>
<td>TAMAP policy team will review all the comments, giving priority to Group-level Comments, and will include them wherever deemed necessary.</td>
</tr>
<tr>
<td><strong>Presentation of the template of the Overarching Agriculture Implementation Strategy.</strong></td>
<td>Dr. Batzlen pointed out that after the presentation of the proposed template at the last WG meeting, it was felt within the team that the proposed template should be presented again giving the participants sufficient opportunities to comment on it. In view of that he presented several examples of strategies in Sri Lanka but also from some other countries and illustrated that the proposed template / structure for the OAIS would not be significant different from the existing ones, but would somehow be an improvement. A lively discussion emanated from the presentation and the following proposals were made:</td>
<td></td>
</tr>
<tr>
<td>Recommendation 1</td>
<td>Fourth column, after activities include column Expected Outputs</td>
<td>TAMAP will consider this recommendation.</td>
</tr>
<tr>
<td>Recommendation 2</td>
<td>Column 5, move Related to SDGs</td>
<td>TAMAP will consider this recommendation.</td>
</tr>
<tr>
<td>Recommendation 3</td>
<td>Column 6 include Baseline</td>
<td>TAMAP will consider this recommendation.</td>
</tr>
<tr>
<td>Recommendation 4</td>
<td>Column 7 move targets with indicators</td>
<td>TAMAP will consider this recommendation.</td>
</tr>
<tr>
<td>Recommendation 5</td>
<td>Column 12 Replace Budget with Costs. It should be even considered whether an extra document should be prepared for budgeting purposes since it might be complex to associate certain activities to one entity / ministry and it might be likely one activity might be financed and implemented by more than one entity / ministry</td>
<td>TAMAP will consider this recommendation.</td>
</tr>
<tr>
<td>Recommendation 6</td>
<td>Last column should be priority since it was felt that first all technical and subject related activities should be mentioned and then costs assessed. After costing one would be in a better position to assess which priority the intervention has.</td>
<td>TAMAP will consider this recommendation.</td>
</tr>
<tr>
<td>Recommendation 7</td>
<td>It should be also considered and looked into on which level priorities should be assessed and associated. On strategic intervention, operational intervention or on activity level.</td>
<td>TAMAP will look into this and will investigate on which level the priority setting might be most feasible.</td>
</tr>
<tr>
<td>AOB 1</td>
<td>It was proposed that a presentation on policy statements with subsequent discussions in working groups should be also made before the organisation “Sri Lanka Organisation of Agriculture Professionals”</td>
<td>Mr. Amal Arunapiya, currently President of SLOAP, will convene a workshop, preferably in December 2018.</td>
</tr>
<tr>
<td>AOB</td>
<td>The next National Working Group for the Overarching Agriculture Policy will be held on Friday 11th January 2019 in Kandy. Agenda, draft documents and information on the location of the venue will be disseminated with sufficient notice.</td>
<td>TAMAP responsible for invitation and documentation.</td>
</tr>
</tbody>
</table>
Annex 6

Mission Report of the TAMAP scoping mission
Central-South 26-31 August 2018
TAMAP Scoping mission Central – South 26 – 31 August 2018

1 PURPOSE of the MISSION
The purpose of this field mission is to get a better understanding on how irrigation schemes are managed with a view to sustainability, challenges in the irrigation sector, how catchment management is performed, challenges the agricultural extension service is facing and how to improve its services, challenges the livestock sector if facing and discussion of some innovative approaches how to satisfy the demand for dairy and meat products through inland production.

2 MISSION MEMBERS AND ITINERARY
The following persons participated at the field mission:

Ministry of National Policies and Economic Affairs
Dr Christof Batzlen TAMAP Team Leader
Mr. Sunil Jayathilaka Assistant Director, Department of National Planning

Ministry of Agriculture
Dr Stephen Atkins TAMAP, Public Policy and Agriculture

Ministry of Social Welfare and Primary Industries
Mr Han van de Meerendonk TAMAP Agribusiness & Value Chain Expert

Delegation of the European Union in Sri Lanka
Dr. Olaf Heidelbach Programme Officer

Ministry of Irrigation and Water Resources
Engineer Laltih De Alwis Director, Water Resources Management

An itinerary was developed by Mr Jayathilaka which took the group to several irrigation projects, multipurpose dams, Agrarian Service Centres, Farmer Organisations, sugar factory and distillery, dairy farm, inland fisheries ponds and an agriculture research centre.

The mission visited the following areas:

<table>
<thead>
<tr>
<th>Date</th>
<th>Location and Key Person Met</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1: Sunday 26 August</td>
<td>Travel Colombo to Polgolla Barrage Dam site and Kandy Pogolla Barrage, Engineer in charge is Mr. Athula, 071 478 23 91, <a href="mailto:athularapke@yahoo.com">athularapke@yahoo.com</a></td>
</tr>
<tr>
<td>Day 2: Monday 27 August</td>
<td>Randenigala and Rantambe Dam, Engineer in charge is K.K.T.B. Rajarathe, 077 254 41 78</td>
</tr>
<tr>
<td>Date</td>
<td>Location and Key Person Met</td>
</tr>
<tr>
<td>-----------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>MINIPE Weir, Director of Irrigation, Eng. K.M.A.P. Karunanayake, 071 804 75 07, <a href="mailto:arunakarunanayake@gmail.com">arunakarunanayake@gmail.com</a></td>
<td></td>
</tr>
<tr>
<td>MINIPE Farmer Organisation meeting, Mr. A.P.V.G. Sunil Gamage, 077 113 82 88 (chairman of the MINIPE farmers’ federation and chairman of all farmer federations in Sri Lanka)</td>
<td></td>
</tr>
<tr>
<td>Day 3: Tuesday 28 August</td>
<td>Senanyake Samudra Dam, Engineer in charge of hydropower is Mr. Malith Sendeera, 071 315 21 99. <a href="mailto:malith.sendeera@ceb.lk">malith.sendeera@ceb.lk</a></td>
</tr>
<tr>
<td>Fish (fish hatchery and fingerling farm), office in charge is Mr. Kalanka Sandhana, Aquaculturist, National Aquaculture Development Centre Ingingiyegala, ksandhanagmail.com Mr. Kanthisiri, Assistant Director, NAQDA, Ingingiyegala</td>
<td></td>
</tr>
<tr>
<td>Office of Director of Irrigation Ampara, Engineer K.O. Nihal Siriwardana, 071 444 72 76, <a href="mailto:nihalsiriwardana@yahoo.com">nihalsiriwardana@yahoo.com</a> and meeting of farmers, Mr. I.M. Aboobucker, Akkaradpattu – 3, Mr. C.H. Kumara 20/27 Kumarigama, Uhana, 077 384 68 44</td>
<td></td>
</tr>
<tr>
<td>Sugar Factory Gal-Oya, Mr. Surath Perera, General Manager (Agriculture), <a href="mailto:surath@galoya.lk">surath@galoya.lk</a> and Nandana Yayeragh, (COO), 077 75 20 883, <a href="mailto:nandana@galoya.lk">nandana@galoya.lk</a></td>
<td></td>
</tr>
<tr>
<td>Pothuwil Agrarian Service Center, no contacts collected</td>
<td></td>
</tr>
<tr>
<td>Day 4: Wednesday 29 August</td>
<td>Monaragala Irrigation Office, Director of Irrigation is D.M.A. Dehergode, <a href="mailto:dihtota@gmail.com">dihtota@gmail.com</a></td>
</tr>
<tr>
<td>Day 5: Thursday 30 August</td>
<td>Lunugamwehera Reservoir, Engineer K.O. Nihal Siriwardana, 071 444 72 76, <a href="mailto:nihalsiriwardana@yahoo.com">nihalsiriwardana@yahoo.com</a> Meeting with stakeholders and farmer leaders (Weerawila RPM Office Rediyagama Farm (National Livestock Development Board-NLDB). KAG Pathmasiri, 0773 782 131, <a href="mailto:pathmasirikag@gmail.com">pathmasirikag@gmail.com</a></td>
</tr>
<tr>
<td>Day 6: Friday 31 August</td>
<td>Udawalawa dam</td>
</tr>
<tr>
<td>Resident Manager Office WACAWA</td>
<td></td>
</tr>
<tr>
<td>Block manager’s office at OFD Cultivation Udawalawa Economic Trade Center, Block manager Mr. PWC Mohoti office in Chandrika</td>
<td></td>
</tr>
<tr>
<td>Udawalawa National Aquatic Development Agency (NAQDA), KMDM Samarathna, 071 579 54 98, 074 223 32 98, <a href="mailto:manojnaqda@gmail.com">manojnaqda@gmail.com</a>, <a href="mailto:oic.udawalawacarp@naqda.gov.lk">oic.udawalawacarp@naqda.gov.lk</a></td>
<td></td>
</tr>
<tr>
<td>Agunakolapalasssa Agriculture Research Centre, Gaminie Abeywickrama, Additional Director, <a href="mailto:gaminieaw@gmail.com">gaminieaw@gmail.com</a>, 047 222 82 04</td>
<td></td>
</tr>
<tr>
<td>Return to Colombo</td>
<td></td>
</tr>
</tbody>
</table>

3 SUMMARY FINDINGS / IMPLICATIONS / RECOMMENDATIONS

A non-exhaustive list of major findings emanating from the mission are given below:
<table>
<thead>
<tr>
<th>ISSUE</th>
<th>Observations / Challenges</th>
<th>Recommendations to resolve challenges</th>
</tr>
</thead>
</table>
| Department of Irrigation and sustainable irrigation development | Dol is a relatively well structured, professional and committed department with clear tasks.  
The irrigation structures including dams are in a good shape and annual O&M; and periodic replacement is carried out in a good manner.  
However Dol is also facing budget constraints and there is a gap between requested and allocate funds. In the long run it must be questioned whether irrigation structures can be maintained to fulfill their purpose.  
The irrigation service charges farmers have to pay per season are peanuts (often only between 200-300 LKR per acre) and are not sufficient to cater for sustainable O&M | Anticipating future budget challenges Dol might face in the future, Irrigation Service Charges need to be imposed on farmers and farmer organisations to increase the likelihood for irrigation operation.  
Commissioning of irrigation tariff studies to obtain more accurate information on sustainable irrigation service charges.                                                                                                                                 |
| Trade of between irrigation and power supply            | Many larger dams in Sri Lanka have two and often three purposes: hydropower generation, irrigation and potable water supply. Experience has shown that usually one category suffers or will be neglected. | Since hydropower does not seem to have a large expansion potential in Sri Lanka due to limited water availability aggravated by climate change, future power supply should abstain from hydropower and should use other renewable energies instead such as solar, thermal power, wind, wave energy, etc. |
| Agricultural extension service                         | See previous mission report. Main problems are insufficient number of agricultural extension workers resulting in often 5-6 times more farmers to be served by extension officer.  
Too many different actors in charge of extension leading to insufficient transparency, duplication and also omission of services. | Better coordination of numerous extension providers with the attempt to house all extension entities under one roof.  
Deployment of more extension officers and reduction of admin staff members.  
Use of modern technologies such as e-extension, sms, etc. for self help and to assist extension officers.  
Integration of MASL extension officers in the central and provincial set up.                                                                                                                                 |
<p>| Land tenure system not favouring modernized agriculture | The current land tenure system mainly in large irrigation schemes does not foresee the operation of a land market. Land cannot be sold and also not rented out. This makes it difficult for increasing land holdings and thus to make sue of economies of scale effects (through mechanization) and to attract youth. | Land tenure system has to change so that there is a transparent land market facilitating land transactions to make agriculture more attractive and profitable for those who want to remain in the sector and also facilitate leaving the sector who are not interested anymore in agriculture |</p>
<table>
<thead>
<tr>
<th>ISSUE</th>
<th>Observations / Challenges</th>
<th>Recommendations to resolve challenges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prohibition to convert paddy land into other cropped land</td>
<td>Many farmers complain that paddy rice is not profitable compared to other crops.</td>
<td>The prohibition must be as quickly as possible removed giving farmers the opportunity to grow whatever they want and whatever is profitable for them. Instead of producing rice under unprofitable conditions it is better to import rice and use the land of high value crops and commodities.</td>
</tr>
<tr>
<td>Marketing of agricultural produce</td>
<td>Low price of commodities particularly during peak of harvesting times.</td>
<td>Staggering of production so that harvests can be distributed over a longer period. Abandoning of fixed price system. Organisation of FOs into marketing groups. Improved market information systems allowing farmers to sell produce on more favourable markets.</td>
</tr>
<tr>
<td>Dairy and livestock production</td>
<td>Doubts may arise on the profitability of large dairy farms. Most areas in SL have an unfavourable climate for high performing milk cows. This is reflected in a low number of lactation periods per cow, little milk production per cow compared to international standards in conjunction with high feed costs.</td>
<td>Conducting detailed value chain analysis and economic study on dairy and livestock production. It might be very likely that the importation of milk powder is by far more economical for SL than the production of milk and dairy products in SL. High expected opportunity costs of milk production.</td>
</tr>
<tr>
<td>Research</td>
<td>There are too many research institutes in SL. Each agroecological zone has its own crop research institute. At the same time most research institutes have limited funding and face financial bottlenecks as well as understaffing.</td>
<td>Closing down some institutes and concentration on a few, well equipped (in terms of staffing and finance) institutes.</td>
</tr>
<tr>
<td>Sugar cane</td>
<td>The performance of the sugar sector is very poor with low yields, high transportation costs, low sucrose content, high milling costs.</td>
<td>Stopping sugar production and purchase of sugar from world market. If politically wanted to foster sugar production then entire restructuring process has to be initiated with better seed cane, efficient irrigation techniques, modernisation of mills, cogeneration with green harvesting of sugar cane, etc.</td>
</tr>
</tbody>
</table>
### Units and measurements

<table>
<thead>
<tr>
<th>Old system of measurements</th>
<th>Modern, commonly understood measurements</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 acre</td>
<td>0.4048 ha = 4,048 m²</td>
</tr>
<tr>
<td>1 mile</td>
<td>1.6093 km</td>
</tr>
<tr>
<td>1 foot or feet</td>
<td>30.48 cm</td>
</tr>
<tr>
<td>1 acre feet (volume)</td>
<td>1,233.5 m³</td>
</tr>
<tr>
<td>1 cusec (1 cubic foot per second)</td>
<td>0.2832 m³</td>
</tr>
<tr>
<td>1 bushel of paddy rice</td>
<td>22.5 kg paddy rice</td>
</tr>
<tr>
<td>1 square mile</td>
<td>2.59 km²</td>
</tr>
</tbody>
</table>
Day 1: 26 August 2018

1. Pogolla Barrage,
Mr. Athula, Engineer in charge, 071 478 23 91, athularapke@yahoo.com

The Polgolla Diversion Project was the first barrage constructed at the Mahaweli River under the Mahaweli Development Scheme. The barrage was completed in January 1976 and was constructed to convey water for irrigation purposes into the dry zone and Amban River Basin and to generate hydropower through the Ukuwela power plant generating 40 MW. Prime objective of the barrage is to provide electricity and second objective is irrigation. Over and above water is abstracted from the barrage for public water supply of the adjacent municipalities. The barrage is operated and managed by the Mahaweli Authority of Sri Lanka (MASL). The downstream irrigation structures, main and branch canals are operated and maintained by officers from the Department of Irrigation and distribution canals and field canals are usually operated and maintained by the farmer organisations. The allocation of water for irrigation purposes is following a participatory approach where pre-season and seasonal meetings / committees and monthly project management committees with all stakeholders are held in which the cropping pattern is discussed and agreed upon based on the estimated water availability. Technical details of the barrage and the downstream development can be derived from the attached presentation in pdf format.

The barrage, and hence the reservoir is facing several challenges such as siltation due to high population and encroachment into forest areas for residential purposes but also deforestation for farming.

The allocation of funds for O&M is appropriate with annual provision for O&M as follows:

- From year 1-year 5: annual provision for O&M at 3% of the investment costs
- From Year 5-Year 25 annual provision for O&M at 10% of the investment costs
- From Year 26 – Year 50 annual provision for O&M at 20% of the investment costs

The barrage is fully manually operated. The turbines have been now 42 years in place and have not been replaced yet.
In total, the MASL has about 4,000 staff members (Department of Irrigation has countrywide 6,000 staff members) of which 146 are engineers (according to the cadre). Like the entire GoSL sector, there is a mismatch between actual staff and the cadre. As such, the actual number of engineers is much less than according to the cadre. The private sector offers higher salaries to engineers. According to the resident engineer, each year about 1,400 engineers graduate from Sri Lankan universities whereas only 400 remain in the country and the majority emigrates to other countries.

Day 2: 27 August 2018
1. Randenigala and Rantambe Dam

*Engineer in charge is K.K.T.B. Rajarathne, 077 254 41 78*

**Randenigala Dam** (operated by the Mahaweli Authority of Sri Lanka) is a multipurpose dam, a rockfill dam with clay core constructed between 1982 and 1986 (commissioned in 1988) with 94 m height, 485 m length and width of 298 m at the bottom. The dam is used for hydropower generation (first priority) and irrigation. The reservoir has a surface at full supply level of 23.5 km$^2$ and the total capacity is 860 million m$^3$. The average daily evapotranspiration amounts to 7 mm per day.

![Image of Randenigala Dam](image)

The head amounts to 77 m and electricity can be generated with 2 turbines each 63 MW (total installed capacity 126 MW). A total of 89,000 ha can be irrigated from the Randenigala Dam (in conjunction with the Rantambe Dam). Water for irrigation purposes is conveyed through a left bank canal (20 m$^3$ per second) and a right bank canal (60 m$^3$ per second) into the command areas. Besides irrigation, the water from the dam is used for potable water supply with about 1.1 million m$^3$ per year.

The catchment of the Randenigala Dam is estimated at 2,330 km$^2$ and is intact. This is reflected by little siltation of the reservoir and the dead storage of the dam is relatively low with currently 7% (60 million m$^3$). The dam appears to be in a very good shape. Annual O&M costs are estimated at 0.86% of the total investment costs which amounts to approximately 60 million LKR per year.

**The Rantambe Dam** (operated by MASL), commissioned in 1990, is located about 2 km downstream of the Randenigala Dam. Rantambe dam is also a multipurpose dam with
first priority power generation (2 x 23 MW turbines) followed by irrigation. Rantambe Dam is a concrete gravity dam with maximum height of 41.5 m.

Contrary to Randenigala Dam, Rantambe Dam has significant siltation problems though a large amount of water is directly feed by the Randenigala reservoir. The tributaries carry a lot of silts due to catchment degradation, encroachment into catchments and several municipalities adjacent to the tributaries. The dead storage is estimated at 46%.

2. MINIPE Anicut (Weir) and command area with farmer meetings

Chairman of the Federation of MINIPE farmer organisation and also chairman of the countrywide federation of farmer organisations is Mr. APVG Sunil Gamage, 077 113 82 88

The MINIPE Anicut is a very ancient weir and was constructed already more than 2,000 years ago. The weir was reconstructed in several steps starting from 1939. Currently, the weir and intake structure is rehabilitated. The MINIPE Irrigation Scheme is fed by the left bank main canal which is 74.2 km long and is located between the main canal and the Mahaweli River (narrow strip) and its command area is 8,070 ha which were developed in 4 steps.

The irrigation scheme has 138 distribution canals and 494 field canals. The scheme embraces 61 Farmer Organisations (FOs) forming one Federation.

The GoSL developed this scheme and is a settlement scheme which means that the previous owner of the land within the command area, the GoSL, issued permits and also deeds to the farmers. In the first step (phase) from 1948 to 1956 each farm household got 5 acres (2 ha) and in the subsequent phases (2,3,4) each farm household got 2 acres (0.8 ha). MINIPE is a large irrigation scheme and therefore
the deeds cannot be sold or transferred to others (also not legally rented out). The land distribution is somewhat not consistent and the average landholding per farm household is 1.5 acres (0.6 ha).

Land, however, is informally often rented out whereby the land rent is 20 bushels paddy per acre (1 bushel paddy = 22.5 kg paddy) which means that the land rent is 450 kg paddy rice for 1 acre (0.4047 ha)

**Management of the Irrigation Scheme:** The scheme is managed by the Department of Irrigation supported by a project management committee.

The main and sub system consists of weir and main canal which is 74 km long. O&M, repairs and rehabilitation is done by the Department of Irrigation. The engineering assistant is responsible for the operation of the main canal supported by Field Assistants and hired labour.

The O&M of the Distribution Canals and the Field Canals is under the responsibility of the Farmer Organisations. Typical activities are: weeding, desilting, filling of potholes along the access road along the canals, greasing and painting of devices, minor repairs of the irrigation structures.

Usually, each farmer is in charge of maintaining 50 m canal length of the field canal. If reluctant to do, then gets reminder. If still reluctant then has to pay fine. If fine not paid then worst case is losing membership and disconnection from irrigation scheme (no eviction).

**Participatory Irrigation Management**

<table>
<thead>
<tr>
<th>Project Management Committee (PMC) Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ Organize at least 12 Meetings per year with Farmer Organization and any other line agencies</td>
</tr>
<tr>
<td>➢ Preparing Cultivation plan</td>
</tr>
<tr>
<td>➢ Conducting Pre cultivation meetings &amp; Cultivation Meeting</td>
</tr>
<tr>
<td>➢ Farmer Organization Development</td>
</tr>
<tr>
<td>➢ Farmer Organization Evaluation</td>
</tr>
<tr>
<td>➢ Training Program for FOO</td>
</tr>
<tr>
<td>➢ Conducting Social activities</td>
</tr>
<tr>
<td>➢ Discuss the farmer’s difficulties with DIE,EA and other relevant agencies</td>
</tr>
</tbody>
</table>

Maintain the Register for PMC minutes & Monitor the progress of the item discussed

Each large irrigation scheme has a Project Management Committee (PMC). The composition is as follows:
1. Project Manager appointed by the Secretary to the Ministry of Irrigation
2. Representatives of the Farmers’ Organizations’
3. A representative appointed by each of the following officers:
   - The Director of Irrigation – Irrigation Engineer
   - The land commission – Deputy land Commissioner
   - The commissioner of agrarian services – Divisional Officer
   - The director of agriculture – Deputy Director
4. Divisional Secretary or Secretaries
5. Representatives from any other related agencies.

The PMC usually makes major decisions / recommendations on the irrigation scheme. Relatively prominent constitutional meetings held by the PMC are:

**Pre-cultivation meeting** in which recommendations are made to the Divisional Secretary:

- on commencement of cultivation operations incuding ploughing, sowing and reaping,
- Cropping pattern for the season
- Arrangements for annual maintenance of irrigation works and any other matter related to adherence to rules and instructions

**Seasonal Planning Meetings** (Kanna Meeting) (Cultivation Committee): In this meetings details will be discussed on cropping pattern (% paddy and % other field crops), water schedule (first water provision, last water provision), dates of first and last land preparation, dates of weeding, dates of harvesting, dates for insurance.

---

**CULTIVATION DATA**

<table>
<thead>
<tr>
<th>Season</th>
<th>Maha Season</th>
<th>Pre-cultivation meeting (Headed by PM)</th>
<th>Organize meeting</th>
<th>Preparing meeting minutes</th>
<th>Minutes forwarded to DC/Office within one week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yala Season</td>
<td>Organize meeting</td>
<td>Prepare meeting minutes</td>
<td>Minutes forwarded to DC/Office within one week</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Cultivation Program should be forwarded to Head Office Before the commencement of Cultivation

Cultivation Performance should be forwarded to Head Office immediately after the harvesting

**Weekly water committee** meetings with FOs (usually on Wednesdays)
Agricultural Extension and capacity building

Agricultural Extension is done through individual visits of farmers and also visiting farmer groups. Farmer Field Schools approach not applied. On average each extension worker takes care of 750-1,000 farmers in the irrigation scheme but also for the upland areas (not irrigated)

Problems encountered by farmers

- Fragmentation of land with no economies of scale effects
- No sufficient priority given to introduce higher market value crops and cultivate export quality foods to increase farmer income
- No sufficient market price for the products and no sufficient storage facility
- Failure to supply fertilizer on time
- Delay insurance payment
- Lack of awareness of the farmers about cultivation calendar and rotational water issue calendar
- Reluctant of working as a group of the farmers
- High labour costs which make labour intensive crops such as paddy rice less profitable

We proposed that marketing problems of paddy rice can be overcome through introduction of branded (milled) rice such as “MINIPE Rice”

For details regarding Randenigala & Rantable Dams and MINIPE Irrigation Scheme see attached pdf documents and powerpoint presentations.
Day 3: 28 August 2018

1 Senanayaka Samudra Dam

*Engineer in charge of hydropower is Mr. Malith Sendeera, 071 315 21 99. malith.senadeera@ceb.lk*

Reservoir constructed in 1953, capacity 770,000 acre feet (1 acre foot = 1,233.5 m³) equalling to 950 million m³ is the largest reservoir in SL, provides water for: 50,000 ha irrigated paddy rice which is equivalent to 20% of national rice production, 4,500 ha sugar cane, and the generation of electricity with installed capacity of 11.25 MW (4 turbines). The power station usually works on full power generation for 6 months a year. Contrary to Randenigala and Rantambe, this dam gives priority to irrigation.

Monsoon in this area starts after October 15, irrigation only after Mid-September, lowest level now. In the last three years reservoir could not reach full supply level. Currently less than 0.5 MW power can be generated due to low level of water.

Annual needs for dam maintenance: LKR 5 million, annual allocation LKR 2-3 million, meaning that the remaining sum has to be covered by own resources and by requesting farmers to contribute with labour to canal cleaning, etc.

Annual needs for irrigation system maintenance: about LKR 200 million, allocation around LKR 50 million. No major rehabilitation done since the 1950ies. In economic terms the dam is written off since the economic lifespan of the dam has already exceeded 50 years.

Main crops under irrigation in this scheme: paddy and sugar cane. Vegetation period of most of the rice varieties are between 75 and 135 days. Short-term varieties have a lower yield. Breeding programmes to improve yields of short-term varieties have been initiated.

With regard to agricultural extension service, originally 1 field officer was in charge of 350 acres. Nowadays, one field officer is in charge of 2,000 acres.

2 National Aquaculture Development Centre Inginiyagala

*Fish (fish hatchery and fingerling farm), office in charge is Mr. Kalanka Sandhana, Aquaculturist, National Aquaculture Development Centre Inginiyegala, ksandhanagmail.com. Mr. Kanthisiri, Assistant Director, NAQDA, Inginiyegala*
Most profitable government-owned breeding center.

14 ha size, year round gravity-fed water. Species mainly Carp and Tilapia.

Feed: purchased feed with high content of chicken manure.

Production of 9 million fingerlings per year, sold at 2 LKR each. Fries are sold at LKR 25. Almost no transportation losses, if transport time less than 9 hours.

3 Farmer Meeting in the Irrigation Office Ampara

Office of Director of Irrigation Ampara, Engineer K.O. Nihal Siriwardana, 071 444 72 76, nihalsiriwardana@yahoo.com and meeting of farmers, Mr. I.M. Aboobucker, Akkaradpattu – 3, Mr. C.H. Kumara 20/27 Kumarigama, Uhana, 077 384 68 44

Sri Lanka has 103 rivers, 560 000 ha under irrigation, 732 000 ha total paddy land. Ampara District: 63,455 ha paddy land.

Irrigation guidelines prescribe pre-cultivation and cultivation meetings of all major stakeholders. Project Management Committees (PMCs) consist of 50% farmers and 50% other stakeholders and decides about water use, i.e. how much for drinking water, irrigation, etc.

Water distribution is done by irrigation department (ID) and during drought period ID workers have to be escorted by police sometimes due to the conflict potential. Director Irrigation Ampara is a politically very sensitive position due to the multi-ethnic and multi-religious identity of water users.

Inter-ministerial committee to resolve problems at the national level.

Social audit is happening already, i.e. citizens are actively sending photos of damages, etc. through social media and communication platforms to ID. Vice versa: successful communication ID through farmer leaders.

Length of canal is 50 km and the water takes 3 days to travel until the end.

Minor irrigation schemes: 30,000 belong to Agrarian Development Department, 1,000 to Mahaweli authority and ID.

Farmers pay up to LKR 200 per acre for maintenance (which is more than peanuts).

Main issues raised by farmers: slow water travel time, no training center anymore in proximity as land was taken by army, no seed farm anymore in proximity, i.e. seeds are of low quality, youth is leaving the sector, land fragmentation, damage through wild animals. More details see ppt from Ampara.
4 Galoya Sugar Factory

Sugar Factory Gal-Oya, Mr. Surath Perera, General Manager (Agriculture), surath@galoya.lk and Nandana Yayeragh, (COO), 077 75 20 883, nandana@galoya.lk

Commissioned in 1956 through PPP, 51% owned by GoSL, but private sector managed, and consisting of sugar factory and distillery. Bagasse and biogas is used to operate mill as well as distillery. 1,000 staff directly or indirectly linked to factory. 5,000 farmers in the area are producing cane in the area with a maximum distance from the factory of 50 km.

The sugar factory was closed for 15 years due to trade union problems.

Yields are between 80 and 130 metric tons (irrigated) ha. Gross revenue per ha about LKR 500 000, costs about LKR 230 000. The sucrose content is very low with currently 7%.

The sugar factory provides full service to farmers (planting, replanting, fertilisation, spraying, harvesting)

Sugar board is fixing the price. This year LKR 59 / kg sugar. Imported sugar including 30% tax costs LKR 87/kg. Milling costs are LKR 150/kg sugar. Thus, only by-products make it profitable (alcohol).

Technological innovation difficult as weak financial situation.

SL per capita consumption of sugar is 31 kg and high in international comparisons.

Summary: yields are low even under irrigation, rainfed yields are even lower. The sucrose content is very low with 7%. Transportation costs are high due to long distance from farm to mill but also due to the use of small trailers and trucks with carrying capacity not above 10 tons. Sucrose content is also low due to poor logistics. The (cut) cane remains too long on the field before transporting to mill. The factory is old and not efficient at all. However, the distillery is very modern and produces alcohol with more than 99% purity (up to eight times distillation process).

5 Agrarian Service Center Podhuvil

Chamini Somadosa, Assistant Commissioner of Agrarian Development, Ampara District, Phone: 077-9303593, Email: Chaminisomadasa@gmail.com
18,427 acres paddy with 6,187 families dependent on agricultural production. The majority of the land is irrigated, but 2,811 acres are rainfed production.

27 minor irrigation tanks, 7 tanks abandoned in forest area for wildlife.

Composition of Agrarian Service center staff:

- 4 development officers
- 1 agrarian development officer
- 2 agricultural research and production assistants
- 1 provincial agricultural instructors
- 1 provincial agricultural instructor
- 1 coconut development officer
- 2 clerks
- 2 minor staff members

Functions of the Department of Agrarian Services

- Implementation of the provisions of the Agrarian Development Act No. 46 of 2000 as amended by the Agrarian Development (Amendment) Act No. 46 of 2011
- Formulation and implementation of Agrarian Law to safeguard tenancy as well as land owner rights
- Implementation of public policies related to agriculture
- Strengthening and development of farmer's institutions
- Agriculture Land Management
- Water Resource Management (Minor)
- Registration of Farmer organization
- Distribution of Fertilizer subsidy

Functions of the Agriculture Department

- Productivity improvement of stable crops through extension service (Paddy, OFC, Vegetables, Fruits, Yams, Leafy Vegetables etc.)
- Provide National and Higher National Diploma for development of human resource in agriculture sector.
- Implementation of Agriculture Related laws & regulations (Plant protection act, seed act, soil conservation act etc.)
- Introducing new technology (Such as Drip irrigation, local hybrid varieties etc.)
- Introducing and Improving Mechanization in agriculture sector (trans planters, seeders, weeders, sprayers etc.)
- Introducing Good Agricultural Practices (GAP Programme)
- Enhancing organic farming methods (natural herbicides, liquid fertilizers etc.)
- Rural Economic Development (Bee Keeping, Mushroom production etc.)
The farmers bank is currently not staffed and has no funds. Staff shortage, they would need 10 more staff to be able to cover the existing extension needs.

36 farmer organisations with an average of 150 members exist in the area covered by this ASC. Farmers work twice a year at the irrigation canals to clean them.

### Functions of the Irrigation Department

- Preparation of Master plan for development of the different river basins for the optimum utilization of land and water resources.
- Project formulation and detail designs of Irrigation, Hydro power, Flood control and Reclamation Projects.
- Construction of irrigation and Settlement Projects for the conservation, diversion and distribution of water under gravity and lift Irrigation to new and existing lands for cultivation by farmers for food crop production.
- Construction of Drainage, flood protection and salt water exclusion projects for the protection of cultivable land to enable the cultivation of such lands with rainfall for food crop production with minimized risk.
- Operation, Maintenance, Improvements, Rehabilitation and Water Management for Medium and Major Gravity, Drainage and Lift Irrigation Projects.

For maintenance of distribution canals, labour is hired and paid in kind. Maintenance (cleaning) of field canals done by farmers. Hired labour is being paid in kind about 20 kg of rice per acre. One labourer (from community) is in charge of water distribution. Gets 0.5 bushels paddy rice per acre.

### (Cont....)

- Human Resources Development for optimum utilization of Human Resources.
- Providing Consultancy Services to Government Departments, Statutory Boards/Corporation, public and private institutions and individuals in the fields of Water Resources Development, Foundation Engineering, Quality Control of Earth work and Concrete, Hydraulic Model Testing and Land Use Planning.

Average rice yield 90 bushels per acre = 4.5 – 5 tons paddy rice / ha.
Paddy price: LKR 38 per kg, middlemen pay as little as LKR 28.

10% of the farmers have another job, 90% are full-time farmers. 15% of the families receive remittances from family members working mainly in the middle east.

As muslim community, land is usually owned by the wife (92% of the land) and inherited by the daughter to avoid selling of land to outsiders. **Remark:** This is a bias compared to usual habits. Once the daughter is married, she is leaving the house and thus leaving also the land. Therefore, the question arises why is the land registered on her name?

Limited use of modern communication technologies, e.g. to explore weather forecasts.

Main issues raised by farmers: Not enough water, only one season (Maha) rice is being planted. Drought during the last 5 Yala seasons. High costs for credits (6% interest per month on loan).

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**Day 4: 29 August 2018**

1. **Thenagallana Irrigation Scheme**

   **Director of Irrigation is D.M.A. Dehergode, dihtota@gmail.com**

   The scheme is managed by the Department of Agrarian Development. The Department of Irrigation is rehabilitating the scheme. Labour is hired from the local community (scheme members) and wage rates are standard and depend on skills required, and rates are also agreed by the community (LKR 2,500 skilled and LKR 1,000 unskilled). The scheme comprises 136 acres split between two Farmer Organisations of 65 and 70 members respectively. Area farmed by members varies between 0.5 acre and 2 acres on the scheme; there are water shortages in most years and so cannot irrigate in both seasons. The rehabilitation works should see them being able to irrigate in both seasons.

   They also practice Chenna cultivation – slash and burn between ½ and 1 acre on Crown Lands (although this is illegal nowadays).

   They also cultivate on upland – and areas average around 4 acres. Farmers reported that they had land deeds for the irrigated land but not for crown land used in the highlands, or for the Chenna cultivation.

   During dry season they do not cultivate inside the tank.

   Paddy is grown on irrigated land, on upland areas grow an assortment of maize, groundnuts, pumpkins, cowpeas, yams and millet. In home gardens also grow jack fruit, citrus, peppers etc.

   In terms of marketing the FOs use collectors as they don’t have transport nor access to cool rooms and they have little bargaining power.
They also experience highly variable prices as there are seasonal gluts. They can stagger maize plantings but for other crops it is more difficult and they are dependent upon the rains.

The FOs will maintain the tank once the rehabilitation is completed, supervised by the Development Officer. For technical issues related to irrigation they will seek assistance from the Department of Irrigation at District level. This splitting of responsibilities between provincial and central bodies does cause some problems. However, given that the FOs are relatively small the scheme is comparatively well managed and maintained as group dynamics are good.

DO from DAD calls weekly meetings to work out water scheduling. The water bailiff is a community member who receives a bushel (22.5 kg) of rice from each member – the job rotates annually between members. The fact that FO members can actually see tank water levels means that they appreciate the need for restrictions on water allocations at certain times.

It was noted that in the medium and larger schemes (managed by the Department of Irrigation) group dynamics is usually much weaker and more support is needed – those farmers irrigating many kilometers from the tanks cannot always appreciate the importance of water allocation scheduling.

Out of the 135 families, 15 keep cattle – usually 1 cow – milk is kept to home consumption or else sold to MILCO. They would like to keep more cows but at LKR 150,000 per head they are too expensive for the average household.

2 Monaragala Irrigation Office

Director of Irrigation is D.M.A. Dehergode, dihtota@gmail.com

Initially visited the drawing office where Director of Irrigation showed standard drawings for irrigation schemes and mentioned that there are problems with final screening of work submitted by consultants as a number of standards are used and with which staff are not necessarily conversant – British, European and Chinese. It was also mentioned that in the early 1990s the World Bank and IMF put an embargo on recruitment of technical staff, which has meant that today there is a skills gap in key middle and senior level technical staff coupled to the fact that many senior staff have taken up appointments overseas. In consequence the Department needs to seriously consider succession planning.

Back in the office the Department gave a very detailed PowerPoint presentation covering (see of presentation):

- 4 Irrigation divisions, with 32 schemes – 20 tank schemes and 12 diversions covering 1,950ha or 3% of the district’s land area.
- Constraints to bringing more land under irrigation
- Institutions involved – DI, DAD, DoA
- Resources managed by DI
- Main systems managed by DI
- Sub-systems managed by DI
- Importance of community participation
- Information of Project Management by communities and FOs
- Decision making mechanisms
- Procedures of scheme planning (Kanna meetings etc)
- Involvement of FOs
- Capacity building of officers and farmers
- Actions to be taken during droughts
- Flood control and management
- Disaster management
• Protection and conservation of irrigation infrastructure, catchments and reserves
• Constraints, issues and fields for more attention.

There then followed a series of general questions related to the constraints and areas requiring more attention – how were these being dealt with, how was land consolidation being handled and how did the DI incorporate major issues into its annual planning and programming exercises. Importantly it was noted that on irrigation schemes land can be loaned to other family members but not sold, but it was difficult to aggregate land parcels in irrigation areas. The questions of marketing and PPPs were raised as major issues that were also not being dealt with.

3 Sudupanawala Anicut (weir)

Visit to Sudupanawala anicut scheme identification agriculture practices and marketing issues and other construction of Irrigated Agricultural Sector.

The Anicut was first built in 1818 and irrigated 100,000 paddy fields. The system was subsequently destroyed by the British. However, in 1946 the anicut was rebuilt by the British to cater for a command area of 360 acres – which has continued to operate ever since.

In recent years farmers’ have struggled to get enough water so current changes are being made to overcome the problems.

In the scheme, after paddy, other crops are grown using residual moisture – especially a short period sweet corn (45 days). A main issue is the lack of seeds including a poor distribution system. Farmers’ also received fertilizer late which they will keep until next season.

Paddy planting is done by broadcasting – although parachute planting is recommended they cannot find labour, besides which cost of production is escalating.

A discussion followed on weak support to agriculture and irrigation by DOs.

Visited a brinjal field where the farmer mentioned that the crop earns far more than paddy – LKR 5,000 per acre compared with LKR 1,500 – 2,000 for paddy.

Observations:

In the dry zones irrigation is essential for decent crop production. A mixture of small, medium and large scale irrigation schemes can be found. With regard to community dynamics smaller or minor schemes are said to be more cohesive than medium and large schemes due to the smaller numbers of irrigators involved, all of whom live in close proximity to the tanks and who can easily see the need for good water management, and timely maintenance of canals.

Farmers’ recognize that other crops are more profitable than paddy, although current legislation inhibits the move out of paddy into such crops, even though paddy is a relatively thirsty crop.
The promotion of other crops is hampered by the main focus being on the supply side, especially related to paddy. Little is being done to catalyse demand side thinking, especially related to private sector involvement.

The Agrarian Service Centers are challenged to deliver fertilizers on time and Development Officers are not necessarily skilled to support farmers’ technical needs for agriculture and irrigation.

The DI has a well established organisational structure for supporting irrigation activities and is able to motivate annual budget submissions. However, it is unclear how constraints, and emerging issues are factored into the strategic planning processes. The DI is also facing staff shortages in key technical areas.

**Day 5: 30 August 2018**

1 Lunugamwehera Reservoir (established in 1983)

Capacity 226 million m³, catchment area is 353 square miles, inundation area is 7,438 acres, one of the biggest reservoir in southern region, irrigates 10,000 ha lands, provide 17,000 m³/day for drinking purposes. The upper most Weheragala reservoir water can be diverted to Lunugamwehera reservoir to meet irrigation demand deficit while keeping the demand of wild lives and environmental needs.

<table>
<thead>
<tr>
<th>Dam parameters: FSL 191 feet, length 16,500 feet,</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spill way – 6 Nos of radial gates, discharge 167,000 Cusecs <strong>watch out:</strong> cubic foot per second which transfers into 4,728 m³ / second in common terminology) RB canal length 32.2 km, LB canal length 1.6 km</td>
</tr>
<tr>
<td>The reservoir storage has currently declined to 50 % from the level of FSL, seepage is very low</td>
</tr>
<tr>
<td>As opposed to the previously visited Mahaweli dams, here priority is given to drinking purposes and irrigation. The siltation is less due to forest and wild life reserves in the catchment area of the reservoir.</td>
</tr>
<tr>
<td>Main crops in this irrigation scheme: paddy, Banana and Maize in both yala and maha seasons. Third season cultivation (green gram) is also practiced with one water issue. There are 61 FOs.</td>
</tr>
<tr>
<td>Ellagalla anicut is the oldest irrigation scheme in Kiridi Oya basin which provide 12.3 million m³. ID has to ensure riparian right of farmers in this old scheme at the planning stage of Lunugamwehera reservoir because the dam axis is located upstream to the anicut.</td>
</tr>
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<td>Inland fisheries activities are also taking place, there is a fishermen organization which consists of 400 fishermen.</td>
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Repair and maintenance are undertaken by ID every year and electro-mechanical gate operating system is also tested to maintain the reservoir operation properly. Sub system maintenance works are done by farmer organizations with the technical assistance of ID but they do not have adequate funds to do complete maintenance activities annually.

2 Meeting with stakeholders and farmer leaders (Weerawila RPM Office)

Participants from Department of Agrarian Development, DoA, DoI, IMD, leaders of farmer organizations.

Major responsibilities of Irrigation Management Division (IMD) under Resident Project Management office at Weerawila

- Coordinating relevant govt. and farmer organizations including farmers
- Conduct project coordinating committee (PMC’S) meetings
- Capacity building of both officers and farmers
- Coordinating cultural activities with farmer organizations and farmers
- Engaging and directing O&M works with farmer community
- Coordinating sub system level water management ( Field canals and

Seasonal Operation plan including draft irrigation schedule are discussed at the pre-cultivation meeting and finalized at the cultivation meetings with the active participation of all major stakeholders. Water distribution is done by irrigation department (ID), Farmers pay up to LKR 300 per acre for maintenance.

There are 62 FOs and water distribution are done through mutual understanding/integrated approach among FO’s. 120,000 acre-feet is issued out of 170,000 acre feet of Lunugamwehera reservoir per annum. Leaders of FO’s and RPM and ID officials intervened when water issue is arisen. currently no issues.

Farmers received 5 acres in old schemes but 2 ½ acres in new schemes, further high priority is given to old scheme while allocating water (maintain riparian rights).

No land acquisition from old schemes at the time of implementing new irrigation schemes

The tenure farmer gives 300 kgs of paddy per acre to the land owner in this area.

Leaders of FO’s work on honorary basis currently, but they request some financial assistance from the GoSL due to high living expenses.

Leaders of FOs request to rehabilitate the Lunugamwehera schemes (no major rehabilitation after construction since 1986)

Main issues raised by farmers:
- Water duty of old schemes (water duty is above 5 acre feet per acre) are high compared to new schemes (Estimated water duty 3–4 acre feet per acre).
- Available machinery stock at ID and DAD is not adequate for O&M.
- Impossible to get financial assistance from commercial banks to purchase machineries or begin new business such as branding rice, establish collecting centres etc. (even some FOs have 1 million LKR fixed deposit).
- Irrigation systems are at dilapidated condition due to improper O&M/low Budget.
- Irrigation systems are damaged by cattle (even though few lands are declared as grazing lands by court decision, but those lands are encroached by slash and burn farmers).
- Monopoly in paddy purchase.
- Less/No value addition in the region yet, ask to establish agro processing zone.
- Farm gate price of paddy is not enough to have a good income. Role of middle man is very prominent lowering the farm gate price.
- Drainage canal is damaged and obstructed at many places that causes losses to the cultivations at heavy rain.
- Collection centre for FO to minimize the middleman intervention and assistance to send their product to cities.
- Increase farm gate price of paddy up to 45 LKR per kg.
- Increase awareness of postharvest technology.
- Farm road improvement need is very essential to facilitate marketing and mechanization.

DoA officer mention: Lunugamwehera farmer receive higher paddy yield -7mt/ha, PMB should increase their paddy purchasing capacity, banana farmers have 1-1.5 million LKR per acre per annum, land ownership should be ensured.

DoA officer mention: DAD implement many programmes in this area such as thousand tank rehabilitation, village community enhancement, women empowerment programme (Shrama Udara Kantha), organic farming and micro financing.

More details see ppt.

3 Rediyagama Farm (National Livestock Development Board-NLDB)

*KAG Pathmasiri, 0773 782 131, pathmasirikag@gmail.com*

Climate is arid in nature and the mean temperature is 27°C. Humidity is around 70% to 80% and the annual rainfall is around 1,000 mm over 60 to 100 wet days. Soil type is Reddish Brown Earth. Farm size is 2,600 acres.

The farm work force consist of 1 manager, 5 assistant mangers, 2 veterinary surgeons, 20 supervisors, 140 laborers including 100 daily paid laborers and 15 drivers.
Under phase II of the cattle importation project 2,500 high yielding heifers were imported for Ridiyagama farm in 2015. Except pasture and fodder development activities all other constructions, importation of machineries, importation of animals and other development actives were done by the Wellard Company according to the contract agreement. The NLDB has developed the 1,000 acre of land by cultivation of imported pasture (Forage Sorghum, Maize, CO3 grass, Bracharia) and fodder varieties which required to fulfill the total dry matter requirement of the animals. Spend approximately US$ 22 mio for the project at Ridiyagama farm.

This is a large and high tech Dairy Farm in Sri Lanka with around 3,300 herds (herd composition- milking cows 1,705. Dry cows 519, heifers 937, bull calf 75, and stud bull 3) at present and large area of greens for use as fodder. There is no production of Dairy Products here. They only do the milking and sell to others [eg. Ambewela, Milco, etc]. Milking times are 3.00 am and 3.00 pm daily. Approx. 100 cows are milked in milking parlour at a time.

Viewing of milking from a Viewing Gallery is permitted for public too. Entrance is LKR 50 per person. The operation is run by NLDB with Agri Graduates and diploma holders and locals from the surrounding villages.

Monthly actual milk production is around 650,000 litres (24,000 l/day) which is over 75% of milk production target. Average milk yield per milking cow per day at 18-20 ltrs.

The birth, vaccine programme, artificial insemination, milking performance, culling recommendation etc. of each animal are recorded in the computer system.

About 180 calf birth is recorded monthly which is over 95% of the target

Price of pregnant cow is 400,000 LKR.
Animal feed includes Sorghum, wine brewery, molasses, maize basically and practice zero grazing at present.

There are 850 acres of well managed pasture and fodder, which was fed to over 3,000 herd presently. Due to the limited rainfall it was difficult to undertake large extent of pasture planting. 55 acres of pasture land area is irrigated by the center pivot irrigator at a time.

The farm has owned machinery fleet including 5 90 hp tractors, 4 75 hp tractors, for daily farm activities.

The cow dung and bedding materials (saw dust) are used in pasture land as organic manure. Normally, 150 tons of such manure is produced in the waste collection site at every two weeks. No bio gas production take place here. Waste water is treated at aerated lagoon at the farm site before sending to the natural streams.

The farm gate price is 70 LKR per litre but cost of production is about 80 LKR per litre.

Yet more money was spent on fencing the land and strengthening the boundary fences avoid the encroached by some people. With limited resources and a dedicated staff, NLDB was able to bring this farm to the present status.

The farm is used to hold training programme for university students, agri school students and officers in DAPH.

The NLDB has planned to issue 1,000 Nos. of highly genetic breedable heifers to the local farmers annually targeting to make high contribution to the National milk requirement while up lifting their socioeconomic condition of the local dairy farmers in the future.

Being the intensive farm in the southern area this farm has to play a pivotal role in the development of the Livestock Industry in this region.

Deputy General Manager intended to do some more development in producing quality fodder production with some more development in planting lands with proper irrigation facilities and elevating the standards of quality animal feed.

4 Rediyagama Reservoir

Capacity of the reservoir at Full Supply Level is 26,016 acre feet, and command area is 8,497 acres. The reservoir provides 5,000 m³ per day to the NWS & DB water supply scheme.

Monsoon in this area commences at early October, cultivation starts after Mid-October.

Annual allocation for dam and canal network maintenance is about LKR 1-2 million, there by requesting farmers to contribute with labour to canal cleaning, the equipment is provided by the ID.
Major rehabilitation done in 2016-2017 under the dam safety and water resources planning project (DSWRPP) funded by the World Bank. The automated Hydro-meteorological information system (HMIS) was also established at the dam site to measure RF, T, RH, wind speed and SR etc

Main crops in this irrigation scheme are: paddy, Banana and Maize

Crop rotation is done between paddy and banana to avoid disease like bushy top and panama in Banana plant. The banana sucker is 300 LKR. Farmers get about 1.8 million LKR profit per acre within first two years of the cultivation (2 harvests)

As opposed to the previously visited Mahaweli dams, here priority is given to drinking purposes over irrigation. Inland fisheries activities are also taking place at a considerable level and it has high potential to improve further to provide additional nutrition to the people living in and around the reservoir area.

**Day 6: 31 August 2018**

1 **Udawalawa dam**

*No contacts collected*

Constructed by River Valley Development Authority between 1966 and 1968. It has a capacity of 258.68 MCM a length of 4 km and height of the dam of 36.6 meter.

It has a 2 MW power station and is built for both irrigation and power supply. In 1982 the dam was handed over to Mahaweli Development Authority. As the dam is in an area protected by the Ministry of Wildlife the quality of the water is high and pollution is very low.

2 **Visit to Resident Manager Office WACAWA**

The irrigated area is 23,000 hectare of which 6,000 hectare banana (being 37% of the national requirement of Sri Lanka) and 3,000 hectare of sugar cane. The remaining is for paddy cultivation.

The banana and sugar cane lands were transformed from paddy land. The land is for banana growing for 5 to 6 years and than used for some time for other crops. Then again a cycle of 5 to 6 years of banana growing starts. 10 to 15 collection centres in the area run by Farmer Organizations collect the bananas which are subsequently sold and transported by trucks to major markets in Colombo and Kandy. The buyers are private sector operators.

Mahaweli Development Authority supplies all the services and also the minor irrigation schemes are under the Authority. Provincial or Agrarian departments are not active as all services are provided by Mahaweli Development Authority.
The Authority operates within the Common Policy of the country for agricultural development. This Policy is implemented by various institutions of which the Authority is one.

Although the Agrarian Development Act doesn’t allow transformation of paddy land into other use of the land, the Authority has the power the allow farmers to grow other crops. The farmers are keen to transform from paddy to other types of use because products like bananas are more profitable than paddy. Also the country needs more fruits. Consumption is only 100 grams per capita per day while official guideline is that people should consume 200 grams per day. Finally, also the argument is that demand for bananas is much higher than current supply. Prices for bananas and other fruits show a large difference between what the farmer gets and what the consumer needs to pay. The collectors and transporters make excessive amounts of money from the fruits trade but according to the agronomist not as much as the farmers say.

The main disease in bananas is Panama diseases. It is a problem in many parts of the world but Sri Lanka still manages to control it. The prevalence of the disease is controlled by focusing and using the soil after some time of bananas for other crops. It is emphasized that it is needed that the area starts others programs for development than only bananas. It should be widely investigated which other crops could be grown profitable. For example some 1,000 hectares are under papaya now but the quality is too low for good distribution. The taste is good but the outer appearance is not good at all.

It is observed that there is a fear in the country that too much shift of lands away from paddy production can create supply problems of paddy. Especially the last 5 years showed drought and imports of rice. Water management and buffer stocks of rice should provide the answer but not the increase of paddy lands again. Furthermore rice problem in the country is created by importers and oligarchy who handles and sells rice. Also banana uses much less water than paddy, only about 60% of the water requirement of paddy. Finally, new irrigated land is all the time added to the production which also provides relief to the danger of producing too little paddy.

Farmers in the area make about 1.8 million LKR revenue per acre from banana growing per year. Costs are highest in first year due to the cost of planting materials.

The agronomist is not positive about the collection system with the 10 to 15 collection centers. He claims that these centers lead to decrease in quality (bananas are transported in big quantities leading to major damage on the crop) and prices for farmers are low at the centers.

Development objectives for near future:

1. Expand the banana area under the Cavendish variety as these bananas have better quality and are less vulnerable to damage and less perishable than local bananas. The buyers ask for these bananas but they also require adjustment of the harvest and post harvest handling (Cavendish ripening is managed with ethylene treatment).

2. New processing techniques and new products should be developed for bananas such as banana chips but these types of new products should first be investigated with good market research to show a market for them

3. Have to find a way to start exporting bananas. This is the major challenge for the sector. At the moment the local market is still absorbing the production but better prices and conditions maybe obtained in export markets. Investigation of the possibilities should be done to pave the way for exports of banana.
3 Block manager’s office at OFD Cultivation Udawalawa Economic Trade Center

Block manager Mr. PWC Mohoti office in Chandrika

The whole area under this command area of the Authority is divided into 6 blocks each block has a manager and five operational sectors. First sector is Agriculture dealing with all matters of agricultural extension. Second sector is Development dealing mainly with strengthening farmer organizations and the subsidy schemes. Third sector is Technical dealing with the maintenance of the irrigation system. Fourth sector is Land dealing with all land issues and fifth sector is administration.

The difference between the Agrarian Service Centers and the Block Centers is that the latter also deal with livestock development and irrigation matters. Inside the 6 blocks managed by the Authority are however also 2 ASCs active. They distribute central government subsidies but for the rest are duplicating the activities of the block centers. It maybe not too difficult to arrange this distribution of Central government subsidies through the block centers and terminate the activities of the ASCs in the blocks.

The major challenges of the block managers are:

- Staff under cadre levels
- Too low salaries of Authority staff as compared to government staff
- Too little and old equipment for executing technical work
- Scarcity of water
- Need for other crops such as oilseeds that need less water
- Paddy farmers get too low income from farming and other crops provide for much better income opportunities

The block centers don't do research into varieties but promote the introduction of new technologies. Once a year there is a meeting with researchers and extension staff and also in the command area of the blocks some on farm research of government is done on panama decease. This research is done on their Mahaweli farm. As far is introduction of new varieties is concerned, the agronomist explained that in the last years no new varieties were introduced to the farmers. The agronomist participates in training programs of the MoA and also the other block agronomists (each block has one) participated in such trainings. These trainings are on best agriculture practices not on business or entrepreneurship development.

4 Udawalawa National Aquatic Development Agency (NAQDA)

KMDM Samarathna, 071 579 54 98, 074 223 32 98, manojnagda@gmail.com, oic.udawalawacarp@naqda.gov.lk

See powerpoint Presentation of the Agency’s activities. The Agency produces fingerlings for fish farming activities. Fish is produced for the local market by farmers and prawns for the export market by local entrepreneurs. Prawns production is 80% export oriented. Also products such as sea cucumber and life stones are mainly for exports.

The NAQDA provides materials but also extension to communities activity in the business. To set production targets and manage the ponds. The community programs are a success and the business is spreading rapidly. Fish farming is not totally new for SL but aquaculture is new with a totally new regulatory system for the sector. The sector has a National Aquaculture Strategy.
Own fish feed production by the communities and farmers is encouraged by NAQDA. Most feed is now locally produced and procurement of feed from the market is reduced. There are some studies done on socio-economic impact of fish farming on the communities.

Currently no fish farming in paddy fields is done. Other Asian countries are successfully implementing such farm practice and SL should seriously look into this opportunity.

Most fish for local market is sold fresh and only a small portion of the fish is processed into smoked and dried fish. Fish for local market is traded mainly by small vendors. Also household consumption of fish by producing communities is substantial. Only part of the production is sold as surplus to the market.

The last 5 years both production for the local market and for exports went up considerably. An interesting market niche is ornamental fish. Ornamental fish production projects are mushrooming in the country. This export-oriented business is done by large private companies.

Challenges for the aquacultures sector:

- Urgent need to find new production areas and locations
- Improve the collection and marketing system of fish
- Secure a good access to enough quality water
- Manage and control environmental impact of aquaculture
- Extend private sector support and align regulations with private sector needs
5 Agunakolapalassa Agriculture Research Centre

Gaminie Abeywickrama, Additional Director, gaminieaw@gmail.com, 047 222 82 04

Centre focuses on green legumes and oil seed crops (mandate) but also on horticultures. Farmers are particularly interested in horticultures and therefore the centre assists in the research for these products as well.

A presentation of the centre’s activities was provided

Since 2013 the centre couldn’t recruit any new staff.

The shortage of staff and the water shortage are the main problems of the centre. The centre depends on MASL for its water. Mahaweli mainly serves the paddy farmers. These farmers don’t need water now so Mahaweli is in storage mode and not delivering enough to the centre.

The cadre of the centre is 22 staff but they have only 9 here now. Additionally they have 3 on a subsidiary of the centre. Staff recruitment should be a permanent system and not something done only once in 8 years. Also budgeting is really cumbersome as they get funds allocations per year while most of their projects run over several years. 174 ha belong to the research centre. 30 ha are for research and the remaining 144 are for development activities. To run the farm, the centre deploys 160 workers.

The centre runs a large amount of 55 research projects. It developed many new varieties and new production technologies. They meet extension staff twice a year and conduct training programs for extension staff although they have only 1 officer available for in service training. The problem is linkage with the farmers. For example they develop new varieties and educate the extension workers but in the field the farmers prefer to use their own varieties. The assistant director works here for 20 years but doesn’t really know why farmers don’t use advised new technologies. Maybe extension fails or maybe multiplication fails but the farmer schools are not really good in disseminating knowledge.

The centre is involved in international programs such as for example the ones run by Icrisat but has no collaboration with foreign universities. The centre participated in the National Research Strategy development exercise conducted by Dr Gerry and CARP.
Annex 7

Monitoring of short-term assignment in accordance with the four results
### Assignment: Cold Chain Pre-Feasibility Study

- **Name of Expert:** Subhashini Abeyasinghe
- **Role:** Senior NKE
- **Duration:** Oct 2018 - Nov 2018
- **Tasks:**
  - Presentations in workshops
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The main focus is on cold chain pre-feasibility study.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Agricultural Policy Workshop

- **Name of Expert:** Johan van der Riet
- **Role:** Senior NKE
- **Duration:** Feb-April 2019
- **Tasks:**
  - Presentations in workshops
  - Final report expected to be submitted by 15 March 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The policy workshop is part of the agricultural policy development.
  - The report is expected to be finalized by 15 March 2019.

### Assignment: Market Intelligence, Website

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on market intelligence.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Political Economy Assessment Sri Lanka

- **Name of Expert:** Marc Cassidy
- **Role:** International
- **Duration:** Dec 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on political economy assessment.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Market Strategy and Promotion

- **Name of Expert:** Gerry Josephindra
- **Role:** International
- **Duration:** Feb-April 2019
- **Tasks:**
  - Draft report 31 Dec 2018
  - Interim report / document expected to be submitted by 31 March 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on market strategy and promotion.
  - The report is expected to be finalized by 31 March 2019.

### Assignment: Policy for Modernisation, Diversification, Export Promotion

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on policy modernization, diversification, and export promotion.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Developing overarching agriculture policy

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on developing overarching agriculture policy.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Review and assess agriculture extension

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on reviewing and assessing agriculture extension.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Political Economy Assessment Sri Lanka

- **Name of Expert:** Marc Cassidy
- **Role:** International
- **Duration:** Dec 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on political economy assessment.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Market Intelligence, Website

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on market intelligence.
  - The report is expected to be finalized by 30 April 2019.

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  - The focus is on policy modernization, diversification, and export promotion.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Developing overarching agriculture policy

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on developing overarching agriculture policy.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Review and assess agriculture extension

- **Name of Expert:** Abeyasinghe G. Jayawardena
- **Role:** National
- **Duration:** 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on reviewing and assessing agriculture extension.
  - The report is expected to be finalized by 30 April 2019.

### Assignment: Political Economy Assessment Sri Lanka

- **Name of Expert:** Marc Cassidy
- **Role:** International
- **Duration:** Dec 2018
- **Tasks:**
  - Final report expected to be submitted by 30 April 2019
- **Interpretation:**
  - The expert is associated with the agricultural and food processing sector.
  - The focus is on political economy assessment.
  - The report is expected to be finalized by 30 April 2019.
### Result: Monitoring Experts Workplan according to results.xlsx

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### Other Interventions:

**Assignment:** Assistant Coordinator

- **Start:** Anita Ramesh Perera
- **Period:** National | Senior NKE | X | Feb 2019 - Jan 2021
- **Days:** 48
- **Work Days:** 490
- **Work Months:** 20

### Overview of origin of expert days as %

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<th>Type of NKE</th>
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<th>Result 2</th>
<th>Result 3</th>
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<td>National</td>
<td>59%</td>
<td>41%</td>
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<tr>
<td>Sri Lankan</td>
<td>30%</td>
<td>16%</td>
<td>65%</td>
<td>100%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
<td>86%</td>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**TOTAL # WDs:**

- **R2:** 310
- **R3:** 470
- **R4:** 48

**TOTAL # WDs:**

- **R2:** 310
- **R3:** 470

### Required Outputs

1. Draft Pre-feasibility Study
2. Presentations in workshops
3. Roadmap for full feasibility study
4. Final Pre-feasibility Study report that includes a concept note for a blending operation and that is in line with the EU guidelines on blending operations.
5. Scoping study for other potential investments in the agricultural and food processing sector.

**Monitoring STE and Work Plan**
Annex 8

Final Terms of Reference for the TAMAP Working Groups
TECHNICAL ASSISTANCE TO THE MODERNISATION OF AGRICULTURE PROGRAMME

National Working Group Terms of Reference for the Overarching Agriculture Policy (OAP)

MINISTRY OF NATIONAL POLICIES AND ECONOMIC AFFAIRS
1. **Background/Context**

The Technical Assistance to the Modernisation of Agriculture Programme (TAMAP) commenced its implementation phase with the mobilisation of a Technical Assistance Team funded by the European Union in January 2018. The Ministry of National Policies and Economic Affairs is responsible for the Programme’s overall implementation and has recruited a Technical Assistance Team to support it in the coordination of the implementation of TAMAP. It is made up of actions in nine technical areas, within the framework of thematic structural and cross-cutting themes.

To succeed, the TAMAP must develop a series of actions that will increase the efficiency and effectiveness of the entire agriculture sector in Sri Lanka. It must also ensure that benefits are balanced between different interests, equitably and transparently, ensuring that public and private sector actors are fully engaged as necessary. It must ensure that all activities falling within Government’s purview are fully motivated to receive the necessary allocation of resources from the national fiscus, which can be fully accounted for within the remit of good governance.

The European Union and the Ministry of National Policies and Economic Affairs are advised by a TAMAP Programme Steering Committee, which provides: overall guidance and advice on policy and strategic issues related to TAMAP; oversight of activities being undertaken as part of the Programme; and the coordination between actors, ensuring that the interests of different groups are fully represented.

2. **Function of the National Working Group for the Overarching Agriculture Policy**

The function of the National Working Group for the Overarching Agriculture Policy is to provide the TAMAP Steering Committee with recommendations on matters of policy, strategy and technical implementation for each of the thematic sectors that make up the TAMAP.

3. **Role of the National Working Group for the Overarching Agriculture Policy**

For the TAMAP, the role of the Working Group is to:

- Ensure that all outputs are consistent with the National Overarching Agricultural Policy
- Discuss and make recommendations to the Programme Steering Committee on strategic and policy issues relevant to the successful implementation of the TAMAP for each sector;
- Discuss and make recommendations on other issues that members consider of importance to the TAMAP, or which have major implications for the project;
• Discuss and make recommendations on any matter involving an alteration in the mandate, terms of reference, membership or structure of the TAMAP;
• Discuss and make recommendations on technical issues related to the design or implementation of TAMAP actions;
• Review, discuss and make recommendations concerning the technical quality of assignments submitted for financing under the TAMAP;
• Monitor and review project implementation, and make recommendations to increase the effectiveness and impact of the TAMAP interventions;

The European Union and the Ministry of National Policies and Economic Affairs shall review the terms of reference and mandate of the Working Group periodically, taking into account recommendations from the Working Group for modification.

4. General

4.1. Membership

The Working Groups shall comprise core members representing the following organisations, as necessary, for each working group mentioned below:

• Ministry of National Policies and Economic Affairs (Chair)
• Ministry of Agriculture, Secretary
• Ministry of Social Welfare and Primary Industries
• Ministry of Finance and Mass media
• Ministry of Mahaweli Development and Environment
• Ministry of Irrigation & Water Resources Management and Disaster Management
• Ministry of Fisheries and Aquatic Resources Development and Rural Economy
• Ministry of Plantation Industries
• Ministry of Hills Country New Villages, Infrastructure and Community Development
• Ministry of Provincial Councils and Local Government and Sports
• Ministry of Lands and Parliamentary Reforms,
• Department of Agriculture
• Department of Agrarian Development
• Department of Animal Production and Health
• Department of Export Agriculture
• Provincial Councils of all nine provinces in Sri Lanka
• EU Delegation Sri Lanka
• Private Sector represented by National Agribusiness Council, Hayleys Agriculture, Lanka Fruits & Vegetables Producers Processors & Exporters Association,
• Farmer representatives (Federation of Farmer Organisations in Sri Lanka)
• TAMAP team (also acting as secretariat).

To ensure continuity, each member institution should nominate a permanent representative to the appropriate Working Group, and alternates.

The National Working Group for the OAP will form sub-groups for each sector, to which the relevant organisations from the following sub-sectors will be invited to participate as members. These sub working groups are defined in accordance with the results (thematic areas) to be accomplished by the TAMAP project:

- Sub WG 1: Overarching Agriculture Policy (Result 1)
- Sub WG 2: Modernisation of agriculture and diversification (Result 2)
- Sub WG 3: Agricultural planning, budgeting and resource allocation (Result 3)
- Sub WG 4: M&E and agricultural statistics (Result 4).

Common to all WGs deliberations would be four thematic pillars, namely:

1. National Overarching Agricultural Policy directives
2. Institutions and organization - including strategy, programming and implementation as well as budgetary processes, along with M&E, as well as institutional change and organizational development
3. Commercialisation of agriculture - trade issues including import and export environments as well as surveillance, Research and Development, extension, agro-economic statistics and national benefits based on scientific evidence
4. Cross-cutting issues - gender, youth, environment, smart nutrition, food security and food sovereignty.

The above would help guide the technical WGs.

Each Working Group may decide to ask parties who are not members of the core group to participate in a meeting so that they can provide relevant information, material or knowledge. This will include additional representatives from the Provincial Councils and Local Government institutions; representatives of specific interest groups, consultants, implementing agencies, project managers and the private sector.

Participation in each Working Group is at the expense of its members.
4.2. Chair

The Chair, the Secretary in the Ministry of National Policies and Economic Affairs, shall convene the TAMAP Working Group(s) meetings.

If the designated Chair is not available, then a person nominated by the Chair will be responsible for convening and conducting that meeting.

4.3. Secretariat

The TAMAP is responsible for providing the services of the secretariat to the Working Group(s) and its Chair. It will:

- Prepare agendas and minutes
- Disseminate minutes and documents
- Organise the WGs and finance the venues and production of documentation funded from the incidental expenditures budget

4.4. Agenda Items

The Chair sets the agenda, convenes meetings and ensures they are properly conducted.

All TAMAP Working Group(s) agenda items must be forwarded to the Ministry of National Policies and Economic Affairs and the TAMAP one week prior to the next scheduled meeting. For extraordinary meetings, the agenda will be distributed with the invitation.

The TAMAP Working Group (s) agenda, with attached agenda and supporting documentation (if deemed necessary) will be distributed at as soon as possible before to the next scheduled meeting, time permitting.

The Chair has the right to refuse to list an item on the formal agenda, but members may raise an item under ‘Other Business’ if necessary and as time permits.

4.5. Minutes & Meeting Papers

The format of the Working Group for the OAP minutes shall be determined by the Chair and endorsed by the members.

A short result-oriented brief of each Working Group for the OAP meeting will be prepared by the TAMAP. It will maintain a complete set of all TAMAP minutes.

Full copies of the brief, including supporting documentation, shall be provided to all TAMAP Working Group(s) members within a reasonable time following each meeting.

4.6. Frequency of Meetings

The National Working Group for the Overarching Agriculture Policy will be convened as necessary but should be indicatively organised on a monthly basis.
4.7. **Conflict of Interest**

No member may participate in a discussion where such participation would give rise to a conflict of interest.

4.8. **Confidentiality**

Working Group(s) members are expected to be open and candid in discussing items before the Group. For this reason, it is important to maintain confidentiality. Group members should not disclose information or views expressed by individuals during meetings. Records of decisions and recommendations should respect the principle of non-attribution.

4.9. **Decision Making**

The function of the Working Group is advisory – it recommendations are not binding on the European Union, Ministry of National Policies and Economic Affairs and the Programme Steering Committee. Where possible, recommendations will be reached by consensus. Consensus means that after deliberation all members support a particular point of view. Where consensus is not achieved, the European Union and the Ministry of National Policies and Economic Affairs will take the different viewpoints into consideration when making decisions.

4.10. **Alternates to Meetings**

Members of the Working Group shall nominate an alternate to attend a meeting if the member is unable to attend.

The Chair will be informed of the substitution at least two working days prior to the scheduled nominated meeting.

4.11. **Quorum Requirements**

A minimum of five TAMAP Working Group members is required for the meeting to be recognised as an authorised meeting for the recommendations or resolutions to be valid.

The quorum must contain at least one member from each of the following stakeholders: The Ministry of National Policies and Economic Affairs, European Union, Ministry of Agriculture, Ministry of Finance and Mass Media and other relevant line ministry associated with the technical issues related to that Working Group.