

Ministry of Education and Cultural Affairs

01. Ministry Office
02. Department of Education
03. Department of Cultural Affairs
04. Department of Sports
05. Pre-school Education Bureau

Agency Results Framework 2017 - 2020

Ministry of Education, Cultural Affairs, Sports, Information Technology Education, Pre-school Education, Youth Affairs and Rehabilitation & Resettlement

Introduction

The Ministry of Education, Cultural Affairs and Sports comprises Departments of Education, Department of Cultural Affairs, Department of Sports, and Pre School Education Bureau (PSEB) and in addition three Units for sub sectors Information Technology, Youth Affairs and Rehabilitation & Resettlement are under its purview; Mainly service oriented institutions are providing essential services to the public and children of the Eastern Province. The powers and functions of the Education are given in Article 1 to 24 of the Appendix II keeping with relevant sections as spelt out in the 13th Amendment to the Constitution. Pre-School Education Bureau was established under Statute No. 01 of 2010 of the Eastern Provincial Council.

The Education system is decentralized forming the national structure with the line Ministry of Education (MOE), National Institute of Education (NIE), Department of Examinations (DOE) and the Department of Education Publications (DEP) and nine Provincial Education Authorities (PEAs) in nine Provincial councils (PCs). The center retains the authority to formulate national policy, the management of national schools, designing the national curriculum, supervision to maintain standards, teacher education, and supply of textbooks and conduct of examinations. The provinces manage the provincial schools and pre-school education.

Organizational Network

Organizational network of education system of schools were devolved to the nine provinces. This change created a five-tier administrative structure with five levels. They are Line Ministry of Education (MoE), Provincial Ministry/ Department of Education, Zonal Education Office (ZEO), Divisional Education Office (DEO) and Schools (primary and secondary). The government schools have been divided as National schools and Provincial schools. The National schools are managed by the central Ministry of Education while Provincial schools are by respective Provincial Councils.

The Provincial Ministry of Education is headed by the Provincial Secretary and the Provincial Director of Education (PDE) is in-charge for provincial education administrative system. The PDE has dual responsibilities to the Central Ministry and the Provincial Ministry of education. He is responsible for all educational developmental programmes, planning and budgeting of education at the provincial level and the administration of zonal and divisional levels. Similarly, Department of Sports & Department of Cultural Affairs are also headed by the Directors and their officers are placed at the divisional secretariats to perform their duties.

The ministry coordinates and facilitates planning, implementation and monitoring of development programmes under the relevant sub sectors.

Key Functions of the Ministry

- The management, supervision, guidance and control of the Provincial Department of Education, other Education Offices. Dept. of Cultural Affairs, Department of Sports and Pre-School Education Bureau.
- Preparation of Medium Term Agency Result Framework and Annual Implementation Plans.
- Review and monitoring the AIPs.

UN – SD Goals related to the Ministry of Education

Goal 04: Quality Education

Goal 03: Good Health and Well-Being

Goal 05: Gender Equality

Goal 10. Reduced inequalities

Relevant Elements of National Policies

The Policies & Programmes implemented by the ministry in respect of Education, Cultural Affairs, Sports and Pre-School Education and sub sectors: Information Technology, Youth Affairs & Rehabilitation Resettlement development falls within the frame work of the national policies and the related subjects and functions assigned in the 13th Amendment to the Constitutions and No. 01 of 2010 Statute of the Eastern Provincial Council.

SWOT Analysis

<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Skilled staff & Cooperation of Departments and Units under the purview of the ministry 2. Structure of Departments, Zonal, Divisional Education Offices and schools 3. Regional Institutions – Department of Sports and District Pre- School Education Bureau 4. Capacitated managerial officers and supporting staff 	<p><u>Weakness</u></p> <ol style="list-style-type: none"> 1. Insufficient middle level officers & Management Assistants 2. Shortage of vehicles for supervision of activities by the departments 3. Lack of maintenance of office buildings
<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. National and Provincial Policies and Programmes 2. Good coordination with National and Provincial institutions 3. Good coordination with heads of Departments and Units under purview of the Ministry 4. Consolidated fund and Donor funded Projects 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Political Interference 2. Lack of fund for Development activities 3. Unsustainable utilization of resources

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Ministry of Education, Cultural Affairs, Sports, Information Technology Education, Pre-school Education, Youth Affairs and Rehabilitation & Resettlement

Vision : Efficiency and Effective Institution with good governance and optimal utilization of resources achieving targets and objectives as planned

Mission : Providing facilities, supporting and efficiently & effectively guiding institutions under the ministry to deliver quality services to the students and communities in the Eastern Province

Thrust Areas :

1. Ensure continuous practice of planning process in the respective sector agencies
Goal 1: Developed the planning tasks among the departments
2. Review the sector performance and programmes
Goal 1: Ensured efficient and effectiveness among the sector agencies
3. Promote intra agency coordination relationship and ensure better service delivery
Goal 1: Ensured intra agency coordination relationship mechanism
4. Improving IT knowledge for job market
Goal 1: Enhanced IT knowledge among youths
5. Enhance the community infrastructure facilities
Goal 1: Upgraded the community infrastructure facilities for resettlement areas
6. Strengthening youth with enhanced capacity and skills
Goal 1: Ensured self-employment opportunities among youths
7. Institutional capacity development and governance
Goal 1: Strengthened institutions with required physical & human resources

Thrust Area 1 : Ensure continuous practice of planning process in the respective sector agencies

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.1 : Developed the planning tasks among the departments Key Activities: 1. Prepare annual implementation plans 2. Prepare agency results framework 3. Prepare physical facilities (form 2) 4. Prepare memorandum 5. Prepare updating of CIAP database 6. Prepare updating of website	Outcome: i. Agencies achieved the average targets(Nos.)	6	7	7	8	8
	Output: i. Agency results framework(ARF)	4	4	4	4	4
	ii. Annual implementation plan	11	12	12	12	14
	iii. Provincial needs (form 2)	3	4	4	4	4
	iv. Memorandum	8	10	10	10	10
	v. updating of CIAP database	2	12	12	12	12
	vi. updating of website	1	1	1	1	1

Thrust Area 2 : Review the sector performance and programmes

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.1 : Ensured efficient and effectiveness among the sector agencies Key Activities: 1. Periodical review 2. organization review meeting 3. Access institutional performance 4. Prepare annual reports	Outcome: i. Agencies achieved the average targets(Nos.)	5	6	6	6	8
	Output: i. Progress review meeting(Nos.)	3	4	4	4	6
	ii. Sectorial review meeting(Nos.)	-	4	4	4	6
	iii. Zonal review meeting(Nos.)	2	4	4	4	6
	iv Field visits(Nos.)	-	6	6	6	8
	v. Performance assessment reports(Nos.)	5	20	20	20	25

Thrust Area 3 : Promote intra agency coordination relationship and ensure better service delivery

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.1 : Ensured intra agency coordination relationship mechanism Key Activities: 1. Conducting advisory committee meetings 2. Conducting multi sectoral agency meetings 3. Conducting non governmental organization meetings	Outcome: i. NGOs provided services to the students & communities (No. of NGOs)	5	6	6	6	8
	Output: i. Advisory committee meetings(Nos.)	4	4	4	4	4
	ii. Multi sectoral agency meetings(Nos.)	3	5	5	6	6
	iii. Non governmental organization meetings(Nos.)	2	4	4	5	5

Thrust Area 4 : Improving IT knowledge for job market - (IT Education)

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.1 : Enhanced IT knowledge among youths Key Activities: 1. Conducting training programmes 2. Improving ICT centers	Outcome: i. Employment rate in ICT field	65%	70%	75%	80%	85%
	ii. Youths obtained in ICT field jobs	65%	70%	75%	80%	85%
	Output: i. Training programmes	4	6	6	6	6
	ii. Youths obtained in ICT training	30	40	50	60	60
	iii. ICT centers	1	2	3	3	3

Thrust Area 5 : Enhance the community infrastructure facilities - (Rehabilitation & Resettlement)

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.1 : Upgraded the community infrastructure facilities for resettlement areas Key Activities: 1. Providing water & sanitation facilities 2. Improving infrastructure 3. Providing livelihood assistance	Outcome: i. Improved living condition of the families	20%	50%	60%	70%	80%
	Output: i. Water & sanitation (Nos.)	-	50	100	150	200
	ii. Internal roads	-	20	25	30	35
	iii. Income generated activities	6	9	12	15	15

Thrust Area 6 : Strengthening youth with enhanced capacity and skills - (Youth Affairs)

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
6.1 : Ensured self-employment opportunities among youths Key Activities: 1. Conducting training programme 2. Setting up on the job mechanism	Outcome: i. Participation of youths (Nos.)	80	120	120	120	120
	ii. Youths obtained self employment	65%	70%	75%	80%	85%
	Output: i. Training programmes	4	6	6	6	6
	ii. Tool kits supplied (Nos.)	80	120	120	120	120

Thrust Area 7 : Institutional capacity development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
7.1 : Strengthened institutions with required physical & human resources Key Activities: 1. Conducting capacity development programmes 2. Providing office equipment 3. maintenance of office buildings 4. Leasing payment for vehicles	Outcome: i. Staff participated in capacity development programmes ii. Productivity awards obtained(Nos.) iii. Audit queries responded(Nos.) iv. Complaints & suggestions responded	10	20	30	40	50
		1	1	1	1	1
		4	4	6	6	8
		10	15	20	25	30
	Output: i. Institutions participated in productivity competitions(Nos.) ii. Audit queries received(Nos.) iii. Office buildings iv. Office equipment v. Vehicles(Nos.)	1	1	1	1	1
		4	4	4	6	6
		2	2	2	4	4
		10	15	18	20	20
		2	4	4	4	4

Agency Results Framework 2017 - 2020

Provincial Department of Education

Introduction

Education is a shared function between the central government and the provincial councils in terms of the Thirteenth Amendment to the Constitution of Sri Lanka. This system is decentralized, forming the national structure with the line Ministry of Education (MOE), National Institute of Education (NIE), Department of Examinations (DOE) and the Department of Education Publications (DEP) and nine Provincial Education Authorities (PEAs) in nine Provincial councils (PCs).

The central agency retains the authority to formulate national policy, the management of national schools, designing the national curriculum, supervision to maintain standards, teacher education, and supply of textbooks and conduct of examinations. The provinces manage the provincial schools and pre-school education.

Organizational Network

Overall responsibility & policy direction on provincial education system is vested with the provincial Ministry of Education & Cultural Affairs. Under its guidance, Department of Education headed by the Provincial Director of Education administrates its functions through 17 Zonal Education Departments in the Eastern Province. Further, these 17 Zones are expanded in to 48 Education Divisions to directly involve and maximize the service delivery effectively and efficiently in schools within the province.

Service Delivery

Zonal Director of Education (ZDE) is fully responsible for administration of school activities including teaching & learning and implementation of curriculum. Assistant Directors of Education are assigned to supervise and quality improvement in the relevant subjects while Divisional Directors of Education deliver supervision of schools, data collection, and distribution of material including textbooks. In-Service-Advisors (ISAs) are attached to zones and divisions, engaging in improvement of the teaching-learning process and training

In Eastern Province, totally 1,107 schools are functioning in which 1077 are the provincial schools governed by the Department of Education and balance 30 are the national schools controlled by the Central Ministry of Education.

District	1AB	1C	Type II	Type III	Total
Trincomalee	24	61	108	119	312
Batticaloa	31	53	111	160	355
Ampara	35	67	160	178	440
Total	90	181	379	457	1107

Department of Education ensures the formal Education for all the children between 5 to 16 age group (390,288 students) with the service of 19,547 teachers and 1,409 Principals in the Eastern Province. Students are expected to face three national examinations, Grade V scholarship, G.C.E. (O/L) and G.C.E. (A/L).

Key functions

Provincial Department of Education mainly renders quality education for the students through formal school education system in the form of curriculum, co-curriculum and personnel development through the following key functions;

- Supervision and monitoring of schools
- Providing and managing appropriate facilities to schools including human & physical resources.
- Guiding the Education institutions towards Education development.
- Enhance the human capacity for education development.
- Implementing the Education reforms.
- Ensuring the access and retention students for 1-13 grades through non-formal Education, special Education and compulsory education practices.
- Coordination with Education institutions and other sector agencies.

SWOT Analysis

<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. National & Provincial Education Policies & Programmes 2. Educational Institutions – Zonal Education Offices, Divisional Education Offices and National & Provincial Schools 3. Strong network communication with officials & principals 4. Physical resources in schools 5. Managerial level officers (SLEAS), Principals and other staff 6. Professional teachers 7. Stakeholder participation in the education development 	<p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Shortage of SLEAS and Other supporting staff 2. Shortage of teachers in specific subjects – Science, Math, English 3. Recently recruited teachers are untrained and unprofessional. 4. Shortage of technical staff 5. Shortage of Principals 6. Shortage of vehicles for supervising projects & Schools
<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Good coordination with Education Institutions 2. National Institutions - NIE, COE 3. Support from NGOs & other stakeholders 4. Consolidated projects & donor funded projects. 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Teacher deployment 2. Political influences 3. Unsustainable utilization of resources 4. Poverty in families 5. Lower education levels of parents 6. Ignorance on importance of education in rural area.

Physical and Human Resources

A greater portion of physical and human resources in the Eastern Province is owned and maintained by the Provincial Department of Education. In general, the resources available is less than the requirement, especially there are deficits for buildings for classrooms and higher order leaning spaces, furniture, teaching-learning materials, officers and teachers. Following is a brief on the physical and human resources available in the Eastern Province;

- Zonal Education Offices - 17
- Divisional Education Offices - 50
- Schools - 1,107
 - National Schools - 30
 - Provincial Schools - 1,077
- Teacher Centers - 15
- Computers Resource Centers - 11
- ICT Centers - 401
- ICT Labs - 189
- Principals - 1,409
- Teachers - 19,547
- Students - 390,288

UN- SD Goals related to Education

Goal 4- Quality Education

Goal 5- Gender Equality

Important elements in line with National Policies

- Extending of Educational opportunity
- Quality improvement in Education
- The Teaching Profession
- Technical and Practical Skills Education
- Management of Education and Resource Provision

National goals towards uplifting of education status in the Province

- The achievement of a functioning sense of National Cohesion, National Integrity and National Unity
- The establishment of a pervasive pattern of Social Justice and active elimination of inequities
- The evolution of a Sustainable Pattern of living - A sustainable life style
- Seeking a livelihood and work opportunities that are, at one and the same time, productive and give avenues of self - fulfillment.
- Participation in human resource development that will support socioeconomic growth of the country.
- Involvement in nation building activities: learning to care.
- Coping with the complex and the unforeseen; and achieve a sense of security and stability
- Securing and honorable place in the international community

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Department of Education

Vision :

Competent citizen for National & International prosperity

Mission :

Provide employment oriented education with moral values and believes for students in equal and equitable manner through conducive learning environment and enhancing professionalism of teachers and education managers

Thrust Areas :

1. Equity access and participation in primary and secondary education

Goal 1: Ensured enrolment of the children between age 5 to 16 in the schools

Goal 2: Ensured participation of children with special needs

Goal 3: Ensured effective implementation of non-formal education programme for out of school children

2. Improving academic performance and achievements of students

Goal 1: Provided primary classrooms with necessary teaching and learning facilities with empowered teachers

Goal 2: Provided higher order learning spaces, classroom buildings and learning assets

Goal 3: Improved ICT application for teaching and learning process

Goal 4: Improved achievement level of secondary level students

3. Health and Nutrition practices among students

Goal 1: Ensured productive and healthy environment in all schools

Goal 2: Ensured adequate water and sanitation facilities in schools

4. Development of Soft skills and Social skills of teachers and students

Goal 1: Enhanced Soft skills and social skills of students through co-curricular activities

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Department of Education

Thrust Areas :

5. Improving Literacy and Numeracy

Goal 1: Ensured all students achieve mastery level in literacy and numeracy

Goal 2: Ensured literacy and numeracy for out of school children

6. Institutional Capacity development and Governance

Goal 1: Upgraded teachers skill according to the education reforms

Goal 2: Strengthened the capacities of principals and education officers

Goal 3: Implemented Programme for School Improvement(PSI)

Goal 4: Enhanced productivity of education institutions

Goal 5: Performance of institutions, programmes & projects monitored and evaluated

Thrust Area 1 : Equity access and participation in primary and secondary education

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.1 : Ensured enrolment of the children between age 5 to 16 in the schools Key Activities: 1. Conduct parents awareness programme 2. Strengthening SACs 3. Survey on drop outs	Outcome: i. Enrolment Rate	80%	82%	86%	92%	100%
	ii. Survival Rate	71.8%	73%	76%	80%	85%
	iii Drop out students	1079	750	500	250	-
	iv Enrolment rate of the drop out children	51.4%	60%	80%	90%	100%
	Output: i. Functioning/activated school attendance committee	100%	100%	100%	100%	100%
	ii. Literacy Centers	38	40	42	43	44
1.2 : Ensured participation of children with special needs Key Activities: 1. Ensured participation of Children with special needs 2. Conducting training programs for SAC members 3. Providing basic facilities for the differently abled children 4. Conducting training programmes for the teachers on inclusive education	Outcome: i. Differently abled children admitted to Special Education unit/ inclusive education	70%	72%	74%	76%	80%
	ii. Differently abled children engaged in co-curricular activities	57	80	110	140	168
	Output: i. Special Education units established in schools	41	66	70	75	80
	ii. Special Education teachers in schools	140	150	160	170	180
	iii. Children with special needs identified and enrolled	600	700	800	900	1000
	iv. Teachers trained in inclusive education	80	90	104	119	135

Thrust Area 1 : Equity access and participation in primary and secondary education

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.3 : Ensured effective implementation of non-formal education programme for out of school children Key Activities: 1. Conducting literacy classes 2. Conducting skill development programmes for the non-school going children 3. Conducting vocational training programmes for the non-school going children	Outcome: i. Dropped out children re-integrated into formal education	653	600	550	500	450
	ii. Children engaged vocational/technical education leading to NVQ certification	1421	1500	1600	1700	2000
	Output: i. Out of school children participated in the vocational programme	30%	35%	40%	45%	50%
	ii. School developed systematic career guidance programme	30	100	200	350	500

Thrust Area 2 : Improving academic performance and achievements of students

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets				
		2015	2017	2018	2019	2020	
2.1 : Provided primary classrooms with necessary teaching and learning facilities with empowered teachers Key Activities: 1. Providing adequate learning spaces for primary students 2. Providing necessary equipment and furniture for teaching-learning process 3. Conducting professional development programmes for primary teachers	Outcome: i. Primary students attained mastery level in ELCs in key stage 1,2 and 3 ii. Students scored more than 70 marks in the grade 5 scholarship examination iii. Conducive classrooms for primary children iv. Primary teachers with professionalism	45%	55%	60%	65%	70%	
	Output: i. Classrooms provided (No. of schools) ii. Equipment provided (No. of schools) iii. Furniture provided (No. of schools) iv. Teachers trained	20	45	70	95	120	
		100	300	400	500	600	
		100	300	400	500	600	
		1700	3400	3400	3400	3400	
	2.2 : provided higher order learning spaces, classroom buildings and learning assets Key Activities: 1. Providing adequate higher order learning spaces for secondary level students 2. Providing adequate classroom buildings for secondary level students 3. Providing adequate learning assets for secondary level students 4. Providing furniture for secondary level students	Outcome: i. Students qualified for GCE (A/L) in GCE (O/L) Examination ii. Students eligible for university entrance iii. Higher order learning spaces are in use effectively iv. Students following A/L Science and technology stream	63.5%	65%	67%	69%	70%
			61.7%	65%	67%	69%	72%
			60	75	85	90	100
		4525	5000	5500	6000	6500	
		41	50	55	60	65	
		266	300	325	325	325	
		225	300	325	325	325	
		15	50	100	200	300	

Thrust Area 2 : Improving academic performance and achievements of students

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.3 : Improved ICT application for teaching and learning process Key Activities: 1. Promoting ICT integration in classroom teaching-learning process 2. Providing ICT equipment for secondary classrooms	Outcome: i. Teachers practicing ICT integrated teaching-learning process	103	400	600	800	1103
	Output: i. Classrooms facilitated with ICT equipment (Nos.)	-	100	200	400	600
	ii. Awareness programmes for principals (Nos.)	-	200	300	300	300
	iii. Teachers received ICT integration trainings (Nos.)	-	1000	2000	2000	2000
2.4 : Improved achievement level of secondary level students Key Activities: 1. Developing professional skills of the teachers 2. Deploying teachers equitably 3. Conducting continuous assessments and taking remedial measures (model exams and seminars for students)	Outcome: i. Students qualified for GCE (A/L) in GCE (O/L) Examination	63.5%	70%	75%	78%	80%
	ii. Students eligible for university entrance in GCE A/L examination	61.7%	65%	67%	69%	72%
	Output: i. Training programmes organized for teachers (Nos.)	48	170	170	170	170
	ii. Remedial activities practiced (No. of students)	10000	20000	20000	20000	20000
	iii. Shortage of trained teachers for special subjects	2200	1800	1200	600	0

Thrust Area 3 : Health and Nutrition practices among students

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.1 : Ensured the productive and healthy environment in all schools Key Activities: 1. Creating hazard free school environment 2. Strengthening health promotion programme in schools 3. Introducing green productivity concept to schools	Outcome: i. Hazard free schools	70%	75%	80%	85%	90%
	ii. Schools selected for national awards on health promotion competition	119	300	450	600	750
	iii. Students with appropriate BMI	70%	74%	78%	82%	86%
	iv. Schools practicing green productivity concept	50	517	600	650	700
	Output: i. Schools having health clubs	722	800	850	900	950
	ii. Teachers trained in school health promotion programmes	425	680	680	680	680
iii. Awareness programmes on green productivity	50	517	600	650	700	
3.2 : Ensured adequate water and sanitation facilities in schools Key Activities: 1. Providing adequate water and sanitation facilities 2. Making arrangement for drinking water quality test 3. Conducting training programme on hand washing to promote hygienic practices to	Outcome: i. Attendance rate of students	60	70	80	90	100
	ii. Attendance rate of teachers	80	85	90	95	100
	Output: i. Schools having adequate sanitation facilities (Nos.)	403	503	650	800	950
	ii. Schools tested for drinking water quality (Nos.)	200	350	500	700	900
	iii. Students trained on hand washing method (Nos.)	60000	120000	210000	400000	500000
	iv. Teachers trained on hand washing method (Nos.)	1200	2400	3200	4500	5500
	v. Students trained on Menstrual Hygiene Management (MHM)(Nos.)	0	30000	90000	150000	250000
vi. Teachers trained on Menstrual Hygiene Management (MHM) (Nos.)	0	425	1500	3000	5000	

Thrust Area 4 : Development of Soft skills and Social skills of teachers and students

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.1 : Enhanced soft skills and social skills of students through co-curricular activities Key Activities: 1. Promoting co-curricular activities in all schools 2. Conducting training programmes on counselling to streamline the students 3. Conducting competitions on co-curricular activities to encourage the students	Outcome: i. Disciplinary actions against students (No. of schools)	1103	900	700	500	200
	Output: i. Students participating in co-curricular activities	50000	60000	65000	70000	75000
	ii. Schools with minimum three co-curricular activities (Nos.)	250	500	700	900	1103
	iii. Counselling programmes conducted in school level	85	200	500	800	1103

Thrust Area 5 : Improving Literacy and Numeracy

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.1 : Ensured all students achieve mastery level in literacy and numeracy Key Activities: 1. Conducting teacher training on Multi level teaching methodology to achieve the expected levels of students 2. Conducting special literacy classes 3. Conducting SBTD programmes for teachers	Outcome: i. Literacy rate	90	92	94	96	100
	ii. Mastery level of ELCs	45	55	60	65	70
	Output: i. Literacy classes (Nos.)	38	40	42	43	44
	ii. School practiced SBTD programmes (Nos.)	892	1103	0	0	0

Thrust Area 5 : Improving Literacy and Numeracy

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.2 : Ensured literacy and numeracy for out of school children Key Activities: 1. Conducting Teacher training on MLT 2. Conducting special MLT classes	Outcome: i. Drop out students (Nos.)	1079	750	500	250	0
	ii. Mastery level of ELCs of drop out students	25%	55%	60%	60%	70%
	Output: i. Multi level teaching classes for drop out students (Nos.)	0	20	15	10	0

Thrust Area 6 : Institutional capacity development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
6.1 : Upgraded teachers skill according to the education reforms Key Activities: 1. Conducting quality circle sessions 2. Organizing teachers' visits to selected schools 3. Conducting teacher training for untrained primary teachers	Outcome: i. Teachers practiced new teaching activity based methodology	2000	5000	10000	15000	20000
	ii. School practiced knowledge sharing sessions at schools	250	400	600	800	1103
	Output: i. Teachers trained	-	25%	50%	75%	100%
	ii. Untrained teachers trained in primary education	-	200	200	200	0

Thrust Area 6 : Institutional capacity development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets				
		2015	2017	2018	2019	2020	
6.2 : Strengthened the capacities of principals and education officers Key Activities: 1. Conducting capacity development programmes & organizing exposure visits 2. Providing equipment & facilities to establish office /school structure effectively	Outcome: i. Principals / officers systematically developing work related knowledge ii. Principals / officers developed HR policies / procedures aligning strategic goals	10%	30%	60%	80%	100%	
	Output: i. Principals / officers participated capacity development programme ii. Principals / officers obtained equipment, computers and other facilities	5%	30%	60%	80%	100%	
6.3 : Implemented programme for school improvement(PSI) Key Activities: 1. Conducting training on PSI 2. Conducting awareness programme on PSI for School society	Outcome: i. Community participation in school development activity	250	400	600	800	1103	
	Output: i. Principals trained on PSI	1103	1103	1103	1103	1103	
	ii. School development committee & school management committee trained on PSI	1103	1103	1103	1103	1103	
6.4 : Enhanced productivity of education institutions Key Activities: 1. Conducting training programme for middle level officers 2. Conducting awareness programme on PSI for school society 3. Strengthening the Hard Network Solution Team (HNST)	Outcome: i. Education institutions have appropriate reporting & coordination mechanism ii. Middle level officers trained	0	250	500	800	1169	
	iii Zones received productivity awards	36	60	90	120	144	
	Output: i. Education institutions using internet and e-mail facilities	1	3	4	5	6	
	ii. School societies for aware of PSI	121	250	500	800	1169	
		773	1000	1103	0	0	

Thrust Area 6 : Institutional capacity development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
6.5 : Performance of institutions, programmes & projects monitored and evaluated Key Activities: 1. Organizing field visits for inspections 2. Conducting progress review meetings regularly	Outcome: i. Schools have practiced knowledge sharing session at schools ii. Schools graded above average (Nos.)	250	500	800	900	1103
		602	800	900	1000	1103
	Output: i. Institutions visited and inspected	5	150	150	150	200
	ii. Progress review meetings	18	1169	1169	1169	1169

Inter- Agency Coordination

Department / Agency : Education

Main programme / Subject Area	Interacting Agencies	Proposed Methodology for Coordination	Remarks
1. Student Health Programme - Nutrition programme - Body mass Index - Dental Clinic	i. Ministry of Health/ Department of Health	i. Consultancy sessions of Doctors ii. Quarterly review meetings	
2. ECCD activities	i. Department of Child care & probation	i. Pre-primary schools coordination ii. Quarterly review meetings	
3. Special Education Programme - Supply of equipment for disabled	i. Department of Social service	i. Field visits ii. Quarterly review meetings	
4. "Sisu sariya" Bus service	i. Road Passenger Transport Authority	i. Quarterly review meetings	
5. Teacher training programmes	i. Universities (EP) ii. NCOEs (EP) iii. Training Colleges (EP)	i. Training based discussions	
6. Vocational training for school leavers	i. NAITA ii. Technical Colleges	i. Training based discussions	
7. Green productivity activities	i. Technical Colleges	i. Training based discussions ii. Collecting plants	

Agency Results Framework 2017 – 2020

Department of Cultural Affairs

Introduction

In view of integrating the country's social policy and cultural policy, the Ministry of Cultural Affairs was established in 1956 for formulation and implementation of national cultural policy to regenerate great cultural traditions.

After the formation of Provincial Councils in 1988, a Unit for handling Cultural Affairs was established in 1989 under the provincial Ministry of Education, Cultural Affairs and Sports and now it is functioning as a separate department headed by Provincial Director of Cultural Affairs. The Department of Cultural Affairs is responsible for the development of cultural heritage and values of all communities in the Eastern Province.

Organizational Network

The Provincial Director of Department of Cultural Affairs holds the responsibility of carrying out the functions of the Department with the support of Cultural Officers. Branches coming under the organization structure are Establishment Branch, Accounts Branch, Planning and Development Branch. There are three senior Cultural Officers in charge for the cultural activities to coordinate with three districts and there are 45 Cultural Officers attached to the Divisional Secretariats in the Eastern Province. The Cultural Officers are officers responsible for cultural affairs.

Human Resources

Districts	Senior Cultural officers	Divisional Cultural Officers
Trincomalee	01	08
Batticaloa	01	15
Ampara	01	19
Total	03	42

The present staff strength of Department is 57.

Service Delivery

Department provides services to the artists who are involved in traditional and creative Art Forms. Department categorizes the service recipients as vulnerable artists, authors, artists who are involved in traditional culture, members of art societies and students. Artists and Art Societies submit their needs to Cultural Officers through Divisional Secretaries or directly to the Department for responsive actions.

Key functions

The development of cultural heritage and values of all communities in Eastern Province is the main focus of the Department of Cultural Affairs. Towards this end in view, the Department is conducting religious functions, preserving arts & crafts of all races & encouraging literary activities by Tamil and Sinhala literary festivals, organizing competitions & providing Eastern Provincial Awards for arts, culture and literary work and implementing a pension scheme for renowned person of arts and culture in their old age. In addition, it is providing facilities for the growth of the talent artists, writers as well as professional artists, encouraging researches in these fields; facilitating and promoting cultural values and embellishment in language development.

The following Key functions are performed by the Department:

- Organizing religious and national festivals, Tamil & Sinhala literary festivals and cultural exhibitions
- Conducting capacity development and training programmes with skill development workshops for Cultural Officers
- Conducting skill development programmes and workshops for artists and members of art societies
- Providing necessary equipment related to the cultural field to art societies
- Providing artist pension to elder artists
- Purchasing and publishing of literature books from authors of Eastern Province
- Conducting traditional events and multi ethnic cultural programmes
- Coordinate with other government and non-government institution in relation to cultural activities

SWOT Analysis

<p><u>Strengths</u></p> <ol style="list-style-type: none">1. Skilled Cultural Officers at district & divisional Level and support staff2. Multi-ethnic cultural values3. Divisional Secretaries' involvement and supports4. Other Departments' supports	<p><u>Weaknesses</u></p> <ol style="list-style-type: none">1. No building for head office2. Poor cadre strength & lack of physical resources3. Lack of funds to implement programmes more successfully4. Unavailability of arts & craft centers5. Lack of a cultural center, arts theater & museum6. No research & documentation unit for cultural activities
<p><u>Opportunities</u></p> <ol style="list-style-type: none">1. Arts Societies, Professional Artists and Authors2. Stakeholders' participation at literature festivals and cultural events3. Support from Educational institutions in the Province4. Support from media	<p><u>Threats</u></p> <ol style="list-style-type: none">1. Endanger traditional arts & values2. Modernization and globalization of traditional art forms3. Unable to create unity among the artists4. Lack of positive attitude of stakeholders for changes5. Lack of understanding among artists

UN-SD Goal related to Culture

Goal 10: Reduced Inequalities

National Policies

Being a proud nation blessed with national heritages to go forward with the other countries of the world as a country with unique culture that promotes development. All cultural activities within Sri Lanka are implemented in accordance with the constitution of Sri Lanka and acts and regulations of Parliament. As a provincial Department it has responsibility to implement the national policies within the province with regard to culture. National identity, cultural heritage, various arts and crafts, language and literature and creative cultural development are included in the national policy.

The term culture does not appear anywhere in the 13th Amendment of the Constitution. However, references have been made to certain important items related to culture. In articles 25 and 29.1 in List-1 there is a reference to ancient and historical monuments and theaters, dramatic performance, music and cinemas. In article 34 of the concurrent list, there is a reference to archeological sites and ruins. Again there is a passing remark on national archives in the reserved list. Thus culture cannot be taken as fully devolved subject. Even so, staff and funds are more controlled by the line ministry than the provincial ministry.

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Department of Cultural Affairs

Vision :

An organization sustaining multicultural society enriched with ethics, peace and harmony

Mission :

Preserve traditional heritages and cultural values and transform the society to respect multicultural nature through strengthening the capacities of relevant institutions in a sustainable manner

Thrust Areas :

1. Preservation of multicultural values

Goal 1: Promoted cultural events, rituals and art

Goal 2: Promoted and conserved religious faith among respective religious followers

Goal 3: Promoted traditional art forms among multi ethnic communities

Goal 4: Ensured optimum utilization of mobilized resources with balanced approach to meet development targets

2. Uplifting standards of artists and art societies

Goal 1: Encouraged provincial level authors for quality publications

Goal 2: Encouraged and motivated young artists in the use of modern technology

Goal 3: Encouraged Provincial art societies for performing art productions

3. Preservation of endangered cultural heritage and antiques

Goal 1: Conserved traditional and cultural heritages

Goal 2: Established fully equipped infrastructure facilities for preserving antiques and promoting art forms

4. Strengthening reconciliation among different communities

Goal 1: Improved language skills in other than mother tongue

Goal 2: Created sustainable reconciliation within the province through culture

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Department of Cultural Affairs

Thrust Areas :

5. Institutional development and governance

Goal 1: Strengthened capacity of cultural officers and department

Goal 2: Documented provincial cultural data and information

Goal 3: Performance of institutions, programme and project monitored and evaluated

Goal 4: Circulars, guidelines and recommendations complied with and implemented

Thrust Area 1 : Preservation of multicultural values

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.1 : Promoted cultural events, rituals and art Key Activities: 1. Conducting awareness programmes for artists & societies through events, exhibitions and festivals 2. Conducting awareness programme for media	Outcome: i. Benefited artists	300	400	500	600	700
	ii. Provincial awards	25	28	30	34	36
	iii. National awards	-	5	7	9	11
	iv. Participation at International event	-	5	10	15	20
	Output: i. Cultural events	50	60	70	75	80
	ii. Cultural exhibitions	1	5	15	16	17
iii. Cultural festivals	20	25	30	35	40	
1.2 : Promoted and conserved religious faith among respective religious followers Key Activities: 1. Organizing religious festivals 2. Organizing national festival	Outcome: i. Persons participated in religious festivals	380	400	500	600	700
	ii. Persons participated in national level programmes	510	500	600	700	800
	Output: i. Religious festivals	5	5	6	7	7
	ii. National programmes	4	5	6	7	7

Thrust Area 1 : Preservation of multicultural values

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.3 : Promoted traditional art forms among multi ethnic communities Key Activities: 1. Conducting awareness programmes for artists 2. Conducting competitions for art	Outcome: i. Artists rewarded	41	50	60	70	80
	ii. Artists participated	325	400	500	600	700
	iii. Members of public participated	3000	4000	4500	5000	6000
	Output: i. Programmes for traditional art forms	18	35	40	45	50
	ii. Competitions for traditional art forms	17	22	29	35	35
1.4 : Encouraged younger generation to respect and involve in traditional art forms Key Activities: 1. Organizing stage performances 2. Documentation of art forms	Outcome: i. Young artists rewarded	12	18	25	35	50
	ii. Young artists participated	125	200	300	400	500
	iii. New artists participated in endangered traditional art forms	50	75	100	150	200
	Output: i. Stage performances	27	35	40	45	50
	ii. Art forms documented	-	10	20	30	35

Thrust Area 2 : Uplifting the artists and art societies

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.1 : Encouraged provincial level authors for quality publications Key Activities: 1. Purchasing of published books from authors 2. Publishing the hand scripts of authors 3. Conducting competitions for authors	Outcome: i. Authors benefitted ii. Libraries and schools received books iii. Authors rewarded	54	80	100	110	110
	Output: i. Literary books purchased ii. Literary books published iii. Researches and reports published in journals iv. Workshops on research methodology v. Research symposia vi. Competitions for literary authors	745	755	760	765	770
2.2 : Encouraged and motivated young artists in the use of modern technology Key Activities: 1. Organizing workshop and training for young artists 2. Conducting awareness programme for artists	Outcome: i. Young artists participated ii. Art productions by young artists iii. Young artists received awards	-	25	35	45	50
	Output: i. Skill development workshops and training programmes	-	15	16	17	18

Thrust Area 2 : Uplifting the artists and art societies

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.3 : Encouraged provincial art societies for performing art productions Key Activities: 1. Providing equipment and costumes for art societies 2. Conducting training programmes to art societies	Outcome: i. Performing art productions	-	5	10	15	30
	ii. Performance presented in tourist resorts	-	5	10	20	30
	Output: i. Art societies provided with costumes	4	8	10	12	15
	ii. Art societies provided with musical instruments and equipment	12	17	24	35	35
	iii. Training programmes	4	10	15	20	25

Thrust Area 3 : Preservation of endangered cultural heritage and antiques

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.1 : Conserved traditional and cultural heritages Key Activities: 1. Displaying cultural information 2. Establishment of cultural & art centers and libraries in the idled building	Outcome: i. Persons visited to display centers	-	300	500	750	1000
	ii. Idled buildings transformed as display centers	-	5	8	12	16
	Output: i. Cultural leaflets and other materials produced to be displayed in tourism information centers	-	25	35	50	75
	ii. Cultural information bill boards / plaque displayed	17	21	23	25	27
	iii. Art and cultural centres and libraries established in existing idled buildings	-	5	6	7	8

Thrust Area 3 : Preservation of endangered cultural heritage and antiques

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.2 : Established fully equipped infrastructure facilities for preserving antiques and promoting art forms Key Activities: 1. Construction of cultural hall 2. Construction of cultural library 3. Construction of a museum 4. Upgrading the indoor stages for performance 5. Renovating the outdoor stage 6. Distributing furniture and equipment to cultural halls/ stages	Outcome: i. Art societies involved in new productions ii. Audience participated	-	3	8	15	20
		-	1000	3000	5000	10000
	Output: i. Indoor stages upgraded	-	5	6	7	8
	ii. Outdoor stages renovated	-	5	6	7	8
	iii. Furniture distributed	-	10	15	20	25
	iv. Sound and light systems	-	10	15	20	25

Thrust Area 4 : Strengthening reconciliation among different communities

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.1 : Improved language skills in other than mother tongue Key Activities: 1. Conducting spoken language classes through art societies 2. Introducing multi linguistic approach in art performance	Outcome: i. Societies participated ii. Persons participated	-	15	25	50	75
		-	150	250	500	750
	Output: i. Multi language art performances	-	5	8	10	15
	ii. Spoken language classes in Sinhala/Tamil	-	15	25	50	75

Thrust Area 4 : Strengthening reconciliation among different communities

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.2 : Created sustainable reconciliation within the province through culture Key Activities: 1. Organizing cultural exchange programmes and interprovincial competitions with other provinces 2. Organizing multicultural events within the province	Outcome: i. Artists involved in exchange programmes	50	100	250	300	400
	ii. Artists participated in inter provincial competitions	-	150	250	350	400
	Output: i. Exchange programmes organized with other provinces	-	2	4	4	4
	ii. Inter provincial competitions	-	1	2	5	5
	iii. Multi cultural events organized within the province	1	5	8	10	14

Thrust Area 5 : Institutional development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.1 : Strengthened capacity of cultural officers and department Key Activities: 1. Providing furniture and equipment and devices to cultural officers 2. Improving the office appearance and environment 3. Conducting training programmes for the staff 4. Guiding cultural officers to conduct researches in the field	Outcome: i. Best employee awards	-	5	5	7	8
	ii. Productivity awards	-	1	1	1	1
	iii. Research articles produced	-	20	25	30	35
	Output: i. Furniture and equipment	-	15	20	25	30
	ii. Training programmes	5	7	8	10	10
	iii. Cultural officers undertaken research assignments	-	25	30	35	40

Thrust Area 5 : Institutional development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.2 : Documented provincial cultural data and information Key Activities: 1. Publishing newsletter 2. Maintaining and updating the database	Outcome: i. Inquiries received for cultural data and information ii. Departments, divisional secretariats and relevant agencies received newsletters	-	50	100	200	250
	Output: i. Newsletters ii. Frequency of database updation	100	150	200	200	200
5.3 : Performance of institutions, programme and project monitored and evaluated Key Activities: 1. Conducting monthly progress review meetings 2. Creating quality circle	Outcome: i. Decisions implemented ii. Suggestions from quality circle implemented	70%	80%	85%	90%	95%
	Output: i. Productive decisions taken ii. Quality circles meeting	0	5	8	10	15
5.4 : Circulars, guidelines and recommendations complied with and implemented Key Activities: 1. Maintaining and exposing the circulars and related forms 2. Creating mechanism to reveal the complaints from public and artists	Outcome: i. Audit queries responded ii. Corrective measures taken	24	28	30	30	25
	Output: i. Circulars, guidelines of the department ii. Complaints from clients iii. Audit queries	0	24	24	24	24
		1	4	4	4	4
		10	25	30	35	38
		5	5	5	5	5
		10	30	40	40	40
		1	4	4	4	4

Inter- Agency Coordination

Department / Agency : Cultural Affairs

Main programme / Subject Area	Interacting Agencies	Proposed Methodology for Coordination	Remarks
1. Promotion of cultural events, rituals and art	i. Department of Tourism Development	i. By letters, Meetings and Discussions	
2. Encourage and motivate the young artists in the use of modern technology	i. Eastern University/ Sri Lanka Foundation	i. By letters, Meetings and Discussions	
3. Conservation of traditional and cultural heritages	i. Department of Tourism Development	i. By letters, Meetings and Discussions	
4. Rehabilitation of related infrastructure to perform cultural functions	i. Divisional Secretariats	i. By letters, Meetings and Discussions	
5. Improvement of language skills	i. Department of Education	i. By letters, Meetings and Discussions	
6. Training and development of Cultural Officers	i. NGOs/ Department of Culture and arts	i. By letters, Meetings and Discussions	

Agency Results Framework 2017 - 2020

Department of Sports

Introduction

The concept “Sports for all” is introduced among the societies to have an equal opportunity to excel in sports and build up a healthy and disciplined society towards a healthier & pleasure life, free from disease and strengthened mental & physical fitness. Based on this importance of the sports, more preference is given to promote sports internationally and locally. When comparing contribution level to the development of the national level sports, Eastern Province is showing less participation. Therefore, Department of Sports of EPC has to work more to promote the sports sector in the Eastern Province in order to provide a remarkable contribution to the national level sports.

Following establishment of North Eastern Provincial Council in 1989, the Department of Sports was organized as a unit under the Ministry of Education, Cultural affairs and Sports and it was upgraded as a separate Department of Sports for North Eastern Province under the same ministry in 2001. After the formation of the Eastern Provincial Council, the Department of Sports has been brought under the purview of the Ministry of Education, Cultural Affairs since 2015.

Organizational Network

Department of Sports of EPC is headed by the Provincial Director-Sports. Organizing sports competitions and trainings at Divisional level are handled by the Divisional Sports Officers attached to relevant Divisional Secretariats. Further, Divisional sports administration and district competitions are handled by the District Sports Officers attached to District Sports Offices in 03 Districts. Provincial level competitions and office administration are coming under the responsibilities of the Provincial Director of Sports. In addition, overall supervision of the sports activities of 45 divisions and 714 registered sports clubs in 3 districts of Ampara, Batticaloa and Trincomalee is also the responsibility of the Provincial Department of Sports.

Service Delivery

Sports Officers and Coaches are providing necessary trainings and coaching programmes on need basis at school level. In addition, they provide training & conducting coaching camps in different types of games & athletics to the registered sports clubs, officers of government institutions and general public. In addition, conducting divisional level sports meets among the registered clubs, organizing district level sports meets, provincial level sports meet and finally preparing the athletes & players for various games for the National Sports Festival are prime services of the Department of Sports.

Two Sports Training Centers owned by the Departments of Sports are functioning at;

- i. Sammanthurai Sports complex
- ii. Batticaloa District Sports Training Centre

Existing human resources under Department of Sports;

i. Provincial department staff	-	26
ii. District sports officers	-	03
iii. Sports Coaches	-	17
iv. Divisional Sports Officers	-	46

Opportunities are available to the Sports Officers to increase their capacity through Diploma and Advance Diploma Courses in sports conducted by the National Institute of Sports Science and Foundation Institute. In addition, the Central Government provides opportunities to sports service officers to have international standard trainings in foreign countries.

Key functions

- Registration & re -registration of Sports clubs in Eastern Province
- Organizing inter divisional and district sports competition
- Providing sports infrastructure facilities
- Promoting and supporting sports activities and high performance sports

- Implementing Sports for all Programme in partnership with Ministry of Sports, Department of Sports Development, other Institutions and sports federations/associations
- Providing sports equipment to registered sports clubs and national competitors
- Build the capacity of Sports Service Officers, sports, administrators and clubs

UN-SD Goal related to Department of Sports

Goal 3: Good Health and Well-being

Relevant Elements in line with National policies

- 45 elements of national sports policies direct in the field of sports on systematic and scientific footing in Eastern Province.
- Priority for good health
- Identification of talented sportspersons
- Assistance to Sports Clubs
- A strong sports organizational network through Institutional development
- Opportunities through sports

SWOT Analysis

<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Existing senior well trained staff 2. Existing sports rules & regulations 3. National policies and strategies for sports 4. Existing institutional setup & infrastructure 	<p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. Lack of institutional framework- staff shortage, weak communication, etc. 2. Absence of proper management mechanisms 3. Improper resource management 4. Inadequate supply of sports materials 5. Poor enforcement of sports concept & strategy
<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Rise in funding opportunities 2. Players' involvement in participating at NSF 3. Training & coaching by 3 SL Armed Forces 4. Support of sports federations & referee unions 5. Contribution of Central Department of Sports & National Institute Sports Science. 6. Effective participation of sports clubs 	<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Ineffective coordination with/from government organizations 2. No proper coordination with sports clubs 3. Lack of awareness on performance management 4. Unstable motivation from outside sources 5. Political interference in department activities

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Department of Sports

Vision :

Sportive, healthy and disciplined people in the province

Mission :

Improving opportunities for sports with a view to achieve healthier and disciplined society through providing adequate resources fairly and equitably to Sports organizations to promote participation in competitions and encourage general public to involve in physical fitness programmes to create conducive sports culture

Thrust Areas :

1. Improving Sports facilities

Goal 1: Sports Infrastructure facilities improved

Goal 2: Sports equipment facilities provided

2. Encourage people to participate continuously in sports and physical fitness activity

Goal 1: Strengthened participation of public in sports activities

3. Provide opportunities to improve sports skills for the participants

Goal 1: Talented athletes produced

4. Create more opportunities for participation in regional, national and international competitions

Goal 1: Most outstanding sports persons produced

4. Institutional development and governance

Goal 1: Upgraded skills of sports officers for higher performance

Goal 2: Improved capacity of the department

Thrust Area 1 : Improving sports facilities

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.1 : Sports Infrastructure facilities improved Key Activities: 1. Improving 200m/ 400m public playgrounds 2. Establishing/ renovating sports training centre 3. Establishing public playgrounds	Outcome: i. Persons used sports facilities	4000	4250	4500	4750	5000
	Output: i. Renovated/ modernized 200m/ 400m public playgrounds ii. District/ divisional sports training centres established/ renovated iii. New public playgrounds	10	10	12	12	14
1.2 : Sports equipment facilities provided Key Activities: 1. Providing sports goods & equipment to sports clubs	Outcome: i. Persons used sports facilities	200	400	600	700	800
	Output: i. Sports goods/ equipment provided	20	50	60	70	80

Thrust Area 2 : Encourage people to participate continuously in sports and physical fitness activity

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.1 : Strengthened participation of public in sports activities Key Activities: 1. Conducting training programmes	Outcome: i. Persons participated in physical fitness programme	1500	2000	2250	2500	2750
	Output: i. Training programmes (one per each DS division)	45	90	90	135	135

Thrust Area 3 : Provide opportunities to improve sports skills for the participants

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.1 : Talented athletes produced Key Activities: 1. Conducting coaching / training programmes	Outcome: i. Athletes qualified for national events	1500	2000	2250	2500	2750
	ii Provincial record holders (Track & Field)	6	7	8	9	10
	Output: i. Training programmes	45	90	90	135	135
	ii District & provincial sports events	4	4	4	4	4

Thrust Area 4 : Create more opportunities for participation in regional, national and international competitions

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.1 : Most outstanding sports persons produced Key Activities: 1. Conducting sports meets 2. Providing nutrition allowance to athletes 3. Providing special kits to national participants	Outcome: i. National awards/ medals	19	30	32	35	37
	ii. International awards/ medals	8	10	11	12	13
	iii. Provincial rank in national level	8	7	7	6	6
	Output: i. Sports competitions	4	4	4	4	4
	ii. Athletes receiving nutrition allowance	16	18	20	22	24
	iii. Athletes receiving special equipment	65	67	69	71	73

Thrust Area 5 : Institutional development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.1 : Upgraded skills of sports service officers for higher performance Key Activities: 1. Supporting sports service officers for diploma courses 2. Identify best sports service officer 3. Conducting training programmes through federations 4. Supporting foreign training/exposure visits to sports service officers	Outcome: i. Sports officers obtained diploma/advanced diploma in sports games ii. Coaches upgraded to next level iii. Best sports service officer	2	3	4	5	5
		2	3	3	4	4
		-	2	2	2	2
	Output: i. Training programmes for sports officers ii. Foreign training/exposure visits	3	5	7	9	11
		1	5	6	7	8
5.2 : Improved capacity of the department Key Activities: 1. Organize training programmes for the staff on administration, procurement, etc. 2. Identify best office employee 3. Purchasing of office equipment and furniture 4. Conducting training programmes/ workshops	Outcome: i. Best employee ii. Audit query responded iii. NCB procurement	-	2	2	2	2
		7	6	5	4	3
		1	1	1	1	1
	Output: i. Survey conducted ii. Audit query received iii. Bids received iv. Training programmes/ workshops for staff	-	2	2	2	2
		7	5	4	3	2
		15	17	19	21	23
		1	2	3	4	5

Inter- Agency Coordination

Department / Agency : Sports

Main programme / Subject Area	Interacting Agencies	Proposed Methodology for Coordination	Remarks
1. Registration & re -registration of Sports Clubs	i. Divisional Secretariats	i. Through circulars	
2. Improving Sports Infrastructure facilities	i. Local Authorities, ii. Department of Buildings	i. Sanction by Department of Sports & Discussions with relevant agencies	
3. Providing sports goods & equipment to Sports clubs	i. Divisional Secretariats	i. Procurement guidelines	
4. Conducting Coaching/ Training programmes	i. National Institute of Sports Science	i. Need Analysis, Meetings, Discussions and Correspondences	
5. Conducting sports meets	i. Divisional Secretariats, District Sports Office, Sports Clubs	i. Guidelines, Meetings, Discussions and Correspondences	
6. Conducting Advanced training programmes	i. Relevant National Sports Federations	i. Need Analysis, Meetings, Discussions and Correspondences	

Agency Results Framework 2017 – 2020

Pre-school Education Bureau

Introduction

The Pre-School Education Bureau (PSEB) was established in the Eastern Province in terms of the Statute cited as Bureau of Pre-School Education of Eastern Province Act, No.01 of 2010. As per the provisions of this enactment, following are its objectives.

1. Establishing Provincial Bureau of Pre-School Education
2. Establishing Provincial Pre-School Education Advisory Committee
3. Establishing a committee to prepare objectives for pre-school education
4. Registration of pre-schools functioning in the Province, supervising, consolidating and directing them

Organizational Structure

Administration, management and control of this Bureau are vested to a Board of Management. The Board of Management of the Bureau consists of the following:

1. Representative of the Provincial Director of Education
2. Representative of the Commissioner of Local Government
3. Representative of the Provincial Treasury
4. Other four members appointed by the Minister using his discretionary power

The Minister appoints one of the appointed members as the Chairman of the Board and he (the chairman) is the Competent Authority for Pre-School Education. As the other three members are designated as Working Directors for the districts of Trincomalee, Ampara (Tamil medium Preschools), and Ampara (Sinhala medium Preschools) respectively.

In addition to the Board of Management, in terms of the Section 13 of the Statute, the Minister establishes an Advisory Committee which consists of 11 members including the following 6 ex-officio members.

1. The Secretary of the Ministry who shall be responsible for Pre Schools in the Province
2. The Provincial Director of Education
3. The Provincial Director Sports
4. The Provincial Director of Health
5. The Commissioner of Probation and Child Care Services
6. The Commissioner of Local Government

The five appointed members are as follows:

1. 3 members from volunteer organizations engaged in child care services and pre-school educational development, one for each District
2. An expert on Pre-School Education and Child's activities
3. A pediatrician or psychologist.

Preschool education is not yet brought under the national education structure, there are many stake holders taking part in the provision of early childhood development opportunities. Preschool activities are a part of the holistic early childhood development. The 13th Amendment to the Constitution makes provision to the provinces only to register and monitor the preschools.

There are four offices functioning; Head Office in Batticaloa and three District Offices. The Head Office is headed by the Chairman and the District Offices are headed by Working Directors.

Service Delivery

Though the preschools are registered and monitored by the PSEB, teachers in preschools were not paid any remuneration by any state agency until 2016. From January 2016, 3209 teachers are receiving a monthly allowance of Rs.3,000/- through PSEB. The table below shows the number of preschools registered with the PSEB since 2010 and the number of children in 2016.

District	No. of Preschools (Medium wise)			No. of Teachers			No. of Children		
	Tamil	Sinhala	Total	Male	Female	Total	Boys	Girls	Total
Ampara	465	303	768	4	1668	1672	11495	10737	22232
Batticaloa	571	-	571	0	1313	1313	9530	9464	18994
Trincomalee	368	125	493	0	1079	1079	6473	6486	12959
TOTAL	1404	428	1832	4	4060	4064	27498	26687	54185

There are no physical resources owned by the Bureau; neither buildings nor vehicles. The Head Office and the District Offices for Ampara and Batticaloa are housed in private buildings. The District Office in Trincomalee occupies a staff quarters of the Provincial Council located in Varothayanagar with poor basic facilities.

Approved cadre for staff of other categories. The following table shows the availability of staff:

Category of staff	Approved Cadre	Available			
		Head Office	Batticaloa Dist. Office	Trincomalee Dist. Office	Ampara Dist. Office
Development Officer	01	01	-	-	-
Management Assistants	10	03	01	03	03
Field Officers	17	-	06	05	05
Office Aides	04	01	01	01	01
Total	32	05	08	09	09

SWOT Analysis

<p><u>Strengths</u></p> <ol style="list-style-type: none"> 1. Statutory provisions 2. Approved cadre 3. Directly guided by the Minister 4. Making payment of monthly allowance to preschool teachers 5. Staff members are enthusiastic in capacity development 	<p><u>Weaknesses</u></p> <ol style="list-style-type: none"> 1. No administrative control over preschools 2. No proper scheme of recruitment 3. Weak capacity of staff 4. No physical resources 5. Minimal funding for development projects 6. Lack of coordination with agencies involved in ECD
<p><u>Threats</u></p> <ol style="list-style-type: none"> 1. Dependent on political situations (Earlier under Chief Minister & now under Ministry of Education) 2. Political interference in the recruitment of staff 3. Political interference in the appointments to Board of Management and the Advisory Committee 	<p><u>Opportunities</u></p> <ol style="list-style-type: none"> 1. Preschool teachers receiving monthly allowance are responsive to instructions 2. Parents willingness to send children to Pre schools

UN- SD goal related to Preschool Development

Goal 4: Ensure inclusive and quality education for all and promote lifelong learning

Relevant elements of National Policies:

A National Policy on Early Childhood Care and Development has been declared by the Ministry of Women Empowerment and Social Welfare in 2004 “...Pre-school programmes should provide adequate opportunities for play and creative activities for mental stimulation; development of language skills through interaction, communication and vocalization; a social climate conducive to emotional security and socialization in habits, attitudes and values that will counter already conditioned inhibitions and stereotyped behaviours...”

Medium-term Agency Results Framework

Eastern Provincial Council

Agency : Pre School Education Bureau

Vision :

Holistically developed children in readiness for primary education

Mission :

Providing services required to develop human and physical resources to preschool communities in an equitable manner through effective coordination

Thrust Areas :

1. Providing equal access and ensuring continued participation in early childhood development activities in preschools
 - Goal 1:* Enrolled all eligible children in preschools
 - Goal 2:* Continued participation of enrolled children
2. Improving physical facilities in Preschools for creating conducive environment for early childhood development
 - Goal 1:* Improved physical infrastructure in preschools
 - Goal 2:* Preschools enriched with learning equipment
3. Improving the quality including teacher and content development for ECD activities in preschools
 - Goal 1:* Preschools equipped with the revised teachers manual
 - Goal 2:* Teachers in preschools competent to perform ECD activities
 - Goal 3:* Supervisors competent to monitor quality of ECD activities in preschools
4. Promotion of health and nutrition practices in Preschools
 - Goal 1:* Improved health and nutrition status of preschool children
 - Goal 2:* Preschools with improved state of sanitation
5. Institutional development and governance
 - Goal 1:* Improved management structure of PSEB
 - Goal 2:* Staff of PSEB with developed skills

Thrust Area 1 : Providing equal access and ensuring continued participation in early childhood development activities in preschools

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
1.1 : Enrolled all eligible children in preschools Key Activities: 1. Conducting awareness programmes for parents 2. Collect information about eligible children	Outcome: i. Children enrolment rate ii. Reports generated from data base	-	75%	78%	85%	90%
	Output: i. Awareness programmes	-	2	2	3	3
1.2 : Continued participation of enrolled children Key Activities: 1. Conducting meetings for parents with preschool management committees	Outcome: i. Children's attendance	-	80%	85%	90%	95%
	Output: i. Meetings with parents	-	500	400	250	150

Thrust Area 2 : Improving physical facilities in preschools for creating conducive environment for early childhood development

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.1 : Improved physical infrastructure in preschools Key Activities: 1. Conducting needs assessment based on minimum standards 2. Supporting preschools to improve facilities	Outcome: i. Preschools with increased minimum standards	-	40%	45%	50%	55%
	Output: i. Preschool buildings repaired	-	75	125	200	300

Thrust Area 2 : Improving physical facilities in preschools for creating conducive environment for early childhood development

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
2.2 : Preschools enriched with learning equipment Key Activities: 1. Distributing essential learning equipment to preschools	Outcome: i. Preschools with adequate equipment using them for children's activities	-	50	60	75	150
	Output: i. Equipment distributed	-	500	600	750	150

Thrust Area 3 : Improving the quality including teacher and content development for ECD activities in preschools

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.1 : Preschools equipped with the revised teachers manual Key Activities: 1. Distributing required number of copies of the revised teachers manual to preschools	Outcome: i. Preschools where children engage in the prescribed activities	-	500	1000	1700	1800
	Output: i. Copies of the revised teachers manual distributed	-	1000	2000	3400	3600
3.2 : Teachers in preschools competent to perform ECD activities Key Activities: 1. Training of teachers on the ECD methodology based on the activities prescribed in the revised teachers annual	Outcome: i. Preschools that have active participation of children					
	a) Above average	-	500	700	800	1000
	b) average	-	800	800	800	600
	c) below average	-	500	300	200	200
	Output: i. Teachers trained on the methodology based on the revised teachers manual	-	2500	3000	3500	4000

Thrust Area 3 : Improving the quality including teacher and content development for ECD activities in preschools

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
3.3 : Supervisors competent to monitor quality of ECD activities in preschools Key Activities: 1. Training of preschool supervisors on using the monitoring tool for quality assessment 2. Collection of data on quality assessment for providing further support to preschools	Outcome: i. Preschools monitored by using the monitoring tool ii. Preschools supported on the basis of information from monitoring tools	-	500	1000	1700	1800
	Output: i. Supervisors trained on the use of monitoring tool ii. Monitoring data collected and compiled (No. of schools)	-	30	35	40	50
		-	800	1500	1800	1800

Thrust Area 4 : Promotion of health and nutrition practices in Preschools

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.1 : Improved health and nutrition status of preschool children Key Activities: 1. Coordinating with health officials to conduct clinics in preschools 2. Coordinating with Divisional Secretariats to implement milk feeding programme in preschools 3. Conducting awareness programmes on nutrition to teachers and managers of preschools	Outcome: i. Preschool children with expected growth in height and weight	-	60%	65%	70%	75%
	Output: i. Preschools visited by health officials	-	750	850	1500	1800
	ii. Preschools benefitted by milk feeding (or nutrition) programmes	-	100	150	300	500
	iii. Awareness programmes	-	750	850	1500	1800

Thrust Area 4 : Promotion of health and nutrition practices in Preschools

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
4.2 : Preschools with improved state of sanitation Key Activities: 1. Supporting preschools to improve sanitary facilities	Outcome: i. Preschool children using improved sanitary facilities	-	50%	75%	80%	85%
	Output: i. Preschools where sanitary facilities improved	-	75	100	150	200

Thrust Area 5 : Institutional development and governance

Goals	Key Performance Indicators (KPIs) <i>related to Goals</i>	Baseline	Targets			
		2015	2017	2018	2019	2020
5.1 : Improved management structure of PSEB Key Activities: 1. Activating the advisory committee 2. Issuing circulars containing instructions for efficient management of preschools	Outcome: i. Policy changes introduced in preschool system	-	1	1	2	2
	Output: i. Meetings of the advisory committee ii. Circulars issued	-	4 3	5 3	6 4	6 5
5.2 : Staff of PSEB with developed skills Key Activities: 1. Regularizing the appointments of PSEB staff 2. Training PSEB staff on administration and finance procedures 3. Training field officers of PSEB on using the monitoring tool and collecting data	Outcome: i. PSEB staff knowledgeable on administration and finance procedures (using an assessment tool)	-	75%	80%	85%	95%
	Output: i. Staff training programmes ii. Staff participated in training programmes	-	4 17	4 20	5 25	5 35

Inter- Agency Coordination

Department / Agency : Pre School Education Bureau

Main programme / Subject Area	Interacting Agencies	Proposed Methodology for Coordination	Remarks
1. Monitoring quality in preschools	i. Zonal Education Offices	i. Monthly meetings	
2. Health and Nutrition	i. Dept of Health	i. Quarterly reviews	
3. Supervision of the management of preschools	i. Zonal Education Offices, ECD Coordinators	i. Quarterly reviews	
4. Child protection	i. CRPOs, NCPA, Childrens' Secretariat	i. Quarterly reviews	
5. Management of preschools	i. All individuals and organizations that manage preschools	i. Quarterly reviews	At DS division level

