

**Ministry of
Agriculture, Fisheries, Rural Industries and Tourism**

Eastern Province Council

Mandate

The Ministry of Agriculture, Animal Production and Development, Rural Industries Development, Fisheries and Tourism is the principal agency responsible for the promotion of agriculture, livestock, industries, fisheries and tourism development and growth. In order to achieve this it provides necessary guidelines and policy framework that directs public investments in aforesaid sectors. Furthermore, through participation with other governmental and non governmental institutions it provides necessary support services in order to make agriculture, livestock, industries, inland fisheries and tourism sectors profitable and help the spread of benefits to the poor particularly living in rural areas.

The ministry is involved in coordinating, planning, implementation and monitoring of development programmes pertaining to the sub sectors of agriculture development, livestock development, industries development, fisheries development and tourism development. The ministry norm is to ensure that necessary services are provided to the farmers through the ministry as well as Department of Agriculture, Animal Production & Health, Rural Industries and Fisheries.

Ministry activities and policies in respect of agriculture development, livestock development, rural industrial development, inland fisheries development and tourism development falls in line with the frame work of the national policy and the subjects and functions assigned under List I and List III of the 9th Schedule of the 13th amendment of the constitution.

Duties and Responsibilities

01. Overall administrative responsibilities in respect of the departments under the purview of the ministry.
02. Establishing priorities for sectoral development under operational plans for the departments coming under the purview of the ministry.
03. Monitoring of all sub sectoral programmes and projects of the departments through sectoral monitoring committee and provincial progress committee meeting.
04. Coordinating preparation of all development proposals and plans with the provincial departments and other provincial ministries for integrated development.
05. Collection of planning information from allied sectors, computerization of data, display and dissemination of information through the provincial planning secretariat.

06. Coordination with the line ministries and departments regarding development activities in resettled areas.
07. Coordination of training programmes and workshops.
08. Preparation of Annual Implementation Plan and Operational Plan.
09. Release of imprest to departments and submitting statement of expenditures.
10. Progress control of line departmental activities.
11. Implementing inland fisheries development programmes.
12. Coordinating preparation of annual estimates.

Situation Analysis

Strengths

01. Rich Bio Diversity facilitates agriculture and tourism development
02. Arable fertile land
03. Climate
04. Conducive government policy towards agriculture, livestock, tourism and industrial development.

Weakness

01. Fragmented lands
02. Low penetration of information communication technology.
03. Lack of technological inputs for increased productivity.
04. Poor rural infrastructure
05. Unsustainable water management

Opportunity

01. Exports - Increased demand for food commodities in global market.
02. Agro based industry
03. Untapped potential of natural resources for agriculture and tourism development

Threats

01. Unsustainable utilization of resources
02. Unbalanced regional development
03. Influx of cheap imports

Achievements

Eastern Province has an area of 9,996 square kilometers and has a population of 1.6 Mn. Eastern Province is recognized as an important agricultural area with a greater scope of agricultural and tourism development. It is estimated over 70% of the population depending on agriculture related activities including crop cultivation, livestock rearing and fisheries in these sectors contributing over 23% to the Provincial Gross Domestic Product. It is estimated of 65,000 families depends on paddy cultivation and 10,000 families engaged in cultivation of Other Field Crops.

The Ministry of Agriculture, Animal Production and Development, Rural Industries Development, Fisheries & Tourism over the past years has initiated several programmes and projects focusing on enhancement of small holder competitiveness, improved market access and efficient value chains, improving the livelihoods in economically lagging regions and building up the capacity of service providers. This has resulted in increase of both of production and productivity in all sectors ie. Agriculture, livestock, and fisheries.

Rural industry is also an important economic sector in Eastern Province. The Ministry of Agriculture, Animal Production and Development, Rural Industries Development, Fisheries and Tourism, Eastern Province provides guidance and assistance to Department of Industries in the field of technology transfer and development of production marketing facilities.

Tourism sector is one of the fastest growing industries in Eastern Province providing employment opportunities to the rural community. Tourism unit of this ministry coordinates with the Sri Lanka Tourism Development Authority and other Central Government institutions involved in tourism development activities and strive hard to develop this sector to the benefit of local population.

It is noteworthy to mention that this sector has rebounded in the past from the global of economic turn downs and external shocks such as terrorism and is emerging as a major economic activity in Eastern Province.

Vision and Mission statements and Thrust areas

Vision

Achieve sustainable agricultural and industrial development contributing towards the socio economic development of Eastern Province

Mission

Create institutional arrangements to implement technically sound, economically viable, socially acceptable and environmentally sustainable agricultural development programme in the Eastern Province.

Thrust Areas

1. Enhancing coordination, monitoring and evaluation of development activities
2. Enhancing efficient functioning of the MTARF system
3. Improving internal efficiency, responsiveness and service delivery of departments under purview
4. Good governance

Thrust Area 1 : Enhancing coordination, monitoring and evaluation of development activities

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | |
|---------|---|--|---------------|---------|------|------|------|------|
| | | | | 2013 | 2014 | 2015 | 2016 | 2017 |
| 1.1 | Effective functioning of relevant provincial departments ensured | Outcome Increased efficiency of functioning (%) | 85 | 86 | 88 | 90 | 95 | 95 |
| | | Output 1. No. of workshops conducted | 02 | 03 | 03 | 03 | 03 | 03 |
| | | 2. No. of sectoral progress review meeting conducted | 04 | 04 | 04 | 04 | 04 | 04 |
| 1.2 | Resources mobilized to transform subsistence level of agriculture to commercial agriculture | Outcome Effective utilization of donor funds (%) | 50 | 60 | 70 | 70 | 70 | 70 |
| | | Output 1. No. of donor funded projects implemented | 04 | 05 | 05 | 05 | 05 | 05 |
| | | 2. No. of Private - Public partnerships established | 02 | 03 | 03 | 03 | 03 | 03 |
| 1.3 | Improved access to information and use of ICT based tools | Outcome Established data base systems (Nos) | 01 | 02 | 03 | 04 | 04 | 04 |
| | | Output 1. No of software packages used in planning, finance and administration units | 03 | 03 | 03 | 03 | 03 | 03 |
| | | 2. No. of news items sent to EPC web page/ year | 22 | 50 | 55 | 60 | 60 | 60 |

Thrust Area 2 :- Enhancing efficient functioning of the MTARF system

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | |
|---------|--|--|------------------|---------|------|------|------|------|
| | | | | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2.1 | Effective collaborative mechanism established with relevant departments in relation to implementation and monitoring of development projects | Outcome Effective and efficient implementation of development programmes (%) | 85 | 86 | 88 | 90 | 95 | 95 |
| | | Output 1. No. of progress review meetings conducted | 03 | 04 | 04 | 04 | 04 | 04 |
| | | 2. No. of progress reports submitted | 55 | 55 | 55 | 55 | 55 | 55 |

Thrust Area 3 :- Improving internal efficiency, responsiveness and service delivery of departments under purview

| No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | |
|-----|--|--|------------------|---------|------|------|------|------|
| | | | | 2013 | 2014 | 2015 | 2016 | 2017 |
| 3.1 | Appropriate strategies and mechanisms installed for effective and efficient service delivery | Outcome Increased awareness of departmental activities (%) | 85 | 90 | 95 | 95 | 95 | 95 |
| | | Output 1. No. of development workshops held | 02 | 03 | 03 | 03 | 03 | 03 |
| | | 2. No. of exhibitions held | 09 | 10 | 11 | 11 | 11 | 11 |
| | | 3. No. of prizes/ awards awarded to best farmers | 24 | 30 | 33 | 33 | 33 | 33 |

Thrust Area 4 :- Good governance

| No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | |
|-----|--|---|------------------|---------|------|------|------|------|
| | | | | 2013 | 2014 | 2015 | 2016 | 2017 |
| 4.1 | Core values of professionalism, integrity and efficiency established and practiced | Outcome Compliance to financial and administrative framework ensured Output 1. No. of audit management committee meetings held 2. No. of documents furnished- Citizen Charter, Roles and responsibilities 3. No. of field visits to monitor progress | 85 | 90 | 95 | 95 | 95 | 95 |
| 4.2 | Increase public awareness on government policies and programmes | Outcome Public awareness created (%) Output 1. No. of stakeholder meetings conducted (%) 2. No. of news letters published | 75 | 80 | 85 | 90 | 95 | 95 |
| 4.3 | Rational management of resources ensured | Outcome Reduced wastage of resources Output 1. No. of human resources development training programmes conducted 2. No. of performance appraisals 3. No. of inventory reports on physical resources | 50 | 45 | 40 | 30 | 25 | 10 |

Department of Agriculture

Ministry of Agriculture, Fisheries, Rural Industries & Tourism

Eastern Province Council

Mandate

The mandate of the Department of Agriculture is to mobilize natural and human resources on a sustainable manner to transform the domestic agricultural sector as a sustainable strong economic force for the development of the province by supplying the consumer needs and providing a sustainable livelihood to the farming community.

This is to be achieved by motivating the farmer community to obtain the maximum productivity from their agricultural lands through prevention of post harvest losses and promoting the value addition to agricultural produce through dissemination viable agro/ food processing technologies. Furthermore, the Department of Agriculture is entrusted with the responsibility of empowering the farmers through enhancing their organizational strength in order to solve their diverse agriculture disputes as well as to enhance their role in market chain.

Duties and Responsibilities

Department of Agriculture, Eastern Province is responsible for the implementation of agriculture development programmes and projects in the province. Agriculture extension is the main activity handled by the Department of Agriculture. Provincial Department of Agriculture provides the requisite farmer extension services through a network of 03 District offices and 102 Agriculture Instructor range offices. Agriculture extension services are supervised by the Provincial Director of Agriculture and are assisted by the Deputy Directors of Agriculture (Ext) in all three districts.

Provincial Department of Agriculture provides the following services.

01. Ensuring timely supply of quality seeds by organizing lateral spread and from other districts.
02. Encouraging farmers to use quality seeds and planting materials and encouraging self seed production in the district itself.
03. Introducing new improved varieties and suitable tools and implements in the agricultural production.

- 04. Encouraging the farmers to adopt advantageous agronomy practices and adopt environmental friendly plant protection techniques.
- 05. Encouraging the farmers to apply fertilizer on the basis on soil requisite.
- 06. Introducing post harvest technologies and value addition to agricultural production.

Situation Analysis

Strengths

- 01. Availability of field level staff.
- 02. District level training centers.
- 03. Mobility for field level staff.
- 04. Major, medium and minor irrigation schemes.
- 05. Conducive government policy and increased financial allocation for agriculture development

Weaknesses

- 01. Lack of technical knowledge among the staff.
- 02. Lack of infrastructure facilities.
- 03. Non availability of In-Service Training Center.
- 04. Poor motivation among field level staff
- 05. Lack of irrigation facilities during Yala season.
- 06. Non adoption of Information Communication Technology for agriculture development

Opportunities

- 01. Potential lands are available for all types of cultivation.
- 02. Facility supported by major and minor irrigation tanks and related structures.
- 03. Existence of subsidiary schemes for fertilizer and other inputs.
- 04. Re-cultivation of abandoned paddy lands.
- 05. Futuristic visionary agriculture development programmes.
- 06. Api Wawamu Rata Nagamu, One Village One Crop programme

Threats

01. Threats of wild animal destruction
02. Uncertainty of climatic conditions.
03. Paddy land and low land converted for dwelling purpose.
04. Increased occurrence of natural disasters – Drought, floods
05. Plant diseases and pest attacks.

Achievements

The potential growth sectors of the Eastern Province constitute crop agriculture, livestock farming and fisheries, along with agriculture related industries and trades. Of the total land area of 9822.6 sq km, (equivalent to 15.2% of the country's total land area) 34% is used for crop cultivation. Paddy is the predominant crop in the province followed by Other Field Crops mainly maize and vegetables. Paddy is the main crop and Eastern Province contributes to 24% of the national paddy production. Paddy production is sufficient for entire province and the surplus is transported to other provinces. The extent of agricultural land in Eastern Province is 175,000 ha and only 53% of it was cultivated in year 2006 due to unstable security conditions prevailed in Eastern Province at that time. In year 2008, under cultivation of abandoned paddy lands programme a total of

20,000 ha abandoned lands were brought under cultivation thereby increasing the total paddy production from 0.712 Mn Mt in year 2007 to 1.163 Mn Mt in year 2009. Current paddy production in Eastern Province is 1.246 Mn Mt. The long term objective of the

Department of Agriculture is to bring 100% of the total cultivable land under production.

Maize, cowpea, red onion, ground nuts are considered as major other field crops cultivated in Eastern Province. More importance was provided for maize cultivation due to its demand since it is considered as the major ingredient in animal feed. Large scale maize cultivation was promoted with the provision of hybrid seeds and other assistance and it proved to be a successful venture. Agricultural land under maize cultivation has increased from 8100 ha in Maha 2006/2007 to 12,347ha in Maha 2011/ 2012. It is recorded that a total of 47,239 Mt of maize, 1,279 Mt of red onions, 1,163 Mt of chilli, 22,961 Mt of legumes was produced in Maha 2011/ 2012 in Eastern Province.

Vision and Mission statements and Thrust areas

Vision

Major contribution by Eastern Province towards national agricultural growth whilst supporting rural livelihoods, ensuring food security and promoting commercialization

Mission

Provide quality agricultural inputs and services for improved agricultural practices adopted by the farmer community through financial, physical and technical assistance to improve living standards in fairly and equitable manner in Eastern Province

Thrust Areas

1. Food security at household level
2. Production and Productivity enhancement
3. Post harvest technology and agro based industry
4. Environmental conservation and protection
5. Institutional Capacity Development
6. Good Governance

Thrust Area 1 :Food security at household level

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|--|--|---------------|---------|-------|-------|-------|-------|-------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 1.1 | Majority of house holds having self sufficiency in selected food items | Outcome i. % increased no of house hold using their own produce for at least two meals a day | 10 | 12 | 14 | 16 | 18 | 20 | 22 |
| | | Output i. No. of home gardens, school gardens and potted agriculture unit established | 43,000 | 45000 | 48500 | 55600 | 63600 | 72900 | 82400 |
| 1.2 | Sustainably developed homesteads | Outcome i. % of food security achieved | 4 | 5 | 6 | 7.5 | 9.2 | 11 | 13 |
| | | Output i. No of homesteads continued | 15700 | 17800 | 19950 | 24550 | 30550 | 36850 | 43550 |

Thrust Area 2 : Production and Productivity enhancement

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|-------------------|---|--|---------------|---------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2.1 | Increased production of improved seeds and planting materials | Outcome i. % of farmers used improved Seeds & planting materials | 20 | 32 | 43 | 48 | 54 | 60 | 67 |
| | | ii. Increased farmer income (%) | 17 | 18 | 20 | 25 | 31 | 39 | 49 |
| | | Output i. No of nurseries established | 13 | 21 | 45 | 50 | 61 | 67 | 73 |
| | | ii. No of trainings conducted | 12 | 15 | 20 | 25 | 30 | 35 | 40 |
| | | iii. Amount of seeds produced (mt) | | | | | | | |
| | | a) Paddy (mt) | 30 | 33 | 36 | 39 | 42 | 45 | 50 |
| | | b) OFC (mt) | 20 | 22 | 25 | 28 | 39 | 45 | 52 |
| c) Vegetable (mt) | 0.4 | 0.6 | 0.8 | 1 | 1.5 | 2 | 2.5 | | |

Thrust Area 2 : Production and Productivity enhancement

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|--|---|---------------|---------|---------|---------|---------|---------|---------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2.1 | Increased production of improved seeds and planting materials | Output | | | | | | | |
| | | iv. No of Mini kit seed paddy pack (2kg) supplied | 5,000 | - | 6,000 | 9,000 | 15,000 | 17,500 | 20,000 |
| | | v. Availability of certified seeds - chillie (kg) | - | - | 100 | 150 | 200 | 250 | 300 |
| | | vi. Availability of big onion seed (kg) | - | - | 100 | 150 | 200 | | 250 |
| | | vii. Availability of Mango plants (no) | 14,000 | 20,000 | 25,000 | 46,000 | 50,000 | 55,000 | 80,000 |
| 2.2 | Increased paddy production | Outcome | | | | | | | |
| | | i. Reduction of cost of production (Rs/kg) | 25 | 24 | 23 | 22 | 20 | 18 | 15 |
| | | ii. Productivity of paddy (mt) | 4.3 | 4.4 | 4.5 | 4.7 | 4.8 | 5 | 5.2 |
| | | iii. Amount of paddy produced (mn.mt) | 1.068 | 1.17 | 1.316 | 1.368 | 1.45 | 1.475 | 1.572 |
| | | Output | | | | | | | |
| | | i. No of trainings conducted | 50 | 75 | 100 | 150 | 200 | 250 | 300 |
| | | ii. Extent cultivated (ha) | 270,000 | 275,000 | 280,000 | 285,000 | 290,000 | 295,000 | 300,000 |
| | | iii. Cropping intensity (%) | 125 | 127 | 130 | 135 | 140 | 145 | 150 |
| 2.3 | Increased OFC production (6 OFC Crops - Maize,cowpea,ground nut, green gram, chillie, red onion) | Outcome | | | | | | | |
| | | i. Increased farmer income (%) | - | 5 | 10 | 20 | 30 | 40 | 50 |
| | | ii. Amount of OFC produced (mt) | 37,500 | 40,000 | 41,250 | 45,000 | 48,750 | 50,000 | 52,500 |
| | | Output | | | | | | | |
| | | i. No of trainings conducted | 21 | 25 | 35 | 50 | 60 | 75 | 100 |
| | | ii. Extent cultivated (ha) | 25,000 | 26,000 | 27,500 | 30,000 | 32,500 | 34,000 | 35,000 |
| | | iii. Cropping intensity (%) | 130 | 131 | 132 | 135 | 140 | 145 | 150 |

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|---|--------------------------------------|---------------|---------|-------|-------|-------|-------|-------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2.4 | Increased vegetable production and off-season cultivation | Outcome | | | | | | | |
| | | i. Amount of Vegetable produced (mt) | 45000 | 48750 | 52500 | 60000 | 67500 | 75000 | 90000 |
| | | Output | | | | | | | |
| | | i. No of trainings conducted | 10 | 20 | 30 | 40 | 50 | 60 | 70 |
| | | ii. Extent cultivated (ha) | 3000 | 3500 | 4000 | 4500 | 5000 | 5500 | 6000 |
| | iii. No of equipment issued | 500 | 600 | 750 | 1000 | 1500 | 2000 | 2500 | |
| | iv. No of Tube wells for off season cultivation | 0 | - | 10 | 50 | 100 | 150 | 200 | |

Thrust Area 2 : Production and Productivity enhancement

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|---|---|---------------|---------|--------|--------|--------|--------|--------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2.5 | Increased fruit production | Outcome | | | | | | | |
| | | i. Increased farmer income (%) | - | 5 | 10 | 20 | 30 | 40 | 50 |
| | | ii. Quantity of fruit produced (mt) | 50,000 | 52,000 | 55,000 | 60,000 | 65,000 | 70,000 | 75,000 |
| | | Output | | | | | | | |
| | | i. No of trainings conducted | 15 | 30 | 40 | 60 | 75 | 85 | 100 |
| | | ii. Extent cultivated of Fruit (ha) | 2,500 | 2,650 | 2,750 | 3,000 | 3,250 | 3,500 | 3,750 |
| | | iii. Off season production | | | | | | | |
| | iv. % Hormone induced existing trees (mango & citrus) | - | - | 5 | 10 | 15 | 20 | 25 | |
| | v. No of trained pruners | 3 | - | 30 | 60 | 90 | 120 | 150 | |
| | vi. No of fruit villages established | 22 | 25 | 30 | 35 | 43 | 50 | 60 | |
| 2.6 | Conserved Soil and water | Outcome | | | | | | | |
| | | i. Increased farmer income (%) | 6 | 8 | 11 | 18 | 27 | 39 | 54 |
| | | ii. Increased production (%) | 6 | 9 | 12 | 20 | 30 | 42 | 58 |
| | | Output | | | | | | | |
| | | i. Reclaimed soil extent (%) | 4 | 4.5 | 5.5 | 7.5 | 10.5 | 14.5 | 21.5 |
| | | ii. No of micro irrigation units established (1/4 ac units) | 390 | - | +90 | +125 | +150 | +175 | +210 |
| | | iii. Improved productivity (%) | 3 | 5 | 9 | 14 | 19 | 25 | 30 |
| | iv. No of Agro wells constructed | 410 | +200 | +200 | +200 | +150 | | +150 | |
| | v. No of Community Agro wells constructed | - | +3 | +3 | +3 | +3 | +3 | +3 | |

Thrust Area 3 :- Post harvest technology and agro based industry

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---|--|---|---------------|---------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 3.1 | Improved post-harvest technology practiced by farmer | Outcome | | | | | | | |
| | | i. Increased marketable products (%) | 7 | +3 | +5 | +8 | +10 | +13 | +17 |
| | | ii. Increased off season income (%) | 5 | +3 | +5 | +8 | +11 | +15 | +20 |
| | | iii. Post harvest losses (%) | | | | | | | |
| | | - Paddy & other grains | 15 | 13 | 10 | 8 | 7 | 6 | 5 |
| | | - Vegetables & fruits | 30 | 27 | 25 | 20 | 15 | 10 | 5 |
| | | Output | | | | | | | |
| i. No of Plastic crates, equipment and machineries supplied | 1000 | 1500 | 2000 | 2500 | 3500 | 4000 | 4500 | | |
| ii. No of storage structures established | - | - | 3 | 5 | 7 | 10 | 15 | | |
| iii. No of agro based industries established | 15 | 18 | 20 | 36 | 48 | 59 | 71 | | |
| 3.2 | More value added products available to markets | Outcome | | | | | | | |
| | | i. Increased self employment (%) | 3 | +2 | +3 | +6 | +10 | +13 | +18 |
| | | ii. Increased value added in the products (%) | 5 | +2 | +3 | +6 | +11 | +14 | +17 |
| | | Output | | | | | | | |
| | | i. No of value addition mobile demonstrations conducted | 0 | - | 10 | 20 | 41 | 55 | 77 |
| | | ii. No of value addition equipment supplied | 56 | 64 | 80 | 95 | 150 | 175 | 220 |
| iii. No of trainings conducted | 10 | 15 | 20 | 25 | 30 | 35 | 40 | | |

Thrust Area 4 :- Environmental conservation and protection

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|--|--|---------------|---------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 4.1 | Good Agricultural practices adopted by farmers | Outcome i. Increased farmer income (%) | 15 | 20 | 24 | 35 | 48 | 63 | 83 |
| | | Output i. No of farm family adopted GAP | 500 | 750 | 1000 | 2000 | 3000 | 4000 | 5000 |
| 4.2 | Environmental degradation adequately addressed | Outcome i. Reduced chemical fertilizer usage (%) | - | 5 | 7 | 15 | 25 | 25 | 30 |
| | | Output i. No of organic farms established | 150 | 175 | 203 | 289 | 410 | 565 | 777 |
| | | ii. No of farmers producing and using compost | 2050 | 2500 | 2877 | 3777 | 4783 | 5991 | 7501 |
| | | iii. Organic manure production (mt) | 1500 | 1750 | 2000 | 2500 | 3000 | 3500 | 4000 |
| | | iv. Yaya models (Envt friendly) | 0 | 5 | 15 | 25 | 40 | 60 | 100 |
| | | v. Registered no of organic manure producers | 10 | 15 | 20 | 30 | 50 | 100 | 200 |
| | | vi. No of trainings conducted | 150 | 300 | 500 | 600 | 750 | 1000 | 1200 |
| | | vii. No of farmers adopted IPNS/ IPM | 1050 | 1478 | 1553 | 2409 | 3565 | 5075 | 6937 |

Thrust Area 5 :- Institutional capacity development

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|---|--|---------------|---------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 5.1 | Trained and skilled Extension officers and farmer societies | Outcome i. No of farmer societies | 30 | 40 | 50 | 60 | 75 | 90 | 120 |
| | | Output ii. No of mobile demonstration and campaign conducted | 5 | 20 | 30 | 30 | 40 | 50 | 60 |
| | | iii. No of institutional trainings conducted | 10 | 15 | 20 | 20 | 25 | 30 | 35 |
| | | iv. No of trainings provided to the officers & farmer societies | 26 | 44 | 68 | 68 | 103 | 148 | 200 |
| | | v. No of overseas exposure visits conducted | 0 | 1 | 1 | 1 | 1 | 1 | 1 |
| 5.2 | Efficient and effective extension services delivered | Outcome i. Improved service delivery (%) | 10 | 18 | 25 | 40 | 50 | 60 | 75 |
| | | Output i. No of extension offices renovated / constructed | 25 | 32 | 35 | 37 | 47 | 59 | 64 |

Thrust Area 6 :- Good governance

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|--|--|---------------|---------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 6.1 | Performance of Institutions, programme and project monitored and evaluated | Outcome i. Project completed as per the target (%) | 65 | 70 | 75 | 80 | 85 | 90 | 95 |
| | | Output i. No of field visits made. | 50 | 75 | 100 | 150 | 200 | 250 | 300 |
| | | ii. No of monitoring meetings | 4 | 6 | 8 | 10 | 12 | 14 | 16 |
| 6.2 | Circulars, Guidelines and recommendations complied with and implemented | Outcome i. Clients complaints (%) | 25 | 22 | 20 | 15 | 10 | 5 | 2 |
| | | Output ii. No of Audit queries answered | 20 | 18 | 15 | 10 | 8 | 5 | 3 |

Department of Animal Production

Ministry of Agriculture, Fisheries, Rural Industries & Tourism

Eastern Province Council

Mandate

The mandate of the Dept of Animal Production and Health falls in line with the frame work of the national policy and the subjects and functions assigned under List I and List III of the 9th Schedule of the 13th amendment of the constitution. The Department functions mainly focus on preservation, protection and improvement of livestock, prevention of animal diseases within the Province and value addition and marketing of livestock produce. Department of Animal Production & Health is entrusted with the responsibility of implementing the livestock development programmes financed by the provincial council, line ministry and various agencies through a network of 3 District Veterinary Surgeon offices and 45 ranges Government Veterinary Surgeon offices throughout the province.

Duties and Responsibilities

The overall objective of the Department of Animal Production & Health is to develop the livestock sector of Eastern province in order to contribute to achieve a high level of self reliance in milk and livestock produce in national level and provide livestock produce to

consumers at an affordable price for improving their nutritional status.

Duties and responsibilities in respect of livestock sector development are as follows.

01. Development of district level programmes/ projects for Animal Husbandry and implementing, supervising and monitoring same.
02. Carry out extension activities for promotion of improved techniques for livestock farming and economic production of meat, milk and eggs.
03. Provision of animal health services both preventive and curative through a network of veterinary offices spread throughout the province.
04. Issue/ coordinate the supply of improved breeds of cattle, buffaloes, sheep, goats, pigs and poultry for farmers in the province.
05. Organization of livestock farmers into Farmer's Associations for the development of the livestock sector

Situation Analysis

Strength

01. Availability of cattle, buffaloes and goats and its utilization in future breed improvement programmes.
02. Agricultural by products available in abundance could be utilized as feed resources.
03. Farmers possess basic knowledge and are willing to adopt new technologies to increase productivity.
04. High demand for livestock produces.
05. Conducive policy of the government towards the livestock sector development.

Weakness

01. Lack of access to credit facilities due to none functioning of specialized development banks and lack of knowledge among farmers.
02. Low productivity of livestock resources.
03. Losses of upgraded improved livestock due to diseases and illicit slaughter.
04. Inadequate and inefficient Veterinary extension services.

Opportunities

01. Low capital investment and technical expertise for establishment of livestock enterprise.
02. Livestock sector provides employment opportunities to farmers and their direct family members.
03. Guaranteed steady income throughout the year provided to those involved in it.
04. Cash crops such as maize, cowpea, etc. could be utilized in livestock feed production whenever there is lack of marketing opportunities for marketing of such crops.
05. Utilization of marginal lands and agricultural by products.

Threat

01. Instability due to policy decisions on pricing of livestock products.
02. Poor status of infrastructure facilities (Roads, communication and power, etc.)
03. Influx of powdered milk and cheap livestock produce elsewhere.
04. Outbreak of diseases.
05. Poor storage and value addition facilities.

Achievements

Eastern Province is one of the major milk producing provinces in the country and consists of nearly 30% of the national cattle population. It is estimated that nearly 17% of the total national milk production is derived from this province while our province is ranked second in terms of milk collection. It is recorded that approximately 64.7 Mn Litres of milk is produced in Eastern Province annually out of which 30% is collected for processing.

Consequent to recent conflict there has been considerable damage and disruption to milk collection network and loss of animals. This has resulted in gradual decline in livestock production in the province. In addition lack of essential infrastructure such as Veterinary Offices, shortage of Veterinary Surgeons (V.S) and Livestock Development Officers (LDO) are identified as factors restraining the growth of livestock sector in this province.

Under the “Nagenahira Nawodhaya” program action was initiated to construct 20 Veterinary Offices and Veterinary Investigation Centers in Ampara and Trincomalee Districts to facilitate the delivery of effective and efficient veterinary services to livestock farmer community in Eastern Province. At present there are 44 veterinary offices functional in the Eastern

Province. Furthermore Rs.10.0 mn worth veterinary and office equipments were procured and distributed among the range veterinary offices. 22 Livestock Development Officers were recruited into provincial public service and action was taken to fill up the vacancies of Government Veterinary Surgeons in Eastern Province. Regional Livestock Farm Uppuvelly was strengthened to increase its production capacity from 4000 to 12000 day old chicks a month. About 85000 animals abandoned due to conflict were salvaged with the assistance of Security Forces and Line Ministry of Livestock Development. Capital budget for livestock development under P.S.D.G was increased from Rs 3.2 Mn in year 2007 to Rs. 34 mn in year 2012.

Our target is to double the milk production in next three years. In order to strengthen the milk collection and distribution network 09 Nos. of Milk Processing Centers, 14 Nos. of Milk Chilling Centers and 03 Nos. of Animal Feed Manufacturing Units were established using government and donor funds. Furthermore it is planned to establish new dairy villages, goat villages, milk sales outlets, cattle breeder farms, integrated model farms, mobile veterinary clinics to enhance livestock production in the Eastern Province

Vision and Mission statements and Thrust areas

Vision

Sustainable livestock sector contributing to national economic growth while enhancing livelihoods, nutrition and alleviating poverty in Eastern Province

Mission

Provide livestock inputs and services to farming community to maintain healthy animal population and enhanced productivity to achieve sustainable livestock development in Eastern Province.

Thrust areas

1. Increasing livestock production
2. Enhancing productivity of livestock
3. Promoting value additions and marketing
4. Institutional capacity development
5. Good governance

Thrust Area 1 : Increasing livestock production

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | Targets | | | | | |
|---------|------------------------------|--|---------------|---------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 1.1 | Increased production of milk | Outcome | | | | | | | |
| | | i. Increased annual milk production (Mn lit) | 51 | 61 | 66 | 71 | 76 | 82 | 88 |
| | | Output | | | | | | | |
| | | i. No of New dairy farms Established | 25 | 400 | 400 | 400 | 400 | 400 | 400 |
| | | ii. No of dairy villages Established | 6 | 40 | 40 | 40 | 40 | 40 | 40 |
| 1.2 | Increased production of meat | iii. No of milking unit Established | 0 | 45 | 45 | 45 | 45 | 45 | 45 |
| | | iv. No of farmer training conducted | 4 | 6 | 6 | 6 | 6 | 6 | 6 |
| | | Outcome | | | | | | | |
| | | i. Increased annual meat production (Mn Kg) | 10.5 | 18.5 | 22.5 | 26.5 | 30.5 | 34.5 | 38.5 |
| | | Output | | | | | | | |
| 1.3 | Increased production of egg | i. No of new goat farms established | 100 | 400 | 400 | 400 | 400 | 400 | 400 |
| | | ii. No of broiler farms established | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| | | iii. No of farmer trainings conducted on meat production | 4 | 6 | 6 | 6 | 6 | 6 | 6 |
| | | Outcome | | | | | | | |
| | | i. Increased annual egg production (Mn) | 45 | 49 | 51 | 53 | 55 | 57 | 60 |
| 1.3 | Increased production of egg | Output | | | | | | | |
| | | i. No of new poultry farms established | 888 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| | | ii. No of backyard poultry units established | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 | 1000 |
| | | iii. No of poultry parent stock units established | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| | | iv. No of small scale hatchery units established | 4 | 100 | 100 | 100 | 100 | 100 | 100 |

Thrust Area 2 :-Enhancing productivity of livestock

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline | | | | | | | |
|---------------------------------|--------------------------------------|---|----------|-------|-------|-------|-------|-------|-------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 2.1 | Improved quality of cattle & goats | Outcome | | | | | | | | |
| | | i. Increased availability of improved quality calf & kids (Nos./ Year) | 3000 | 5400 | 6600 | 7800 | 9000 | 10200 | 11400 | |
| | | Output | | | | | | | | |
| | | i. No of natural & AI born heifer calves registered | 200 | 500 | 500 | 500 | 500 | 500 | 500 | |
| | | ii. No of improved stud bulls issued | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| | | iii. No of additional AI done | 3000 | 3000 | 3000 | 3000 | 3000 | 3000 | 3000 | |
| | | iv. No of mobile clinics conducted | 200 | 200 | 200 | 200 | 200 | 200 | 200 | |
| | | v. No of improved stud goats issued | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| | | vi. No of farmer societies strengthened | 50 | 50 | 50 | 50 | 50 | 50 | 50 | |
| 2.2 | Increased production of quality feed | Outcome | | | | | | | | |
| | | i. Increased animal feed production (mt/ year) | 9000 | 15000 | 18000 | 21000 | 24000 | 27000 | 29000 | |
| | | Output | | | | | | | | |
| | | i. No of Pasture resource centers established | 2 | 2 | 2 | 2 | 2 | 2 | 2 | |
| | | ii. No of Pasture & Fodder units established | 100 | 100 | 100 | 100 | 100 | 100 | 100 | |
| | | iii. No of Infrastructures established for small scale feed mixing unit | 1 | 1 | 1 | 1 | 1 | 1 | 1 | |
| | | iv. No of bailing machines issued | 1 | 10 | 10 | 10 | 10 | 10 | 10 | |
| | | v. No of mineral block production units established | 50 | 50 | 50 | 50 | 50 | 50 | 50 | |
| | | vi. No of farmer trainings conducted on feed production | 20 | 45 | 45 | 45 | 45 | 45 | 45 | |
| vii. No of grass cutters issued | 2 | 45 | 45 | 45 | 45 | 45 | 45 | | | |

Thrust Area 3 :- Promoting value additions and marketing

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | | | | | | |
|---------|--|--|---------------|-------|-------|-------|-------|-------|-------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 3.1 | Enhanced income generation capacity of the farmers | Outcome i. Increased individual milk production (Lit)/cow/ day | 1 | 1.5 | 2 | 2.5 | 3 | 3.5 | 4 |
| | | Output i. No of trainings conducted on marketing & value addition | 10 | 45 | 45 | 45 | 45 | 45 | 45 |
| | | ii. No of farmer societies strengthened | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| 3.2 | Improved marketing facilities | Outcome i. Increased fresh milk consumption (Lt/day) | 10000 | 12000 | 13000 | 14000 | 15000 | 16000 | 17000 |
| | | Output i. No of milk boilers issued | 50 | 100 | 100 | 100 | 100 | 100 | 100 |
| | | ii. No of liquid milk consumption promoting campaigns conducted | 10 | 350 | 350 | 350 | 350 | 350 | 350 |
| 3.3 | Promoted processing and value addition | Outcome i. Increased utilization of milk for value addition (lit/ day) | 500 | 1500 | 2000 | 2500 | 3000 | 3500 | 4000 |
| | | Output i. No of Coolers issued | 2 | 40 | 40 | 40 | 40 | 40 | 40 |
| | | ii. No of chicken processing units established | 2 | 45 | 45 | 45 | 45 | 45 | 45 |
| | | iii.No of Yoghurt Incubators issued | 5 | 40 | 40 | 40 | 40 | 40 | 40 |

Thrust Area 4: Institutional Capacity Development

| Goal No | Goals | Key Performance Indicators (KPIs) | Baseline 2011 | | | | | | |
|--|--|--|---------------|------|------|------|------|------|------|
| | | | | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 4.1 | Improved institutional facilities | Outcome | | | | | | | |
| | | i. Increased service delivery(%) - Artificial Insemination - Cattle vaccination - Pregnancy Diagnosis | 45 | 60 | 65 | 70 | 75 | 80 | 85 |
| | | Output | | | | | | | |
| | | i. No of veterinary quarters constructed | 1 | 4 | 4 | 4 | 4 | 4 | 4 |
| | | ii. No of dormitories including kitchen & dining hall Established at Regional Livestock Training Centre,Batticaloa | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| | | iii. No of veterinary offices constructed | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| | | iv. No of labour quarters established at RLF, Uppuveli. | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| | | v. No of males dormitories renovated at Regional Livestock Training Centre, Uppuveli. | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| vi. No of Compost preparatory units established | 0 | 1 | 1 | 1 | 1 | 1 | 1 | | |
| vi. No of stores established at Regional Training Centre, Uppuveli | 1 | 1 | 1 | 1 | 1 | 1 | 1 | | |
| 4.2 | Trained and skilled managerial, technical staff and farmer societies | Outcome | | | | | | | |
| | | i. Increased productivity level(%) | 40 | 55 | 60 | 65 | 70 | 75 | 80 |
| | | ii. No of institutions adopting innovative technology | | | | | | | |
| | | iii. No of officers attended overseas exposure training | 5 | 30 | 30 | 30 | 30 | 30 | 30 |
| iv. No of society members attended exposure training | 5 | 30 | 30 | 30 | 30 | 30 | 30 | | |

Thrust Area 5: Good Governance

| No | Goals | Key Performance Indicators (KPIs) | Baseline | | | | | | |
|-----|--|--|----------|-------|-------|-------|-------|-------|-------|
| | | | 2,011 | 2,012 | 2,013 | 2,014 | 2,015 | 2,016 | 2,017 |
| 5.1 | Performance of Institutions, programme and project monitored and evaluated | Outcome i. Improved institutional rating (%) | 60 | 65 | 75 | 80 | 90 | 95 | 100 |
| | | Output i. No of field visits | 75 | 85 | 85 | 90 | 95 | 100 | 100 |
| | | ii. No of meetings | 75 | 85 | 85 | 90 | 95 | 100 | 100 |
| 5.2 | Circulars, Guidelines and recommendations complied with and implemented | Outcome i. Clients complaints(%) | 25 | 15 | 15 | 10 | 5 | 2 | 2 |
| | | Output i. No. of Audit queries answered | 20 | 15 | 15 | 10 | 8 | 5 | 5 |

Department of Rural Industries

Ministry of Agriculture, Fisheries, Rural Industries & Tourism

Eastern Province Council

Mandate

Department of Industries, Eastern Province is the principal agency entrusted with the responsibility of industrial development in Eastern Province. This entity by mandate is the key strategic planner and implementer of the policy matters related to industrial development and is involved in physical resource development, technology generation and transfer and market promotion.

Industrial sector of Eastern Province accounts for nearly 34% of the Provincial GDP and employ 37% of the work force of the province. Industrial sector in Eastern Province is presently largely entered on small scale industrial units and they form an important component of the provincial economy. Eastern Province is endowed with certain resources and activities based on these resources have existed in the past and it is possible to provide new industries using indigenous raw materials.

Duties and Responsibilities

01. Develop and maintaining training and production centers.
02. Establishing and maintaining marketing network and market promotion centers for local products.
03. Developing and strengthening the requisite institutional system to support productive sectors.
04. Coordinating and liaise with other governmental and non governmental agencies to create a conducive environment favorable for industrial growth.
05. Conducting institutional and market survey to identify the potential markets for industrial products.

Situation analysis

Strengths

01. Province is endowed with certain resources with potential for industrial development
ie: Agriculture, livestock and inland fisheries
02. Established institutional support services – Existence of central and provincial level institutions catering to the needs of industrial development.

- 03. Availability of knowledgeable workforce
- 04. Presence of commercial banks to facilitate the provision of credit
- 05. Peace and stability

Weakness

- 01. Poor marketing facilities
- 02. Non availability of analysis reports on local and foreign demand for industrial products.
- 03. Non availability of marketing information pertaining to market opportunities.
- 04. Availability of raw materials – Certain raw materials used in industrial activity has to be imported from other countries. ie Cotton and Silk yarn
- 05. Lack of access to technology and weak managerial capacity of industrial enterprises.

Opportunity

- 01. Existence of forward and backward linkages with other sectors. ie. Agriculture, Fisheries and Tourism
- 02. Increased demand for local industrial products in both domestic and international markets.
- 03. Existence of special financial packages to cater the local financial needs of industries.

Threats

- 01. Low productivity of the industrial sector
- 02. Cheap inferior quality of imports of industrial products.
- 03. High freight and transportation costs.
- 04. Erratic supply and poor quality of raw materials.

Achievements

Provision of vocational training to youth is one of the important functions of the Department of Industries. In this regard Department of Industries operates and manages by 55 handloom training centers and 22 handicrafts training centers through which the modern production technologies are disseminated to small scale industrialists and entrepreneurs.

Youths are given short term training to develop their inherent skills in handloom production, machine repairs, food processing and coir production. It is noted that over 500 trainees are trained annually and are also provided with assistance both technical and financial enabling them to engage in a vocation on their own.

Furthermore, Department of Industries in collaboration with, Natural Crafts Council and Natural Design Centre organize skill training courses and promotes the local entrepreneurs to participate in national level exhibitions in order to establish market linkages to the benefit of small industrialists.

The major strategies to revitalize the textiles industry in Eastern Province includes modernization of handloom centres, establishing dye houses and marketing activities, introduction of new technologies and facilitating the supply of raw materials.

Vision and Mission statements and Thrust areas

Vision

Enabling Sustainable Rural Industries in Eastern Province offering wider employment opportunities and increased family income towards economic prosperity.

Mission

Facilitate the creation and sustenance of a conducive environment for dynamic rural industrial development fairly and equitably through capacity building and appropriate technologies

Thrust areas

1. Development of resource based industries
2. Enhancing vocational skills
3. Promote market linkages and networks
4. Institutional capacity development
5. Good governance

Thrust area 1 : Development of resource based industries

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|--|--|----------|---------|-------|-------|-------|--------|--------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 1.1 | Improved Industrial infrastructure facilities | Outcome | | | | | | | | |
| | | i. No. of employment created | 350 | 500 | 700 | 900 | 1100 | 1300 | 1500 | |
| | | ii. Volume of Production (Mts) | 48000 | 60000 | 70000 | 80000 | 90000 | 100000 | 110000 | |
| | | Output | | | | | | | | |
| | | i. No. of Improved industrial service centers | 50 | 55 | 60 | 65 | 70 | 75 | 80 | |
| 1.2 | Development of mini industrial estate and industrial parks | ii. No of modern machineries & equipment. | 10 | 15 | 20 | 25 | 30 | 30 | 30 | |
| | | iii. No. of trainees trained | 1500 | 2500 | 3000 | 3500 | 4000 | 4500 | 5000 | |
| | | Outcome | | | | | | | | |
| | | i. No. of new employment created | 150 | 250 | 350 | 400 | 450 | 500 | 550 | |
| | | ii. Ave.income (Rs.)/ month | 6000 | 8000 | 10000 | 12000 | 14000 | 14000 | 14000 | |
| 2.2 | Adopted advanced / new technologies | Output | | | | | | | | |
| | | i. No of mini industrial park & estate established | 2 | 3 | 3 | 3 | 3 | 5 | 6 | |

Thrust Area 2 : Enhancing vocational skills

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|---|---|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 2.1 | Increased small industrial employment opportunities | Outcome | | | | | | | | |
| | | i. No. of skill labour created | 200 | 300 | 400 | 500 | 600 | 700 | 800 | |
| | | ii. No. of self employment created | 50 | 100 | 150 | 200 | 250 | 300 | 350 | |
| | | iii. % of income increased | 5 | 10 | 15 | 20 | 25 | 30 | 35 | |
| | | Output | | | | | | | | |
| 2.2 | Adopted advanced / new technologies | i. No of increased cottage industries | 200 | 350 | 450 | 500 | 550 | 600 | 650 | |
| | | ii. No of increased small industries | 50 | 100 | 150 | 200 | 250 | 300 | 350 | |
| | | Outcome | | | | | | | | |
| | | i. No. of consumer | 2000 | 3000 | 4000 | 5000 | 6000 | 7000 | 8000 | |
| | | ii. % of quality improvement | 70 | 75 | 80 | 85 | 90 | 95 | 100 | |
| 2.2 | Adopted advanced / new technologies | Output | | | | | | | | |
| | | i. No. of modern service centers | 8 | 10 | 12 | 14 | 14 | 14 | 14 | |
| 2.2 | Adopted advanced / new technologies | ii. No of machineries with new technologies | 8 | 10 | 12 | 14 | 16 | 18 | 20 | |

Thrust Area 3 : Promote market linkages and networks

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|---------------------------------------|--------------------------------------|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 3.1 | Improved market linkages and networks | Outcome | | | | | | | | |
| | | i. No of linkages established | 5 | 8 | 12 | 16 | 20 | 24 | 28 | |
| | | ii. No of network facilities created | 1 | 2 | 3 | 4 | 5 | 6 | 7 | |
| | | Output | | | | | | | | |
| | | i. No. of sale centers constructed | 6 | +2 | +2 | +2 | +2 | +2 | +2 | |

Thrust Area 4 : Institutional capacity development

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|--------------------------|--|---|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 4.1 | Efficient and effective extension services delivered | Outcome | | | | | | | | |
| | | i. No.of social and income facilities (5X80) | 400 | 450 | 500 | 550 | 600 | 650 | 700 | |
| | | ii. Volume and methods of technologies | 20 | 30 | 40 | 50 | 60 | 70 | 80 | |
| | | Output | | | | | | | | |
| | | i. No of conventional (Traditional) centers | 80 | 90 | 100 | 100 | 100 | 100 | 100 | |
| | | ii. No of modern technology centers | 8 | 10 | 12 | 12 | 12 | 12 | 12 | |
| | | iii. No. of trainees trained | 1500 | 2500 | 3000 | 3500 | 4000 | 4500 | 5000 | |
| 4.2 | Trained and skilled industrial sector staff | Outcome | | | | | | | | |
| | | i. No. of qualified skilled labours | 300 | 400 | 500 | 600 | 700 | 800 | 900 | |
| | | ii. No. of self employment creation | 50 | 100 | 150 | 200 | 250 | 300 | 350 | |
| | | iii. No.of beneficiaries | 600 | 700 | 800 | 900 | 1000 | 1100 | 1200 | |
| | | Output | | | | | | | | |
| | | i. No. of qualified staff | 40 | 45 | 50 | 55 | 60 | 65 | 70 | |
| ii. No. of trained staff | 80 | 90 | 100 | 110 | 120 | 130 | 140 | | | |
| | | iii. No.of training received | 20 | 25 | 30 | 35 | 40 | 45 | 50 | |
| 4.3 | Strengthened industrial societies | Outcome | | | | | | | | |
| | | i. NO OF BENEFICIARIES ASSISTED THROUGH DDD | 200 | 300 | 400 | 500 | 600 | 700 | 800 | |
| | | Output | | | | | | | | |
| | | i. No of industries established under private public sector partnership | 2 | 3 | 4 | 6 | 8 | 10 | 12 | |

Thrust Area 5 : Good governance

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|--|---|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 5.1 | Performance of Institutions, programme and project monitored and evaluated | Outcome | | | | | | | | |
| | | i. No. of exhibitions conducted | 5 | 10 | 15 | 20 | 25 | 30 | 35 | |
| | | ii. No of linkages with private partnership established | 4 | 5 | 5 | 5 | 5 | 5 | 5 | |
| | | Output | | | | | | | | |
| | | i. No of trainings provided | 80 | 100 | 120 | 140 | 160 | 180 | 200 | |
| | | ii. % of awareness created among entrepreneurs | 5 | 10 | 15 | 20 | 25 | 30 | 35 | |
| 5.2 | Circulars, Guidelines and recommendations complied with and implemented | iii. No of employments opportunities created | 80 | 100 | 120 | 140 | 160 | 180 | 200 | |
| | | Outcome | | | | | | | | |
| | | i. Clients complaints (%) | 23 | 21 | 19 | 15 | 10 | 5 | 0 | |
| | | Output | | | | | | | | |
| | | i. No of Audit queries answered | 25 | 22 | 19 | 17 | 11 | 9 | 5 | |

Fisheries Unit

Ministry of Agriculture, Fisheries, Rural Industries & Tourism

Eastern Province Council

Mandate

The provincial fisheries unit of the Ministry of Agriculture is entrusted with the responsibility of development of inland fisheries sector in Eastern Province. This unit in collaboration with National Aquaculture Development Authority undertakes the responsibility of proper management of inland fisheries resources and contributes towards the development of professional and social welfare of fishermen of Eastern Province.

Providing nutritional fresh water fish at a reasonable price to the rural consumers and improving the living standards of inland fisheries community are considered as the organizational objectives of this unit.

Duties and Responsibilities

The main activities of the fisheries unit of the Ministry are

01. Stocking of improved species of fingerlings in the selected tanks.
02. Training of fishermen on the management of fisheries resources and cooperative societies.

03. Assistance to inland fishermen by means of supply of fisheries inputs like canoes, nets, deep freezers.
04. Grant assistance for pond fish culture
05. Ensure maximum utilization of inland water resources

Situation Analysis

Strengths

01. Energetic well trained and hard working staff
02. Each district consists of a district fisheries office
03. Availability of mobility facilities
04. Conducive government policy for development of inland fisheries sector

Weakness

01. Provincial fisheries functions as a unit.
02. Insufficient no. of field staff
03. Shortage of office equipments

Opportunities

01. Fisheries sector included in the concurrent list of 13th Amendment to the Constitution.

02. Great potential for inland fishing
03. Devolved subject with Department of Cooperatives and other Central Government institutions.

Threats

01. Non availability of sufficient quantity of fingerlings
02. Illegal fishing
03. Lack of coordination and overlapping functions with central fisheries institutions
04. Lack of access to modern fishing technologies.

Achievements

Inland fisheries played a significant role in the rural economy. Eastern Province is endowed with water bodies for development of inland fisheries. It is estimated that there is 635 sq km of inland water areas available for inland fisheries development in Eastern Province. It is noteworthy to mention that 5590

fishermen out of 40,000 fishermen in Eastern Province are involved in inland fisheries sector. Furthermore there are 327 fishermen co-operative societies are functional in Eastern Province In year 2011 it is estimated that 10,670 mt of fish was harvested from inland water resources in this province.

Several development interventions were initiated to revive inland fisheries sector in Eastern Province to the benefit of fishers involved in Inland Fisheries Sector. It is estimated that nearly 1.84 Mn improved species of fingerlings at a cost of Rs. 3.8 Mn were stocked in the perennial tanks of the province. Partial assistance was given as grants from PSDG (Province Specific Development Grant) for 165 families to establish their own ponds enabling them to achieve nutrition security and also a supplementary income.

Furthermore a total of 230 canoes, 1,636 fishing nets and supporting fishing gear were procured in the past and supplied to needy fisherman through fishermen cooperative societies.

Vision and Mission statements and Thrust areas

Vision

Better living of fishing community optimizing utilization of Inland fisheries resources and contributing to eradicate protein deficiency in Eastern Province

Mission

Improvement of living standard of Inland fishing community and food security in Eastern Province, fairly and equability by providing technical, financial, production and marketing guidance support and assistance to the fisheries societies

Thrust areas

1. Development of small infrastructure for inland fisheries
2. Productivity improvement and marketing promotion
3. Institutional capacity development
4. Good Governance

Thrust Area 1 : Development of small infrastructure for inland fisheries

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|------------------------------------|--|----------|---------|-------|-------|-------|-------|-------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 1.1 | Improved infrastructure facilities | Outcome | | | | | | | | |
| | | i. Monthly income of a fishing family (Rs) | 9000 | 9500 | 10000 | 11000 | 12000 | 13000 | 14000 | |
| | | ii. Fish production increased(Mt/yr) | 600 | 610 | 620 | 640 | 670 | 700 | 750 | |
| | | Output | | | | | | | | |
| | | i. No of landing sites constructed | - | - | 1 | 2 | 4 | 5 | 6 | |
| | | ii. No of mini hatcheries established | - | - | 1 | 2 | 4 | 5 | 6 | |

Thrust Area 2 :- Productivity improvement and marketing promotion

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|-------------------------------|--|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 2.1 | Increased fish production | Outcome | | | | | | | | |
| | | i. No of employment increased | 1100 | 1200 | 1300 | 1400 | 1550 | 1700 | 1900 | |
| | | ii. Annual fish production increased (mt/Yr) | 600 | 610 | 620 | 640 | 670 | 700 | 750 | |
| | | Output | | | | | | | | |
| | | i. No of utilized untapped water resources (No of Tanks) | 47 | 50 | 52 | 59 | 68 | 73 | 90 | |
| | | ii. No of fingerlings and prawns stocked (Mn) | 1.0 | 2 | 3 | 4 | 5 | 6 | 8 | |
| | | iii. No of fishing canoes with gears supplied | 140 | 400 | 560 | 670 | 800 | 800 | 800 | |
| 2.2 | Improved marketing facilities | Outcome | | | | | | | | |
| | | i. Quantity of fish marketed (mt/year) | 500 | 510 | 520 | 540 | 570 | 600 | 650 | |
| | | Output | | | | | | | | |
| | | i. No of small sales point established | - | 3 | 5 | 7 | 10 | 13 | 18 | |
| | | ii. No of exposure visits | 2 | 3 | 5 | 6 | 8 | 10 | 10 | |
| | | iii. No of equipment | 30 | 100 | 160 | 200 | 250 | 300 | 350 | |
| | | iv. No of trainings on marketing | 3 | 5 | 7 | 8 | 9 | 12 | 12 | |
| 2.3 | Reduced post harvest losses | Outcome | | | | | | | | |
| | | i. % of increased value added fish product | 20 | 25 | 30 | 35 | 40 | 45 | 50 | |
| | | ii. % of decreased post harvesting losses | 40 | 35 | 30 | 25 | 20 | 15 | 10 | |
| | | Output | | | | | | | | |
| | | i. No of exposure visits | 2 | 4 | 5 | 9 | 8 | 10 | 12 | |
| | | ii. No of training programmes | 3 | 6 | 9 | 10 | 12 | 12 | 12 | |
| | | iii. No of equipment | 75 | 85 | 106 | 136 | 170 | 200 | 200 | |

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | |
|----------|---|--|----------|---------|------|------|------|------|------|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2.4 | Improved skill in aquaculture | Outcome i. % of skilled persons involved aquaculture | 20 | 22 | 25 | 30 | 35 | 45 | 60 |
| | | Output i. No of training programme | 10 | 12 | 14 | 16 | 18 | 20 | 22 |
| | | ii. No of awareness programmes | 15 | 17 | 20 | 25 | 30 | 30 | 35 |
| 2.5 | Backyard production of fingerlings promoted | Outcome i. No of fingerlings produced by backyard (mn) | 0.01 | 0.1 | 0.2 | 0.3 | 0.4 | 0.5 | 0.6 |
| | | ii. No of fingerlings requested by societies (decreased) (Mn) | 8 | 7 | 7.6 | 7.4 | 7.2 | 7.0 | 6.8 |
| | | Output i. No of ponds constructed | 12 | 18 | 24 | 36 | 48 | 60 | 72 |
| | | ii. No of families locally produced fingerlings in backyard | 12 | 16 | 24 | 36 | 48 | 60 | 72 |

Thrust Area 3 :- Institutional capacity development

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | |
|----------|---|---|----------|---------|------|------|------|------|------|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 3.1 | Trained and skilled managerial, technical staff and fishermen societies | Outcome i. % of physical and financial progress increased | 13 | 15 | 17 | 20 | 25 | 30 | 35 |
| | | ii. No of societies strengthened | 06 | 09 | 12 | 18 | 24 | 30 | 36 |
| | | Output i. No of trainings for staff | 2 | 3 | 5 | 6 | 7 | 8 | 10 |
| | | ii. No of exposure visits for staff | 2 | 3 | 4 | 6 | 7 | 7 | 7 |
| | | iii. No of trainings for FCS | 3 | 5 | 8 | 12 | 15 | 15 | 15 |
| 3.2 | Ensured efficient and effective extension services | Output iv. No of exposure visits for FCS | 2 | 3 | 4 | 5 | 5 | 6 | 6 |
| | | Outcome i. % of extension activities increased | 20 | 23 | 25 | 30 | 35 | 50 | 65 |
| | | Output i. % of field equipment and mobility received | 2 | 3 | 5 | 8 | 10 | 15 | 20 |

Thrust Area 4 :- Good Governance

| No | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|-----|--|--------------------------------------|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 4.1 | Performance of Institutions, programme and project monitored and evaluated | Outcome | | | | | | | | |
| | | i. Improved institutional rating (%) | 60 | 70 | 75 | 80 | 90 | 95 | 100 | |
| | | Output | | | | | | | | |
| | | i. No of field visits | 8 | 10 | 12 | 14 | 15 | 18 | 24 | |
| | | ii. No of meetings | 6 | 10 | 12 | 13 | 16 | 18 | 24 | |
| 4.2 | Circulars, Guidelines and recommendations complied with and implemented | Outcome | | | | | | | | |
| | | i. Clients complaints(%) | 2 | 1 | 1 | 0 | 0 | 0 | 0 | |
| | | Output | | | | | | | | |
| | | i. No. of Audit queries answered | 1 | 0 | 0 | 0 | 0 | 0 | 0 | |

Tourism Unit

Ministry of Agriculture, Fisheries, Rural Industries & Tourism

Eastern Province Council

Mandate

Mandate of the Tourism Unit conforms to the framework of the national policy and the subjects and functions assigned under List III of the 9th Schedule of the 13th amendment of the constitution and are as follows.

- a) Create a conducive climate for both domestic and international tourism
- b) Facilitate the attraction of right type of tourists
- c) Ensure the welfare of tourists
- d) Improve the domestic tourism considerably towards improving the natural image of Eastern Province in tourism sector development.

Development and improvement of the access to the province and within the province, development of supportive services for tourism, human resources development and innovative development of new tourist attraction and activities are identified as primary strategies for tourism development in Eastern Province.

Duties and Responsibilities

01. Encourage, promote and develop efficient tourist services within Eastern Province.
02. Provision of financial (grants and loans) and technical assistance to public institutions, local authorities organization operating and maintaining tourist related services.
03. To encourage the stakeholders of tourism industry in Eastern Province to promote package tours with a view of increasing the tourist arrivals in Eastern Province.
04. To encourage the investors of both local and foreign to invest in tourism development projects in Eastern Province.
05. To contract and collaborate between national tourism management bodies, organizations to facilitate, support and cooperation in the field of human resource development

Situation Analysis

Strengths

01. Beautiful beaches offering various activities
02. East coast is closer to popular national parks and wild life reserves and natural water bodies.
03. East coast beaches have a seasonal advantage from April to October compared to the west and south
04. Arugam Bay is an international class surfing attraction
05. Pasikuda beach has a gentler slop and small waves
06. Availability of fishing, diving (sunken ships) and whale watching opportunities

Weaknesses

01. Road and rail travel is long (6 hours plus) and uncomfortable
02. East coast is buffeted by North East monsoons from November to February
03. Long distance from major private hospital and health facilities
04. Basic rural infrastructure poor and inadequate for existing residents, much less new development

05. Currently few hotel rooms are available meeting minimum standards

06. Limited alternative accommodations (home stay or camping)

Opportunities

01. Major infrastructure investments are planned and being implemented in Eastern Province.
02. Potential for linkages available with agriculture, fishery sectors that will increase market prices and rise incomes of workers in these sectors
03. Public investment in training and workforce development will help tourism and other sectors

Threats

01. Lack of familiarity with foreign tourists
02. Development of complex social issues affecting local residents
03. Global climate change and natural disasters

Achievements

It is noteworthy to mention that this sector has rebounded in the past from the global of economic turn downs and external shocks such as terrorism and is emerging as a major economic activity in Eastern Province. Dept of Tourism of the Eastern Province is involved in promotion and development of tourist attractions as well as rural infrastructure to facilitate growth. This included in training youths in the field of hospitality training and beatification of religious and cultural sites.

Furthermore steps were taken to promote local entrepreneurs through providing market opportunities to market their products and services.

Vision and Mission statements and Thrust areas

Vision

Eastern Province is most preferred destination for leisure and pleasure

Mission

Providing tourism related infrastructure emphasizing public and private partnerships to attract domestic and international tourists seeking historical, cultural, scenic and religious admiration of the Eastern Province whilst improving business opportunities for the community.

Thrust areas

1. Developing tourism related infrastructure
2. Enhancing business opportunities
3. Tourism man power development
4. Institutional capacity development
5. Good Governance

Thrust Area 1 : Developing tourism related infrastructure

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | |
|----------|---|--|----------|---------|------|--------|-------|--------|-------|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 1.1 | Improved infrastructure for tourism development | Outcome:- ii. % Increased tourist arrivals | 25% | 30% | 35% | 40% | 45% | 48% | 50% |
| | | Output:- i. No.of access roads improved | 10 | - | 13 | 19 | 22 | 25 | 30 |
| | | ii. No.of comfort centers constructed | 1 | - | 2 | - | 4 | - | 6 |
| | | iii. No.of tourist places provided with water supply and sanitation facilities | 10 | - | 14 | 18 | 22 | 26 | 30 |
| 1.2 | Improved and beautified tourism locations | Outcome:- ii. % Increased tourist arrivals | 25% | 30% | 35% | 40% | 45% | 48% | 50% |
| | | Output:- i. No.of tourist spots beautified | 5 | 6 | 8 | 8 | 9 | 10 | 12 |
| 1.3 | Developed tourism information system | Outcome:- i. % Increased tourist arrivals | 25% | 30% | 35% | 40% | 45% | 48% | 50% |
| | | ii. No of tourists received the information | x | 2x | 3x | 4x | 5x | 6x | 7x |
| | | iii. No of tourists obtained required Services | x | x+50 | x+75 | x+100 | x+120 | x+140 | x+200 |
| | | iv. Reduced travelling time | X hr | X- 5 | X- 4 | X- 3.5 | X- 3 | X- 2.5 | X- 2 |
| | | Output:- i. No.of signboards displayed | 15 | - | 20 | 30 | 45 | 60 | 80 |
| | | ii. No.of brochure guide books made available | 2 | 3 | 5 | 8 | 9 | 10 | 12 |
| | | iii. No.of tourist information centers constructed | - | 2 | 3 | - | - | 4 | 5 |

Thrust Area 2 : Enhancing business opportunities

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|---|--|----------|---------|-------|-------|-------|-------|-------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 2.1 | Promoted marketable products and services | Outcome:- | | | | | | | | |
| | | i. % increased income in art craft products | 25% | 30% | 35% | 40% | 45% | 50% | 55% | |
| | | Output:- | | | | | | | | |
| | | i. No.of local art and craft products in the market | 10 | 12 | 15 | 18 | 20 | 23 | 26 | |
| | | ii. No.of people engaged in tourist related marketing activities | x | x+100 | x+150 | x+200 | x+250 | x+300 | x+400 | |
| | | iii. No.of sales centers established | - | 2 | 3 | - | 5 | 6 | 7 | |

Thrust Area 3 : Tourism man power development

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | | |
|----------|---|--|----------|---------|------|------|------|------|------|--|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | |
| 3.1 | Created new employments in tourism industry | Outcome:- | | | | | | | | |
| | | i. No.of persons employed as cook in hotel industry | - | 25 | 50 | 100 | 150 | 200 | 250 | |
| | | ii. No.of persons employed as house keeper in hotel industry | 50 | 100 | 150 | 200 | 250 | 300 | 350 | |
| | | iii. No.of persons employed as Bar men in hotel industry | 10 | 15 | 20 | 25 | 30 | 35 | 40 | |
| | | iv. No.of persons employed as receptionist in hotel industry | - | 10 | 15 | 18 | 20 | 25 | 30 | |
| | | Output:- | | | | | | | | |
| | | i. No.of youth recruited | 200 | 100 | 250 | 250 | 270 | 300 | 350 | |
| | | ii. No.of persons trained | 50 | 100 | 200 | 300 | 350 | 400 | 500 | |
| 3.2 | Capacity of human resource in the tourism industry enhanced | Outcome:- | | | | | | | | |
| | | i. % increased youth engaged in self employment | 40% | 45% | 50% | 55% | 60% | 65% | 70% | |
| | | ii. % improved service delivery | 25% | 30% | 35% | 40% | 45% | 50% | 75% | |
| | | Output:- | | | | | | | | |
| | | i. No.of Training Centers | - | 1 | 2 | - | - | 3 | - | |
| | | i. No.of programme conducted | 5 | 8 | 8 | 9 | 10 | 12 | 15 | |
| | | ii. No.of persons trained | 25 | 30 | 35 | 40 | 45 | 50 | 50 | |

Thrust Area 4 : Institutional Capacity Development

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | |
|----------|---|---|----------|---------|------|-------|-------|-------|-------|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 4.1 | Established institutions for man power development and coordination | Outcome:- i No.of institutions strengthened of tourism related activities | x | x+5 | x+6 | x+7 | x+8 | x+10 | x+12 |
| | | Output:- i No.of institutions constructed for tourism related activities | - | - | 10 | 15 | 20 | 25 | 30 |
| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | |
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 4.2 | Trained and skilled managerial and professional staff | Outcome:- i % improved service delivery | 40% | 45% | 50% | 55% | 60% | 65% | 70% |
| | | Output:- i No.of Institutional trainings conducted | 2 | 3 | 4 | 5 | 8 | 10 | 10 |
| | | ii. No.of trainings provided to all professional staff | - | 2 | 4 | 5 | 6 | 8 | 10 |
| | | ii. No.of training provided to managerial staff | - | 1 | 2 | - | 3 | - | 4 |
| 4.3 | Efficient and effective system for coordination and promotion of tourism activities | Outcome:- i improved service delivery | x | x+5% | x+8% | x+10% | x+12% | x+15% | x+20% |
| | | Output:- i No.of Programme conducted | - | - | 10 | 15 | 20 | 25 | 30 |

Thrust Area 5 : Good Governance

| Goal No. | Goals | Key Performance Indicators (KPIs) | Baseline | Targets | | | | | |
|----------|---|--|----------|---------|------|------|------|------|------|
| | | | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
| 5.1 | Monitored and evaluated performance of the programmes | <p>Outcome:-</p> <p>i. % of programmes completed in time</p> <p>ii. Quarterly progress reports made</p> <p>Output:-</p> <p>i. No.of review meetings conducted</p> | 25% | 30% | 35% | 40% | 45% | 50% | 55% |
| 5.2 | Compliance and implementation general guidelines and tourism specific regulations | <p>Outcome:-</p> <p>i. No.of complaints attended</p> <p>ii. Reduced No.of audit queries / observations</p> <p>Output:-</p> <p>i. No.of audit queries answered</p> <p>ii. No.of circulars and guidelines issued</p> | - | 5 | 4 | - | 3 | 2 | - |
| | | | x | x-5 | x-10 | x-15 | x-20 | x-25 | x-30 |
| | | | x | x-5 | x-10 | x-15 | x-20 | x-25 | x-30 |
| | | | x | x+5 | x+10 | x+15 | x+20 | x+25 | x+30 |